



**Chester-le-Street**  
District Council

**REPORT TO:** Executive

**DATE OF MEETING:** 3 December 2007

**REPORT OF:** Assistant Chief Executive

**SUBJECT:** Review of Corporate Priorities, Corporate Plan proposals and Improvement Plan

**ITEM NUMBER:**

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## **1 PURPOSE AND SUMMARY**

1.1 The purpose of this report is to ask the Executive to:

- agree new priorities for the council leading up to April 2009;
- agree revisions to proposals in the 2007/2010 Corporate Plan; and
- agree a new improvement plan to replace the Improvement and Recovery Plan as a result of CPA and other inspection and assessment learning

1.2 The council's existing corporate priorities have been in place for two and a half years. They are now in need of review. Proposals were built into the council's Corporate Plan for 2007/2010 and were due to be considered through the normal corporate planning cycle set out in the plan. Local Government Reorganisation has an impact on the priority setting process. In addition the Corporate Plan includes a clear set of proposals which Local Government Reorganisation also has a significant impact. The council would not achieve the right focus or achieve value for money if it were to slavishly follow priorities and proposals which were no longer relevant or would not achieve desired customer and council outcomes. In October the Executive agreed a process to ensue an appropriate review takes place. This process incorporated:

- an understanding of the political and officer priorities;
- an understanding of residents priorities;
- an understanding of the relevance of current Corporate Plans proposals and there ability to achieve outcomes within the lifetime of any transitional arrangements;

- an understanding of the improvement measures necessary to guide the council through the lifetime of any transitional arrangements and their relevance to new priorities;
- the need to address the 2008/2009 budget and scrutiny engagement in the process in the light of new priorities; and
- the need for a re-assessment of strategic risks.

1.3 This report is a culmination of a large part of the process and will help support next year's budget and service planning process.

1.4 Members are recommended to support:

- 1) the revised priorities set out in this report and specifically in Paragraph 5.8 and work is commenced to develop an appropriate model and project plan for delivery;
- 2) the revised Corporate Plan proposals set out in Appendix 2 and note the progress against those which remain unchanged;
- 3) the Improvement Plan set out in Appendix 3; and
- 4) agree that these revisions are used to support the budget process and service planning for 2008/2009 and service plan.

## **2. CONSULTATION**

2.1 The Chief Executive has been consulted on the reports and his comments have been incorporated within it. Executive members and Corporate Management team have been engaged in reviewing the council's priorities and Corporate Plan proposals and their views have been taken into account in the report and its Appendices. The Performance and Improvement Team have been consulted on the Improvement plan and their views taken into account in the final version.

2.2 No other consultations were considered necessary at this stage including external consultations or engagement.

## **3. CORPORATE PLAN AND PRIORITIES**

3.1 The 2007/2010 Corporate Plan was approved by Council on 26<sup>th</sup> June 2007. At that time the Government's decision on Local Government review was not known. The Plan accepted up front that Local Government Reorganisation could occur and assured the local area and its people that we wanted to secure the best out of any change that may occur. There is still some doubt whether the Government's decision will be implemented, at least in the proposed timetable, as a result of current legal challenges. However, the Corporate Plan makes it clear that there was need to review priorities as a result of change that has already happened. The review of the council's priorities is necessary in any eventuality. If legal challenges fail and Local Government Reorganisation progresses against the Governments current

timescale then a review of priorities and proposals within the plan is more pressing.

- 3.2 The following Corporate Plan proposals are considered to be specifically relevant to this report.

**Customer Excellence CE 1:** Development of Revised Improvement plan following the CPA judgement by December 2007.

**Customer Excellence CE 2:** Revise the priorities of the council and agree non-priorities taking into account any proposals to reorganise local government by June 2008

#### 4. **IMPLICATIONS**

##### 4.1 Financial implications and value for money

While there are no immediate specific financial implications to this report the review of priorities will impact on the council's ambition and focus, the Medium Term Financial Plan and 2008/2009 budgeting process. Depending on the choices made the review of priorities will help determine how the council will deliver services and improvement over the next financial year. In terms of value for money the establishment and implementation of a review process for priorities and proposals will improve the council's ability to achieve value for money as it will refocus the council in delivering services and improvement where there is the greatest need, particularly if Local Government Reorganisation takes place in the proposed timescales. Decisions to progress existing Corporate Plan proposals differently will also save resources being used where intended outcomes could not be realised or would lack value in the lifetime of transitional arrangements.

##### 4.2 Legal

There are considered to be no direct legal issues of significance arising out of this report.

##### 4.3 Personnel

While there are no specific human resources implications to this report revised priorities will have an impact on individual services and delivery. Decisions on revising Corporate Plan proposals will help divert human resources to areas of greatest need particularly in the event of Local Government Review progressing against known timescales.

#### 4.4 Other Services

The corporate performance relates to all Services within the Council and has implications for improvement in Service Delivery. The proposed focus on services which can contribute to neighbourhood service delivery and community engagements may mean that relevant services may need to be brought together under a common leadership.

#### 4.5 Diversity

In general, in reviewing priorities and proposals assessments will need to be made of how any revised proposals will impact on all members of society. More specifically some Corporate Plan proposals, such as whether to progress to level 3 of the Equality Standard for Local Government will be reviewed against the value of progressing them in the light of potential change. The councils focus on community engagement and proposals in the Improvement Plan to focus on engaging minority groups is a significantly positive implication where improvement is expected

#### 4.6 Risk

There are risks to the organisation in failing to take stock of priorities and proposals whatever timescales on Local Government Reorganisation are followed. Failure to review priorities and proposals could see wasted resources and lack of focus. The review of priorities and proposals ought to be carried out together with a full strategic risk assessment. The Improvement Plan should also be subject to a risk assessment.

#### 4.7 Crime and Disorder

It is not felt there are any specific implications of the report on Crime and Disorder. However the council's choice of priorities at the end of the day could have an impact on crime and disorder. Proposals in the Improvement plan to improve senior officer and member engagement in partnerships will have a significantly positive impact.

#### 4.8 Data Quality

Every care has been taken in the development of this report to ensure that the information and data used in its preparation and the appendices attached are accurate, timely, consistent and comprehensive. The Council's Data Quality Policy has been complied with in producing this report.

#### 4.9 Other Implications

The report does not relate to a key decision. In terms of engagement the council has used its current (and will use its proposed) residents survey and other engagement intelligence to help form proposed priorities. Revised

priorities and proposals will be communicated once they are agreed and the agreed process can be made available on the council's web site and District News. It is not considered that the report at this stage raises any key issues in respect of procurement, service planning, sustainability, human rights or social inclusion. The Improvement Plan includes proposals to provide clarity about delivery of the council's reviewed policies in the light of learning from the CPA inspection.

## **5. BACKGROUND, POSITION STATEMENT AND OPTION APPRAISAL**

5.1 The 2007/2010 Corporate Plan was approved by Council on 26<sup>th</sup> June 2007. At that time the Government's decision on Local Government review was not known. The Plan accepted up front that Local Government Reorganisation could occur and assured the local area and its people that we wanted to secure the best out of any change that may occur. There is still some doubt whether the Government's decision will be implemented at least in the proposed timetable as a result of legal challenges. However, the Corporate Plan makes it clear that there was need to review priorities as a result of change that has already happened. If legal challenges fail and Local Government Reorganisation progresses against the Government's current timescale then a review of priorities and proposals within the plan is more pressing.

5.2 It was intended that the review of priorities would take place within the normal corporate planning cycle. Some work on revisiting priorities had already been carried out. More formal consideration of this has been slightly delayed for the necessary reason of lack of clarity as a result of Local Government Review and the legal challenges. Further clarity on progress may be established in early October when the result of one of the national legal challenges is known.

5.3 The Executive agreed a process for reconsideration of priorities at their meeting in October. The following key components were considered necessary, taking into account the likelihood of Local Government Reorganisation by April 2009:

- an understanding of the political and officer priorities;
- an understanding of residents priorities;
- an understanding of the relevance of current Corporate Plans proposals and their ability to achieve outcomes within the lifetime of any transitional arrangements;
- an understanding of the improvement measures necessary to guide the council through the lifetime of any transitional arrangements and their relevance to new priorities;
- the need to address the 2008/2010 budget and scrutiny engagement in the process in the light of new priorities; and
- the need for a re-assessment of strategic risks

- 5.4 The agreed process to achieve the review of priorities and proposals forms Appendix 1. Half of this process is now complete and the outcomes of the work done form the basis for decisions in this report.

### **Revised Corporate Priorities**

- 5.5 Currently there are 7 priorities in the Corporate Plan. These are:

- Customer Excellence
- Working together in partnership to deliver the community strategy
- Meeting the Decent Homes Standard
- Regeneration the District
- Neighbourhood Management
- New Ways of Working in Leisure
- Maximising Efficiencies

- 5.6 The three key priorities for improvement set out in last year's Residents Survey were:

- Low level of Crime
- Clean streets
- Affordable, decent housing

- 5.7 The council needs to focus on the next sixteen months which is its likely 'life expectancy'. Consideration has been given to whether there is any value in continuing to focus on the current seven priorities. The view is taken that most of the council's priorities are no longer appropriate for the following reasons:

#### **Customer Excellence**

This was initially an acceptable priority because of the shift in customer care and accessible services that was required for post 2004 CPA. The Customer Excellence Strategy has virtually been completed and as questioned by the CPA inspectors earlier this year it is time that customer excellence is what our communities should expect. As shown by recent successes, including Charter Mark, IIP and Quest accreditations it is felt that customer excellence is embedded and no longer needs to be a priority. The community engagement aspects of customer excellence remain vitally important to the remaining life of the council.

#### **Working together in partnership to achieve the community strategy**

The council has focussed on partnership working and this is likely to become more embedded as the council works to develop the new authority. Partnership is now part of the day job and no longer needs to be a specific priority

#### **Meeting the decent homes standard**

While there is still a lot to do, by February public housing will no longer be a priority of the council as it will be delivered by another provider. While the

council will remain to have a responsibility to improve the private and private rented housing sectors it will not be a council priority.

### **Regenerating the District**

Now that the council has a regeneration strategy which is being implemented it can be argued that regeneration is now part of the day job. As a result it is felt that it does not now need to be a priority. The community engagement aspects of regeneration remain vitally important to the remaining life of the council.

### **New Ways of working in Leisure**

Despite the fact that the CPA Inspectors put forward a recommendation to develop a leisure strategy this is no longer considered to be a priority for the council in terms of future procurement options. It would be inappropriate for the council to consider options any further bearing mind the restrictions on entering new contracts which will shortly be introduced by local government legislation. The consideration of leisure options would more appropriately be dealt with by the new unitary council in considering the transformation of leisure services across the county. There remain parts of the leisure service which fundamentally engage our communities and these services remain crucial to the remaining life of the council.

### **Maximising Efficiencies**

The council is likely to achieve a Level 2 for Value for Money and a Level 3 for Use of Resources for the second year running. While there is room for improvement value for money is now second nature and is what the council should be doing naturally. It no longer needs to be a council priority.

- 5.8 In view of resident's priorities and the importance attached to community engagement, Neighbourhood Management remains a very important part of the councils work. There is further scope over the next sixteen months to focus on those services which have the biggest impact on people's lives and as a result the image of the council. If the council were to prioritise neighbourhood management and community engagement over its remaining term not only would it improve the quality of life of residents but it could help develop neighbourhood models which could influence the level of community engagement and neighbourhood service delivery in the new neighbourhood. By bringing together key services, and where possible other public services e.g. neighbourhood policing a lasting legacy could be created. It is considered therefore that the council ought to focus on neighbourhood management and community engagement as its sole priority over its remaining lifetime
- 5.9 This concept needs to be developed. In agreeing this way work needs to start to develop an appropriate model and project plan for delivery.

## **Revised Corporate Plan proposals**

- 5.10 As part of the agreed process an exercise has been completed between Directors, Services Team Managers and Executive Members to agree;
- which Corporate plan proposals are no longer relevant;
  - where proposals to milestones or targets are necessary as a result of progress and relevance to changing event;
  - what other corporate plan proposals or targets need revising;
  - whether there are any new issues that require addressing; and
  - what is the progress on those proposals that remain relevant?
- 5.11 As a result of this work a schedule of revised proposals and progress monitoring based on Executive Member responsibilities is set out in Appendix 2. It is noted that the CPA inspectors considered that our process for identifying non-priorities set out in the Corporate Plan makes it clear to staff and other stakeholders what are and are not priorities. In view of this it is not felt that any additional work to determine non-priorities is necessary.
- 5.12 It is noted that the initial Corporate Plan did not include any specified proposals for Councillor Maureen Potts. The current exercise has not yet identified and proposals and further work needs to be done here.

## **Proposed Improvement Plan**

- 5.13 Chester-le-Street District council is committed to continuous improvement. Since the Comprehensive Performance Assessment the council was formerly released from recovery. There is no need now to progress the Improvement and Recovery Plan. This is considered to be complete subject to evidence of embedding some of the actions. The council has continued to improve since the CPA 'good' judgment. This is in line with our longer term vision in the Corporate Plan to be an excellent council. Our continued journey toward excellence can be evidenced in a number of ways including the following:
- Benefits receiving a 'good service' with 'promising prospects of improvement' in their recent 'harder test' Pilot Inspection;
  - the Charter Mark in ICT;
  - the Quest accreditation in Leisure;
  - the golden green apple award;
  - the achievement of Investors in People; and
  - a positive direction of travel on indicators.
- 5.14 The council's future as an organisation is likely to be time limited as a result of Local Government Re-organisation. In addition it is not likely to be subject to a further CPA inspection during our remaining life nor will it be subject to Comprehensive Area Assessment. However it still needs to show that it is continuing to improve over the remaining life of the organisation and it is still



subject to annual audits and Direction of Travel assessments. The council still needs to deliver value for money for our communities. In view of this an Improvement plan remains necessary.

5.15 In view of the short potential remaining life of the council there is no need for such a detailed and comprehensive plan as was the Improvement and Recovery Plan. The Corporate Plan itself is part of the council's improvement programme. It contains significant proposals to improve services across the council. It is not felt that the council should make life more difficult for itself by developing a plan which is unwieldy or will put undue pressure on the organisation at a time where significant change will impact on our overall capacity to maintain services. What needs to be addressed is:

- CPA judgement recommendations;
- Any perceived areas of improvement in the Inspection report ( and there are only a few) which are capable of being addressed and produce an outcome in the next 16 months; and
- Any issues arising out of any Audit Commission inspection or Audit not otherwise covered in any other improvement plan; and
- Any recommendations from any other corporate inspection or external accreditation.

5.16 A proposed Improvement plan is set out in Appendix 3

## 6. **RECOMMENDATIONS**

6.1 Members are recommended to support:

- 5) the revised priorities set out in this report and specifically in Paragraph 5.8 and work is commenced to develop an appropriate model and project plan for delivery;
- 6) the revised Corporate Plan proposals set out in Appendix 2 and note the progress against those which remain unchanged;
- 7) the Improvement Plan set out in Appendix 3; and
- 8) agree that these revisions are used to support the budget process and service planning for 2008/2009 and service plan.

## .7. **BACKGROUND PAPERS / DOCUMENTS REFERRED**

- 7.1 Corporate Plan 2006/2009 and 2007/2010
- 7.2 CPA report June 2006 – Audit Commission
- 7.3 Report to Executive 1<sup>st</sup> October 2007
- 7.4 Investors in People Assessors Report October 2007

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**15<sup>th</sup> November 2007**  
**Version 1.0**

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Version 1.0 November 2007  
Report to Executive 03/12/07

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**Suggested Process for Review of Corporate Priorities and Corporate Plan Proposals**

<b>What</b>	<b>Who</b>	<b>By When</b>
Review of individual Corporate Plan proposals and production of recommendations for change	Relevant Responsible Lead Officer and Executive Members	31st October 2007
Commissioning of 2007/2008 residents survey with focus on residents priorities for the future	Craig Etherington	31st October 2007
Consideration of Priorities	Informal Executive meeting	23rd November 2007
Consideration of Residents Priorities from 2006/2007 Survey and formulation of revised priorities	Informal Executive and CMT meeting	23rd November 2007
Development of Strategic Improvement Plan as a result of CPA learning linked to revised priorities and revised corporate plan proposals	Improvement and Performance Team led by Ian Forster	23rd November 2007
Formally agree new priorities and Strategic Improvement Plan	Formal Executive meeting	3rd December 2007
Receipt of 2007/2008 residents Survey results and consideration by Executive	Informal Executive meeting	18th January 2008
Scrutiny engagement in 2008/2009 budget process	Overview and Scrutiny Panel Meetings	1st February 2008
Strategic Risk Assessment	Corporate Workshop, officers and Members	29th February 2008
Executive Consideration of Budget	Formal Executive meeting	TBA
Council agrees budget to meet new priorities	Full Council	TBA



**CORPORATE PLAN PROPOSALS – CLLR LINDA EBBATSON**

<b>Ref No</b>	<b>Proposal</b>	<b>Responsible Officer/Member</b>	<b>Corporate Plan Milestones/targets</b>	<b>Progress/Revised milestones and targets</b>
CE1	Develop a revised Improvement Plan taking into account the view expressed in the Audit Commissions Comprehensive Performance Assessment Report, June 2007 and secure positive direction of travel reports through to March 2010	Ian Forster Cllr Linda Ebbatson	<ul style="list-style-type: none"> <li>▪ Respond to CAA consultation by July 2007</li> <li>▪ Consider CPA inspection report at Full Council by July 2007</li> <li>▪ Carry out a review of corporate priorities by September 2007</li> <li>▪ Agree Improvement Plan by December 2007</li> <li>▪ Maintain a 'Good' re-categorisation judgement and positive direction of travel assessments on an annual basis</li> </ul>	<p><b>Amended Milestones and targets</b></p> <ul style="list-style-type: none"> <li>▪ Carry out a review of corporate priorities by December 2007</li> <li>▪ Agree Improvement Plan by December 2007</li> <li>▪ Maintain a 'Good' re-categorisation judgement and positive direction of travel assessments on an annual basis</li> </ul>
CE2	Revise the priorities of the Council and agree non-priorities taking into account any proposals to reorganize local government following the result of the current national government consultation	Roy Templeman Cllr Linda Ebbatson	<ul style="list-style-type: none"> <li>▪ Commence the process by considering the results of the Council's annual opinion surveys by June 2007</li> <li>▪ Receive the decision of national government on the future local government by August 2007</li> <li>▪ Establish clear priorities and non-priorities based on a thorough risk and opportunities analysis by September 2007</li> <li>▪ Progress budget setting process for 2008/2009 on the basis of revised priorities by March 2008</li> <li>▪ Set out new priorities in 2008/2010 Corporate Plan by June 2008</li> </ul>	<p><b>Amended Milestones and targets;</b></p> <ul style="list-style-type: none"> <li>▪ Receive the decision of national government on the future local government by August 2007</li> <li>▪ Establish clear priorities and non-priorities based on a thorough risk and opportunities analysis by September 2007</li> <li>▪ Progress budget setting process for 2008/2009 on the basis of revised priorities by March 2008</li> <li>▪ Set out new priorities in 2008/2009</li> </ul>

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
CE4	Implement Equality Plan through to March 2010	Julie Underwood Cllr Linda Ebbatson	<ul style="list-style-type: none"> <li>▪ Implementation of action plan</li> <li>▪ Increased community and partner engagement</li> <li>▪ Review of action plan by March 2008</li> <li>▪ 100% response to new legislation within statutory timescales</li> <li>▪ 90% of actions achieved on time</li> <li>▪ 3% increase in customer satisfaction in local indicators</li> <li>▪ Improve to level 3 of the Equality Standard for Local Government</li> <li>▪ Positive audit reports</li> <li>▪ Impact and engagement of all services</li> </ul>	<p><b>Delete</b></p> <ul style="list-style-type: none"> <li>▪ Improve to level 3 of the Equality Standard for Local Government</li> </ul> <p><b>As will not provide value for money. Instead focus equality and diversity resource into new corporate priority</b></p>
CE25	Develop and implement action plans to improve performance on national best value indicators particularly those which are both failing to improve and are in the bottom 25% in the country	Ian Forster Cllr Linda Ebbatson	<ul style="list-style-type: none"> <li>▪ Agree action plans by June 2007</li> <li>▪ Implement by July 2007</li> <li>▪ Improvement in performance indicators across the Council</li> <li>▪ 65% improvement across basket of BVPIs</li> <li>▪ Positive direction of travel reports</li> <li>▪ Improved customer satisfaction</li> </ul>	<b>On target</b>
CE26	Continue our Organisational Development Programme through to May 2008	Alison Swinney/Julie Underwood Cllr Linda Ebbatson	<ul style="list-style-type: none"> <li>▪ Undertake action learning sets and CPI projects and report by May 2008</li> <li>▪ Build in learning to decide future programme by March 2008</li> <li>▪ Consider the outcomes of action learning sets and targets by September 2007</li> <li>▪ % of members and officers meeting required competencies</li> <li>▪ Measured outcomes from projects completed against intended outcomes/scope of brief</li> <li>▪ Some measured outcomes will also be developed as part of the brief for each set/project</li> <li>▪ Improvement in performance in 100% of CPI project processes</li> <li>▪ IIP recognition</li> <li>▪ Engages all services</li> </ul>	<b>On target</b>

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
CE27	Extend leadership & management development opportunities to others throughout the Council to aid with succession planning through to 2010	Alison Swinney Cllr Linda Ebbatson	<ul style="list-style-type: none"> <li>▪ Commence workshops by July 2007</li> <li>▪ Dec 2007 – 360 degree appraisal for managers</li> <li>▪ Targets to be set by September 2007</li> <li>▪ Improved employee survey results</li> <li>▪ Improved management reviews against competency frameworks</li> </ul>	<p><b>On Target</b></p> <p>But need to review in light of LGR. Need to consider bigger picture including the role of the front line councillor.</p>
CE28	Further embed succession planning across the Council with a view to building capacity by March 2010	Alison Swinney/Julie Underwood Cllr Linda Ebbatson	<ul style="list-style-type: none"> <li>▪ Workforce development plans produced in line with service plans by January 2008 and on annual basis thereafter</li> <li>▪ July 2007 – rising Stars programme commences</li> <li>▪ Oct 2007 – workshops complete</li> <li>▪ Nov 2007 – action learning sets and Continual Process Improvement projects commence</li> <li>▪ Participants on programme develop effective skills at the next level of management and apply these effectively back in the workplace</li> <li>▪ Programme assists with career development aspirations</li> </ul>	<p><b>On Target</b></p>
CE29	Embed work force development planning across the Council by 2010	Alison Swinney Cllr Linda Ebbatson	<ul style="list-style-type: none"> <li>▪ Workforce development plans produced in line with service plans by January 2008 and on annual basis thereafter</li> <li>▪ Service plans and corporate plan and priorities are delivered on time</li> </ul>	<p><b>On Target</b></p>
CE30	Ensure new elected members are equipped with the relevant skills by August 2008	Alison Swinney Cllr Linda Ebbatson	<ul style="list-style-type: none"> <li>▪ Carry out induction programme for new members by August 2007</li> <li>▪ Service plans and corporate plan and priorities are delivered on time</li> <li>▪ Evaluations from training events</li> <li>▪ Feedback from member support assessments of how learning was applied</li> <li>▪ Feedback from community groups</li> </ul>	<p><b>On target</b></p> <p>But need to review in light of LGR. Need to consider bigger picture including the role of the front line councillor.</p>

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
CE31	Senior managers and politicians engage in a top team development programme of transformational leadership by March 2009	Alison Swinney Cllr Linda Ebbatson	<ul style="list-style-type: none"> <li>Top team programme commenced November 2007</li> <li>March 2008 – evaluation of programme</li> </ul>	<p><b>Delete</b></p> <p>Need to take stock in the light of local government review</p>
CE32	Embark upon further programme of elected member development linked to the role of the front line councillor by March 2010	Alison Swinney Cllr Linda Ebbatson	<ul style="list-style-type: none"> <li>Members training plan implemented from September 2007 and reviewed annually</li> <li>Evaluations from training events</li> <li>Feedback from members support assessments of how learning was applied</li> <li>Feedback from community groups</li> </ul>	<p><b>On Target</b></p> <p>Need to refresh programme to help members motivation</p>
CE36	Carry out improvements to access arrangements to council buildings to bring them up to the standard promoted by the Disability Discrimination Act	Ian Forster Cllr Linda Ebbatson	<ul style="list-style-type: none"> <li>Agree priorities with user group</li> <li>Secure resources by Autumn 2007</li> <li>Implement a programme of improvement</li> <li>Increase the % of buildings accessible to the public by 10% per annum (BV156)</li> </ul>	<p><b>Amended Milestones</b></p> <ul style="list-style-type: none"> <li>Agree priorities with user group</li> <li>Secure resources if these become available to Capital Programme Working Group</li> <li>Implement a programme of improvement</li> <li>Increase the % of buildings accessible to the public by 10% per annum (BV156)</li> </ul>
CE37	Secure Investors in People accreditation	Alison Swinney Cllr Linda Ebbatson	<ul style="list-style-type: none"> <li>Complete final actions by July 2007</li> <li>Complete final audit of awareness and process by September 2007</li> <li>Secure accreditation by December 2007</li> <li>Formal IIP accreditation</li> </ul>	<p><b>Achieved</b></p>
WP1	Complete updating of the Sustainable Community Strategy (SCS) and implement action plans through to March 2010	Jeremy Brock Cllr Linda Ebbatson	<ul style="list-style-type: none"> <li>Implement action plans</li> <li>90% of actions completed on time</li> <li>90% of targets met</li> </ul>	<p><b>On target</b></p> <p>But need to consider focus on motivating LSP achievements as a result of LGR</p>

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
WP2	Ensure action plans are established and built into service planning to achieve the actions and targets of the Sustainable Community Strategy by 2010	Jeremy Brock Cllr Linda Ebbatson	<ul style="list-style-type: none"> <li>▪ Secure ownership in services of SCS proposals by July 2006</li> <li>▪ Establish contribution targets and action by Sept 2006</li> <li>▪ Assess contribution to Respect Agenda by October 2007</li> <li>▪ Monitor and review</li> <li>▪ %internal targets met</li> <li>▪ %SCS targets met across District</li> </ul>	<p><b>Amended Milestones:</b></p> <ul style="list-style-type: none"> <li>▪ Secure ownership in services of SCS proposals by December 2007</li> <li>▪ Establish contribution targets and action by March 2008</li> <li>▪ Assess contribution to Respect Agenda by March 2008</li> <li>▪ Monitor and review</li> <li>▪ %internal targets met</li> <li>▪ %SCS targets met across District</li> </ul>
WP3	Ensure action plans are established and built into service planning to achieve the actions and targets of the Local Area Agreement by 2010	Julie Underwood Cllr Linda Ebbatson	<ul style="list-style-type: none"> <li>▪ Through golden threading exercise, secure ownership in services of LAA proposals by October 2007</li> <li>▪ Assess contribution to Respect Agenda by October 2007</li> <li>▪ Establish contribution targets and action by September 2007</li> <li>▪ Establish in Service Planning Review by October 2007</li> <li>▪ Monitor and review</li> <li>▪ % internal targets met</li> <li>▪ % LAA targets met across District</li> </ul>	<b>On target</b>
WP4	Work in partnership with other councils to develop the implementation of the Local Area Agreement through to March 2009	Ian Forster Cllr Linda Ebbatson	<ul style="list-style-type: none"> <li>▪ Develop performance management framework and governance arrangements by September 2007</li> <li>▪ Participation on project team and LAA Board</li> </ul>	<p><b>New Milestone</b></p> <ul style="list-style-type: none"> <li>▪ Engage and influence the new LAA for 2008/2011 by march 2008</li> </ul>
ME1	Seek to secure a positive direction of travel report from the Audit Commission to build on our progress from 'poor' to 'good' by March 2010	Ian Forster Cllr Linda Ebbatson	<ul style="list-style-type: none"> <li>▪ Develop action plan to support existing improvement programme</li> <li>▪ Positively address Audit Programme in reaching their conclusions</li> <li>▪ Secure positive direction of travel reports annually</li> </ul>	<b>On Target</b>



Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
ME2	Work in partnership, when required, to respond to the challenges of Local Government Review through to March 2010	Roy Templeman Cllr Linda Ebbatson	<ul style="list-style-type: none"> <li>▪ Respond to the impending decision on the future of local government by September 2007 (or as otherwise directed by Government)</li> <li>▪ Respond to future opportunities for engagement as they arise</li> </ul>	<p><b>On Target</b></p>
ME26	Review Data Quality Policy and Strategy and Implement by March 2010	Ian Forster Cllr Linda Ebbatson	<ul style="list-style-type: none"> <li>▪ Review policy and strategy by Sept 2007</li> <li>▪ Implement and monitor by March 2010</li> <li>▪ 90% actions completed on time</li> <li>▪ Improved data quality judgement</li> </ul>	<p><b>Amended milestones and Targets</b></p> <ul style="list-style-type: none"> <li>▪ Review policy and strategy by March 2008</li> <li>▪ Implement and monitor by March 2010</li> <li>▪ 90% actions completed on time</li> <li>▪ Improved data quality judgement</li> </ul>
ME29	Adopted Learning Strategy and implement through to March 2010	Ian Forster Cllr Linda Ebbatson	<ul style="list-style-type: none"> <li>▪ Scrutiny engagement by July 2007</li> <li>▪ Setting of targets by September 2007</li> <li>▪ Adoption by Council by October 2007</li> <li>▪ Commence implementation by December 2007</li> <li>▪ Improved value for money statements across services</li> <li>▪ Improved performance across services</li> <li>▪ Positive direction of travel reports</li> </ul>	<p><b>Delete</b></p> <p>This is not considered to be a priority in the light of Local Government Review</p>
<b>New</b>	Engage in and influence the development of the Tyne and Wear Multi Area Agreement and the City Region	Roy Templeman Cllr Linda Ebbatson	<ul style="list-style-type: none"> <li>▪ Respond to opportunities to put forward proposals and effect change.</li> </ul>	<p><b>Outcome</b></p> <p>The Council continues to punch its weight across the region and plays a positive role in ensuring regional developments have the best outcomes for the citizens in Chester-le-Street</p>





**CORPORATE PLAN PROPOSALS – COUNCILLOR SIMON HENIG**

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
CE8	Develop improvement plan for the Benefits Service as a result of the inspection pilot undertaken with the Audit Commission by December 2007	Jayne Henderson Cllr Simon Henig	<ul style="list-style-type: none"> <li>▪ Undertake pilot inspection by June 2007</li> <li>▪ Receive results by August 2007</li> <li>▪ Agree improvement plan and build into service plan by December 2007</li> <li>▪ Implement through to completion</li> <li>▪ % on actions achieved against targets</li> <li>▪ 3% across the board improvement in benefits customer satisfaction BVPIs</li> <li>▪ Positive unpublished inspection result</li> <li>▪ Positive direction of travel statement</li> </ul>	<p><b>On target</b></p> <p>Inspection completed and Service Improvement plan with action plan drawn up. This will be monitored in the usual way at monthly Revenues &amp; Benefits Management meetings</p>
CE9	Develop and implement a benefits take up strategy and implement by March 2009. A benefits take up campaign means working with partners eg Welfare Rights, CAB not just ourselves to maximize benefit entitlement and bring new customers onto benefit	Jayne Henderson Cllr Simon Henig	<ul style="list-style-type: none"> <li>▪ Develop and adopt strategy by June 2007</li> <li>▪ Review annually</li> <li>▪ Annual % increase in benefit take up</li> <li>▪ 3% increase in benefits customer satisfaction BVPI's</li> </ul>	<p><b>On target</b></p> <p>The annual strategy has been written and the action plan is being monitored monthly. Progress to date – Since April 2007 we have paid an additional £28, 000 in benefits that would have otherwise not been claimed</p>
CE10	Develop and implement a revenues take up strategy to maximize direct benefits and e-payments and ensure customers have correct entitlement to discounts, reliefs and investment by March 2008	Jayne Henderson Cllr Simon Henig	<ul style="list-style-type: none"> <li>▪ Develop and adopt strategy by June 2007</li> <li>▪ Develop targets by September 2007</li> <li>▪ Review annually</li> <li>▪ Annual % increase in revenues take up</li> <li>▪ Annual % increase in electronic transactions</li> <li>▪ 3% increase in revenues customer satisfaction</li> </ul>	<p><b>On target</b></p> <p>The annual strategy has been written and the action plan is being monitored monthly. Progress to date – Since April 2007 we increased direct debit take up by 3% and paid out an additional £37, 500 in rate relief.</p>

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
CE11	Develop and implement an anti-fraud strategy by March 2008	Jayne Henderson Cllr Simon Henig	<ul style="list-style-type: none"> <li>▪ Develop and adopt strategy by June 2007</li> <li>▪ Review annually</li> <li>▪ Targets to be developed by September 2007</li> </ul>	<p><b>On target</b></p> <p>The annual strategy has been written and the action plan is being monitored monthly. Progress to date – Since April 2007 we have issued 32 sanctions and prevented in excess of £50,000 in fraudulent benefit payments</p>
CE17	Carry out customer satisfaction for benefits and local taxation customers other than the 3 yearly BVPI (customer satisfaction not currently measure in local taxation) by March 2008	Jayne Henderson Cllr Simon Henig	<ul style="list-style-type: none"> <li>▪ Plan to be developed by 30 May on proposed approach and methods for measuring satisfaction</li> <li>▪ Implement customer satisfaction measurement from second quarter of 2007 ie 1 July onwards</li> <li>▪ Satisfaction monitored and action plan drawn up to improve by December 2007</li> <li>▪ Targets to be set by December 2007</li> </ul>	<p><b>On target</b></p> <p>The annual strategy has been written and the action plan is being monitored monthly.</p>
CE19	Introduce service level agreement with Cestria Housing to ensure customers can continue to pay rent in desired way	Martin Walker Cllr Simon Henig	<ul style="list-style-type: none"> <li>▪ Establish by January 2008</li> <li>▪ Implement from January 2008 and monitor</li> <li>▪ Targets to be set by January 2008</li> <li>▪ Increased customer satisfaction</li> </ul>	<p><b>On target</b></p>
CE20	Improve Council image through Implementation of Corporate Communication Strategy	Craig Etherington Cllr Simon Henig	<ul style="list-style-type: none"> <li>▪ Agree Strategy by July 2007</li> <li>▪ Implement and agree targets by September 2007</li> <li>▪ Increased media releases</li> <li>▪ Increased positive press coverage</li> <li>▪ Increase in customer satisfaction</li> <li>▪ Increased satisfaction and understanding of the Council</li> </ul>	<p><b>On target</b></p>
DS1	Implement tenants' decision to pursue the Large Scale Voluntary Transfer of staff to Cestria Housing Association	Ian Broughton Cllr Simon Henig	<ul style="list-style-type: none"> <li>▪ Transfer the service to the new organization by January 2008</li> <li>▪ Use toolkit designed by the action learning set</li> <li>▪ Transfer delivered on time</li> </ul>	<p><b>On Target</b></p> <p>Transfer is due to take place on the 4<sup>th</sup> February 2008 so there will only be a slight delay to the original target.</p>

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
DS2	Manage smooth transfer of employees to Cestria Housing by January 2008	Alison Swinney Cllr Simon Henig	<ul style="list-style-type: none"> <li>▪ Transfer of employees to housing association by January 2008</li> </ul>	<b>On target</b>
DS4	Continue to deliver the three year capital programme by January 2008	Ian Broughton Cllr Simon Henig	<ul style="list-style-type: none"> <li>▪ Deliver 2006/07 programme by Mar 2007</li> <li>▪ Publish revised three year plan by February 2008</li> <li>▪ 100% of budget spent</li> <li>▪ 100% planned homes improved</li> <li>▪ 95% customers satisfaction from recipient tenants</li> </ul>	<b>Achieved</b> The 2006/2007 capital programme has been delivered on time and within budget. The revised plan will be published by Cestria and will incorporate the remaining works for the 2007/2008 programme, plus the investment programme for the next three years.
DS5	Annually update the Housing Strategy in order that it remains fit for purpose through to March 2010	Martin Walker Cllr Simon Henig/Cllr Chris Jukes	<ul style="list-style-type: none"> <li>▪ Update Housing Strategy by Jan 2008</li> <li>▪ Create 5 page strategy to meet national guidelines</li> <li>▪ Fit for purpose judgements by government office</li> <li>▪ Positive audit reports</li> </ul>	<b>On target</b> Update of housing strategy under way. Consultation work has taken place.  Revised strategy will come forward by January 2008.
ME3	Progress our action plan to improve the Council's Use of Resources Assessment through to March 2010	Linda Chambers Cllr Simon Henig	<ul style="list-style-type: none"> <li>▪ Programme manage action plan implementation</li> <li>▪ Ensure embedding of actions taken in organization</li> <li>▪ Achieve Level 3 by March 2008</li> <li>▪ Achieve Level 4 by March 2010</li> <li>▪ Positive audit reports</li> <li>▪ Impacts on all services</li> </ul>	<b>On target</b> The Audit Commission has completed its work on the Use of Resources Assessment for 2007 and the outcome will be received on 19 November.

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
ME4	Continue to implement corporate criteria for establishing value for money across the council and implement through to March 2010	Linda Chambers Cllr Simon Henig	<ul style="list-style-type: none"> <li>▪ Learn from CPA judgement and Use of Resources judgements by June 2007</li> <li>▪ Learn from environmental services and housing service inspections by Jul 2008</li> <li>▪ Implement recommendations of action learning set by July 2008</li> <li>▪ Review guidance and implement by July 2007</li> <li>▪ Implement action plans by Oct 2007</li> <li>▪ Incorporate in Use of Resources Self Assessment by August 2008</li> <li>▪ Improved VFM statements in 80% of services</li> <li>▪ Improved Use of Resources judgement to level 3 by March 2008</li> <li>▪ Positive direction of travel reports</li> </ul>	<p><b>On target.</b></p> <p>The outcome of the Use of Resources assessment will be received on 19 November.</p>
ME5	Continue our procurement partnership with Derwentside District Council by implementing our Procurement Strategy and implementing the procurement action plan through to Mar 2010	Linda Chambers Cllr Simon Henig	<ul style="list-style-type: none"> <li>▪ Actions achieved to timetable</li> <li>▪ National strategy targets achieved</li> <li>▪ Demonstrable Gershon efficiency savings achieved</li> <li>▪ Develop targets by September 2007</li> </ul>	<p><b>On target</b></p> <p>Procurement Action Plan on target. £30,000 of cashable efficiency savings have been identified within the first six months of 2007/8, as against a target of £50,000 for the year.</p>
ME13	Promotion of an anti-fraud culture by developing and implementing an Anti-Fraud Strategy underpinned by corporate fraud awareness training through to March 2010	Jayne Henderson Cllr Simon Henig	<ul style="list-style-type: none"> <li>▪ Development of strategy by March 2007</li> <li>▪ Annual review</li> <li>▪ Building training into Corporate Training Plan for 2007/2009 and annually thereafter by March 2007</li> <li>▪ Targets to be developed by September 2007</li> <li>▪ Increase fraud prosecutions and sanctions</li> <li>▪ Decreased fraud cases</li> </ul>	<p><b>On target</b></p> <p>The annual strategy has been written and the action plan is being monitored monthly. Fraud awareness sessions are currently being held – this is supported by CE11.</p>
ME14	Continue to operate an internal audit service that complies with	Jackie McConnell Cllr Simon Henig	<ul style="list-style-type: none"> <li>▪ Self assessment for internal audit annual report submitted to Council in September</li> </ul>	<p><b>On target</b></p>

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
	CIPFA Codes of Practice for Internal Audit in Local Government through to March 2010		<ul style="list-style-type: none"> <li>▪ 2007 and annually</li> <li>▪ Positive external audit reports</li> </ul>	Action Plan for full compliance with the Code incorporated in Internal Audit Service Plan. Anticipate that Review of the Effectiveness of Internal Audit in April/May 2008 will report full compliance
ME15	Continue to minimize Audit Commission audit fees by meeting recognized standards through to March 2010	Jackie McConnell Cllr Simon Henig	<ul style="list-style-type: none"> <li>▪ Positive external audit reports</li> </ul>	<b>On target</b>  Audit Manual developed which includes audit procedure compliant with International Standards for Auditing. Staff training on the revised procedures took place.
ME16	Review the role of the Audit Committee and ensure that it meets what is required for corporate governance by March 2009	Jackie McConnell Cllr Simon Henig	<ul style="list-style-type: none"> <li>▪ Corporate Governance Steering Group considers framework proposals by June 2006</li> <li>▪ Audit Committee approves the Statement of Internal Control and agrees the areas of corporate governance it wishes to consider</li> </ul>	<b>On target</b>  Review of terms of reference deferred pending the selection of new Chair of Audit Committee. Draft revised terms of reference to be submitted to Audit Committee January 2008.
ME25	Develop corporate e-procurement options	Graeme Clark Cllr Simon Henig	<ul style="list-style-type: none"> <li>▪ Consider options and develop targets by December 2007</li> <li>▪ Email of purchase order and BACS remittances by December 2007</li> <li>▪ Email alerts to suppliers on tendering opportunities by December 2007</li> <li>▪ Consider entry into e-marketplace by September 2008</li> <li>▪ Improved opportunities to reach a larger market place</li> <li>▪ Efficiency savings from reducing printing and postage</li> </ul>	<b>On target</b>

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
ME27	Undertake Freedom of Information, Data Protection and Copyright health check by March 2008	Chris Potter Clr Simon Henig	<ul style="list-style-type: none"> <li>▪ Undertake survey across Council by September 2007</li> <li>▪ Produce audit report by October 2007</li> <li>▪ Commence implementation of recommendations by December 2007</li> <li>▪ No challenges in respect to FOI, PPA or copyright law</li> </ul>	On target



**CORPORATE PLAN PROPOSALS – COUNCILLOR SIMON WESTRIP**

<b>Ref No</b>	<b>Proposal</b>	<b>Responsible Officer/Member</b>	<b>Corporate Plan Milestones/targets</b>	<b>Progress/Revised milestones and targets</b>
CE23	Review environmental services customer standards by January 2008	Gordon MacCallam Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Monitor performance of existing standards by September 2007</li> <li>▪ Engage community in re-assessing standards and targets by Nov 2007</li> <li>▪ Adopt new standards and targets by January 2008</li> <li>▪ Improved customer satisfaction</li> </ul>	<p><b>On target</b></p> <p>Following the initial review of the Service Standards, further reporting of performance will be done using indicators aligned to existing best value performance indicators and local performance indicators</p>
CE24	Secure Cemetry of the Year Award by March 2010	Gordon MacCallam Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Maintain and improve standards of the district's cemeteries through to March 2010</li> <li>▪ Apply for Cemetry of the Year Award by December 2007</li> <li>▪ Secure improved customer satisfaction</li> <li>▪ Secure award</li> </ul>	<p><b>On target</b></p> <p>The outcome of 2007 submission has generated a significant improvement plan for 2008 application</p>
CE33	Carry out customer satisfaction for building control service customers by March 2008	Anneliese Hutchinson Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Survey to be undertaken in accordance with government guidance</li> <li>▪ Customer satisfaction to be measured from 1 October onwards</li> <li>▪ Satisfaction monitored and targets and action plan drawn up to improve by February 2008</li> </ul>	<p><b>On Target</b></p> <p>Survey began October 2007</p>



Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
CE34	Carry out customer satisfaction for planning and environmental health customers by March 2008	Anneliese Hutchinson Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Plan to be developed by 30 June on proposed approach and methods for measuring satisfaction</li> <li>▪ Customer satisfaction to be measured from 1 October onwards</li> <li>▪ Satisfaction monitored and targets and action plan drawn up to improve by February 2008</li> </ul>	<p><b>Achieved</b></p> <p>Customer satisfaction surveys in place across the team from 1 October 2007 Monitored on monthly basis.</p>
CE35	Establish business forum for planning and environmental health customers by March 2008	Anneliese Hutchinson Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Database of customers to be established by 31 July</li> <li>▪ Inaugural event Autumn 2007</li> <li>▪ Terms of reference and future programme and targets agreed by January 2008</li> <li>▪ Improved satisfaction for business users</li> </ul>	<p><b>On target</b></p> <p>Database of customers to be collated once admin team manager starts in January. Business 'Forum' will be established by March 2008</p>
DS10	Review housing policies in light of Housing Act 2000	Anneliese Hutchinson Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Report on Housing Act by July 2007</li> <li>▪ Review of private sector housing policy by August 2007</li> <li>▪ Adoption of empty properties action plan and targets by December 2007</li> <li>▪ Increase in decent homes for the private sector</li> </ul>	<p><b>Achieved</b></p> <p>Report on Housing Act reported to full Council July 2007. Private Sector Housing Policy review completed August. Revised policy has been agreed at Executive and is to be reported to full council in November. New data recently received re empty properties means Empty Property Strategy will now be reported to Council early in the new year following further surveys</p>
RD7	Progress the Carbon Neutral Edmondsley project through to March 2009	Andy Stephenson Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Develop the scheme with the community and partners by June 2006</li> <li>▪ Drafting of a business plan by July 2007</li> <li>▪ Complete by April 2010</li> <li>▪ Establishment of first carbon neutral village in the UK.</li> </ul>	<p><b>On target</b></p>



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

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
NM1	Roll out of neighbourhood management through to March 2009	Tony Galloway Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Produce and distribute 'Street Clean' reporting cards by May 2007</li> <li>▪ Produce and distribute monthly 'In your ward' Councillor profiles by May 2007</li> <li>▪ Provide a 'pride in our Neighbourhoods' freephone line by May 2007</li> <li>▪ Prepare and distribute 'pride in our Neighbourhood' leaflet across the District by June 2007</li> <li>▪ Review of initiative by September 2007, set targets and make any necessary changes</li> <li>▪ Publish article on progress in District News by September 2007</li> <li>▪ 5% increase in annual customer satisfaction levels</li> <li>▪ Increase in the number of compliments received from public</li> <li>▪ Decrease in % of complaints received from public</li> </ul>	<p><b>On target</b></p> <p>Milestones 1- 6 achieved Milestones 7- 9 are being monitored and performance outputs will be available March 2008</p>
NM2	Continue to implement environmental services improvement plan as a result of the Audit Commission Inspection	Gordon MacCallam Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Implement action plan</li> <li>▪ 90% improvements achieved on target</li> </ul>	<p><b>On target</b></p> <p>Action plan projects have been completed. Additional project work will follow when corporate strategies are fully implemented</p>
NM3	Develop Environmental Strategy and Implement by March 2008	Gordon MacCallam Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Build on draft strategy through action learning set by December 2007</li> <li>▪ Take into account scrutiny report on recycling and views of Executive</li> <li>▪ Develop a strategy by March 2008</li> <li>▪ Implement action plan</li> <li>▪ 90% improvements achieved on target</li> </ul>	<p><b>Delete</b></p> <p>Will not deliver value for money in remaining life of council</p>

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
NM4	To target areas for enforcement activities using customer and intelligence led feedback	Gordon MacCallam Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Identify key areas for targeting enforcement from FLARE system by May 2007</li> <li>▪ Prepare initial programme of targeted enforcement by December 2007</li> <li>▪ Increased number of fixed penalty fines and successful prosecutions</li> <li>▪ Decrease in number of incidences of environmental crime</li> </ul>	<p><b>On target</b></p> <p>We have commenced targetted enforcement activities. Areas covered so far include Pelton Fell, Sacriston, Bourm Moor &amp; Fencehouses and starting in Grange Villa next</p> <p>Enforcement activities in each area are being recorded and the effectiveness measured at the end of the year</p>
NM5	Continue to secure Green Flag/Green Pennant awards through to March 2010	Gordon MacCallam Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Maintain high standards through to 2010</li> <li>▪ Submit applications by December 2007</li> <li>▪ Secure awards</li> <li>▪ Improved customer satisfaction</li> </ul>	<p><b>On target</b></p> <p>Green Flag Award 2007 achieved at riverside.</p> <p>Additional sties are identified for submission to GFA 2008</p>
NM6	To prepare and agree a Memorandum of Understanding with local secondary schools in considering alternative penalties of anti-social behavior	Gordon MacCallam Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Prepare a draft Memorandum of Understanding by June 2007</li> <li>▪ Meet with secondary schools in the district to agree and finalise MOU by August 2007</li> <li>▪ All schools signed up to MOU by December 2007</li> </ul>	<p><b>Behind Target</b></p> <p>Local democracy week has been the launch pad for engaging schools and agencies for MOU project. This work will be completed by February 2008</p>
NM7	Review the financial performance of the trade waste service based on the retention of market share and rising disposal costs	Gordon MacCallam Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Review performance of trade waste service by June 2007</li> <li>▪ Develop and consider options report as part of the 2008/09 budget by Sept 2007</li> <li>▪ Implement findings by March 2008</li> </ul>	<p><b>On target</b></p> <p>Trade accounts are reviewed on a quarterly basis. New legislation on pre-treatment of trade waste has increased the competitive element in this sector</p>

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
NM8	Enter the Northumbria in Bloom competition	Gordon MacCallam Cllr Simon Westrip	<ul style="list-style-type: none"> <li>To gain recognition from external judges set against national criteria in Sept 2007</li> <li>To improve and promote closer working relationships with Parish Councils, residents groups, schools and business community and the public by formation of a Northumbria in Bloom committee by March 2008</li> </ul>	<p><b>On target</b></p> <p>Two bronze awards achieved in 2007</p> <p>Project Manger assigned to the work and applications for 2008 will be submitted by end of Nov 2007</p>
NM9	Manage the development of an extension to the kerbside contract for 2008	Gordon MacCallam Cllr Simon Westrip	<ul style="list-style-type: none"> <li>Draft specification prepared by Jul 2007</li> <li>Report to Executive and Council for approval by September 2007</li> <li>Let contract by October 2007</li> </ul>	<p><b>On target</b></p> <p>Procurement Process has been completed and tender evaluations have been reviewed.</p> <p>Full report to executive December 2007</p> <p>Contract let by Jan 2008</p>
NM10	Implement all aspects of the Clean Neighbourhoods Act 2005	Gordon MacCallam Cllr Simon Westrip	<ul style="list-style-type: none"> <li>Review frontline staff awareness of the duties that will be required to use the act appropriately by March 2008</li> <li>Identify the areas which require change in current working practices by April 2008, including those aspects of the Clean Neighbourhood Act which are not part of current working practice</li> <li>Arrange appropriate training to ensure all frontline staff have an appreciation of the new act and how best to use it by April 2008</li> <li>Assess likely future demands on services using the data collected on environmental crime and the section performance against the targets already in place for BVPIs 218a and b, 199a, b, c, and d, and monitor our performance against service standards including clearing litter, flytipping, sharps, etc.</li> </ul>	<p><b>On target</b></p> <p>Key Environmental Service Mangers have been trained in the practicalities and delivery of CNEA.</p> <p>Discussion with Legal Services is currently ongoing to ensure a clear policy and procedure exists in order to implement the CNEA.</p> <p>A value for money report has been completed by the Environmental Services in order to ascertain the overall cost effectiveness of the current enforcement provision. This has been done in conjunction with the Director of Resources</p>

NM11	Increase percentage of households waste recycling through to March 2010	Gordon MacCallam Cllr Simon Westrip	<ul style="list-style-type: none"> <li>Review progress and identify areas not presently adopted within the Council's constitution by September 2008</li> <li>Prepare publicity material for campaign by July 2007</li> <li>Conduct 3 month publicity campaign by October 2007</li> <li>Increase household waste recycling to 25% by March 2008</li> </ul>	<p><b>On target</b> Promotion and awareness raising projects have been managed in conjunction with Durham County Waste Awareness Partnership Agreement has been reached with Premier Waste Management Ltd. To divert at least 10% of household waste to the Digester Process</p>
NM12	Introduce a tree replacement and development programme by 2008	Gordon MacCallam Cllr Sijmon Westrip	<ul style="list-style-type: none"> <li>Review potential planting around existing biodiversity areas by August 2007</li> <li>Develop a tree planting strategy by November 2007</li> <li>Commence implementation of planting programme (a minimum of 50 trees per annum) by December 2007</li> </ul>	<p><b>Achieved</b> Tree planting and replacement has been successfully completed 2007. This will be an ongoing on target if budget constraints allow</p>
NM13	Adoption of Corporate Enforcement Policy by October 2007	Tony Galloway Cllr Simon Westrip	<ul style="list-style-type: none"> <li>Develop corporate 'virtual' enforcement team</li> <li>Development and adoption of Corporate Enforcement Policy by October 2007</li> <li>Implement and annually review</li> </ul>	<p><b>Revised Milestone</b> Policy deferred to June 2008 following on from work of Action Learning Set</p>
NM14	Review of environmental health services enforcement policies including licensing and health and safety	Anneliese Hutchinson Cllr Simon Westrip	<ul style="list-style-type: none"> <li>Development and adoption of environmental health enforcement policies by March 2008</li> <li>Implement and annually review</li> </ul>	<p><b>On target</b> Policy reviewed and to go to December Executive</p>
NM15	Adoption of environmental services enforcement policy	Gordon MacCallam Cllr Simon Westrip	<ul style="list-style-type: none"> <li>Development and adoption of environmental services enforcement policy by March 2007</li> <li>Implement and annually review</li> </ul>	<p><b>Revised Milestone</b> This project will be aligned to the development of the CNEA project</p>
NM16	Adoption of a building control enforcement protocol	Anneliese Hutchinson Cllr Simon Westrip	<ul style="list-style-type: none"> <li>Development and adoption of protocol by March 2008</li> <li>Implement and annually review</li> </ul>	<p><b>On Target</b></p>

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
NM17	Implement and monitor the Health Act 2006 Part 1 through to March 2010	Anneliese Hutchinson Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Complete promotional/awareness raising campaign for businesses by June 2007</li> <li>▪ Implement high profile compliance monitoring programme during early stages of the implementation by Dec 2007</li> <li>▪ Embed longer term monitoring strategy into routine inspection/educational activities by December 2007</li> <li>▪ Develop targets by December 2007</li> <li>▪ High levels of compliance</li> </ul>	<b>On target</b>
NM18	Identify and remediate contaminated land within the district through to March 2010	Anneliese Hutchinson Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Develop guidelines/information materials for potential developers in the District by October 2007</li> <li>▪ Consult on, complete and adopt a robust Contaminated Land Strategy for the District by October 2007</li> <li>▪ Rationalise existing data to identify priority sites by April 2008</li> </ul>	<b>Revised Milestone</b>  Developer guidance yet to be drafted. Contaminated Land Strategy now on target for early 2008. Delay due to consultants funding.  Still on target to identify priority sites by April 2008
NM19	Control emissions to the air from prescribed industrial processes through to March 2010	Anneliese Hutchinson Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Complete risk assessment of all existing processes to determine appropriate level of 'regulatory effort' required by the District by October 2007</li> <li>▪ Ensure that all existing and new installations comply with required upgrades as detailed in relevant process guidance note on or before due date</li> <li>▪ Survey the District to identify businesses requiring permits that currently to not have them by October 2007</li> </ul>	<b>On target</b>

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
NM20	Develop and implement an environmental and sustainability educational programme directed at schools through to March 2009	Andy Stephenson Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Establish programme by August 2007</li> <li>▪ Implement by September 2007</li> <li>▪ Complete by March 2009</li> <li>▪ Increased number of schools participating</li> <li>▪ Increase number of children and young people participating</li> </ul>	<b>On target</b>
NM21	Increase the areas that are managed for biodiversity by 10% by March 2009	Gordon MacCallam Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Identify potential areas by Nov 2006</li> <li>▪ Conclude public engagement by Feb 2007</li> <li>▪ Implement by March by 2009</li> <li>▪ 10% target indicator achieved</li> <li>▪ Improve service based performance indicator</li> </ul>	<b>On target</b>  2006 completed target  2007-08 targets will be developed through the award winning action for wildlife project (Northern Region 'Gold' Green Apple Winner)



Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
NM22	Produce a Green Spaces Strategy for the maintenance and development of green spaces in the District by 2007	Tony Galloway Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Identify resources by September 2007</li> <li>▪ Develop draft strategy by March 2008</li> <li>▪ Consult by April 2008</li> <li>▪ Adopt by July 2008</li> </ul>	<b>On target</b>
NWL1	Phase 2 of the Leisure Options plan, developing a preferred option by March 2008	Tony Galloway Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Reconvene member/office working group by June 2007</li> <li>▪ Prepare an outline options/strategy discussion paper for consideration by member/officer working group by June 2007</li> <li>▪ Agree preferred options and prepare detailed briefs by December 2007</li> <li>▪ Commence procurement process for preferred options by February 2008</li> </ul>	<b>Implementation deferred due to Local Government Review</b>
NWL2	To raise the profile of arts within the district through to March 2010	Simon High Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Completion of a self assessment in line with ACE NE requirements by October 2007</li> <li>▪ Completion and adoption of a local arts plan for the district by Dec 2007</li> <li>▪ Contribute to a successful welcome event for the test match in mid June 2007</li> <li>▪ 25% increase against previous year on number of arts events/courses in the community</li> </ul>	<b>Revised Milestone</b>  Work deferred due to long term absence of arts officer on maternity leave. Revised date for arts plan is December 2008, no self assessment to be carried out on advice of ACE NE due to LGR. Welcome event achieved.
NWL3	Ensure that the Riverside continues to retain its Green Flag Award with an improved rating through to March 2010	Simon High Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Green Flag Award retained annually</li> </ul>	<b>On target</b>  Achieved for 2007



Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
NWL4	Continue to support the Sacriston Community & Sports Trust to attract external funding to assist the construction of new facilities within Sacriston Welfare Ground by July 2008	Simon High Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ All required funding for phase 1 to be in place by June 2007</li> <li>▪ Construction to begin September 2007</li> <li>▪ Phase 1 completed and operational by May 2008</li> <li>▪ Football foundation bid towards phase 2 to be submitted by October 2007</li> </ul>	<p><b>On Target</b></p> <p>Currently working with the trust on the potential for the football foundation bid, if agree basis the bid to be submitted by January 2008.</p>
NWL5	Work towards achieving QUEST quality accreditation for Chester-le-Street Leisure centre through to March 2010	Simon High Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Application submitted by March 2007</li> <li>▪ Review August 2007</li> <li>▪ Assessment October 2007</li> <li>▪ Achieve 65% score</li> </ul>	<b>Achieved with a 66% score</b>
NWL6	Work towards Selby Cottage being recognized by OFSTED as being an 'Outstanding' childcare facility through to March 2008	Tony Galloway Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Next inspection due after Sept 2007</li> <li>▪ Maintain 'outstanding' judgement</li> </ul>	<b>On Target</b>
NWL7	Develop and implement an annual customer survey plan for the leisure service team as a whole through to March 2010	Tony Galloway Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Annual plan agreed April 2007</li> <li>▪ All surveys to be undertaken in a designated month, monitored on a quarterly basis</li> <li>▪ All survey results to be available within 2 months of the survey being completed</li> <li>▪ Targets to be set on completion of initial survey</li> </ul>	<b>On Target</b>
NWL8	Submit an application to the Big Lottery Fund in respect of an available funding package of £200,000 towards improved play provision for young people within the district and implement through to March 2010	Simon High Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Community consultation to be completed by the end of May 2007</li> <li>▪ Revised play strategy to be completed by end June 2007</li> <li>▪ Make application by September 2007</li> <li>▪ Receive decision by March 2008</li> <li>▪ Implement year 1 of the strategy</li> </ul>	<p><b>On Target</b></p> <p>Decision expected December 2007.</p>

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
NWL9	Improve the management and ongoing development of the Gladstone leisure management system to ensure it provides reports and information that aid service review, planning and online booking facilities are extended, wherever possible, through to March 2010	Simon High Clr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Central administration team in place by June 2007</li> <li>▪ Appropriate staff training on the system by August 2007</li> <li>▪ Initial basket of at least 12 reports to be developed and implemented by September 2007</li> <li>▪ Reports provide information for relevant LPI's for the third quarter</li> <li>▪ More activities are made available for online booking</li> </ul>	<p><b>On target</b></p> <p>Team established but at half anticipated size due to financial constraints.</p> <p>Staff training scheduled for December, basket of reports by end March 2008.</p>
NWL10	Improve performance assessment across the service using the APSE benchmarking framework through to March 2010	Simon High Clr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Complete submissions for the leisure centre and golf complex by August 2007</li> <li>▪ Receive performance report from APSE in October 2007</li> <li>▪ Review report and ensure areas of improvement are included in the service planning process</li> </ul>	<p><b>On target</b></p> <p>On target for leisure centre, no submission made for the golf complex due to lack of capacity.</p>
NWL11	Extend delivery of the Family Initiative Supporting Children's Health (FISCH) to deliver phase 2 through to March 2010	Simon High Clr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Funding from MEND confirmed by May 2007</li> <li>▪ First 9 week programme to start in July 2007</li> <li>▪ Second 9 week programme to start in October 2007</li> <li>▪ 60% of all families who start the programme complete the full course</li> <li>▪ 80% of children who complete the course see their weight remaining stable at least 6 months after the course end</li> </ul>	<p><b>On Target</b></p>

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
	To implement the multi sport environment project at Riverside by July 2008	Simon High Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Funding application approved May 2007</li> <li>▪ Multi sport environment officer appointed July 2007</li> <li>▪ Implement, in full, the first year action plan</li> </ul>	<p><b>On target</b></p> <p>There have been delays in Sport England considering the application. This is now expected in Jan 2008.</p> <p>Appointment to post April 2008.</p>
NWL13	To implement the community sports coaching programme within the District by January 2008	Simon High Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Appointment of 1 F/T and 2 P/T community sports coaches by Sept 2007</li> <li>▪ At least 12 schools within the District engaged in the project by Jan 2008</li> <li>▪ 50 hours per week of direct coaching in and around schools by Jan 2008</li> </ul>	<p><b>On Target</b></p>
NWL14	Provide free swimming for all under 18's during the summer holiday period through to Sept 2008	Simon High Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Funding from Children's Fund confirmed by April 2007</li> <li>▪ 50% increase in under 18 attendances from previous level</li> </ul>	<p><b>On Target</b></p>
NWL15	Organise and deliver an older peoples' physical activity festival within the District by July 2007	Simon High Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Festival to take place in July 2007</li> <li>▪ At least 60 new people attend the festival</li> <li>▪ At least 20 new clients become regular participants in the Healthy Horizons programme</li> </ul>	<p><b>Achieved</b></p>
NWL16	Develop links with at least 3 schools within the District for the provision of golf and gym coaching programmes by March 2008	Simon High Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Links established with first school by June 2007</li> <li>▪ Links established with second school by September 2007</li> <li>▪ Links established with third school by December 2007</li> <li>▪ 50 children undertaking a golf coaching programme by end March 2008</li> <li>▪ 50 children undertaking a gym induction programme by end March 2008</li> </ul>	<p><b>Revised Milestone</b></p> <p>Not achieved due to capacity issues but now linked into the 'community sports network application' to Sport England for April 2008 start.</p>

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
NWL17	Continue the process of upgrading the District playgrounds in line with the Play Areas Strategy to ensure they meet European standards for equipment and surfacing	Simon High Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Review funding available from developer contributions and Capital Programme by August 2006 to enable work programme to be decided</li> <li>▪ Young people are consulted as part of each play area development to ensure it is what they want</li> <li>▪ At least two play areas are upgraded/renewed</li> </ul>	<p><b>Achieved</b></p>



**CORPORATE PLAN PROPOSALS – COUNCILLOR CHRIS JUKES**

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
WP8	Coordinate the Economic Development and Regeneration Group of the Local Strategic Partnership through to March 2010	Martin Walker Cllr Chris Jukes	<ul style="list-style-type: none"> <li>▪ Contributions to the Sustainable Community Strategy action plan completed by September 2006</li> <li>▪ Set forward plan of activities for the policy group by March 2008</li> </ul>	<p><b>Achieved</b> Forward plan of activities to be revised in March 2008.</p>
WP9	Establish partnership arrangements with Cestria Community Housing	Martin Walker Cllr Chris Jukes	<ul style="list-style-type: none"> <li>▪ LSVT transfer January 2008</li> <li>▪ Partnership arrangements signed off September 2008</li> <li>▪ Monitor and review of offer document promises (quarterly and ongoing)</li> </ul>	<p><b>On target</b> LSVT transfer now to be brought forward to December 2007. SLAs and legal documentation at advanced stage of preparation.</p>
WP10	Outsource delivery of housing register and homelessness functions to Cestria Community Housing	Martin Walker Cllr Chris Jukes	<ul style="list-style-type: none"> <li>▪ SLA established for homelessness service by January 2008</li> <li>▪ SLA established for housing register by January 2008</li> <li>▪ Choice based lettings scheme in operation by September 2008</li> </ul>	<p><b>On target</b> SLA developed, and subject to discussion with Cestria. Will be in place for December 2007.</p>
WP11	Undertake housing needs study and housing market assessment	Martin Walker Cllr Chris Jukes	<ul style="list-style-type: none"> <li>▪ Housing needs study completed December 2008</li> <li>▪ Housing market assessment completed December 2008</li> </ul>	<p><b>On target</b> Both pieces of work under way and to be completed by December 2008.</p>

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
DHS3	Continue to implement housing service improvement plan as a result of the Audit Commission Inspection in September 2006 until transfer in January 2008	Paul Stephens Clr Chris Jukes	<ul style="list-style-type: none"> <li>▪ Review service improvement plan as a result of areas for improvement identified in the judgement</li> <li>▪ Implement action plan</li> <li>▪ 90% improvements achieved on target</li> </ul>	<p><b>Achieved</b></p> <p>The housing service improvement plan, as determined by the Audit Commission Inspection recommendations, is reported to the Programme Management Board (IRP2) on a monthly basis. By the time of transfer the service will have achieved 90% of the proposed actions.</p>
DHS5	Annually update the Housing Strategy in order that it remains fit for purpose through to March 2010	Martin Walker Clr Simon Henig/Clr Chris Jukes	<ul style="list-style-type: none"> <li>▪ Update Housing Strategy by January 2008</li> <li>▪ Create 5 page strategy to meet national guidelines</li> <li>▪ Fit for purpose judgements by government office</li> <li>▪ Positive audit reports</li> </ul>	<p><b>On target</b></p> <p>Revised strategy under development, will be brought forward by January 2008.</p>
DHS6	Review and update Homelessness Strategy by August 2007	Martin Walker Clr Chris Jukes	<ul style="list-style-type: none"> <li>▪ Complete review document by June 2007</li> <li>▪ Secure Council approval by July 2007</li> <li>▪ Commence implementation by Aug 2007</li> <li>▪ % increase in satisfaction of vulnerable customers</li> </ul>	<p><b>Achieved</b></p> <p>Completed, approved by Council (July 2007), and being implemented</p>
DHS7	Implement priority needs funding for 2007/08 by March 2008	Martin Walker Clr Chris Jukes	<ul style="list-style-type: none"> <li>▪ Implement funding regime by March 2008</li> <li>▪ Targets set by September 2007</li> <li>▪ % increase in satisfaction of vulnerable customers</li> </ul>	<p><b>On target</b></p> <p>Will be completed by March 2008</p>

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
DHS8	Develop and implement action plans to improve tenants satisfaction in response to the 2005 Tenants Survey through to January 2008	Ian Broughton Clr Chris Jukes	<ul style="list-style-type: none"> <li>▪ Identify key areas of improvement and action plan to address by June 2007</li> <li>▪ Implement action plans and monitor through performance clinics by January 2010</li> <li>▪ 3% improvement in satisfaction rates</li> </ul>	<p><b>On Target</b> The service has introduced team plans for each specific area which in total come to over 350 individual service improvements. Progress with the plans is monitored via the Programme Management Board (IRP2) and quarterly plan 'clinics'. As at the time of transfer 70% of allocations will be completed. The results of the 2006/2007 STATUS survey of the Housing Service saw an increase in satisfaction of 3% from 70% in the previous survey to 73%.</p> <p><b>On target</b> Consultants in place and work under way. Will hit initial timescales.</p>
DHS9	Work in partnership with other county districts to undertake private sector stock condition survey by May 2008	Martin Walker Clr Chris Jukes	<ul style="list-style-type: none"> <li>▪ Procure consultants by November 2007</li> <li>▪ Carry out survey by February 2008</li> <li>▪ Develop action plan to address results by May 2008</li> </ul>	<p><b>On target</b> Consultants in place and being implemented. 50% actions now complete.</p>
RD1	Implement our Regeneration Strategy for the district	Martin Walker Clr Chris Jukes	<ul style="list-style-type: none"> <li>▪ Implement through to March 2009</li> <li>▪ Improved LAA economic development indicators</li> </ul>	<p><b>On target</b> Strategy in place and being implemented. 50% actions now complete.</p>
RD2	Develop and publish a Local Development framework	Martin Walker Clr Chris Jukes	<ul style="list-style-type: none"> <li>▪ Submission of core strategy and development control planning document to Secretary of State by Feb 2009</li> <li>▪ Submission of development allocations planning document to Secretary of State by Jan 2010</li> <li>▪ Adoption of core strategy and development control planning document by May 2010</li> <li>▪ Adoption of development allocations planning document by April 2011</li> </ul>	<p><b>On target</b> Timescale agreed. Core strategy consultation paper agreed by Council, and consultation about to begin. Work progressing in line with original timescales.</p>



Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
RD3	Complete the town centre regeneration scheme by March 2008	Martin Walker Clr Chris Jukes	<ul style="list-style-type: none"> <li>▪ Complete market plan regeneration by June 2007</li> <li>▪ Develop a business plan for the market, including the maximized use of the 'Civic Heart' space by July 2007</li> <li>▪ Develop town centre master plan by March 2008</li> <li>▪ Develop links to the Riverside</li> <li>▪ Develop a 'café culture'</li> <li>▪ Undertake a town centre health check by March 2008</li> <li>▪ Work with partners to develop a town centre ambassadors group by July 2008</li> <li>▪ Assess the evening economy and produce a strategic report by March 2008</li> <li>▪ Reduction in number of vacant units in the town centre</li> <li>▪ Increase in number of events held</li> </ul>	<p><b>On target</b></p> <p>Market place regeneration complete.</p> <p>Business plan developed.</p> <p>Town Centre master plan under development, and will be completed ahead of schedule (December 2007).</p> <p>Other actions will flow from that.</p>
RD4	Implement the regeneration of Pelton Fell by March 2010	Martin Walker Clr Chris Jukes	<ul style="list-style-type: none"> <li>▪ Wordsworth Avenue environmental improvement scheme complete by May 2007</li> <li>▪ Phase 2 new build complete by July 2007</li> <li>▪ Funding in place for the Community Resources Centre (CRC) by April 2008</li> <li>▪ Supplementary Planning Document (SPD) for the village heart approved by Autumn 2007</li> </ul>	<p><b>On target</b></p> <p>Wordsworth Avenue scheme complete.</p> <p>Phase 2 new build well under way by Bellway (though not complete). Completion by March 2009.</p> <p>Options for CRC being developed.</p> <p>Consultation on SPD under way – will be reported back to Executive in November 2007.</p>
RD5	Implement the regeneration of Sacriston by March 2009	Martin Walker Clr Chris Jukes	<ul style="list-style-type: none"> <li>▪ Complete an Area Development Framework for Sacriston by June 2007</li> <li>▪ Agree action plan for investment in Sacriston using Single Housing Investment Programme by June 2007</li> </ul>	<p><b>On target</b></p> <p>ADF complete. Action plan under development, and reflected in sub-regional Housing Strategy.</p>



Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
RD6	Implement the regeneration of Grange Villa by March 2009	Martin Walker Clr Chris Jukes	<ul style="list-style-type: none"> <li>▪ Complete work in delivering the Area Development Framework for the village by March 2008</li> </ul>	<b>Achieved</b>
RD8	Develop a business led approach to workforce planning under the banner of Partnerships for Futures	Roy Templeman Clr Chris Jukes	<ul style="list-style-type: none"> <li>▪ Agreement of principles of project commission by July 2007</li> <li>▪ Test viability and principal sponsors by August 2007</li> <li>▪ Formation of Board and agree commissioning by January 2008</li> <li>▪ Recruit team in Mile House and members by January 2008</li> <li>▪ Identify targets to be achieved in Year 1 by January 2008</li> <li>▪ Commence workforce planning consultancy by January 2008</li> <li>▪ Evaluate commitment against performance targets by May 2008</li> <li>▪ Develop Year 2 business plan by May 2008</li> <li>▪ Level of activity including numbers of employers and agencies engaged</li> <li>▪ Identification of gaps in skills/jobs</li> <li>▪ Sustained employment, numbers taking up jobs and for how long</li> </ul>	<p><b>On target</b></p> <p>Business plan in place.</p> <p>Now with partners for approval.</p> <p>Progressing in line with projected timescale.</p>
RD10	Promoting a tourism and leisure based economy, building on the unique cultural heritage of the District, with a detailed action plan by December 2007	Martin Walker Clr Chris Jukes	<ul style="list-style-type: none"> <li>▪ In place by December 2007</li> <li>▪ Targets by December 2007</li> </ul>	<p><b>On target</b></p> <p>Work under way, will be completed in timescale.</p>
RD11	Work with partners to explore how the enormous potential of the transport infrastructure can be maximized locally by November 2007	Martin Walker Clr Chris Jukes	<ul style="list-style-type: none"> <li>▪ In place by November 2007</li> <li>▪ Targets by November 2007</li> </ul>	<p><b>On target</b></p> <p>Work under way through LDF process. May need revision of dates depending on consultation responses</p>

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
RD12	To promote the district and its attractions as a place to visit, live, work and invest with a detailed action plan for the marketing of the district	Martin Walker Cllr Chris Jukes	<ul style="list-style-type: none"> <li>▪ In place by December 2007</li> <li>▪ Increased visitor numbers</li> <li>▪ Targets by December 2007</li> </ul>	<p><b>On target</b></p> <p>Work under way, will be completed in timescale.</p>
RD14	To dispose of identified surplus Council-owned land in order to further regeneration objectives by October 2007	Martin Walker Cllr Chris Jukes	<ul style="list-style-type: none"> <li>▪ In place by October 2007</li> <li>▪ Targets by October 2007</li> </ul>	<p><b>Achieved</b></p> <p>Completed, and advertised.</p>
RD15	Develop protocols and partnership agreements that will maximize their impact in the regeneration of the district and contribution to the Decent Homes Standard through to March 2010	Martin Walker Cllr Chris Jukes	<ul style="list-style-type: none"> <li>▪ In place by September 2007</li> <li>▪ Targets by September 2007</li> <li>▪ % decrease in non decent homes</li> </ul>	<p><b>On target</b></p> <p>Under negotiation via stock transfer process. To be completed in transfer agreement to be signed off in December 2007.</p>
RD16	To promote further affordable homes nomination agreements in new private sector developments by March 2010	Martin Walker Cllr Chris Jukes	<ul style="list-style-type: none"> <li>▪ In place by March 2010</li> <li>▪ Targets by December 2007</li> <li>▪ Increased percentage of affordable homes</li> </ul>	<p><b>On target</b></p> <p>Ongoing. No need for revision.</p>
RD17	To review the community facilities available within the District and to draw up an action plan to fill gaps by December 2007	Martin Walker Cllr Chris Jukes	<ul style="list-style-type: none"> <li>▪ In place by December 2007</li> <li>▪ Targets by December 2007</li> <li>▪ Increase in use of community facilities</li> </ul>	<p><b>On target</b></p> <p>Baseline report completed. Work under way, will be completed in timescale.</p>
RD18	To work with partners in delivery of the crime and disorder reduction strategy with specific initiatives in regeneration corridors according to locally identified issues through to March 2010	Martin Walker Cllr Chris Jukes	<ul style="list-style-type: none"> <li>▪ In place by March 2010</li> <li>▪ Targets by December 2007</li> <li>▪ The % of residents who feel that they felt 'fairly safe' or 'very safe'</li> </ul>	<p><b>On target</b></p> <p>Work under way, will be completed in timescale.</p>
RD19	To audit the engagement of local communities within regeneration and develop an action plan for maximizing engagement	Martin Walker Cllr Chris Jukes	<ul style="list-style-type: none"> <li>▪ In place by September 2007</li> <li>▪ Targets by September 2007</li> <li>▪ Increase in numbers participating in community regeneration</li> </ul>	<p><b>On target</b></p> <p>Being taken forward as part of community facilities review. Will be complete by December 2007.</p>

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
RD20	To work with the community and voluntary sector to understand their current and potential contribution to regeneration objectives and the creation of sustainable communities, with an audit and action plan agreed	Martin Walker Clr Chris Jukes	<ul style="list-style-type: none"> <li>▪ In place by December 2007</li> <li>▪ Targets by December 2007</li> </ul>	<p><b>On target</b> Being taken forward as part of community facilities review. Will be complete by December 2007.</p>
RD21	To work with partners to research the future skills needs of employers compared to the availability of skills within the district, with feasibility work undertaken	Martin Walker Clr Chris Jukes	<ul style="list-style-type: none"> <li>▪ In place by September 2007</li> <li>▪ Targets by September 2007</li> </ul>	<p><b>Achieved</b> Completed as part of Partnerships for Futures Business Plan.</p>
RD22	To work with partners aimed at increasing skills and access to skills and training provision, within an throughout the district, with a particular emphasis on linking this to regeneration corridors	Martin Walker Clr Chris Jukes	<ul style="list-style-type: none"> <li>▪ In place by September 2007</li> <li>▪ Targets by September 2007</li> </ul>	<p><b>Achieved</b> MILE House completed. Completed as part of Partnerships for Futures Business Plan and being taken forward through that.</p>
RD23	To work with partners to maximize the impact of MILE House through to March 2010	Martin Walker Clr Chris Jukes	<ul style="list-style-type: none"> <li>▪ In place by June 2007</li> <li>▪ Targets by June 2007</li> </ul>	<p><b>Achieved</b> Complete.</p>
RD24	To work with the Learning District Partnership in examining how the delivery of the Regeneration Strategy can encourage and facilitate wide participation in learning opportunities through to March 2010	Martin Walker Clr Chris Jukes	<ul style="list-style-type: none"> <li>▪ In place by December 2007</li> <li>▪ Targets by December 2007</li> </ul>	<p><b>On target</b> Ongoing, through employability forum. Will be complete in timescale.</p>

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
RD25	To examine, with partners, and reflecting the LAA, the opportunities to promote a culture of encouraging small and medium enterprises and social enterprises within the district with an audit undertaken and action plan by December 2008	Martin Walker Clr Chris Jukes	<ul style="list-style-type: none"> <li>▪ In place by December 2007</li> <li>▪ Targets by December 2007</li> </ul>	<p><b>On target</b></p> <p>Work under way, will be completed in timescale.</p>



**CORPORATE PLAN PROPOSALS – COUNCILLOR STEVE BARR**

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
CE3	Review our Community Engagement and Involvement Strategy through to March 2010	Ian Forster Cllr Steve Barr	<ul style="list-style-type: none"> <li>▪ Complete partnership action plan by September 2007</li> <li>▪ Undertake review of Council strategy by March 2008</li> <li>▪ Implement from April 2008</li> <li>▪ Increased community and partner engagement</li> <li>▪ 90% of actions achieved on time</li> <li>▪ 3% increase in customer satisfaction</li> <li>▪ Positive audit reports</li> <li>▪ Impact and engagement of all services</li> </ul>	<p><b>Revised proposals</b></p> <ul style="list-style-type: none"> <li>▪ Consider community engagement on LGR process by March 2008</li> <li>▪ Undertake review of Council Strategy with a view to influencing the models to be adopted by the new Organisation by December 2008</li> <li>▪ Implement from January 2009</li> <li>▪ Increased community and partner engagement</li> <li>▪ 90% of actions achieved on time</li> <li>▪ 3% increase in customer satisfaction</li> <li>▪ Positive audit reports</li> <li>▪ Impact and engagement of all services</li> </ul>

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
CE5	Complete implementation, embedding and review of the Customer Excellence Strategy by March 2008	Craig Etherington Cllr Steve Barr	<ul style="list-style-type: none"> <li>▪ Implementation of action plan</li> <li>▪ Development of customer services team by August 2007</li> <li>▪ CRM system operational March 2008</li> <li>▪ Review strategy document and achievements by March 2008</li> <li>▪ 80% of customer enquiries answered at first point of contact</li> <li>▪ 90% of actions achieved on time</li> <li>▪ 3% increase in customer satisfaction including complaints handling</li> <li>▪ Reduction in complaints</li> <li>▪ Positive direction of travel</li> <li>▪ Impact and engagement of all services</li> </ul>	On Target
CE6	Carry out general residents' satisfaction survey by December 2007	Craig Etherington Cllr Steve Barr	<ul style="list-style-type: none"> <li>▪ Procure market research provider by September 2007</li> <li>▪ Meet ODPM guidance</li> <li>▪ Receive final report by April 2008</li> <li>▪ Analyse and publish results by June 2008</li> <li>▪ Improved satisfaction rates from 2007 BVPI's by 3%</li> <li>▪ Achievement of 2007/8 BVPI targets</li> </ul>	On Target
CE7	Continue roll out of Customer Relationship Management system across all services	Craig Etherington/Graeme Clark Cllr Steve Barr	<ul style="list-style-type: none"> <li>▪ CRM system operational across all services by March 2008</li> <li>▪ Implemented on time and within budget</li> <li>▪ % of transactions and customer profile recorded on system increases year on year</li> <li>▪ Targets to be developed by Dec 2007</li> </ul>	On Target
CE12	Consider the introduction of instant messaging between customers and the Council over the authority website	Graeme Clark Cllr Steve Barr	<ul style="list-style-type: none"> <li>▪ Consider options and develop targets by December 2007</li> <li>▪ Introduce facilities if benefits outweigh costs by March 2008</li> <li>▪ Increase in use of the Council website</li> <li>▪ Improved satisfaction of website users</li> </ul>	<b>Achieved – no further progress proposed</b> Have considered options for instant messaging and would not prove to be a value for money exercise in short term in light of potential new Unitary

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
CE13	CRM system – website customer self service	Graeme Clark Cllr Steve Barr	<ul style="list-style-type: none"> <li>Consider options and develop targets by December 2007</li> <li>Introduce facilities if benefits outweigh costs by March 2008</li> <li>Increase in use of the Council website</li> <li>Improved satisfaction of website users</li> <li>Maintain working partnerships with Derwentside and Easington</li> <li>Incremental website improvement</li> <li>Continue to support LAA and LSP website</li> </ul>	<p><b>On Target</b></p> <p>for implementation December</p>
CE14	Development of Council's website through to 2010	Graeme Clark Cllr Steve Barr	<ul style="list-style-type: none"> <li>Incremental intranet improvement</li> </ul>	<p><b>On Target</b></p> <p>Met AAA web accessibility target in June 2007. Revised Home Page in June 2007. Redesigned LSP website in June 2007</p>
CE15	Development of Council's intranet through to 2010	Graeme Clark Cllr Steve Barr	<ul style="list-style-type: none"> <li>Identify possible users and communicate facility by July 2007</li> <li>Improved capacity for members, community, voluntary groups and partners to share and collaborate more effectively</li> <li>Develop targets by September 2007</li> <li>Reconsider proposals in the light of local government review by August 2007</li> <li>If required procure by October 2007</li> <li>Carry out works by December 2007</li> <li>Increase customer satisfaction with reception facilities and service provided</li> </ul>	<p><b>On target</b></p> <ul style="list-style-type: none"> <li>Revised Intranet Pages in Autumn 2007</li> <li>Planned redesign of Intranet Home Page in Dec 2007. <ul style="list-style-type: none"> <li>Intranet made available to staff and members from Home in Sept 2007.</li> </ul> </li> </ul>
CE16	Development of Council's extranet through to 2010	Graeme Clark Cllr Steve Barr		<p><b>On Target</b></p> <ul style="list-style-type: none"> <li>Introduction of LSP Extranet site.</li> <li>Introduction of town twinning extranet site with Kamp-Lintfort.</li> </ul>
CE18	Consider improvements to reception facilities at the Civic Centre by September 2007	Craig Etherington Cllr Steve Barr		<p><b>Delete</b></p> <p>As a result of decision at November Executive not to develop reception in the light of Local Government Review</p>



Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
CE21	Work to develop a Community Hub at Grange Villa by September 2007	Craig Etherington Cllr Steve Barr	<ul style="list-style-type: none"> <li>▪ Develop proposals with Community by October 2006</li> <li>▪ Develop management arrangements and resources required by December 2006</li> <li>▪ Develop targets by September 2007</li> <li>▪ Install technology required by September 2007</li> <li>▪ Launch by September 2007</li> <li>▪ Numbers visiting and accessing hub increase</li> <li>▪ % satisfied with the facility increases</li> </ul>	<p><b>On Target</b></p> <ul style="list-style-type: none"> <li>• Grange Villa web-site completed and live August 2007</li> <li>• Further discussion ongoing with residents group re advanced training -awaiting web-design availability</li> </ul>
CE22	Develop a system of customer champions throughout the organization by March 2008	Craig Etherington Cllr Steve Barr	<ul style="list-style-type: none"> <li>▪ Evaluate proposals from action learning set by August 2007</li> <li>▪ Develop customer champion scheme by December 2007</li> <li>▪ Implement by March 2008</li> <li>▪ Monitor and review</li> <li>▪ Improved customer satisfaction by 3% across the Council</li> </ul>	<p><b>Delete</b></p> <p>Proposals from Action learning set suggest that this will not work effectively.</p> <p>Culturally, the organisation should look to all staff becoming champions</p>
WP5	Continue as lead for communications for the Local Area Agreement and website management through to March 2010	Ian Forster Cllr Steve Barr	<ul style="list-style-type: none"> <li>▪ Develop communications strategy by December 2007</li> <li>▪ Ongoing website development</li> <li>▪ Participation on project team and LAA Board</li> <li>▪ 5% per annum increase in website hits</li> <li>▪ % increase in LAA press releases</li> </ul>	<p><b>Revised Proposal</b></p> <ul style="list-style-type: none"> <li>▪ Develop communications strategy by April 2008</li> <li>▪ Ongoing website development</li> <li>▪ Participation on project team and LAA Board</li> </ul> <p>5% per annum increase in website hits</p> <ul style="list-style-type: none"> <li>▪ % increase in LAA press releases</li> </ul>

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
WP6	Develop a communications strategy for the District Partnership by December 2007	Ian Forster Cllr Steve Barr	<ul style="list-style-type: none"> <li>▪ Agree key principles with partners by August 2007</li> <li>▪ Develop strategy document by November 2007</li> <li>▪ Agree by District Partnership by December 2007</li> <li>▪ Implement</li> <li>▪ 3% per annum increase in public understanding of the District Partnership</li> </ul>	<p style="background-color: orange;"><b>On target</b></p>
WP7	Implement Partnership Strategy proposals in the Improvement and Recovery Plan through to March 2010	Roy Templeman Cllr Steve Barr	<ul style="list-style-type: none"> <li>▪ Implement partnership evaluation software by June 2007</li> <li>▪ Use software to develop partnership protocols by June 2007</li> <li>▪ Develop partnership register by June 2007</li> <li>▪ Prioritise partnerships for evaluation and develop programme by September 2007</li> <li>▪ Set targets by September 2007</li> <li>▪ Review effectiveness of existing partnerships by November 2009</li> <li>▪ % of partnerships evaluated</li> <li>▪ % of partnerships which are considered to be effective</li> <li>▪ Assess potential for new partnerships through to March 2010</li> </ul>	<p><b>New Milestone</b></p> <ul style="list-style-type: none"> <li>▪ Reassess current Partnership Strategy in the light of Local Government Re-organisation by December 2008</li> </ul> <p><b>Revised Targets</b></p> <ul style="list-style-type: none"> <li>▪ Prioritise partnerships for evaluation and develop programme by December 2007</li> <li>▪ Set targets by December 2007</li> </ul>
RD14	To develop an anti-poverty strategy for the District by September 2008	Martin Walker Cllr Steve Barr	<ul style="list-style-type: none"> <li>▪ In place by September 2007</li> <li>▪ Targets by September 2007</li> </ul>	<p style="background-color: green;"><b>Achieved</b></p>
ME6	Reconsider implementation of phase 4 of the Information Management Strategy by considering the introduction of a corporate electronic document records and management system by March 2010	Graeme Clark/Ian Forster Cllr Steve Barr	<ul style="list-style-type: none"> <li>▪ Implementation of key actions of strategy action plan on target</li> <li>▪ Completion of feasibility study and budgeting by March 2009</li> <li>▪ Develop targets by March 2009</li> <li>▪ Procurement of system by October 2010</li> <li>▪ Implementation of system by March 2010</li> <li>▪ Improvements in BVPI</li> <li>▪ Engagement of all services</li> <li>▪ Evidenced Gershon efficiency savings</li> </ul>	<p><b>Delete</b></p> <p>This would be matter for the new organisation and would not prove a value for money exercise in the short term.</p>

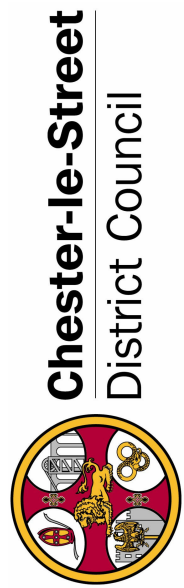
Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
ME7	Review Information Management Strategy	Ian Forster Cllr Steve Barr	<ul style="list-style-type: none"> <li>Consider options and develop targets by December 2007</li> <li>Review strategy by March 2007</li> <li>Introduce facilities if benefits outweigh costs by March 2008</li> <li>Efficiency savings as a result of document and record management</li> <li>Improved customer satisfaction</li> <li>Reduced paper and printer usage</li> </ul>	<p><b>Delete</b></p> <p>This would be matter for the new organisation and would not prove a value for money exercise in the short term.</p>
ME8	Consider business cases for extension of home and remote working for staff and members by March 2009	Graeme Clark Cllr Steve Barr	<ul style="list-style-type: none"> <li>Revised policy by August 2007</li> <li>Roll out of pilot findings and recommendations by March 2007</li> <li>Consider individual business cases through to March 2010</li> <li>Annual % increase in staff home working</li> <li>Evidenced Gershon efficiency savings</li> <li>Targets to be developed on a case by case business</li> </ul>	<p><b>Complete</b></p> <ul style="list-style-type: none"> <li>Revised policy now in place.</li> <li>Intranet and Email now available from Home and Work for officers and elected members.</li> </ul> <p>Considering of individual business cases for more home workers.</p>
ME9	Development of the Council's intranet through to March 2010	Graeme Clark Cllr Steve Barr	<ul style="list-style-type: none"> <li>Increase in use of the intranet by members and officers</li> <li>Targets to be developed by September 2010</li> </ul>	<p><b>On target</b></p> <ul style="list-style-type: none"> <li>Intranet Champions group in place to promote and support more use of the Intranet.</li> <li>More Team Pages developed for service teams.</li> </ul>
ME10	Development of website content through to March 2010	Graeme Clark Cllr Steve Barr	<ul style="list-style-type: none"> <li>Incremental improvements in information available and transactions possible</li> <li>Improved customers satisfaction with information available by 3%</li> <li>Increased electronic transactions across all services</li> <li>Involvement and engagement of all services</li> <li>Demonstrable Gershon efficiencies as a result of increased take up of services electronically</li> </ul>	<p><b>On target</b></p> <ul style="list-style-type: none"> <li>Content Guide for web page development provided to content editors.</li> <li>Monitoring of web page visits.</li> <li>New facilities for feedback from customers on webpage content.</li> </ul>

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
ME11	Review Information Communication and Technology Strategy annually through to March 2010	Graeme Clark Cllr Steve Barr	<ul style="list-style-type: none"> <li>▪ Review strategy by December 2007</li> <li>▪ Improved use of ICT</li> <li>▪ Demonstrable Gershon savings by introducing more efficient systems in the organisation</li> <li>▪ Targets to be developed by December 2009</li> <li>▪ Engages all services</li> </ul>	<b>On target</b> a. Review to be completed by December 2008 to consider work programme in light of Local Government Review.
ME12	Implement e-Government communications plan to maximize investment in new technology through to March 2010	Graeme Clark/Craig Etherington Cllr Steve Barr	<ul style="list-style-type: none"> <li>▪ Modernisation Project Team agreement to reviewed communications plan by September 2007</li> <li>▪ Modernisation Project Team agree targets for current initiatives by September 2007</li> <li>▪ Individual services commence implementation of campaigns by October 2007</li> <li>▪ Increased take up of facilities against targets set</li> <li>▪ Improved customer satisfaction</li> <li>▪ Evidenced Gershon efficiency savings</li> </ul>	<b>On target</b>
ME17	Engage our Service Improvement Team and key departments in developing continual process improvement in the organization through to March 2009	Julie Underwood Cllr Steve Barr	<ul style="list-style-type: none"> <li>▪ Commence projects by October 2007</li> <li>▪ Train teams by October 2007</li> <li>▪ Targets set by September 2007</li> <li>▪ Complete projects in three services by March 2008</li> <li>▪ Build in learning to develop programme for roll out across the Council by April 2008</li> <li>▪ Implement through to March 2010</li> <li>▪ Increase in performance in designated service areas</li> <li>▪ Evidenced Gershon efficiencies</li> </ul>	<b>On target</b>

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
ME18	Introduce e-learning facilities into the authority	Graeme Clark Cllr Steve Barr	<ul style="list-style-type: none"> <li>▪ Consider options and develop targets by December 2007</li> <li>▪ Implement e-learning system by July 2008</li> <li>▪ Improved skills and competencies of members and council officers</li> </ul>	<p><b>Delete</b></p> <p>In light of Local Government Review not considered being a Value for Money exercise in the short term.</p>
ME19	Consider e-petitioning and e-consultation systems	Graeme Clark Cllr Steve Barr	<ul style="list-style-type: none"> <li>▪ Consider options and develop targets by December 2007</li> <li>▪ Introduce facilities if benefits outweigh costs by March 2008</li> <li>▪ Increased community engagement</li> <li>▪ Increase in customer satisfaction</li> </ul>	<p><b>Delete</b></p> <p>In light of Local Government Review not considered being a Value for Money exercise in the short term.</p>
ME20	Introduce enhanced self service facilities for employee management, including return to work interviews, formal/informal reviews and performance	Graeme Clark Cllr Steve Barr	<ul style="list-style-type: none"> <li>▪ Consider options and develop targets by December 2007</li> <li>▪ Introduce facilities if benefits outweigh costs by June 2008</li> <li>▪ Efficiency savings from manager and staff self service</li> <li>▪ Resource capacity improved in HR</li> <li>▪ Improvement in days lost to sickness by 0.5 days per year over 3 years</li> </ul>	<p><b>On target</b></p> <ul style="list-style-type: none"> <li>▪ Options to be considered by Dec 2007.</li> <li>▪ If benefits outweigh costs, facilities will be introduced</li> </ul>
ME21	Introduce a Channel Management Strategy and implement through to March 2010	Graeme Clark/Craig Etherington Cllr Steve Barr	<ul style="list-style-type: none"> <li>▪ Develop strategy action plan and targets by December 2007</li> <li>▪ Implement through to March 2010</li> <li>▪ Plans for authority to monitor access channels used by customers, gain understanding of costs per access channel and mechanisms in place to encourage customer to move across to cheaper channels</li> </ul>	<p><b>On target</b></p> <ul style="list-style-type: none"> <li>o Initial strategy / target will be developed for 2008 – 2009. Longer term issues will be reviewed by new authority</li> </ul>
ME22	Review printing strategy with procurement partners, Derwentside DC by March 2008	Graeme Clark Cllr Steve Barr	<ul style="list-style-type: none"> <li>▪ Consider options and develop targets by September 2007</li> <li>▪ Introduce facilities if benefits outweigh costs by March 2008</li> <li>▪ Efficiency savings from joint procurement on printing with council partners</li> </ul>	<p><b>Complete</b></p> <ul style="list-style-type: none"> <li>• Considered outsourcing printing, not introduced as benefits did not outweigh costs.</li> </ul>

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
ME23	Implement an e-tendering system	Graeme Clark Cllr Steve Barr	<ul style="list-style-type: none"> <li>▪ Implement by September 2007</li> <li>▪ Introduce facilities if benefits outweigh costs by March 2008</li> <li>▪ Improved opportunities to reach a larger market place</li> <li>▪ Efficiency savings from cheaper contracts, targets to be agreed by September 2007</li> </ul>	<p><b>New Milestone.</b></p> <ul style="list-style-type: none"> <li>▪ Due to capacity of system provider, facilities not yet introduced.</li> <li>▪ Review timescales for implementation in Dec 2007.</li> <li>▪ Introduce facilities by June 2008.</li> </ul>
ME24	Consider implementation of e-democracy system in the light of Local Government Review	Graeme Clark Cllr Steve Barr	<ul style="list-style-type: none"> <li>▪ Consider options and develop targets by December 2007</li> <li>▪ Secure capital and revenue funding</li> <li>▪ Introduce facilities if benefits outweigh costs by March 2008</li> <li>▪ % staff time freed up to carry out other duties</li> <li>▪ 2% increase in customer satisfaction with democratic services team</li> </ul>	<b>On target</b>
ME28	Develop the Council's approach to transformational government by December 2008	Graeme Clark/Craig Etherington Cllr Steve Barr	<ul style="list-style-type: none"> <li>▪ Engage modernisation team</li> <li>▪ Develop action plan in response to the Varney report by October 2007</li> <li>▪ Commence implementation by December 2007</li> <li>▪ Commence implementation of recommendations by December 2008</li> <li>▪ Efficiency savings with targets to be agreed as part of action plan</li> <li>▪ 5% increase in take up of electronic services per annum</li> </ul>	<b>On target</b> Need to explore approach with the transitional/shadow authority

New consideration	Consider the implementation of a wireless marketplace for public access to the Internet for general public, visitors and market traders	Graeme Clark / Cllr Steve Barr	<ul style="list-style-type: none"> <li>• Consult with general public, visitors and market traders on potential market place. Nov 2007</li> <li>• If consultation proposes this is a good idea we will investigate potential solutions and providers by March 2008.</li> <li>• If benefits outweigh costs and solution is feasible, we could implement by Sept 2008.</li> </ul>	<b>Add New proposal</b>
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## Any other issues?

Are there any other issues, targets or proposals that require re prioritisation? E.g. Ought we now progress Level 3 of the Equality Standard for Local Government for a 12 month life (at a cost of £8,000) or should we be working to establish the principles across the new organisation.

The following additional issues have been identified as part of the review and monitoring process.

1. **Ownership of Anti Poverty Strategy – need for development of more effective partnership Strategy.**
2. There is a BVPI target in the Corporate Plan of achieving level 3 of the Equality Standard for Local Government by March 2007. We feel that we will have enough evidence to show that we achieve this by the end of the financial year.  
Level 3 requires an assessment by an accredited equalities assessor. This is likely to cost in the region of £6,000. We do not have an equalities budget. It is considered that undertaking this process in the light of local government review would not be value for money. We would need to start again in the new authority. We are of the view that our knowledge that we are performing to level 3 is ample. It is therefore recommended that we amend the Corporate Plan target to maintain Level 2 throughout the limited lifetime of the organisation.



## **Draft Improvement Plan**



**November 2007**

## Why do we need an Improvement Plan

Chester-le-Street District council is committed to continuous improvement. Since the Comprehensive Performance Assessment the council was formerly released from recovery. There is no need now to progress the Improvement and Recovery Plan. This was considered to be complete subject to evidence of embedding some of the actions.

The council has continued to improve since the CPA 'good' judgment. This is in line with our longer term vision in the Corporate Plan to be an excellent council. Our continued journey toward excellence can be evidenced in a number of ways including the following:

- Benefits receiving a 'good service' with 'promising prospects of improvement' in their recent 'harder test' Pilot Inspection;
- the Charter Mark in ICT;
- the Quest accreditation in Leisure;
- the golden green apple award;
- the achievement of Investors in People; and
- a positive direction of travel on indicators.

The council's future and an organisation is likely to be time limited as a result of Local Government Re-organisation. In addition it is not likely to be subject to a further CPA inspection during our remaining life nor will we be subject to Comprehensive Area Assessment. However we still need to show that we are continuing to improve over the remaining life of the organisation and we are still subject to annual audits and Direction of Travel assessments. We still need to deliver value for money for our communities.

## What should the Improvement Plan address?

In view of the short potential remaining life of the council there is no need for such a detailed and comprehensive plan as was the Improvement and Recovery Plan. The Corporate Plan itself is part of our improvement programme. It contains significant proposals to improve services across the council. We do not need to make life more difficult for ourselves to develop a plan which is unwieldy or will put undue pressure on the organisation at a time where significant change will impact on our overall capacity to maintain services. What we need to address is:

- CPA judgement recommendations;
- Any perceived areas of improvement in the Inspection report ( and there are only a few) which are capable of being addressed and produce an outcome in the next 16 months; and
- Any issues arising out of any Audit Commission inspection or Audit not otherwise covered in any other improvement plan; and
- Any recommendations from any other corporate inspection or external accreditation.

The Improvement plan is set out in the following pages



**Chester-le-Street**  
District Council

**Appendix 3**

**Improvement Plan 2007/2009**

<b>Issue</b>	<b>Proposal</b>	<b>Lead</b>	<b>By when</b>	<b>Desired Outcome</b>
<p><b>Audit Commission CPA Recommendation</b></p> <p>Formulate and Deliver an action plan to produce a Local Development Framework</p>	<p>A timetable and options document be developed and implemented</p>	<p>Martin Walker</p>	<p>Achieved</p>	<p>Sound basis for the strategic and detailed planning of the District</p>
<p><b>Audit Commission CPA Recommendation</b></p> <p>The council should produce a leisure strategy based on comprehensive engagement with community and local groups to direct future developments in this service</p>	<p>This is no longer relevant in the light of Local Government Review and the council will be making a decision not to progress Leisure Options Review. Position to be kept under review</p>	<p>Tony Galloway</p>	<p>N/A</p>	<p>N/A</p>
<p><b>Audit Commission CPA Perceived Area for Improvement</b></p> <p>Improve engagement with minority groups to help understand needs for service delivery</p>	<p>Focus council priorities on community engagement over the next 14 months</p> <p>Re-focus the role of the Equality and Diversity Working Group</p> <p>Maximise the benefits of the councils lead role in the Durham Equality and Diversity Partnership to achieve the best for communities in Chester-le-Street while influencing work streams associated with the new unitary authority.</p>	<p>Ian Forster</p>	<p>April 2009</p>	<p>Ensure we break down barriers to service access and assist in the development of accessible services in the new unitary authority</p>

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

<b>Issue</b>	<b>Proposal</b>	<b>Lead</b>	<b>By when</b>	<b>Desired Outcome</b>
<p>Response to Investors in People Accreditation recommendations</p>	<p>Implement the following improvements;</p> <ul style="list-style-type: none"> <li>■ Use the PDP process to set measurable objectives to enable a closer tie between team and individual objectives</li> <li>■ Review management competencies to establish expected behaviours</li> <li>■ Improve promotion of Training Champion and Trade Union representative contacts</li> <li>■ Review induction process to ensure agency staff are given an appropriate introduction to the council and its aims and priorities.</li> <li>■ Continue to develop a thank you culture in the organisation to ensure individual and team contributions are recognised.</li> </ul>	<p>Ian Forster</p>	<p>April 2009</p>	<p>The council continues to improve the way it develops, supports and reward its workforce.</p>