Chester-le- District Cou	
REPORT TO:	Executive
DATE OF MEETING:	6th October 2008
REPORT OF:	Director of Corporate Services
SUBJECT:	Implementing the Transition Plan; Developing 'People and Place'

ITEM NUMBER: 7

#### 1 Purpose and Summary

- 1.1 In March 2008 the council adopted its Transition Plan for 2008/2009. Since that time early progress has since been made on the implementation of plan. The purpose of this report is to update members on progress specifically on the **'People and Place'** Priority and to seek Members agreement to progress made on developing the **'People and Place'** Delivery Plan
- 1.2 So far the following progress has been made. The council has:
  - agreed the principles and financial allocations within the 2008/2009 Corporate budget setting process;
  - agreed the 'People and Place' priorities and four areas of focus as part of the adopted 'Transition Plan;
  - set up the four action learning sets and appointed leads, Executive support and sponsors;
  - provided guidance and support to leads;
  - Executive has agreed the delivery plan by the action learning set leads;
  - carried out a launch event on 13<sup>th</sup> May 2008
  - worked with Overview and Scrutiny Management Board to undertake a workshop in May;
  - agreed to a single 'People and Place' Scrutiny Panel with a task and finish approach to undertake work to support the delivery of the 'People and Place' Delivery Plan which had its first meeting in June;
  - agreed a Draft 'People and Place' Scrutiny Work programme
  - agreed an approach to monitoring and reporting progress to the Executive on the 'People and Place' Delivery Plan of which this report is the fourth
  - agreed an approach to delivering the 'People and Place' Personal Profile for all employees and launched the project.

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- Commenced time lining and crosscutting work to re-evaluate the scale and practicality of delivering the '*People and Place*' Delivery Plan;
- Set up a resource centre and commenced a programme of weekly member engagement opportunities in early July.
- 1.3 With specific regard to the **'People and Place'** Delivery Plan specific progress has been made on developing the high level proposals and details of proposals are set out in Appendix 1.
- 1.4 Members are recommended to:
  - 1) Note the progress to date on implementing the Transition Plan;
  - 2) Note the progress made in respect of individual progress and comment on the issues raised

#### 2. Consultation

- 2.1 Executive Members, the Chief Executive, Directors, relevant Service Team Managers, Action Learning Set Members (including external stakeholders) have been engaged in the development of the **'People and Place'** Delivery Plan and its implementation to date.
- 2.2 No other consultations were considered necessary at this stage including external consultations or engagement.

#### 3. Transition Plan and People and Place Priority

- 3.1 The Transition Plan, in effect, replaces the Corporate Plan 2007/2010. The Transition Plan includes a schedule of proposals from the previous seven priorities which ought to be and can be achieved in the remaining life of the council.
- 3.2 The council's choice to move towards a single priority of '*People and Place*' priority was considered as part of the budget setting process and forms a firm part of the Transition Plan. This report tracks progress to date and puts forwards proposals to take forward the delivery of the '*People and Place*' priority.
- 3.3 The Delivery Plan content identified in the appendices in this report address all four areas of the '*People and Place*' priority focus i.e.
  - Partnerships for Futures;
  - Investment in the Town Centre;
  - Strengthening Partnerships; and
  - Neighbourhoods

## 4. Implications

### 4.1 <u>Financial implications and value for money statement</u>

The Transition Plan takes account of the 2008/2009 budget process. Specific resources have been made available for both the contribution to setting up the new organisation and the implementation of the '**People and Place'** priority. It is considered that the council has properly reviewed its priorities in the light of Local Government Re-organisation and its abilities to deliver services during the transitional period. The view is taken that in doing so the council will achieve value for money in a year of significant challenge. In delivering '**People and Place'** resources may need redirecting during the forthcoming year. Action Learning Set leads and relevant Executive members are responsible for the allocated budgets to deliver the four strands of the '**People and Place'** priority

#### 4.2 Local Government Reorganisation Implications

The Transition Plan and the 'People and Place' Delivery Plan is the council's response to the challenges it faces in the final year of its existence. It is considered that the plan commits the council to working within its capacity to provide human and financial resources to help establish the council while delivering 'Business as usual'. It is considered that the Plan meets the guidance and recommendations provided by the Audit Commission set out in their Annual Audit and Inspection Letter. The subject of this report is principally progress against this plan and specifically the 'People and Place' priority. It is not considered that the subject matter of the 'People and Place' Delivery Plans at this stage requires any consultation or approval of the County Council because the proposals have been part of the budget process. Should potential resource issues change e.g. further unbudgeted resources caught within the direction occur then appropriate consultation with the County Council will take place.

#### 4.3 Legal

The Transition Plan includes a factual statement of legal guidance to managers and Members. This remains under preparation and will be added to the Plan when complete. It is considered that the Transition Plan provides vehicle to enable the council to work within its legal powers during the transition period.

#### 4.4 <u>Personnel</u>

How the council supports its employees through the transition process is a key part of the Plan. The Transition Plan revises the Organisational Development Strategy commits the council to supporting its employees through the process and help them take advantage of opportunities that will occur in the new authority. A key part of this is the development of a '*People and Place*' Personal profile for all employees. It is important to note that the Transition plan and the '*People and Place*' Delivery Plan are both living and developing documents and will be reviewed as a result of consultations undertaken and progress made. The approach to '*People and Place*' is through an 'action learning set approach' which has been a key tool used to deliver the council's improvement programme over the last three years. A key risk to delivery of business as usual next year is the capacity of the organisation to deliver. The council is faced with depleting human resources and account will be taken as to the ability of the council to deliver by regularly reviewing the strategic planning documents.

#### 4.5 <u>Other Services</u>

The Transition Plan and the **'People and Place'** priority have implications to all services delivered by the council.

#### 4.6 <u>Diversity</u>

There are no specific diversity issues in respect of the Transition Plan. The Plan does not replace the Equality Plan which will continue to be implemented through the lifetime of the council. In terms of developing In the **'People and Place'** Delivery Plan, action learning set leads are having regard to ensuring the projects are fully inclusive and projects regarding engagement with otherwise excluded groups and social cohesion are included within the delivery plan proposals.

#### 4.7 <u>Risk</u>

There are clear risks to the organisation in failing to continue to maintain and improve on its progress in its remaining year. The council remains committed to improving its services although it faces difficult capacity challenges through the transition period. The council will be undertaking a strategic risk assessment once the delivery plans in relation to '*People and Place*' have been developed. A key risk to delivery of business as usual next year is the capacity of the organisation to deliver. The council is faced with depleting human resources and account will be taken as to the ability of the council to deliver by regularly reviewing the strategic planning documents. The timelining and cross cutting work currently being undertaken is intended to help evaluate the councils ability to deliver on its '*People and Place*' priority while continuing to deliver improving services to communities within the District.

### 4.8 <u>Crime and Disorder</u>

It is not felt there are any specific implications of the report on Crime and Disorder. Actions agreed through the delivery of the **'People and Place**' priority include proposals to positively address crime and disorder issues.

### 4.9 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, valid, reliable, timely, relevant and complete. The council's Data Quality Policy has been complied with in producing this report.

#### 4.10 <u>Other Implications</u>

The report does not relate to a key decision. It is considered that the information will be communicated to the community and stakeholders by inclusion on the web-site. The Transition Plan has already been made available to staff and Members through the intranet and a web site is being developed. The Transition Plan has been made available to the County Council. An Intranet site for 'People and Place' has been established and work has been undertaken to update the council's own website to communicate the new priority. Should Members adopt the delivery plan progress towards achieving the 'People and Place' priority will be significantly promoted and communicated. A 'People and Place' brand has been developed and this will be used to co-ordinate, communicate and celebrate achievements in the coming months. Appendix 1 includes achievements that need to be communicated and celebrated and work is ongoing with the Communications Team to ensure that this happens.

#### 5. Background, Position Statement and Options Appraisal

- 5.1 As a result of Local Government Reorganisation Chester-le-Street will cease to exist as a council from April 2009. In order to set a framework as to how the council will conduct its business during this final year a 'Transition Plan' has been approved by the council in March 2008 The Transition Plan aims to:
  - state the Council's aims, objectives and priorities during the transition period;
  - build on the councils learning and continue its improvement programme;
  - set out revised corporate activity and funding arrangements for transition period;
  - clarify corporate transition programme management arrangements;
  - identify how we will support and motivate and support staff through the process;
  - set out the values and principles by which the Council will operate during transition; and

- establish terms of engagement with 'County Durham Council' Change Programme
- 5.2 In doing so the Transition Plan incorporates a review of the Corporate Plan 2007/2010. It also takes account of the 2008/2009 budget process and provides a summary of the budget agreed. It sets out the council's new single priority of **'People and Place'**. The Plan includes the council's Corporate Improvement Plan following its learning through Comprehensive Performance Assessment last year. The new priority of **'People and Place'** is being implemented through an 'Action Learning Set' approach, an approach which has brought the council significant success as part of its improvement journey to date. The Plan includes proposals to develop delivery plans to secure sustainable change to the people and places within the district and customer focused outcomes which can be used to influence the agenda of the new unitary council.
- 5.3 This Transition Plan is the overarching plan for Chester-le-Street District Council during the transition period, and as such sets out how services and projects will be facilitated, delivered and resourced. It is a rationalisation of the Council's Corporate Plan (incorporating the Best Value Performance Plan) 2007-2010, published in June 2007, and associated Medium Term Financial Plan, Organisational Development Strategy and Corporate Improvement Plan. As such, it represents the Council's contribution to the Districts Sustainable Community Strategy, the Local Area Agreement and the Strategic Vision for County Durham
- 5.4 The Council has already made progress in implementing the plan which is summarised as follows. The Council has:
  - agreed the principles and financial allocations within the 2008/2009 Corporate budget setting process;
  - agreed the 'People and Place' priorities and four areas of focus as part of the adopted 'Transition Plan;
  - set up the four action learning sets and appointed leads, Executive support and sponsors;
  - provided guidance and support to leads;
  - Executive has agreed the delivery plan by the action learning set leads;
  - carried out a launch event on 13<sup>th</sup> May 2008
  - worked with Overview and Scrutiny Management Board to undertake a workshop in May;
  - agreed to a single 'People and Place' Scrutiny Panel with a task and finish approach to undertake work to support the delivery of the 'People and Place' Delivery Plan which had its first meeting in June;
  - Agreed a Draft '*People and Place*' Scrutiny Work programme

- agreed an approach to monitoring and reporting progress to the Executive on the 'People and Place' Delivery Plan of which this report addressees
- agreed an approach to delivering the 'People and Place' Personal Profile for all employees and launched the project.
- Commenced time lining and crosscutting work to re-evaluate the scale and practicality of delivering the '*People and Place*' Delivery Plan;
- Set up a resource centre and commenced a programme of weekly member engagement opportunities in early July.
- 5.5 In terms of the delivery of the '**People and Place**' priority the Action Learning Sets have been working with Executive Members to develop and implement Delivery Plans. This remains work in progress and the delivery plans are continuing to be developed. Progress to date in the four Action Learning Sets and key issues are as follows:

## Partnerships for Futures

- Third Board meeting held September 2008 and agreed contributions from four organisations
- First round of interviews for Executive Director took place end of August 2008 and second round planned for 25 September 2008
- Terms of Reference for the Board agreed.
- Planning activity undertaken with consultant to implement Hanlon Skills Register
- Funding bid being developed for single programme funds for delivery of post employment support in the district

#### Investment in the Town Centre

- The programme of events had mixed results, mainly due to the weather.
- A number of events in August and September were adversely affected by the torrential rain, however, the Beat Faster Festival on the 16 August was a great success
- Plans for October include an honest food festival on 18<sup>th</sup> and multi cultural celebration on 25<sup>th</sup>
- A report on the development of the Business Improvement District has been produced for Executive on 6 October 2008
- Arrangements made for Task and Finish Group to visit other markets as part of the Research on the Future of the Market project
- Banners were installed on 19 August and work is currently underway to obtain the retrospective planning permission required.
- Locator Boards maps are being designed and work is to begin on the planning application required.
- Further consideration to be given to obtaining a supplier for the footfall counters for the Front Street as previous estimates were not cost effective

 Further information awaited regarding requirements for inspection of light columns for the Christmas Tree lights

#### Strengthening Partnerships

- Collating and writing stories of local achievements taking place for the 'What Wonderful Women project' and preferred supplier has been appointed to undertake the filming
- Meetings held with relevant organisations to gain support for Youth Forum and meetings planned with 4 comprehensive schools
- Additional resource secured to support work of Youth Forums
- Scrutiny Task and Finish Group have visited other Town Councils
- Proposal accepted from Durham Sport to develop a business case for sports facilities at Sacriston
- Initial meeting for Strengthening Voluntary and Community rearranged for 18 September to agree a way forward
- Council donated ICT equipment to CVS
- A visit was undertaken to Choppingham Community centre, Northumberland to consider their kitchen franchise arrangements
- Websites to be completed for the WWW project, Sacriston and Pelton Fell Community Centres and PC's for Grange Villa to be finalised.

#### Neighbourhoods

- All projects on target
- Schools hosting the main workshop activities for Local Democracy Week are now fully committed and workshop details are being finalised
- A draft DIY Neighbourhoods toolkit booklet has been developed and is being reviewed
- All Parish Councils have now been contacted regarding the Chester in Bloom project and the response has been positive - specific areas for improvements are now being arranged
- All work with regard to the 'Respect & Anti-Social Behaviour' project is on target
- Successes to celebrate include the launch of Open your Eyes campaign and Chester in Bloom.
- 5.6 A significant amount has already been achieved in setting up the Action Learning Sets, developing and rationalising the delivery projects and implementing the projects agreed. The delivery plans are living documents and built to cope with change. A couple of actions were behind schedule including the meeting with voluntary and community sector and completion of websites but overall, good progress is being made. An additional resource has been secured to support the work of the Youth Forum and joint working with Derwentside District Council is also proposed as part of this project.

5.7 Successes to celebrate include the acceptance of the proposal to develop a business case for sports facilities at Sacriston, completion of visits to Town Councils, the launch of 'Open Your eyes' campaign, Chester in Bloom and and events in the Civic Heart.

#### 6. **Recommendations**

- 6.1 Members are recommended to:
  - 1) Note the progress to date on implementing the Transition Plan;
  - 2) Note the progress made in respect of individual progress and comment on the issues raised

#### 7. Background Papers/Documents referred to

- 7.1 Transition Plan March 2004
- 7.2 Corporate Plan 2007/2010 June 2007
- 7.3 Budget reports to Council dated 28<sup>th</sup> February 2008
- 7.4 Report to Executive 12<sup>th</sup> May 2008
- 7.5 *'People and Place'* Action Learning Set Monthly monitoring reports

Ian Forster Director of Corporate Services 19 September 2008 Version 1.0

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ALS Ref	Action Learning Set 1
'People and Place' Theme	Partnerships for Futures
Milestone and outcome	Third board meeting took place early September, agreed cash/in-kind
achievement	contributions from:
	Durham County Cricket Club
	Hermitage School
	Ambic Manufacturing
	New College Durham
	First round of interviews for Executive Director took place end of
	August, and second round planned for 25 <sup>th</sup> September.
	Terms of reference for the board agreed.
	Planning activity undertaken with consultant to implement Hanlon Skills
	Register for the project.
	Funding-bid being developed to submit to Tyne and Wear Employment
	Consortium for single programme funds for post-employment support
	to be delivered in the district. Partnerships for Futures is proposed
	lead-commissioning partner with delivery undertaken by Groundwork
	West Durham & Darlington, CLS CVS & VB, Skill Training and Wise
	Group.
Actions behind target and	Specific sub-project activity, such as Beamish Customer Care training
remedial measures	on hold until Executive Director comes into post.
proposed	
Issues to be resolved and	
who by	
Successes to	Both public and private sector support has been gained for the project,
communicate and	with the following organisations agreeing to sit on the board to guide
celebrate	and provide strategic oversight to Partnerships for Futures. Board
	members consist of:
	- Deemich Museum
	Beamish Museum     Durbern Country Crieket Club
	Durham County Cricket Club
	Enterprise Agency
	Hermitage School
	New College Durham
	Ambic Ltd
	Chester-le-Street District Council
	The initial establishment of the project equilation proposited interval
	The initial establishment of the project could be promoted internally
	though team talk/intranet. Once further development work has taken
	place and a clear framework is in place for delivery of Partnerships for
	Futures it can be promoted externally.
Comments	
Comments	



Milestone and outcome achievement	The rain also affected the International Market that I brought to the Civic Heart on 4 <sup>th</sup> , 5 <sup>th</sup> and 6 <sup>th</sup> September. Food such as cheeses, olives, dried fruits and nuts, biscuits and cakes as well as artefacts from Indonesia and Thailand were offered. Thursday's market went well with a steady stream of shoppers, (including staff from the civic centre) spending. However the heavens opened on the Friday and the market had to be closed because of a severe weather warning. The organiser decided to cut his losses and moved on.
	cultural celebration focused on Divali on the 25 <sup>th</sup> . Work to develop a <b>Business Improvement District</b> has not moved on I am still waiting for the following assistance:
	<ul> <li>Direction about the terms of reference and purpose of the group in relation to the master plan.</li> <li>The use of capital monies to assist in this piece of work</li> <li>The provision of administration assistance to help in the organisation and development of essential data etc.</li> </ul>
	A report on the development of a BID has been produced for the Executive to consider at their meeting on 6 <sup>th</sup> October.
	Work to <b>Research the Future of the Market.</b> This research is going well and arrangements have been made for the for the Task and Finish Scrutiny group to visit markets in Darlington, Stanley, Blyth and South Shields. Some very interesting questions are being raised during the process.
	Work on <b>dressing the town with banners</b> The banners were installed on 19 <sup>th</sup> August. However I was later informed that a retrospective planning application was required because the banners fall within the advertising regulations. I am working with the planning team to expedite this.
	<b>The locator board</b> maps are being designed and I now need to make a planning application to install the plinths and map cases.
	Work to extend canopies and provide better sheeting for market stalls will continue when the Market Supervisor returns from sick leave.
	A supplier of <b>footfall counters for the front street</b> has been identified and a proposal has been received. This will provide data for five years. I am still waiting for confirmation that capital funds can be used to complete this work. The estimates that have been received far outweigh the effectiveness of the product to produce cost effective footfall counting. So it's back to the drawing board.

Milestone and outcome achievement	A meeting has taken place with Lumalite to supply some <b>new lights</b> for the Xmas tree and they will supply an estimate. Unfortunately Durham County Council recently changed the rules pertaining to the inspection of light columns prior to the fixing of structures to them. This may add a further £2000 to the total bill for the Christmas lights. I am waiting for more information about this issue. The project to use coloured paving slabs or adhesive signs leading from Riverside to the town centre is on hold pending some estimates - I need to test the viability of these.
Actions behind target and	All projects seem to be progressing well but I would appreciate some
remedial measures	assistance to develop the BID.
proposed	
Issues to be resolved and	
who by	
,	
Successes to	The success of the events that have been provided in the civic heart.
communicate and celebrate	
Celebrate	
Comments	



ALS Ref	Action Learning Set 3
'People and Place' Theme	Strengthening Partnerships
Milestone and outcome achievement	<ul> <li>What Wonderful Women's Project <ul> <li>Project moving to challenging stage of collating and writing stories of local women's achievements.</li> <li>Donation of £500 to Chester-le-Street Heritage Group made in recognition of their assistance collating information on 'Wonderful Women' of Chester-le-Street.</li> <li>Preferred supplier appointed to film and provided DVD archives.</li> <li>Website for 'What Wonderful Women' being built.</li> </ul> </li> </ul>
	<ul> <li>Youth Forum <ul> <li>Planned meetings with 4 local comprehensive schools and head teachers.</li> <li>Met with Connexions, Police, Youth Centre to get support for the planned Youth Forums.</li> <li>Letters planned to go out over the next few weeks to get nominations for young people to be part of the forum. Letters to be sent to local schools and youth groups.</li> <li>Additional resource secured to start in week 22<sup>nd</sup> September to support the work of the Youth Forums.</li> <li>Joint working with Derwentside DC to make use of additional capacity to assist with project.</li> </ul> </li> </ul>
	<ul> <li>Potential for a Town Council         <ul> <li>Task and Finish groups have visited other areas of County Durham to gather information and knowledge from existing or planned Town Councils; Newton Aycliffe, Peterlee, Durham City and Stanley.</li> <li>Task and finish group plan to consider the information gathered from other Town Council projects and agree a way forward.</li> </ul> </li> <li>Sports and Activity Network         <ul> <li>A proposal from Durham Sport has been accepted to develop a strategic business case for a Phase II development for sports facilities at Sacriston This would deliver a report that would identify what sporting facilities s would be feasible, what could be achieved and sustained and likely sources of funding.</li> </ul> </li> </ul>

Milestone and outcome achievement	<ul> <li>Strengthening the Voluntary/Community Sector <ul> <li>First meeting of 21st August cancelled and re-organised for 18<sup>th</sup> September.</li> <li>Further work needed to agree a mechanism to capture information about community/voluntary groups throughout district; who they are, what they do, what strengths are.</li> <li>Further plans needed to identify how those services can be marketed, and how groups can take advantage of future opportunities.</li> <li>Donation of ICT equipment from the council to the CVS.</li> </ul> </li> <li>Community Cohesion <ul> <li>Exploring extending Cestria Credit Union to villages.</li> <li>Considering food co-operative to make use of allotments in Stella Gill to provide food for community centres.</li> <li>Investigating a kitchen franchise for kitchens at community centres. Visit taken place on 16<sup>th</sup> September to look at similar arrangements at Choppingham Miners Community Centre.</li> <li>ICT equipment now in place at Sacriston</li> <li>Identified potential solutions to allow different community centres to view and book each others resources and facilities via the Internet.</li> <li>Websites for Sacriston Community Centre and Pelton Fell in progress.</li> </ul> </li> </ul>
Actions behind target and remedial measures proposed	<ul> <li>Provision of PC's for Grange Villa to be finalised - Graeme Clark</li> <li>Meet with partners within the Strengthening Community/Voluntary</li> <li>Sector - Roy Templeman</li> <li>Websites need completion for What Wonderful Womens, Sacriston and</li> <li>Pelton Fell. – Graeme Clark, Alan Mckay and Julie Underwood.</li> </ul>
Issues to be resolved and who by	
Successes to communicate and celebrate	Proposal to develop strategic business case approved for sporting facilities at Sacriston. Visits to other Town Council projects completed.
	ICT equipment in place at Sacriston Community Centre and CVS.
Comments	Overall good progress being made.



ALS Ref	Action Learning Set 4
'People and Place' Theme	Neighbourhoods
Milestone and outcome	Local Democracy Week - Schools which will host the main workshop
achievement	activities are now fully committed to the project and staff are now
	finalizing the workshop details with the contractors.
	DIY Neighbourhoods Toolkit- A draft toolkit booklet has been
	developed and is being reviewed.
	Chester in Bloom – All Parish Councils have now been contacted and
	the response has been positive. Specific areas for improvements are
	now being arranged with appropriate staff and Parish representatives
	Respect & Anti Social Behavior –
	All work under this project is on target and being developed as per the original action plan
Actions behind target and	There are no actions behind schedule and all projects are now live.
remedial measures	
proposed	
Issues to be resolved and	
who by	-
Successes to	Launch of Open your Eyes campaign (pr already started)
communicate and	Chester in Bloom (pr to be started)
celebrate	N /
Comments	The project team is continuing to work towards the final outputs of their
	Neighbourhood projects.
	All of the projects will acknowledge and fulfill the Young People and
	Place Initiative and ensure that where possible young people have the
	widest opportunity to participate.