



Chester-le-Street
District Council

REPORT TO: Executive

DATE OF MEETING: 3rd November 2008

REPORT OF: Director of Corporate Services

SUBJECT: Implementing the Transition Plan; Developing 'People and Place'

ITEM NUMBER:

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 13th 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 fifth
 - 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.

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 Financial implications and value for money statement

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 Personnel

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 Other Services

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

4.6 Diversity

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 Risk

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 Crime and Disorder

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 Other Implications

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 has been 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 13th 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

- Confirmation of in-kind contribution from Beamish Museum
- Second round of interviews for Executive Director took place on 25 September 2008 but no appointment made
- Approval to be sought from the Board on 5 November 2008 to re-advertise Executive Director post.
- Funding bid submitted for single programme funds for delivery of post employment support in the district

Investment in the Town Centre

- The International Market was badly affected by the rain in September
- The Honest Food Festival scheduled for 18 October had to be cancelled but the multi cultural celebration focused on Divali will go ahead on 25 October and will include numerous activities
- The Executive, at its meeting on 6 October 2008 approved the employment of a part time assistant for the Town Centre Development Manager and to develop the Business Improvement District.
- Members of the Task and Finish Group have visited other markets as part of the Research into the Future of the Market project
- A Meeting is to be held on 24 October 2008 to obtain the opinions of the Chester-le-Street Market Traders
- The Town Centre Banners were removed on 15 October to allow for the installation of the Christmas lights on 2 November 2008.
- Work to extend canopies is postponed until research on the market is complete
- Monies allocated for Footfall counters will now be used to purchase new timers for Christmas lights

Strengthening Partnerships

- Filming of women's achievements planned to be completed by the end of November 2008.
- Website for 'What Wonderful Women' to go live by the end of October 2008.
- Meetings with Youth Groups and Headteachers have now taken place regarding the Youth Forum and the first meeting of the forum will take place after nominations have been collated.
- The Action Packed Futures event is scheduled for 13 December 2008
- Initial meeting held with trustees of Sacriston Community & Sports Trust to discuss the scope and methodology of Sports & Activity Network project
- Collation of information regarding Third Sector organisations underway for the Strengthening the Voluntary and Community sector project
- Exploring extending Cestria Credit Union to 3 villages as part of the Community Cohesion project
- ICT equipment now in place at Grange Villa and work underway on ICT support service level agreement with 3 community centres

Neighbourhoods

- The rollout of activities at schools for Local Democracy Week has commenced with good feedback from those schools participating
- A draft DIY Neighbourhoods Toolkit has been developed and is being reviewed
- The bulb planting contractor will start work in the District at the end of October 2008, as part of the Chester in Bloom project
- All work with regard to the Respect & Anti-Social project is on target
- Performances undertaken in schools by 'The Word' and Solent Peoples Theatre on 'Who Runs this Place'

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. The use of funds to employ a part time assistant for the Town Centre Development Manager and to develop the Business Improvement District was approved at the Executive meeting held 6 October 2008. County Durham Sport will undertake research work for to the Sports and Activity Network project and the Council's Leisure Manager is also providing support to the project.

5.7 Successes to celebrate include performances by the 'The Word' and Solent Peoples Theatre on 'Who Runs this Place' as part of the Local Democracy Activities, ICT Equipment in place at Grange Villa and the Youth Forum at nominations stage, nearing the first meeting of the forum.

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 28th February 2008

7.4 Report to Executive 12th May 2008

7.5 '*People and Place*' Action Learning Set Monthly monitoring reports

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20 October 2008
Version 1.0

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'People and Place' Action Learning Set Monthly Monitoring Report

ALS Ref	Action Learning Set 1
'People and Place' Theme	Partnerships for Futures
Milestone and outcome achievement	Confirmation of in-kind contribution from Beamish Museum.
	Second round interviews for Executive Director took place 25 th September, however appointment not made.
	Funding-bid submitted 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 remedial measures proposed	
Issues to be resolved and who by	Approval from board to be sought at board meeting on 5 th November to re-advertise Executive Director post.
Successes to communicate and celebrate	<p>Both public and private sector support has been gained for the project, with the following organisations agreeing to sit on the board to guide and provide strategic oversight to Partnerships for Futures. Board members consist of:</p> <ul style="list-style-type: none"> • Beamish Museum • Durham County Cricket Club • Enterprise Agency • Hermitage School • New College Durham • Ambic Ltd • Chester-le-Street District Council <p>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.</p>
Comments	.



'People and Place' Action Learning Set Monthly Monitoring Report

ALS Ref	Action Learning Set 2
'People and Place' Theme	Investment in Town Centre
Milestone and outcome achievement	<p>The programme of events The rain badly affected the International Market that I brought to the Civic Heart on 4th, 5th and 6th 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.</p> <p>Plans for October included an honest food festival on 18th but this had also to be cancelled due to lack of take up from traders and because I was let down at the last minute by a marquee company.</p> <p>The multi cultural celebration focused on Divali on the 25th will go ahead and it should be fantastic it will include:</p> <p>Hands & Feet A collaboration between Park View and Hermitage Schools involving 80 secondary school students drumming and dancing in brilliant Carnival costumes.</p> <p>Spice FM Radio Roadshow Featuring MC Mr Gee Dohl drummers & dancers</p> <p>Ravinda Cheema Presents a Bollywood Dance Workshop.</p> <p>Amabutho Arts A presentation of African music and dance</p> <p>APU A funky mix of traditional and modern Latin American samba, salsa and cumbia rhythms from this internationally acclaimed group.</p> <p>And lots more, including: Henna body painting - Confirmed Face painters, Asian Food concessions, Arts & crafts stalls</p>

<p>Milestone and outcome achievement</p>	<p>Work to develop a Business Improvement District has moved on a little A meeting is arranged between the Leader Chief Executive and I to discuss the direction of the terms of reference and purpose of a private sector led Steering Group and it's purpose relating to Town Centre Master Plan. The Executive at their meeting on 6th October discussed a report on the development of a BID. It was decided that monies may be used to employ an assistant to help in the organisation and development of essential data etc.</p> <p>Work to Research the Future of the Market. This research is going well and members of the Task and Finish Scrutiny group to visited markets in Darlington, Stanley, Blyth, South Shields and Stockton. Some very interesting questions are being raised during the process. A meeting is planned for 24th October to obtain the opinions of Chester-le-Street Market Traders thereafter a brainstorming meeting will be held with members to come to conclusions about the research findings and make recommendations.</p> <p>Work on dressing the town with banners The banners were installed on 19th August. But they will be removed on Wednesday 15th to make room for the Christmas lights which will be installed on 2 November.</p> <p>The locator board maps are being designed and a planning application needs to be made to install the plinths and map cases.</p> <p>Work to extend canopies and provide better sheeting for market stalls is postponed until the research on the market is complete.</p> <p>The money set aside for footfall counters will be used to purchase new timers for the Christmas lights, which were at the end of their safe working life.</p> <p>The new lights for the Christmas tree are on order and will be installed. I have been informed that we do not need to have the lampposts re-inspected.</p>
<p>Milestone and outcome achievement</p>	<p>The project to use coloured paving slabs or adhesive signs leading from Riverside to the town centre is on hold pending some estimates – the viability of these needs to be tested.</p>
<p>Actions behind target and remedial measures proposed</p>	
<p>Issues to be resolved and who by</p>	
<p>Successes to communicate and celebrate</p>	
<p>Comments</p>	



'People and Place' Action Learning Set Monthly Monitoring Report

ALS Ref	Action Learning Set 3
'People and Place' Theme	Strengthening Partnerships
Milestone and outcome achievement	<p>What Wonderful Women's Project</p> <ul style="list-style-type: none"> - Project moving to challenging stage of collating and writing stories of local women's achievements. - Preferred supplier appointed to film and provide DVD archives. Filming of women's achievements planned to be completed by the end of November. - Website for 'What Wonderful Women' to go live by the end of October 2008. Initial phase I development will further identify and collate women of achievement. Phase II of website to showcase women's achievements.
	<p>Youth Forum</p> <ul style="list-style-type: none"> - Meetings with Youth Groups and Headteachers have now taken place. Letters, consent forms and nomination forms to take part in the forum, have been drafted and will go out to all schools and youth groups by end of October - First meeting of the forum will take place after nominations have been collated. - Joint working with Derwentside DC to make use of additional capacity to assist with project.
	<p>Action Packed Futures</p> <ul style="list-style-type: none"> - Event now scheduled for December 13th.
	<p>Sports and Activity Network</p> <ul style="list-style-type: none"> - 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. - An initial meeting took place with the Trustees of Sacriston Community & Sports Trust on 1st October to discuss and agree the precise scope and proposed methodology for this study. - County Durham Sport will undertake the research work and associated consultation during the period October-December '08 and present findings to the Trust in January '09. - The Council's Community Leisure Manager is providing support to the project.

	<p>Strengthening the Voluntary/Community Sector</p> <ul style="list-style-type: none"> - Collection of information about third sector organisations in Chester-le-Street District underway. - Next meeting in October scheduled to collate the overall picture of the work being undertaken in the third sector and to establish what works well, what should be promoted, the value they contribute to the district and how they complement the work undertaken by other public sector/private sector organisations - The project team will work towards a framework or model for the third sector to allow them to work better together to improve capacity and also to achieve an effective relationship with the new unitary Council. Best practice examples will be included in the handing over the baton report and consideration is also being given to other methods by which the work of the third sector can be promoted.
	<p>Community Cohesion</p> <ul style="list-style-type: none"> - Exploring extending Cestria Credit Union to 3 villages. - Considering food co-operative to make use of allotments in Stella Gill to provide food for community centres. - Investigating a kitchen franchise for kitchens at community centres. Visit taken place on 16th September to look at similar arrangements at Choppingham Miners Community Centre. - ICT equipment now in place at Grange Villa. - ICT working on ICT support service level agreement to enter into arrangements with 3 community centres to provide sustainable support for ICT equipment - Further exploration underway of online booking systems. - Content gathering underway for Sacriston and Pelton Fell websites.
Actions behind target and remedial measures proposed	Websites need completion for What Wonderful Womens, Sacriston and Pelton Fell. – Graeme Clark, Alan McKay and Julie Underwood.
Issues to be resolved and who by	
Successes to communicate and celebrate	<p>Youth Forum at nominations stage and nearing first meeting of the new forum.</p> <p>ICT equipment in place at Grange Villa.</p>
Comments	Overall good progress being made.



'People and Place' Action Learning Set Monthly Monitoring Report

ALS Ref	Action Learning Set 4
'People and Place' Theme	Neighbourhoods
Milestone and outcome achievement	Local Democracy Week – the rollout of activities has commenced with good feed back from the schools participating
	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 has now been arranged with appropriate staff and Parish representatives. The bulb planting contractor will start work in the District at the end of October.
	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 remedial measures proposed	There are no actions behind schedule and all projects are now live.
Issues to be resolved and who by	-
Successes to communicate and celebrate	Press release for The WORD and Who Runs this Place can be produced
Comments	

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