



SEDGEFIELD BOROUGH COUNCIL TRANSITION PLAN

WORKING TOWARDS A COUNTY DURHAM COUNCIL

JUNE 2008 - APRIL 2009

Working towards a more healthy, prosperous and attractive borough with strong communities.

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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 2009. 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 2009 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 and the Structural Change Order was approved by Parliament in February 2008.
4. Consequently the seven Durham District Councils will be abolished on 1 April 2009 and their functions transferred to the new Council for County Durham. This decision necessitated significant changes to corporate planning arrangements in order to facilitate a successful transition.
5. Accordingly, the Council approved in January 2008 a Transition Plan for Local Government Reorganisation, as an amendment to its 2007-2010 Corporate Plan. The Transition Plan rationalised the Council's priorities, set out clearly the arrangements for the management of the authority up to the handover period and how the Council would participate in the development of the new authority.
6. Within such an intensive process however, the pace of change is significant, and it has now become necessary to update the Transition Plan to reflect progress in the developments of the new authority and the refinement of the Council's priorities and capital programme commitments over the last six months.

PURPOSE OF THIS DOCUMENT

7. 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.

8. It 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.
9. It is intended that Cabinet, Management Team (the Programme Board) and the Project Officers Group, together with the Implementation Team for the new authority, will use this plan to monitor and manage the Council's progress during transition.

OBJECTIVES

10. The objectives of this Transition Plan, are to: -
 - State the Council's aims, objectives and priorities during the transition period
 - Set out revised corporate activity and funding arrangements for transition period
 - Clarify corporate transition programme management arrangements
 - State the Council's vision for the new authority for County Durham
 - Set out the values and principles by which the Council will operate during transition
 - Establish terms of engagement with 'County Durham Council' Change Programme

SCOPE

11. This plan is the overarching plan for [Sedgefield Borough Council](#) during the transition period, and such sets out how services and projects will be facilitated, delivered and resourced.
12. 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

13. The Council's approved Corporate Planning Framework commits it to the development of a three-year Corporate Plan, refreshed annually, and approved by Full Council. The Corporate Plan quantifies the Council's contribution to the shared vision for the Borough set out in the Community Strategy 2004-2014 by setting out its ambitions and priorities for the mid-term at a strategic and tactical level within the context of the local partnership landscape. It also outlines how the Council will meet its national performance targets and how it will continue to progress towards organisational excellence.
14. A Medium-Term Financial Plan (MTFP) is developed in parallel to the Corporate Plan and defines both the resources available to deliver priorities and how they will be deployed. An Organisational Development Plan (ODP) complements

and enhances the financial resources identified within the MTFP by ensuring that the Council has...*"the right people, in the right place, with the right skills at the right time"*.

15. In line with freedoms and flexibilities allocated to Councils rated 'Good' or 'Excellent' through the Comprehensive Performance Assessment, the Corporate Plan has in recent years served as the Council's statutory Best Value Performance Plan (BVPP), and had to be published by 30 June annually.
16. Part 7 of the Local Government and Public Involvement in Health Act 2007 amends the duty of Best Value, removing the requirement to publish a BVPP, although two statutory elements required of a BVPP remain – reporting the outturn of the past year's performance against BVPIs and the publication of a statement certifying contracts entered into the past year that have involved the transfer of staff.
17. Furthermore, an annual review of progress is a cornerstone of the Council's corporate planning framework, and is no less essential this year – a robust assessment of performance and expenditure will inform the approach of the new authority.
18. In the light of the above requirements and drivers, the Corporate Plan 2007-2010 and the first iteration of the Transition Plan approved in January 2008 have been reviewed and the two have been consolidated in a single revised Transition Plan for the Council's final year.
19. The requirement to publish 2007/2008 BVPI performance and a statement on contracts will be met by appending these items to the published version of this Plan.
20. It is proposed that this revised Transition Plan will become in effect the Council's Corporate Plan for the final year.
21. This Transition Plan represents the Council's contribution to the Borough's Community Strategy and the Strategic Vision for County Durham and is grounded in robust needs assessments shared with local partners.
22. Also 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

SEDGEFIELD BOROUGH

23. Sedgefield Borough is situated in the South of County Durham in the North East of England, between Durham City and Darlington, covering some 217 km². Almost 80% of the 87,206 residents (2001 Census) live within the major centres of Newton Aycliffe, Spennymoor and Shildon and the settlement of Ferryhill. In contrast to these urban centres, the Borough also contains small historic villages (some of Saxon origin) and coalfield communities in the more rural eastern part of the Borough.
24. The Indices of Deprivation 2007 identifies three of the Borough's 56 Lower Super Output Areas as within the 10% most deprived nationally and 18 of the Boroughs 19 wards containing LSOAs within the 30% most deprived. Comprehensive socio-demographic data on the Borough's communities is set out in the Overarching Area Framework documents, available at www.sedgefieldsp.org.uk.
25. Until April 2009, Sedgefield Borough 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 Sedgefield Borough Council providing local services such as regeneration, benefits, street scene, housing and leisure. In addition, some functions are shared between the County and Borough Councils (e.g. waste management) and others are delivered across the region, with multi-agency involvement (e.g. planning, economic development and tourism).
26. The Borough is also fully parished, with 13 Town and Parish Councils. Amongst these Great Aycliffe and Spennymoor Town Councils represent two of the largest in the country.

SEDGEFIELD BOROUGH COUNCIL

Organisation

27. Sedgefield Borough Council is a 'Shire District' Council, commissioning, facilitating or providing over 200 services to the public. It comprises 50 councillors democratically elected by and accountable to residents of their ward. The Council has operated with a Cabinet/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.sedgefield.gov.uk.
28. The Council is rated as *Good* under the Audit Commission's CPA regime, and is on the cusp of *Excellent* status following a series of strong corporate governance inspections and consistent improvement in service performance.

Corporate Planning process

29. The Council has a well-established corporate planning process, which is fully integrated with the performance management arrangements of the Borough's Local Strategic Partnership, as is similarly structured around the four ambitions for the Borough set out in the Community Strategy – Healthy, Prosperous, Attractive and Strong. Appendix 1 sets out how the Transition Plan relates to existing plans and strategies.

Corporate Values

30. Corporate Values articulate expected standards of behaviour for the benefit of all stakeholders. The Council reviewed and revised its Values during 2007/2008. The new Values, and the chosen acronym *RADICAL*, are a marker for transformation and forthcoming change.

R	Respect	We value and promote diversity, mutual respect and equal opportunities in everything that we do.
A	Accountability	We are accountable to the public and ensure that our decisions and actions are objective, clear and properly scrutinised.
D	Dedication	We work hard to secure excellent, value-for-money, customer focused services for local communities.
I	Integrity	We maintain the highest standards of behaviour at all times to build trust with our customers and partners.
C	Collaboration	We seek to work in partnership wherever practicable, to improve outcomes for local communities.
A	Ambition	We want our communities to reach their full potential. We want to be the best at what we do, and to improve, year-on-year.
L	Leadership	We represent the needs and aspirations of local people, and work with partners to shape strong and prosperous local communities.

31. Values and associated behaviours are promoted through the Council's Organisational Development Plan and communication strategies.

THE COUNCIL'S PRIORITIES FOR THE NEW COUNCIL

Employees

32. 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 staff who transfer do so on terms no less favourable than those they enjoyed immediately before the transfer.
33. The Council is committed to playing an intrinsic role in the People and Organisation 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 and

- 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
 - develop and maintain effective channels of communication to ensure employees receive timely and consistent messages
34. The Council will advocate that the Implementation Executive 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.
35. The Organisational Development section of this plan sets out how the Council will support employee development during the transition process.

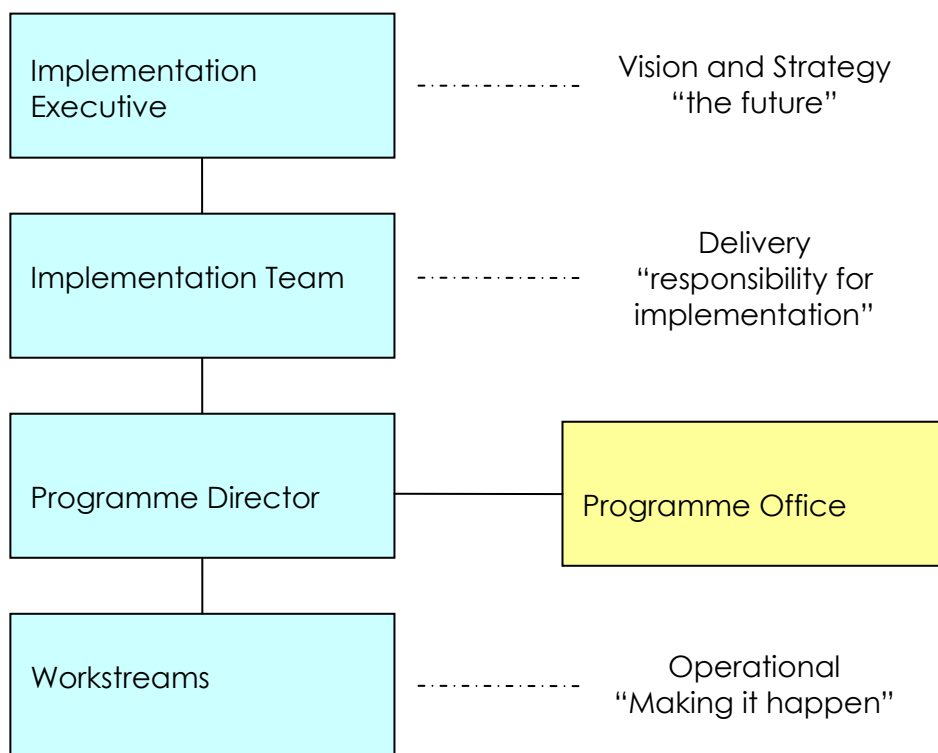
Organisational design

36. 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.
37. The Borough Council believes that the two-tier local government system has many positive benefits and has served rural Counties well. 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.
38. As a broad principle, the Borough Council favours a decentralised 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.
39. Locality based working would be best supported through multi-functional, sub-county policy, management and decision making structures that reflect the distinct sub-county geographies identifiable through labour markets, retail patterns, housing markets and community identity. This principle has been adopted by the recently reconfigured PCT and County Durham's Police Force. The abolition of District boundaries provides the opportunity to review and align sub-county policy, strategy and delivery areas on a multi-agency basis.

- 40. At a County level, a centralised back office would create the economies of scale to support this locality based working. The County is viewed as the natural place for Strategic Leadership and large-scale project and service development, where a broader view is necessary.
- 41. The Council welcomes the opportunity for inclusion in the change management process and will work positively during the transition phase.

THE COUNTY DURHAM COUNCIL PROGRAMME

- 42. A 'County Durham Council' change programme structure has been developed by the Durham County and District Councils' Senior Officer Group and provisionally endorsed by all authorities to commence once legislative orders have been placed.
- 43. 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".
- 44. The following governance model for the programme has been agreed.



- 45. The programme will be managed through an Implementation Executive of Elected Members and an Implementation Team (IT) comprising the Chief Executive and Directors of the County Council, the Chief Executives of the Durham District Councils and the Programme Director.
- 46. The day-to-day management of the programme will be the responsibility of a Programme Director, who will be supported by a Programme Manager and a

small programme office. The Programme Director will be independent of the authorities involved.

47. The Change Programme is split into six sub programmes; Adults, Health and Wellbeing; Children & Young People; Environment and Neighbourhood; Place Shaping; Challenge and Corporate Support.
48. Each programme has a series of workstreams with nominated representatives by the Chief Executives on each. Each workstream has a nominated County Workstream Leads and some have a District Workstream Lead to work with the county lead.
49. The projects that will create the new Council will be developed under the workstreams, which will each be managed by workstream Leads.

THE COUNCIL'S COMMITMENT TO THE CHANGE PROGRAMME

50. The Council will make a number of commitments, set out below, to facilitate the development of the new authority and at the same time to deliver on existing commitments and local priorities during the transition period.
51. The Council will be represented on the Implementation Executive and the Implementation Team and offer the change programme full support and cooperation at all times. 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.
52. 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. All key decisions of the Council will be submitted to the Implementation Executive, Implementation Team, and where appropriate, the Audit Commission and DCLG, for comment.
53. The Council commits to no growth in its overall revenue 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.
54. 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.
55. 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
56. Appropriate workforce analyses will be undertaken 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.
57. 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 transition plan.
58. 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

59. The Council must 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 Sedgefield Borough Council is positive.
60. The Council has a number of priority objectives for the Borough's 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.
61. The Council must also 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.

Transition Plan

62. This plan sets out activities that will ensure that both of these responsibilities are executed effectively. It will be reviewed on a monthly basis and be supported by action planning as appropriate. It has been agreed that the Council delivers the Transition Plan in line with Managing Strategic Programmes (MSP) and PRINCE2 principles, with a programme structure that plays into countywide arrangements.

Programme Management arrangements

63. The Transition Programme will be coordinated by the Assistant Chief Executive, and managed on day-to-day basis by the Corporate Performance Manager.

The Information Management Projects Officer will provide programme and projects support. These officers, together with key Accountancy and HR supports, will comprise the programme management team.

64. Management Team will act as the Programme Board and has agreed leads and project officers to develop internal arrangements linked to the County Durham Council Change Programme workstreams.
65. Representatives will develop teams and internal arrangements as appropriate on a time-limited basis, within the framework established by Organisational Development. A Project Officers Group will be established to ensure work is coordinate effectively. This framework is outlined at Appendix 2.
66. Programme updates will be a standing item on Management Team and Cabinet agendas.

Rationalisation of partnerships, policy development and service improvement arrangements

67. 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.
68. The Council's partnerships will be reviewed in line with corporate arrangements, and revised accordingly.
69. Policy development and mid to long-term service improvement initiatives in particular will be curtailed. For example, the service development and optimisation programme 'Making Change Happen' is one that will not now proceed in its proposed format. It should be noted that 'Making Change Happen' was to incorporate the Council's 'Best Value Review' programme, which will be curtailed. All policy and service development will be nested within the countywide transition process.
70. Existing groups such as Strategic Working Groups, the purpose of which has been largely to develop policy, will be re-engineered, with their focus to be upon bringing forward projects through the transition programme. Other policy-focused middle manager groups should be abolished or realigned to the Transition Plan as appropriate.
71. The Heads of Service Group will continue to meet, but on a quarterly basis. In the interim, key Heads of Service will be involved in or support the transition programme; others will focus on maintaining service standards and dealing with more operational transition issues under the guidance of the Board.
72. Cabinet and Management Team will continue to receive performance and budgetary updates via a quarterly, composite, highlight report. Quarterly reports will also be made available to Overview and Scrutiny Committees.

Business as usual

73. Outside of this transition programme, business as usual will continue. Service standards must be preserved as far as practicable against a background of increased employee turnover, a moratorium on recruitment, 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 Management Team and Cabinet as outlined above. The Business Continuity Plan will be monitored to ensure that it is fit-for-purpose from a LGR perspective.

PERFORMANCE REVIEW 2007/2008

KEY PERFORMANCE INDICATORS

74. During this transition period it is important that whilst resources are used to help manage the change to a new council; service standards are maintained to ensure that local communities receive acceptable levels of service provision.
75. To measure progress towards key ambitions and delivering on values, the Council identified in its 2007-2010 Corporate Plan a set of key performance indicators. Performance against these key indicators in 2007/2008 is set out below.

Ref	Description	2006/07 Outturn	2007/08 Target	2007/08 Outturn	Target achieved	Trend	2008/09 Target
Healthy Borough							
CPH03	Percentage of population participating in 30 minutes of moderate exercise 3 times per week	Baseline TBE	17%	16.90%	N	-	22%
CPH04	Percentage of high risk food premises inspections that should/were carried out	98%	100%	99%	N	▲	100%
CPH06	Percentage of general public health complaints responded to within 3 days	95%	92%	97%	Y	▲	93%
CPH17	Representative facility use by people from the most disadvantaged groups	Baseline TBE	Baseline TBE	24.07%	-	-	TBE
CPH18	Representative facility use by people aged over 60	9.9%	10%	9.78%	N	▼	12%
CPH30	Adults 18-64 with physical disabilities helped to live at home per 1,000 population	7.9	5.4	8.6	Y	▲	TBE
CPH31	Older people helped to live at home per 1,000 population aged 65+	116.5	90.5	117.4	Y	▲	TBE
Prosperous Borough							
BV078a	Speed of processing [average time for all new claims]	20.7 days	18 days	20.8 days	N	▼	17 days
CPP17	Percentage of unemployed adults undertaking training with SBC who gain employment	30%	30%	30%	Y	◀ ▶	30%
CPP29	Number people achieving NVQ Level 2 through Train 2 Gain	Baseline TBE	72	53	N	-	72
CPP30	Number of people benefiting from enterprise coaching on a 1-1 basis through the Council's Enterprise in Deprived Communities programme	Baseline TBE	100	306	Y	-	TBD
CPP31	Number of new start businesses registering with the Inland Revenue as a result of support received through the Enterprise in Deprived Communities programme	Baseline TBE	30	107	Y	-	TBD

Ref	Description	2006/07 Outturn	2007/08 Target	2007/08 Outturn	Target achieved	Trend	2008/09 Target
Attractive Borough							
BV082	Percentage of the total tonnage of household waste arisings that have been recycled and/or composted	25.27%	26%	17.98%	N	▼	27%
BV084b	Percentage change from the previous financial year in the number of kilograms of household waste collected per head	-8.2%	1.2%	-3.36%	Y	▼	+1.6
BV106	Percentage of new homes built on previously developed land	38.1%	45%	31%	N	▼	47%
BV109a	Percentage of major Commercial and Industrial applications decided within 13 weeks	49.7%	60%	50.0%	N	▲	63%
BV109b	Percentage of minor Commercial and Industrial applications decided within 8 weeks	72.2%	75%	78.1%	Y	▲	77%
BV109c	Percentage of all other applications decided within 8 weeks	87.4%	91%	89.5%	N	▲	91%
BV199a	Percentage of relevant land and highways that are assessed as having combined deposits of litter and detritus that fall below an acceptable level	9%	8.50%	15%	N	▼	8%
BV218b	Percentage of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to remove the vehicle	96.7%	95%	100%	Y	▲	95%
CPA02	Number of people spectating or participating in a cultural activity	15,985	14,000	14,339	Y	▼	14,500
Strong Communities							
BV184a	Proportion of local authority dwellings which were non-decent at the start of the financial year	42%	23%	38%	N	▲	13%
BV212	Average time taken to re-let local authority housing	30	30	41	N	▼	29 days
CPS11	Percentage of vulnerable private sector housing in the borough that meets Decency Standard	58.4%	65%	TBD	-	-	TBD
CPS15	Total BCS crime within the Borough	4,651	4,098	4,182	N	▲	TBD
LPI03	Number of recorded anti-social behaviour incidents	14,905	20,000	12,167	Y	▲	20,000
Values and Governance							
BV002a	The level of the Equality Standard for local government to which the Authority conforms	2	3	3	Y	▲	4

Ref	Description	2006/07 Outturn	2007/08 Target	2007/08 Outturn	Target achieved	Trend	2008/09 Target
BV002b	The quality of an Authority's Race Equality Scheme (RES) and the improvements resulting from it's application	47.4%	47.4%	68.42%	Y	▲	74%
BV008	Percentage of invoices paid by the Authority within 30 days of receipt or within the agreed payment terms	98.10%	98.30%	97.40%	N	▼	98.50%

Ref	Description	2006/2007 Outturn	2007/2008 Target	2007/2008 Outturn	Target achieved	Trend	2008/2009 Target
Values and Governance							
BV009	Percentage of council tax collected by the Authority in the year	95%	95.00%	95.30%	Y	▲	96.3%
BV012	Number of working days/shifts lost to the Local Authority due to sickness absence	13.8 days	10.5 days	14.51 days	N	▼	9 days

PERFORMANCE AGAINST TARGET

76. The tables below set out how the Council has performed against its targets in 2007/2008 for its key performance indicators; national Best Value Performance Indicators and all performance indicators. Performance is recorded for those PIs against which targets were set. In some instances, targets were not established in 2007/2008 as baselines were in development.

KPIs	Exceeded Target		On Target		Below Target	
	No.	%	No.	%	No.	%
Healthy Borough*	3	50%	0	0%	3	50%
Prosperous Borough	3	60%	0	0%	2	40%
Attractive Borough	4	44.4%	0	0%	5	55.6%
Strong Communities*	1	20%	0	0%	4	80%
Corporate Values	3	60%	0	0%	2	40%
Total	14	46.7%	0	0%	16	53.3%

BVPIs	Exceeded Target		On Target		Below Target	
	No.	%	No.	%	No.	%
Healthy Borough	1	100%	0	0%	0	0%
Prosperous Borough*	4	44.4%	1	11.1%	4	44.4%
Attractive Borough*	14	51.9%	1	3.7%	12	44.4%
Strong Communities*	13	68.2%	0	0%	6	31.6%
Corporate Values*	6	40%	0	0%	9	60%
Total*	38	53.5%	2	2.8%	31	43.7%

All PIs	Exceeded Target		On Target		Below Target	
	No.	%	No.	%	No.	%
Healthy Borough*	11	64.7%	1	5.9%	5	29.4%
Prosperous Borough*	14	58.3%	2	8.3%	8	33.4%
Attractive Borough*	23	59%	1	2.6%	15	38.5%
Strong Communities*	22	60%	1	2.9%	13	33.3%
Corporate Values*	11	44%	3	12%	11	44%
Total	81	57.4%	8	5.7%	52	36.9%

*Data still required for some indicators

77. It is clear from the above that the Council is performing above or on target for the majority of performance indicators, but is performing less well for its key performance indicators. This is likely to be for two reasons, (i) that key indicators were set around some 'wicked' issues that will take time to improve, and (ii) that managers responsible for key indicators feel pressure to set step change targets for these indicators, where only incremental improvement is achievable. To counter this in future, key indicators have been reviewed against corporate priorities and amended accordingly, and target setting has been the subject of challenge from the centre and justified in relation to current performance, improvement activity and the level of investment.

PERFORMANCE TRENDS

78. The tables below set out the Council's performance trends between 2006/2007 and 2007/2008 for its key performance indicators; national Best Value Performance Indicators, and for all performance indicators. Performance is recorded for those PIs against which targets were set. In some instances trend is not identifiable, as some PIs have been measured for one year only.

KPIs	Better performance		Same performance		Worse performance	
	No.	%	No.	%	No.	%
Healthy Borough	4	80%	0	0%	1	20%
Prosperous Borough*	0	0%	1	50%	1	50%
Attractive Borough	5	55.6%	0	0%	4	44.4%
Strong Communities	2	50%	0	0%	2	50%
Corporate Values*	3	60%	0	0%	2	40%
Total	14	56%	1	4%	10	40%

BVPIs	Better performance		Same performance		Worse performance	
	No.	%	No.	%	No.	%
Healthy Borough	0	0%	1	100%	0	0%
Prosperous Borough*	6	66.7%	1	11.1%	2	22.2%
Attractive Borough*	17	63%	2	7.4%	8	29.6%
Strong Communities	11	57.9%	3	15.8%	5	26.3%
Corporate Values*	4	28.6%	1	7.1%	9	64.3%
Total	38	54.3%	8	11.4%	24	34.3%

All PIs	Better performance		Same performance		Worse performance	
	No.	%	No.	%	No.	%
Healthy Borough*	11	64.7%	5	29.4%	1	6%
Prosperous Borough*	10	58.8%	2	11.8%	5	29.4%
Attractive Borough*	24	61.5%	2	5.1%	13	33.3%
Strong Communities*	22	61.1%	1	2.8%	13	36.1%
Corporate Values*	15	60%	1	4%	9	36%
Total	82	61.2%	11	8.2%	41	30.6%

*No trend information available for some indicators

79. With a few exceptions, actual performance has improved significantly on 2006/2007. Areas of concern remain respect of planning performance and corporate health indicators e.g. sickness absence. Full details of performance against each indicator can be found in the supporting delivery plans.

BVPIs QUARTILE POSITIONING

80. The table below sets out the proportion of BVPIs (for which quartile data is available) in each of the four quartiles in 2006/2007 against the proportion of those that would be in each quartile in 2007/2008 if the quartiles remained the same. All full breakdown of performance against national Best Value Performance Indicators is set out at Appendix 3.

BVPIs	Best quartile		Second quartile		Third quartile		Worst quartile	
	2006/2007	2007/2008*	2006/2007	2007/2008*	2006/2007	2007/2008*	2006/2007	2007/2008*
Healthy Borough	2	0	1	0	0	0	2	1
Prosperous Borough**	2	4	3	1	0	0	0	0
Attractive Borough**	8	10	5	5	7	5	5	4
Strong Communities**	7	10	7	3	7	2	5	2
Corporate Values**	2	1	3	2	1	3	6	6
Total	21	25	19	11	15	10	18	13

* Based on 2006/2007 quartiles

** Data missing or unavailable

NATIONAL INDICATOR SET

81. In October 2007, as part of the Comprehensive Spending Review, the Government announced a National Indicator Set (NIS) of 198 indicators for English local authorities and local authority partnerships, to be introduced from 2008/2009, and replacing all previous Central Government sets for local government including BVPIs. The Council has reviewed its core performance indicator in the light of these changes and agreed a new set, outlined at Appendix 4. KPIs have been re-designated, in line with the reconfiguration of some BVPIs into National Indicators.

KEY PRIORITIES AND ACTIVITY TO APRIL 2009

CORPORATE PRIORITIES AND ASSOCIATED ACTIVITIES

82. The key priorities for Sedgefield Borough, identified by the Sedgefield Borough Local Strategic Partnership, are: -

- Health – Improved life expectancy and premature mortality from circulatory disease and cancer, healthy lifestyles, improved mental health and reduced teenage pregnancy.
- Employment – Improved employment and economic activity rates and increased average household income.
- Education – Improved attainment levels and numbers of young people in education, employment or training.

In addition, anti-social behaviour and decent homes for vulnerable households in the private sector remain key issues.

83. The Council's own key priorities are reviewed annually as part of the corporate planning process, taking into account national and regional policy, sub-regional and local strategy, quality of life statistics, and service performance information, audit and inspection and community views. The following current priority objectives are set out in the Corporate Plan 2007-2010: -

- Work with partners to reduce health inequalities
- Jointly commission with partners a range of services to promote independent living for vulnerable groups
- Enhance the vitality of town centres
- Improve the employability of local people
- Work with partners to narrow the gap in quality of life experienced by the most disadvantaged groups in the Borough
- Reduce waste and increase recycling rates
- Promote sustainability across the Borough
- Achieve excellence in the delivery of Council Housing Services
- Work with partners to regenerate older private sector housing
- Work with partners to reduce anti-social behaviour
- Support the development of cohesive communities

84. The Council has reviewed the commitments made in the 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. 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.

85. The major activities/projects in support of the Council's key objectives are set out below, and will be supported by a detailed action plan.

Healthy Borough

86. The Council will continue to work with partners to promote healthy lifestyles, progressing the Borough's Physical Activity Action Plan, monitor the Alcohol Harm Reduction Action Plan after the successful Strategy launch and raising awareness in local communities and businesses. Employees working in these areas will be trained in public health issues.
87. Capital investment in Leisure Services will continue in 2008/2009 to ensure that buildings, play areas and public open spaces are fit for purpose.
88. The Council will continue to support the development of Every Child Matters in County Durham by implementing the County Durham Family Support Strategy and supporting the development of the Borough's Local Children's Board.
89. There will be continued support for independent living for older and vulnerable people, with the implementation of an Older Persons Accommodation Strategy for Supported Housing and the Adult Partnership Board Assistive Technology Strategy. An options appraisal will be undertaken ahead of Supporting People Strategic Review of Home Improvement Agencies across County Durham.

Attractive Borough

90. The preparation of the Borough's Local Development Framework will formally cease in July 2008 (with the exception of the Windlestone Hall Supplementary Planning Document and the Spennymoor Town Centre Area Action Plan) and the development of the new Unitary Authority's Local Development Framework will commence. The new Local Development Scheme needs to be agreed by the Shadow Authority by the end of September 2008.
91. The Council will continue to promote sustainable communities by delivering a range of environmental improvements, specialist advice, initiatives and campaigns in relation to sustainable development, and some of the component issues to include biodiversity, energy efficiency, climate change, transport, waste and health.
92. The Council will continue to create and conserve areas and species of biodiversity value and provide expert ecological advice to our partners. Working with stakeholders it will ensure that all local nature reserves are managed sustainably and aim to achieve further Green Flag Awards at local sites, including Byerley Park in 2008. A Green Space Strategy will be produced by September 2008, setting out a borough-wide action plan for managing biodiversity and ensuring green space is accessible, attractive, safe and welcoming to visitors.
93. The successful 'Walking the Way to Health' initiative will continue to be delivered in partnership with the PCT to bring about localised health

improvement, social integration opportunities and improved, safe access to walking routes and the wider countryside.

94. The Council will continue to raise awareness of and implement energy efficiency practices. In implementing the Sedgefield Borough Council Climate Change Strategy and Action Plan, it is working to reduce the environmental impact of the Council's activities and preparing services for the potential impacts of climate change.
95. The Council will strive to address fuel poverty and increasing domestic energy efficiency rates by ensuring all residents have access to the grants and advice available through the 'GoWarm Sedgefield' initiative.
Prosperous Borough
96. An Economic Development Strategy for the Borough has been published this year and the Council will continue to develop the Borough's land and property offer through the Shildon Business Centre and investment in other key locations. The development of NETPark will remain a priority. Business engagement will be strengthened through the development of 'Your Business Forum'.
97. The ongoing implementation of the LEGI programme will continue across the County Durham NRF area, and the Council will continue its approach to enterprise facilitation in deprived areas.
98. In recognition of local concern at the competitiveness of town centres, the Council has with partners undertaken masterplanning exercises for Spennymoor and Newton Aycliffe town centres and identify opportunities to increase economic activity in Ferryhill and Sedgefield.
99. To improve the local tourism offer, a ten-year capital plan for Locomotion – The National Railway Museum at Shildon will be developed and implemented.
100. To boost the numbers of local people with Level 2 qualifications the Council has delivered the Train to Gain programme to local businesses from 2007. The Council will also work with Bishop Auckland College and Higher Education providers to develop a new training service in the Borough, with an integrated 14-19 apprenticeship programme and a new Trades and Construction Training Centre at Spennymoor.

Strong Communities

101. The Council will determine the future model for social housing in the Borough through a Council housing stock options review. In the interim, the Council will continue to improve service to tenants by developing with Mears Group PLC a new capital and repairs and maintenance service, and appraising the future of sheltered housing schemes. Customer focus will be strengthened through a review of the Allocations Policy and Tenancy Agreement and the development of a Tenants Compact Strategy.
102. The Council will complete with partners Phase 2 of the Durham Housing Market Assessment, and implement a MasterPlan Programme Plan for former coalfield

communities. Regeneration of the Rows in Ferryhill Station and the Hawkshead Place and Praxis partnership sites will be progressed. To promote future improvements, options for the development of a housing regeneration vehicle for the Borough will be appraised and progressed.

103. A Community Safety and Anti-Social Behaviour plan will be developed, and the Council will sign up to the RESPECT standard for social landlords and implement selective licensing of private sector landlords.
104. The Council will also continue with its policy of devolving funding to local communities through its existing Local Improvement Programme and Neighbourhood Enhancement Programme. Community disposal of assets will take place following a successful application made to the Big Lottery Fund for the Pioneering Care Centre in Newton Aycliffe.

COUNTY DURHAM LOCAL AREA AGREEMENT 2008-2011

105. All activity outlined in this Transition Plan is consistent with and contributes to the achievement of the County Durham Sustainable Community Strategy and the mid-term priorities for the County outlined in the [Local Area Agreement](#) 2008-2011.

SUPPORTING THE DEVELOPMENT OF THE NEW AUTHORITY

106. 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
107. Corporate health and governance issues for progression during the transition period include Organisational Development, the achievement of Level 3 of the Equality Standard for Local Government, the reduction of sickness absence and the review of corporate governance arrangement.

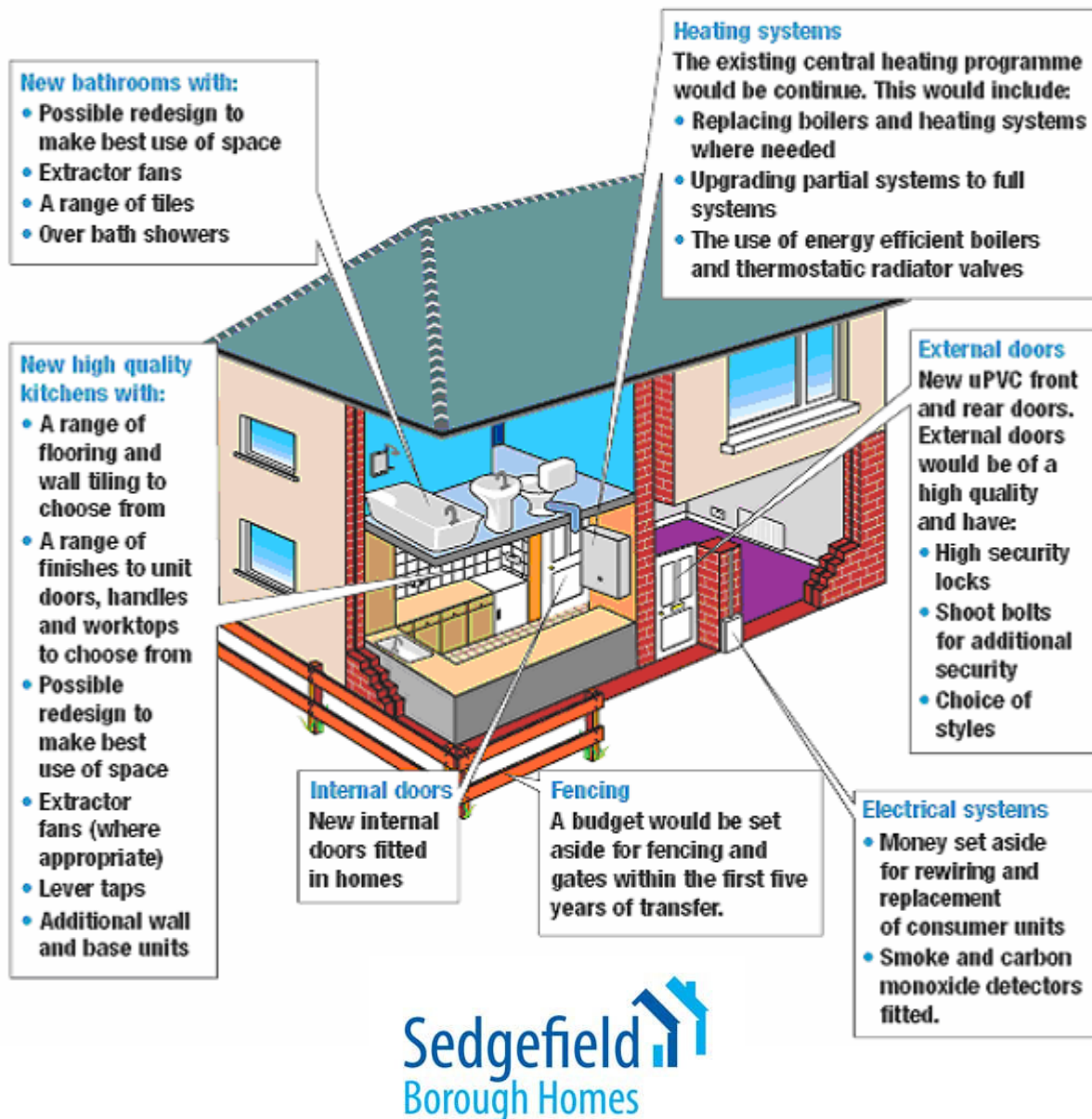
KEY PROJECTS FOR THE 2008/2009 TRANSITIONAL YEAR

CAPITAL PROGRAMME AND ASSOCIATED DEVELOPMENTS

108. The Council has in place a capital programme aligned with its key objectives. The pages below outline the key capital projects and associated developments to be taken forward in the transition period, and set out relevant issues for the consideration of the Implementation Executive or Transitional Authority.
109. Key priority capital-related commitments are potential LSVT of Council Housing Stock; Coalfields Housing Renewal; Pioneering Care Partnership, Newton Aycliffe Town Centre Regeneration; the Training Service merger with Bishop Auckland College and Spennymoor Town Centre Regeneration.
110. The Construction Partnering project was completed and in place from February 2008. This project involved the transfer of 116 staff from the council to Mears Group PLC under TUPE regulations. This partnering agreement is for 5 years with a value of £60 million and potentially saving the council £2.5 million over the term of the contract.
111. In line with the process agreed for change programme workstreams, Management Team has agreed leads and project officers for each of these projects. These are set out below, together with an assessment of corporate support required for each.

Project	Portfolio	Management Team Lead	Support required					Lead
			Accountancy	HR/OD	Legal	ICT	Valuation	
LSVT	HSG	Director of Housing	H	H	H	H	H	Head of Housing Services
Coalfields Housing Renewal	SR&P/HSG	Director of Neighbourhood Services	L	L	H	L	H	Corporate Policy and Regeneration Manager
Newton Aycliffe Town Centre	SR&P/HSG	Director of Neighbourhood Services	L	L	H	L	H	Corporate Policy and Regeneration Manager
Pioneering Care Partnership	SR&P/HSG	Director of Neighbourhood Services	M	L	H	L	M	Senior Regeneration Officer
Training Merger	L&E	Assistant Chief Executive	M	H	M	M	M	Capital Programme Manager
Spennymoor Town Centre	L&C	Director of Neighbourhood Services	L	L	L	L	L/M	External

TRANSFER OF THE COUNCIL'S HOUSING STOCK



112. On 21 June 2007 Cabinet considered a report that recommended that the Options Appraisal on the future ownership, management and maintenance of the Council's housing stock of around 8,500 homes be updated and the outcome reported to Cabinet and full Council in October 2007.

113. A Tenant Steering Group and specialist sub groups were established to ensure that tenants were placed at the heart of taking forward the preferred option. With the support of the Council, specialist consultants and an Independent Tenants Advisor (ITA), the Steering Group considered the following information including: -

- Tenants Aspirations for investment in the stock.
- The Decent Homes Standard.
- Available resources to deliver the investment in the stock.
- The impact of negative subsidy on the available resources.
- The wider strategic issues including housing demand and supply.
- Feedback from a survey of all tenants on the issue.

114. The Steering Group's preferred option was to seek to establish a local, standalone independent and not-for-profit housing association for Sedgefield Borough, to be called Sedgefield Borough Homes.
115. Sedgefield Borough Homes would be able to release £100 million of investment in its first 5 years £65m more than Sedgefield Borough Council could spend if it continued to exist.
116. This preferred option was reported to Cabinet on the 11 October 2007 and Full Council on the 26 October 2007 and where the preferred option was approved. Subsequently, the approval of the Implementation Executive for a new Council for County Durham for the delivery of the preferred option was sought and obtained.
117. Positive feedback on the transfer application submitted to the Department for Communities and Local Government has been received and formal confirmation of the Council's place on the transfer list is expected later in summer 2008.
118. The following key actions have been completed: -
- Attendance at Residents Associations meetings and Residents Federation to discuss the approach to delivering preferred option.
 - Consultation events were held in all sheltered schemes across the Borough.
 - Drop in session held at the 4 Area Housing Offices.
 - Briefings held with all key staff groups within the Housing Service and across the Council.
 - 5 show homes opened across the Borough with over a 100 visitors to them, two show homes to remain open for a further 4-week period.
 - 3 Newsletters distributed to all tenanted properties.
 - Shadow board for Sedgefield Borough Homes made up of 4 Council Nominees, 4 tenants and 4 independents established.
119. The offer document on the Council's proposal to set up Sedgefield Borough Homes has been issued to all tenants. An investment standard has been agreed with tenants and forms a key part of the offer document issued to all tenants along with promises on rents, protecting tenants' rights and service improvements.
120. The Sedgefield Borough Homes standard takes the Decent Homes Standard as its starting point, but also includes the improvements identified by tenants:-
- Modern Kitchens, including tiles and floor covering with a choice of styles.
 - Modern bathrooms with an over bath shower, tiling and a choice of styles
 - New internal doors with new door handles
 - uPVC, high security external doors
 - Smoke and carbon monoxide detectors
121. A ballot of all tenants will be held in summer 2008. Sedgefield Borough Homes subject to a positive ballot would be established in April 2009 to own, manage and maintain the Council's housing stock.

COALFIELDS HOUSING



122. The Council has over the past three years worked with neighbouring authorities along with national and regional bodies such as the Regional Housing Board and English Partnerships, to identify, understand and address housing market fragility in the Borough with a focus in the former coalfield areas of Dean Bank, Ferryhill Station and West Chilton areas in particular.
123. Whilst partnership working and a significant degree of community participation has brought plans for these communities so far, real step change in terms of the delivery of physical renewal must be based on a specific, financially flexible, regeneration vehicle to work alongside Private Sector investment. The Council, alongside colleagues in Wear Valley & Easington Councils is pursuing the development of a dedicated delivery vehicle to maximise the benefits that the significant investment in the priority communities can bring.
124. Alongside work to develop a dedicated delivery structure for the Coalfield Programme, an approach has been made to English Partnerships, the Government's Regeneration Agency, with a view to securing almost £17 million of further investment to progress the acquisition and demolition of properties and prepare redevelopment sites across the three Local Authority areas.
125. The proposals for the three priority areas in Sedgefield Borough cannot of course all be carried out at once. The funding, organisational and land availability issues all impose a need for a rolling programme over a decade or so. However, there is a need for visible change in each of the places, and table below suggests a programme of priorities.

	Dean Bank	Ferryhill Station	West Chilton
Years 1 – 3	<ul style="list-style-type: none"> ■ Develop Praxis Site ■ Demolish, redevelop and environmentally improve in the Faraday and Stephenson Street area. ■ Environmentally improve unnamed road along A167 	Demolish the remainder of “The Rows” excluding the south side of Haig Street Redevelop and environmentally improve area	Demolish, redevelop and environmentally improve in the Dale Street / Oswald Terrace area and the Victoria / Hunter Terrace area
Years 3 – 8	Demolish, redevelop and environmentally improve the Newton/Davy Street area , the Bessemer Street area and the Rennie Street area	Assess situation in Church Street and Charlton Street for possible future interventions	Demolish, redevelop and environmentally improve the Dene Terrace area and the Raby / Ford Terrace area
Longer Term	Review potential for future development land	Review potential for future development land	Review potential for future development land

126. Significant progress has been made already with the works identified in phase one of the programme, with redevelopment underway in Ferryhill Station, developer interviews held for the Praxis site in Dean Bank and blocks of property acquired and pending Demolition in Chilton.

A NEW TRAINING SERVICE FOR THE BOROUGH



127. Sedgefield Borough Council Training Service and Bishop Auckland College share common goals with regard to quality training provision within South West Durham. In view of changes to new national contracting environment and the opportunity to create a 'step-change' in the quality and quantity of training available to the people of South Durham, a merger between the Council's Training Organisation and Bishop Auckland College to provide a joined up training solution for Sedgefield Borough and wider South West Durham Communities is considered the optimum solution for both parties.
128. Linked to this is a further commitment from both partners to construct a new Training Centre at the Council's existing Coulson Street training site in Spennymoor to provide for work based learning in construction and specialist trades skills.
129. This project has three planned stages, Transition, Transformation and Operation.
130. The Transition stage is to be completed by 30 September 2008 and this stage is where the two organisations are merged into a single entity including finances.
131. The Transformation stage is from October 2008 to the opening of the new training centre. This stage is where further development of the merged service is carried out to ensure high performance of the service and a new training centre in Spennymoor will be built.

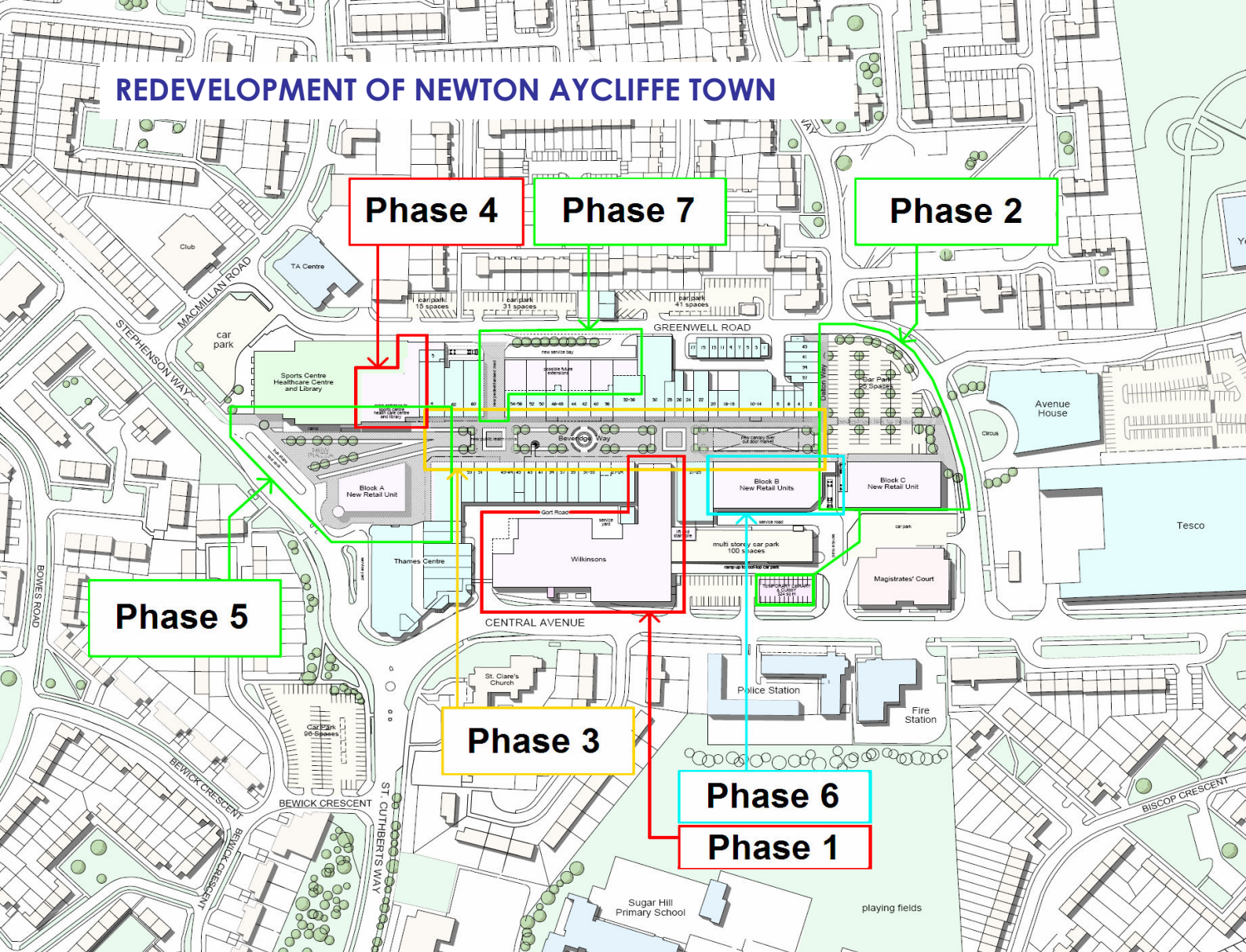
132. The Operation stage is targeted for Autumn/Winter 2009/2010 when the centre will be fully operational.
133. It is anticipated that the new build training centre aspect to the programme will cost approximately £8m. Funding for the centre will be provided by the Learning and Skills Council, Sedgefield Borough Council (£2m), and also additional grant support from the Local Enterprise Growth Initiative (LEGI).
134. Sedgefield Borough Council will also contribute land and assets towards the merger in the form of the existing Training Facility and the land at Coulson Street.
135. The Project will be managed through a joint structure between Sedgefield Borough Council and Bishop Auckland College. The future governance of the merged entity will also include representation from Sedgefield Borough Council, and or its partners to ensure that a role in the future delivery of our aspirations as the programme moves forward.



136. The Council proposes to develop an Arts Resource Centre for the Borough within the existing Spennymoor Leisure Centre site to provide opportunities for community development and cohesion, learning and skills acquisition and access to arts and cultural programmes. Providing arts and sports facilities under one roof would provide an innovative arts development that is a leader in the region, and would support the Olympic vision.
137. Originally anticipated to redevelop a significant proportion of the Spennymoor Leisure Centre's ground floor accommodation and extend onto land outside the existing building footprint, this total redevelopment would not only provide artistic spaces it would incorporate a new Spennymoor library and significantly add to improving the public realm in the surrounding area.
138. External financial pressures have led to the requirement to agree a phasing of the masterplan with the first phase including the redevelopment as indicated on the floorplan.
139. Capital build cost of phase 1 is estimated to require £570,000 with £70,000 coming from Arts Council.
140. Significant partnership working is being developed in order to deliver artistic programs of real community value.
141. Subject to Cabinet approval in June 2008 a start date is anticipated to be September 2008.

142. Phase 2 will be developed after vesting of the new County Durham Unitary Authority and will be approved and managed by the new organisation.

REDEVELOPMENT OF NEWTON AYCLIFFE TOWN



143. The Borough Council is currently working with Durham County Council, County Durham PCT, Great Aycliffe Town Council and Freshwater, the private owners of much of Newton Aycliffe Town Centre, to bring about a comprehensive regeneration solution for the Town Centre that ensures good access to high Quality Public service outlets and supports a process of ongoing investment in retail and commercial operations as anticipated for a Town of Newton Aycliffe's size and catchment.

144. In order deliver these improvements, the town centre must fundamentally reshape its retail offer for the current market, with a smaller number of larger

units, aimed at filling retail gaps following a significant supermarket development and maximise its increasing role as a service centre and place of leisure.

145. To deliver this ambitious and wide ranging programme, the Owners, Freshwater have recently completed and consulted upon a Masterplan for the redevelopment of the town centre, identifying requirements and opportunities within a phased approach.

146. The Town Centre Master Plan has seven phases over six years, outlined below.

Phase 1: April 2008 – Spring 2009

147. The repair and reconfiguration of the existing Somerfield store to form a new retail store.

Phase 2: Summer 2008 to Winter 2009

148. The demolition of the existing petrol station, health clinic, library and Dalton Way buildings; the transfer of the library service and 'cubby' into a new temporary building on the p.f.s. site; and the construction of a new retail unit (Block C building), with a new car park and pedestrian link to Tesco.

Phase 3: During 2009

149. The installation of a new temporary ramp and stair to the upper walkway and removal of the central ramp and certain canopies. The refurbishment of building elevations and new public realm works to Beveridge Way.

Phase 4: August 2009 – August 2011

150. **The closure of** Beveridge Arcade and shops and the formation of a new temporary entrance to the building. The construction of new healthcare and library facilities, and the development of an enlarged car park on the temporary library site.

Phase 5: August 2009 – September 2013

151. The demolition of units 64-84 and Churchill House and the extension of Beveridge Way to Stephenson Way. The formation of a new main entrance piazza with new taxi rank and bus stops. The opening of the main entrance to sports/health/library facilities, the construction of an anchor retail store Block A building and completion of all public realm works.

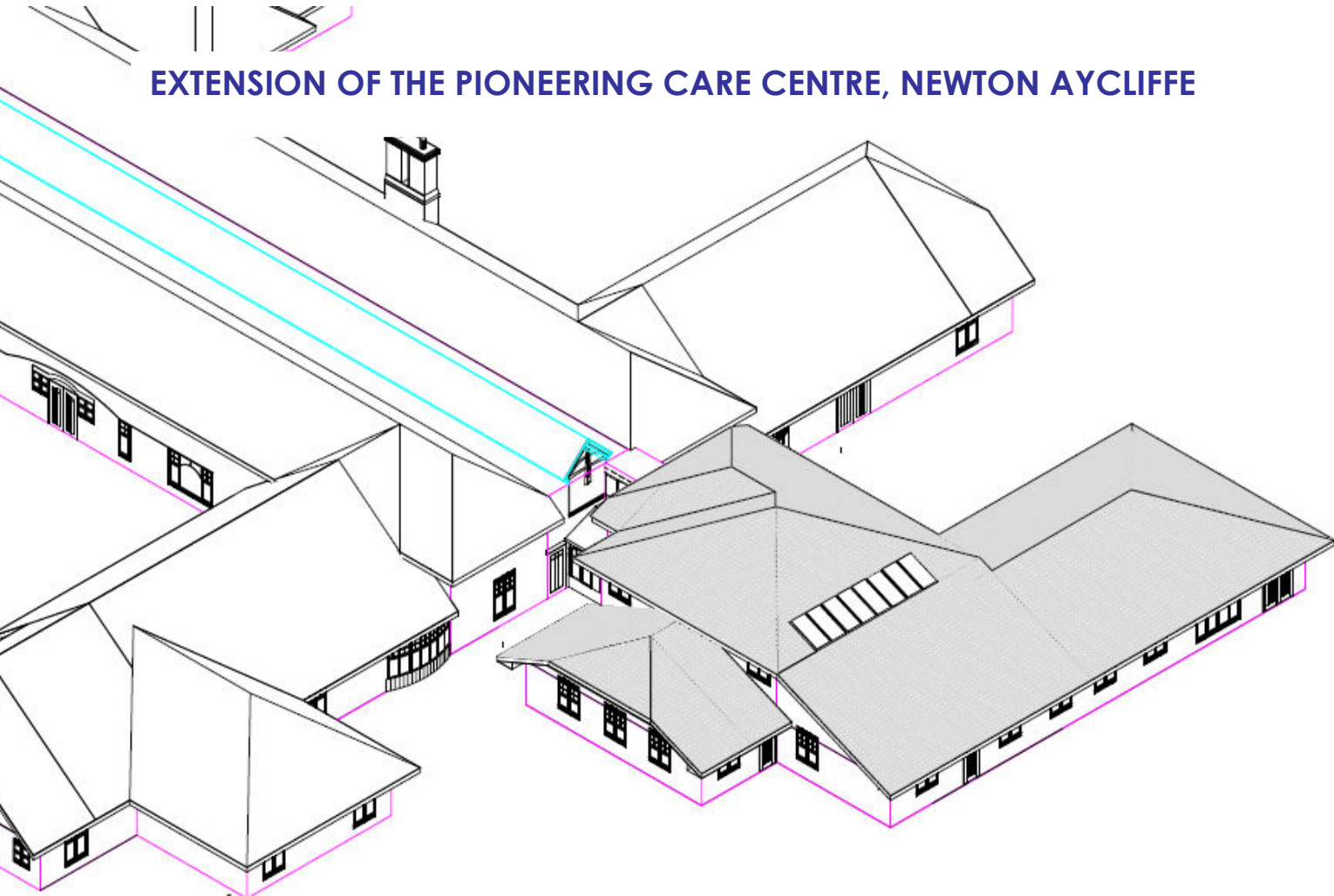
Phase 6: 2014

152. The demolition of the 5-17 Beveridge Way block, construction of a new retail unit Block B building with new public realm works adjacent and the construction of a new market canopy.

Phase 7: 2011 onward

153. The closure of the car park to the rear of the units and the demolition of unit 58 to form a wider entrance, and associated public realm works. The formation of a new service bay and taxi rank, construction of rear extensions to units 32-56 and reconfiguration to form larger units on demand.

EXTENSION OF THE PIONEERING CARE CENTRE, NEWTON AYCLIFFE



154. The Pioneering Care Partnership (PCP) is a registered charity established in 1998, and based in Newton Aycliffe, and providing valuable services to residents from across County Durham. The PCP's mission is to improve the health and quality of life of local people disadvantaged through caring responsibilities, disability, age or ill health and reduce inequalities in health. Its primary activity is to manage a 'one stop shop' Healthy Living Centre in Newton Aycliffe, purpose built by the Council.
155. In light of the development of the new authority for County Durham and the difficult contracting environment for third sector organisations, and in response to the calls in the Local Government White Paper to empower communities through the transfer of assets, the Council is taking steps to safeguard the future of Pioneering Care Partnership.
156. Accordingly, the Council has approved a project to extend the Pioneering Care Centre and then grant the PCP a 125 lease at a peppercorn rent, and has successfully accessed grant funding from the Big Lottery Fund's Community Assets Grant and Working Neighbourhoods Fund to support the project.
157. The extension will house the NHS Wheelchair Service, additional office accommodation, an extension to the community cafe and a Health & Wellbeing Suite. It will provide access to physical activity classes, arts activities, group activities, therapy and rehabilitation services, 'talking' therapies for the local community and meeting facilities for local voluntary groups. A

conservatory will also be built to extend the café at the opposite end of the building to the extension.

158. This facility will be particularly useful to support the development a social prescribing programme to target mental health and employability, which is a priority for the local LSP Health Improvement Group and the Practice Based Commissioning Group.

159. It is anticipated that this project will cost £1.25m, split between the Community Assets Grant (£750,000), WNF (£200,000) and the Council's contribution (£300,000).

160. A project team is in place to manage the delivery of this project to ensure that it is on site by March 2009 and is complete by September 2009.

ORGANISATIONAL DEVELOPMENT PLAN

CAPACITY

161. To ensure that transition projects, LGR implementation milestones and service delivery standards are met the Organisational Development Service will support service departments with effective and timely methods. Appropriate additional resource such as agency workers, interim managers, consultancy and temporary employees will be secured as and when required, and temporary additional duties and responsibilities assigned as necessary.
162. 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

163. 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 executive support will be provided for Management Team and Cabinet via a range of interventions.

Competency Framework

164. 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 therefore adopted the competency framework that was developed regionally for managers and this will be implemented in "at risk" areas.

Career Transition Programme

165. In an effort to support employees to secure future career opportunities, a Career Transition Programme will build confidence and understanding of competency based recruitment processes (interviews and assessment centres).
166. Forty people have completed an interview skills course and more training is planned for September 2008.

Professional Development

167. 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 will require a re-write of appropriate job descriptions and person specifications to comply with the minimum entry-level requirements of some professions.

Talent Management

168. 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. The current round of post-entry training has started to identify such employees, however, the training required is broader than post-entry and this is not a complete list. On this basis, the Organisational Development Service will work with Directors and Heads of Service to identify such employees, and agree and compile appropriate development plans.

Change Management Training

169. A detailed LGR focused change management programme will be delivered to all managers as implementation progresses; this is funded by the improvement partnership for the whole of the new County Durham Council. This will provide an opportunity for employees to meet with colleagues from other councils.

COMMUNICATIONS STRATEGY

170. It has been agreed that an internal communications strategy be developed that identifies the key messages at each stage of the change programme. This will need to be regularly reviewed throughout the process and delivered via the following mechanisms:

- CEO/Director Briefings
- Borough Matters (Elected member/staff newsletter)
- liP Group and departmental representatives
- Interactive Methods e.g. Intranet Website
- Trade Union Consultation and Involvement Framework
- Team Brief
- Team Meetings

171. 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.

FINANCIAL PLAN

172. The original version of this Transition Plan was presented during the period of the preparation of the 2009/2010 spending plans.

REVENUE BUDGETS

173. The budget framework for 2009/2010 was agreed by the Council at its meeting of the 29 February 2008. The estimates for 2009/2010 were constructed applying the principles discussed in the transition plan as outlined below

Revenue Budget Principles

- Growth restricted to legislative or demand led changes that will lead to added value
- Use of Reserves in line with Medium Term Financial Plan forecasts i.e. the use of balances and reserves to meet recurring expenditure will be maintained, but with the constraint that it will not exceed more than 5% of the revenue budget.
- A balanced Housing Revenue Account without recourse to reserves in accordance with the Medium Term Financial Plan
- Rent increases in accordance with the revised rent restructuring formula.

174. The principles also included a Council Tax estimated increase of 3%, increasing a district band D tax by £5.58 to £191.69. The final budget proposals were able to reduce the required increase in the Borough's element of Council Tax to only 2.1% giving a band D tax of £190.02.

175. The revenue outturn position can be summarised as follows: -

	Forecast Saving at first transition plan £'000	Actual Saving/(Overspend) £'000	Variance £'000
General Fund	165	224	59
Housing Revenue Account	269	(235)	(504)
Total	434	(11)	445

176. The position on the HRA is attributable to costs being incurred early in the 2007/2008 financial year that have been budgeted for in 2008/2009. Forecasts assume that reserves will be replenished in 2008/2009.

CAPITAL PROGRAMME 2008/2009

177. The Transition Plan and subsequent budget framework assumed that the capital programme for 2008/2009 would be in line with the Medium Term Financial Plan and would be set at around £20m. Priorities were driven by the need to concentrate on the Council's key transitional projects and the ongoing maintenance of the housing stock as part of the commitment to achieving the Government's Decent Homes Standard.

178. At the time of the budget presentation not all resources were confirmed and it was agreed that a further detailed report on capital projects would need to be presented to Cabinet. Cabinet agreed proposals at its meeting of the 19 June. The final capital programme is as follows: -

Programme	Estimate
	£m
HRA	7.700
Town Centre Regeneration	0.300
Housing Regeneration	5.800
Training Centre	2.330
Community Asset Transfer - PCC	0.300
ICT	0.300
LIP	1.000
Asset Management	0.500
CCTV	0.100
Community Health	0.050
Cornforth Conservation Partnership	0.050
Housing GF	0.800
Litter Bins	0.010
Contingency	0.260
Total	19.500

179. In addition to the new investment there are ongoing commitments to meet from previous programmes amounting to £6.814m. This gives a total resource requirement of £26.314m. To meet these commitments the council has forecast resources of: -

Description	2007/08 B/fwd.	2008/09	Total
	£m	£m	£m
Capital Receipts			
Housing RTB	0.896	0.977	1.873
Housing RTB discounts		0.050	0.050
General Fund	0.761	3.554	4.315
MRI	9.320	0.160	9.480
Capital Grants	0.237		0.237
Government Support		7.654	7.654
Earmarked Reserves	0.405	1.947	2.352
Capital Contributions	0.031	0.002	0.033
Other			
LEGI		0.500	0.500
LABGI		0.319	0.319
Total	11.651	15.163	26.814

180. The level of available resource has reduced as significant receipts from land sales will not now be received due to the downturn in the housing market and

reductions in values. The Council has decided to retain the assets until the position improves.

181. There have been a number of amendments to the draft capital programme and these are summarised as follows: -
182. **Arts Resource Centre** - The budget framework report identified council resource of £1.3m. This was in addition to the original £0.7m allocated as part of the 2007/2008 capital programme. However, the delivery of the overall concept was heavily reliant on external funding partners coming on stream and also working in partnership with Durham County Council on the inclusion of Spennymoor Library within Spennymoor Leisure Centre.
183. Whilst the vision of the scheme remains valid and the desire to take it forward still exists, the picture regarding external funding has changed and the financial viability of the scheme is less certain. In addition the discussions on the library integration have stalled. Therefore, the Director of Leisure Service is currently examining what essential elements of the project can be delivered from the existing allocation without damaging the overall integrity of the scheme and a further report is being prepared. The previous identified level of additional funding (£1.3m) has been removed from 2008/09 programme estimates.
184. **Town Centre Regeneration** - Whilst this forms a specific part of the transitional programme no specific figure was included in the Budget Framework Report. A figure of £0.3m has now been included to supplement brought forward receipts allowing for the completion of the shop fronts improvement programme and also to enable the Council to meet its matched funding obligations under single programme grant conditions.
185. **Housing Regeneration** - an allocation of £5.8m is largely in line with the budget framework and Medium Term Financial Plan and it is there, primarily, to continue work already under way in the master planning areas of Dean Bank, Ferryhill Station and West Chilton. The phasing of the expenditure will be subject to regular progress reviews as it is led to a large degree by the ability to buy up and demolish properties and the opportunity to facilitate regeneration of the cleared sites. Further reports will be presented to members in due course.
186. **Community Asset Transfer** - The Council alongside the PCP submitted and application for funding relating to Community Asset Transfer principles as outlined in the Quirk review. Of a national funding commitment of £30m the application has been successful in attracting a contribution of £0.75m to support an extension to the PCC building estimated to cost £1.25m in total. The extension is required to ensure that the ongoing viability of the PCP is secured allowing for the asset to be transferred. A further application for Working Neighbourhood funding has secured £200,000 leaving £300,000 to be met from Council resources (24% of the total cost). Cabinet have already received and supported the principles of the transfer and, consequently, this sum has been introduced into the programme.

187. **Key Corporate Projects** - The budget framework report identified a broad estimate of £2.5m to meet other priorities and essential spend requirements for 2008/2009. This report breaks the figure down to detailed areas of spend. The final total, including programme contingency, is £3.07m. The single largest element of this part of the programme is the Local Improvement Programme (LIP).
188. The 2008/2009 financial year marks the final year of the LIP. The LIP was conceived as a 3-year programme running from 1st March 2006 - 31st March 2009, to support the regeneration of individual land and or buildings across the Borough. To enable the Council to assess remaining aspirations across the Borough against the resources available a cut off date for new LIP applications of the 31st July 2008 has been established. This will ensure that sufficient time remains within the programme to support the further development of these schemes, carry out initial project appraisal and also feed them into the Area Forum timetable to ensure that schemes that are taken forward through LIP meet local needs and priorities.
189. Detailed management of the programme is being put in place to monitor both spend and expected outcomes. Cabinet will receive quarterly reports on progress.

SUMMARY

190. Since the preparation of the original Transitional Plan the authority has produced its detailed spending plans for 2008/09. In producing these due regard has been given to the key priorities identified and the need to consider spending requirements in the context of reorganisation.
191. Detailed monitoring arrangements remain in place and quarterly reports on both revenue and capital budgets will be prepared.

RISK MANAGEMENT

192. Risk management arrangements within the council have been continually developed over the past year with an increased focus on the strategic risks facing the authority.

193. The decision to proceed with the move to a single unitary authority for County Durham has led to a further review of the major risks facing the authority in the remaining period up to April 2009. The revised 12 key strategic risks are now considered to be: -

- The recruitment and retention of staff
- Failure to reduce levels of sickness
- Failure of the Council's ICT infrastructure
- Failure to maintain/improve on the quality of corporate governance
- Non-compliance with legislation
- Failure to deliver the private sector master plan / major regeneration initiatives (including regeneration company as part of the solution
- Ability to develop performance management across departments
- Failure to deliver an ongoing training service/facility
- Partnerships – performance, funding, exit strategies
- Comprehensive assessment of Resource needs
- Failure to deliver satisfactory housing/capital maintenance within the partnership agreement
- Failure to deliver the Decent Homes Standard and a quality housing management Service

194. Many of these are referenced within this document and delivery of the key projects identified will address the fundamental issues outlined.

195. The authority has, through its strategic risk group, nominated lead officers for each of the associated risks and information on each has been gathered using the risk matrix and management action plan approach.

196. Nominated lead officers will be responsible for preparing and maintaining a risk log for each of the projects in accordance with PRINCE principles. The other, more generic risks will continue to remain the responsibility of the nominated lead officers.

197. A headline risk assessment (High/Medium/Low) has been undertaken in relation to the key projects outlined in this document, and is set out below. Work is ongoing to ensure these risks are addressed prior to final approvals.

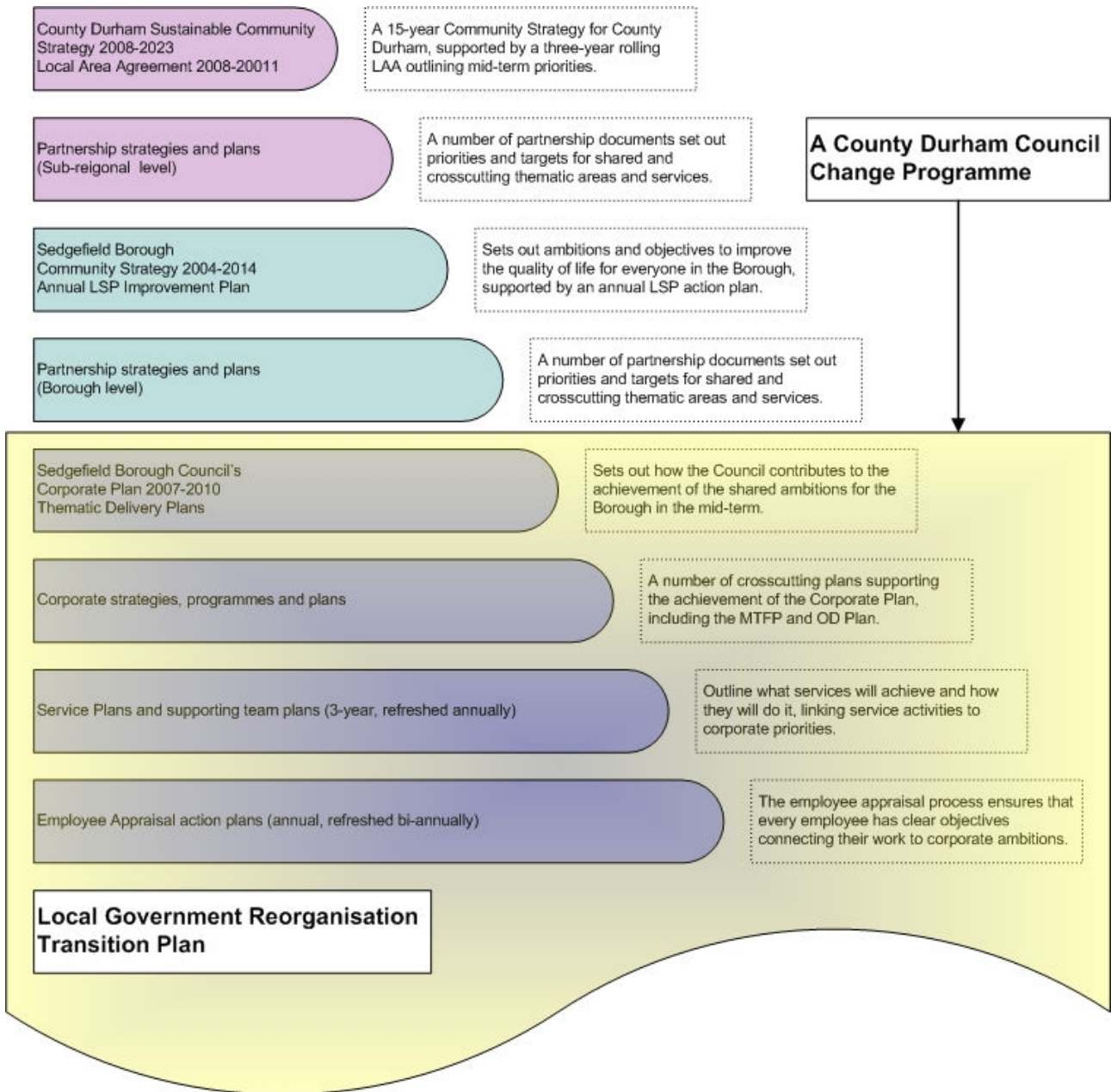
Project	Public demand	LGR proof	Probability of meeting required commitments		
			Financial	People	Time
LSVT	M	H	H	H	H
Coalfields Housing Renewal	H	M	M	H	M
Spennymoor Regeneration	H	L	L	H	M

Training Merger	H	M	M	M	H
Newton Aycliffe Regeneration	H	H	H	M	H
Pioneering Care Partnership	M	M	H	H	H

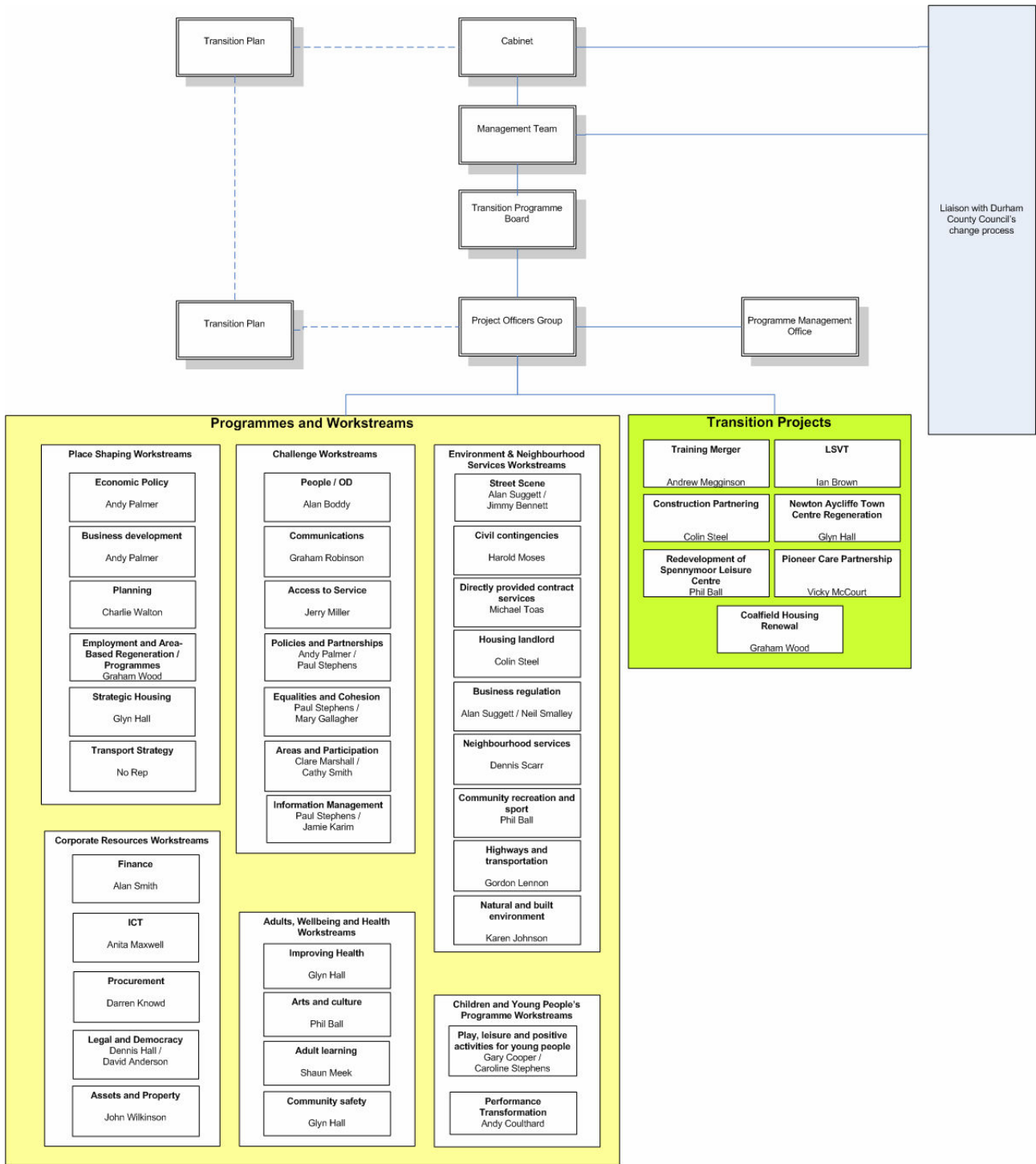
198. Regular review of progress will be a key feature of the project management approach adopted and this will need to be informed by other risk issues that could affect the overall successful delivery of the expected outcomes.

199. Work on transition risks is shared with the LGR programme office and also monitored through this channel and relevant workstreams.

APPENDIX 1: CORPORATE PLANNING ARRANGEMENTS



APPENDIX 2: CORPORATE TRANSITION PROGRAMME STRUCTURE



APPENDIX 3: BEST VALUE PERFORMANCE INDICATORS 2007/2008

Ref	Description	2006/2007 Outturn	2006/2007 Quartile			2007/2008 Target	2007/2008 Outturn	Target Achieved	Trend	2008/2009 Target
BV002a	The level of the Equality Standard for local government to which the Authority conforms	2	Not available			3	3	Y	▲	4
BV002b	The quality of an Authority's Race Equality Scheme (RES) and the improvements resulting from it's application	47.4%			4	47.4%	68.42%	Y	▲	74%
BV008	Percentage of invoices paid by the Authority within 30 days of receipt or within the agreed payment terms	98.10%	1			98.30%	97.4%	N	▼	98%
BV009	Percentage of council tax collected by the Authority in the year	95%			4	95%	95.3%	Y	▲	96.3%
BV010	Percentage of non-domestic rates (business rates) collected in year	99.10%		2		99.20%	99%	N	▼	99.30%
BV011a	Percentage of top-paid 5% of local authority staff who are women	11.48%			4	10%	5%	N	▼	10%
BV011b	Percentage of the top 5% of Local Authority staff who are from an ethnic minority	4.26%		2		5%	2.5%	N	▼	3%
BV011c	Percentage of the top paid 5% of staff who have a disability	4.26%		2		3%	2.5%	N	▼	3%
BV012	Number of working days/shifts lost to the Local Authority due to sickness absence	13.8 days			4	10.5 days	14.51 days	N	▼	11 days
BV014	Percentage of employees retiring early as a percentage of the total work force	0%	1			1%	2.71%	N	▼	1%
BV015	Percentage of local authority employees retiring on grounds of ill health as a percentage of the total workforce	0.92%			4	0.90%	1.48%	N	▼	1%
BV016a	Percentage of local authority employees with a disability	2.54%			3	2.5%	2.07%	N	▼	1.8%
BV016b	Percentage of the economically active population in the local authority area who have a disability	21.71%	Not applicable			21.71	21.71%	Y	◀ ▶	21.71%

Ref	Description	2006/2007 Outturn	2006/2007 Quartile				2007/2008 Target	2007/2008 Outturn	Target Achieved	Trend	2008/2009 Target
BV017a	Percentage of local authority employees from ethnic minority communities	0.20%				4	0.25%	0.41%	Y	▲	0.30%
BV063	The average SAP rating of local authority-owned dwellings	71			3		71	74	Y	▲	72
BV064	Number of non-local authority-owned dwellings returned to occupation or demolished during the financial year	0				4	26	0	N	◀▶	30
BV066a	Rent collected by the local authority as a proportion of rents owed on Housing Revenue Account (HRA) dwellings	98.84%	1				98.80%	99.09%	Y	▲	98.80%
BV066b	Number of local authority tenants with more than seven weeks of (gross) rent arrears as a percentage of the total number of council tenants	3.89%	1				4%	3.32%	Y	▲	3.75%
BV066c	Percentage of local authority tenants in arrears who have had Notices Seeking Possession served	19.90%		2			13%	20.13%	N	▼	13%
BV066d	Percentage of local authority tenants evicted as a result of rent arrears	0.10%	1				0.2%	0.15%	Y	▼	0.20%
BV076b	Number of fraud investigators employed by the Local Authority, per 1,000 caseload	0.18	Not available				0.18	0.18	Y	◀▶	0.18
BV076c	Number of Housing Benefit and Council Tax Benefit fraud investigations carried out by the Local Authority per year, per 1,000 caseload	52.23	Not available				55	45.32	N	▼	60
BV076d	Number of Housing Benefit and Council Tax Benefit prosecutions and sanctions, per year, per 1,000 caseload	3.93	Not available				4.50	7.61	Y	▲	4.7
BV078a	Average processing time taken for all new Housing and Council Tax Benefit claims submitted to the Local Authority	20.7 days	1				18 days	20.8 days	N	▼	17 days
BV078b	Average processing time taken for all written notifications to the Local Authority for changes to a claimant's circumstances	11.88 days		2			9 days	9.61 days	N	▲	8 days
BV079a	Accuracy of processing (percentage of cases for which the Authority's calculation of Housing and Council Tax Benefit is found to be correct)	99.80%	1				99.5%	100%	Y	▲	99.5%

Ref	Description	2006/2007 Outturn	2006/2007 Quartile			2007/2008 Target	2007/2008 Outturn	Target Achieved	Trend	2008/2009 Target
BV079bi	Amount of Housing benefit overpayments recovered as a percentage of those deemed recoverable	79.49%		2		81%	96.84%	Y	▲	83%
BV079bii	Housing Benefit overpayments recovered during the period as a percentage of the total amount of overpayment debt outstanding at the start of the period plus the amount of overpayments identified during the period	42.42%	1			45%	44.63%	N	▲	47%
BV079biii	Housing Benefit overpayments written off during the period as a percentage of the total amount of overpayment debt outstanding at the start of the period, plus the amount of overpayments identified during the period	5.16%	Not available			4.8%	1.91%	Y	▲	4.60%
BV082	Percentage of the total tonnage of household waste arisings that have been recycled and/or composted	25.27%		3		26%	17.98%	N	▲	27%
BV082ai	Percentage of the total tonnage of household waste arisings that have been recycled	15.69%		3		16.3%	17.54%	Y	▲	17%
BV082aii	Total tonnage of household waste arising which have been sent to the Authority for recycling	5,701.42		2		6,100	5894.92	N	▲	6,400
BV082bi	Percentage of the total tonnage of household waste arisings that have been composted	9.58%		2		9.50%	1.33%	N	▼	10%
BV082bii	The tonnage of household waste sent by the Authority for composting or treatment by anaerobic digestion	3,481.41		3		3,500	2,876.7	N	▲	3,700
BV084a	Kilograms of household waste collected per head	417		2		422	403	Y	▲	429
BV084b	Percentage change from the previous financial year in the number of kilograms of household waste collected per head	-8.20%	1			1.20%	-3.36%	Y	▼	+1.6%
BV086	Cost of waste collection per household	£38.83		2		£38.35	Awaiting figure	N/A	-	£40.26
BV091a	Percentage of population served by kerbside collection of recyclables	100%	1			100%	100%	Y	▲	100%

Ref	Description	2006/2007 Outturn	2006/2007 Quartile			2007/2008 Target	2007/2008 Outturn	Target Achieved	Trend	2008/2009 Target
BV091b	Percentage of households resident in the authority's area served by kerbside collection of at least two recyclables	100%	1			100%	100%	Y	▲	100%
BV106	Percentage of new homes built on previously developed land	38.10%			4	45%	31%	N	▼	47%
BV109a	Percentage of major Commercial and Industrial applications decided within 13 weeks	49.7%			4	60%	50%	N	▲	63%
BV109b	Percentage of minor Commercial and Industrial applications decided within 8 weeks	72.2%		3		75%	78.1%	Y	▲	77%
BV109c	Percentage of all other applications decided within 8 weeks	87.4%	2			91%	89.5%	N	▲	91%
BV126	Domestic burglaries per year, per 1,000 households in the Local Authority area	8.31	2			8.8	7.97	Y	▲	8.8
BV127a	Violent crime per year, per 1,000 population in the Local Authority area	18.97		3		19.99	16.76	Y	▲	18.89
BV127b	Robberies per year, per 1,000 population in the Local Authority area	0.05	2			1	0.19	Y	▲	1
BV128	Number of vehicle crimes per year, per 1,000 population in the Local Authority area	7.76	2			7.79	6.18	Y	▲	7.59
BV156	Percentage of authority buildings open to the public in which all public areas are suitable for, and accessible to, disabled people	100%	Not available			100%	100%	Y	▲	100%
BV166a	Score against checklist of best practice for Environmental Health	70%			4	70%	70%	Y	◀▶	70%
BV170a	Number of visits to/usages of LA funded/part-funded museums per 1,000 population	1,933	1			2,030	2,247	Y	▲	2,127
BV170b	Number of those visits that were in person, per 1,000 population	1,573	1			1,652	1,688	Y	▲	1,731
BV170c	Number of pupils visiting museums and galleries in organised school groups	2,147		3		3,000	3,356	Y	▲	5,000

Ref	Description	2006/2007 Outturn	2006/2007 Quartile			2007/2008 Target	2007/2008 Outturn	Target Achieved	Trend	2008/2009 Target
BV174	Number of racial incidents reported to the Local Authority, and subsequently recorded, per 1,000 population	3.34	Not available			5	3.43	Y	◀ ▶	5
BV175	Percentage of racial incidents reported to the Local Authority that resulted in further action	100%	1			100%	100%	Y	▲	100%
BV183b	Average length of stay in hostel accommodation of households that are unintentionally homeless and in priority	0 weeks	1			0 weeks	0 weeks	Y	▲	0 weeks
BV184a	Proportion of local authority dwellings which were non-decent at the start of the financial year	42%			3	23%	38%	N	▲	13%
BV184b	Percentage change in the proportion of non-decent dwellings between the start and end of the financial year	+12%			3	+65%	-40%	N	▼	+75%
BV199a	Percentage of relevant land and highways that are assessed as having combined deposits of litter and detritus that fall below an acceptable level	9%	1			8.50%	15%	N	▼	8%
BV199b	Percentage of relevant land and highways from which unacceptable levels of graffiti are visible	0%	1			1%	2%	N	▼	1%
BV199c	Percentage of relevant land and highways from which unacceptable levels of fly-posting are visible	0%	1			0%	0%	Y	▲	0%
BV199d	Year-on-year reduction in total number of incidents and increase in total number of enforcement actions taken to deal with 'fly-tipping'	Grade 1 Very Effective	Not available			Grade 1 Very Effective	Awaiting figure	N/A	N/A	Grading 1 Very Effective
BV200a	Did the local planning authority submit the Local Development Scheme (LDS) by 28th March 2005 and thereafter maintain a 3-year rolling programme?	Yes	Not available			Yes	Yes	Y	▲	Yes
BV200b	Has the local planning authority met the milestones which the current Local Development Scheme (LDS) sets out?	No	Not available			Yes	No	N	◀ ▶	Yes
BV202	Number of people sleeping rough on a single night within the area of the authority	0	1			0	0	Y	▲	0

Ref	Description	2006/2007 Outturn	2006/2007 Quartile			2007/2008 Target	2007/2008 Outturn	Target Achieved	Trend	2008/2009 Target
BV204	The percentage of appeals allowed against the authority's decision to refuse on planning applications	40%	Not available			25%	28.6%	N	▲	20%
BV205	The local authority's score against a 'quality of planning services' checklist	83%			4	83%	83%	Y	◀▶	83%
BV212	Average time taken to re-let local authority housing	30 days	2			30 days	41 days	N	▼	29 days
BV213	Number of households who considered themselves as homeless for whom housing advice casework intervention resolved their situation	7	1			4	8	Y	▲	5
BV216a	Number of 'sites of potential concern' [within the local authority area], with respect to land contamination	3,079			4	TBE	3,079	N/A	◀▶	TBE
BV216b	Number of sites for which sufficient detailed information is available to decide whether remediation of the land is necessary, as a percentage of all 'sites of potential concern'.	2		3		TBE	2	N/A	◀▶	TBE
BV217	Percentage of pollution control improvements to existing installations completed on time	100%	1			100%	100%	Y	▲	100%
BV218a	Percentage of new reports of abandoned vehicles investigated within 24 hours of notification	100%	1			95%	100%	Y	▲	95%
BV218b	Percentage of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to remove the vehicle	96.70%	1			95%	100%	Y	▲	95%
BV219b	Percentage of conservation areas in the local authority area with an up-to-date character appraisal	6.70%		3		20%	6.60%	N	▼	19.9%
BV225	Score against a checklist for 'Actions against domestic violence'	82%	Not available			100%	82%	N	◀▶	100%
BV226a	Total amount spent by the Local Authority on Advice and Guidance services provided by external organisations	£446,618.62	Not available			TBE	Awaiting figure	N/A	-	TBE
BV226b	Percentage of monies spent on advice and guidance services provision which was given to organisations holding the CLS Quality Mark at 'General Help' level and above	34	Not available			TBE	Awaiting figure	N/A	-	TBE

Ref	Description	2006/2007 Outturn	2006/2007 Quartile	2007/2008 Target	2007/2008 Outturn	Target Achieved	Trend	2008/2009 Target
BV226c	Total amount spent on Advice and Guidance in the areas of housing, welfare benefits and consumer matters which is provided directly by the authority to the public	£134,811	Not available	TBE	Awaiting figure	N/A	-	TBE

APPENDIX 4: KEY PERFORMANCE INDICATORS 2008/2009

Ref	Description
NI 8	Adult participation in sport and active recreation
NI 139	The extent to which older people receive the support they need to live independently at home
NI 157	Processing of planning applications
NI 158	% non-decent council homes
NI 170	Previously developed land that has been vacant or derelict for more than 5 years
NI 179	Value for money – total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008–09 financial year
NI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events
NI 184	Food establishments in the area which are broadly compliant with food hygiene law
NI 191	Residual household waste per household
NI 192	Percentage of household waste sent for reuse, recycling and composting
NI 195	Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting)
XBV 002(a)	The level of the Equality Standard for local government to which the Authority conforms
XBV 002(b)	The quality of an Authority's Race Equality Scheme (RES) and the improvements resulting from its application
XBV 008	Percentage of invoices paid in 30 days
XBV 009	Proportion of Council Tax collected in year
XBV 012	Number of working days/shifts lost to the Local Authority due to sickness absence
XBV 212	Average time taken to re-let local authority housing
XBV 218(b)	Percentage of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to remove the vehicle
CP A03	Number of people spectating or participating in a cultural activity
CP H02	General PH- Percentage of general public health complaints responded to within 3 days
CP H09	Representative facility use by people from the most disadvantaged socio-economic groups
CP H10	Representative facility use by people aged over 60
CP P04	Percentage of unemployed adults undertaking training with SBC who gain employment
CP P08	Number people achieving NVQ Level 2 through Train 2 Gain
CP P09	Number of people benefiting from enterprise coaching on a 1-1 basis through the Council's Enterprise in Deprived Communities programme
CP P10	Number of new start businesses registering with the Inland Revenue as a result of support received through the Enterprise in Deprived Communities programme

APPENDIX 5: STATEMENT ON DATA QUALITY

The Council recognises the importance of reliable, accurate and timely information in decision-making, managing services and accounting for performance.

It is committed to ensuring the highest standards of data quality across the organisation and has developed in the last year an overarching data quality policy supported by specific policies for financial, performance and human resources data. A further policy on customer data is in development, linking to the Council's Making Change Happen programme.

These policies set out governance arrangements and roles and responsibilities for data quality and are supported by systems and processes.

Arrangements for data quality are reviewed annually to ensure continuous improvement, in line with the Council's audit and inspection arrangements.

APPENDIX 6: STATEMENT ON WORKFORCE MATTERS

The Council makes full use of statutory and non-statutory arrangements to protect the legitimate interests of employees during any transfers. All future contracts that involve transfer comply, where applicable, with the requirements of the Code of Practice on Workforce Matters in Local Authority Service Contracts, as set out in ODPM Circular 03/2003 and with the Transfer of Undertakings Protection of Employment Regulations 2006.

During 2007/2008, 116 employees transferred to Mears as part of a 5 year contract for the procurement of Housing Construction Related Services. This was a TUPE transfer and was carried out in accordance with TUPE 2006 Regulations.

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العربية (Arabic)

إذا أردت المعلومات بلغة أخرى أو بطريقة أخرى، نرجو أن تطلب ذلك منا.

polSKI (Polish)

Jeżeli chcieliby Państwo uzyskać informacje w innym języku lub w innym formacie, prosimy dać nam znać.

বাংলা (Bengali)

যদি আপনি এই ডকুমেন্ট অন্য ভাষায় বা ফরমেটে চান, তাহলে দয়া করে আমাদেরকে বলুন।

ਪੰਜਾਬੀ (Punjabi)

ਜੇ ਇਹ ਜਾਣਕਾਰੀ ਤੁਹਾਨੂੰ ਕਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਵਿਚ ਜਾਂ ਕਿਸੇ ਹੋਰ ਰੂਪ ਵਿਚ ਚਾਹੀਦੀ, ਤਾਂ ਇਹ ਸਾਥੋਂ ਮੰਗ ਲਓ।

(中文(繁體字)) (Cantonese)

如欲索取以另一語文印製或另一格式製作的資料，請與我們聯絡。

Español (Spanish)

Póngase en contacto con nosotros si desea recibir información en otro idioma o formato.

हिन्दी (Hindi)

यदि आपको सूचना किसी अन्य भाषा या अन्य रूप में चाहिये तो कृपया हमसे कहे

اردو (Urdu)

اگر آپ کو معلومات کسی دیگر زبان یا دیگر شکل میں درکار ہوں تو برائے مہربانی ہم سے پوچھئے۔



Sedgefield

BOROUGH COUNCIL

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Strategy and Regeneration

Chief Executive's Department

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