

**DESCRIPTION AND COMMENTARY ON
RECOMMENDED SERVICE LEVELS**

OUTCOME 1: PEOPLE ARE HEALTHY AND SUPPORTED

<p>Do at Absolute Minimum (AM) <i>To meet statutory requirements and/or to make some impact against outcome</i></p>	<p>Providing social care services to vulnerable children, families and adults including social work, residential services and services for disabled people. The provision of safeguarding services for children and adults. We will continue to contribute to services supporting public health.</p>
<p>Added Value 1 (AV 1) <i>Services targeted to particular groups and areas of need</i></p>	<p>We will continue to provide services for looked after children to ensure they live in safe and stable homes and have good outcomes in later life. We will provide support, advice and guidance to parents and carers of children and young people through our Families Information Service, targeted parenting programmes and provide access to a range of early years, health and education services from our children’s centres which focus on those families and areas with greatest need.</p>
<p>Added Value 2 (AV 2) <i>More universally provided services</i></p>	<p>We will continue to assess the needs of adults and make services available so that people can live as independently in their own homes for as long as possible. We are working in partnership with the Shadow Health & Well-being Board to map and understand need, plan future provision and prepare for NHS health reforms, including the transfer of public health functions to the Local Authority</p>

OUTCOME 1 – PEOPLE ARE HEALTHY & SUPPORTED

Description of what we have to provide in this area

The Council has restructured its services in recent to ensure a greater focus on prevention and to assist families and individuals at risk of poor outcomes. We have created integrated area teams based in and around our network of Children's Centres to respond to the needs of families and to ensure services are targeted early to prevent escalation to crisis and the requirement to provide expensive specialist provision. The Council will continue to develop our approach in this area, for example through the development of a Multi Agency Safeguarding Hub; and the sharing of information and referral of individuals and families in need.

All key services in this outcome area will continue to be provided and make an on-going positive contribution to the health and support needs of both individuals and the wider community.

Within this outcome the Council is required to provide: -

- adult and children's social care services
- provision for looked after children
- residential services for adults
- safeguarding services for adults and children
- Parenting Programmes
- Information Advice and Guidance to families about services and activities in the Darlington area.
- More specialist services including SWITCH and services for disabled children and adults.
- The local authority must provide children's centres (bases and services) to target meeting the needs of the more deprived communities.
- We must provide services to respond to court orders for young offenders and for parents.

Many services are already provided at a level which is considered to be the absolute minimum in terms of having an impact against the outcome. For these services which include Children and Adult's Social Care, Safeguarding and Residential services, services for disabled children, and Looked After Children, provision will remain at current levels.

Description of what we can also provide in this area

The Council may choose to provide additional services, and/or to a higher specification, to support this outcome. Other services will be provided in a more targeted and cost effective way to those individuals and communities in greatest need.

This will include:

- The re-provision of services currently provided at Maidendale Children Centre from other settings
- Refocus parenting programmes to the families most in need of support
- The Eligibility Criteria Policy for adult social care has been reviewed by removing eligibility for those in the moderate and low bands and to instead focus adult social care resources to those individuals in the critical and substantial bands. This will bring DBC in line with the majority of other local authorities
- Adult Social Care Assessment - The financial assessment for adult social care, as laid out in the Fairer Contributions Policy, currently allows 50% of income from the Severe Disability Premium to be disregarded in the financial assessment when calculating a person's contribution to non residential services. It is proposed to reduce the amount disregarded to zero for the Severe Disability Premium.
- To cease the subsidy provided to Shopmobility

Some services, for example, Families Information Service will be reconfigured which whilst delivering efficiencies will also improve service delivery outcomes to the community.

OUTCOME 2: PEOPLE ARE EDUCATED AND SKILLED

<p>Do at absolute minimum (AM) <i>To meet statutory requirements and/or to make some impact against outcome</i></p>	<p>The Council will continue to provide a range of education services which support schools and settings to continue to deliver improving rates and levels of attainment. Continued provision of support for pupils with additional needs include educational psychology services, SEN, and early years inclusion.</p> <p>Support will continue for Looked After Children and children subject to Child Protection Plans, together with targeted youth work and street programmes to support vulnerable young people and to prevent them entering specialist services.</p> <p>We will provide a diverse range of training opportunities and work placements for young people.</p> <p>Services will be provided to enable residents to access learning opportunities through a central and mobile library service.</p> <p>The will continue to work with businesses and educational establishments to facilitate additional links which help give greater understanding of job opportunities, raise aspirations and encourage participation in science, technology, engineering and mathematics.</p>
<p>Added Value 1 (AV 1) <i>Services targeted to particular groups and areas of need</i></p>	<p>The Council will continue to support young people who are not in education, employment or training (NEET) and those who are at risk of becoming NEET. Targeted work will continue with young people with a learning difficulty/disability and ensure that all 16-19 year olds continue to be tracked. We will continue to plan for post 16 education provision and ensure that it meets the needs of all young people, but in particular those who are vulnerable.</p> <p>The Family Learning Service provision will continue as this is provided through a ring-fenced grant.</p>
<p>Added Value 2 (AV 2) <i>More universally provided services</i></p>	<p>We will work with Schools, colleges and other partners work across the borough providing universal services to enable residents to increase skill levels and subsequent employability.</p>

Description of what we have to provide for this outcome

The Council must provide education services for children and young people of statutory school age (5-16) and can provide services for younger children and for young adults and for the population as a whole.

In order to protect essential services for children of school age, and particularly to protect services working with the most vulnerable pupils, the local authority and schools have developed a strategy – schools@onedarlington – which gives greater control and management of the specialist services to schools themselves and schools have agreed to continue to fund these essential services. The local authority, to accommodate these changes, has already reduced the services it runs to those which schools can't run for themselves – such as admissions and assessments of special educational needs.

Consequently these services are already provided at a level which is considered to be the minimum required to function effectively and to allow schools to manage more of their own services. These services which include Special Educational Needs, School Admissions and Place Planning, Pupil Referral Unit, School Improvement and Educational Psychology will remain at current levels.

The local authority must provide free transport to children attending schools more than nationally specified distances from their home addresses. This will be provided only at nationally prescribed distances and criteria in the future.

The local authority must provide young people with access to impartial advice and guidance, ensure that young people are offered the opportunity to engage in positive activities and must ensure that vulnerable young people get access to this specialist support. We continue to provide services which offer a range of provision, including 1:1 support, group work, appointments and drop-in sessions.

Description of what we can also provide in this area

The Council may choose to provide additional services, and/or to a higher specification, to support this outcome. The Council may choose to invest in additional children's centres, support for private childcare settings to improve standards, and support for disabled pre-school age children and their families. It may provide youth services and activities, play activities, programmes for unemployed teenagers, family advice and information and adult education programmes. It may provide associated services, such as libraries and cultural events.

In this MTFP the Council is proposing to fund (or manage grants) in all of these discretionary areas, although at reduced levels. These discretionary services are increasingly being delivered in a more targeted and cost effective way to those individuals and communities in greatest need and with a view to them becoming more self-sustaining. This will include:

- Centralising library provision at Crown Street
- Contracting with providers to ensure that more services are supported by either their own resources or through volunteers/community action

The cost of discretionary provision in some areas is assessed against the cost of not making the provision and this has determined that some specialist support for parents of disabled children and some targeted work with teenagers, as examples, will continue to be funded.

OUTCOME 3: PEOPLE IN DARLINGTON ARE FINANCIALLY SECURE

<p>Do at absolute minimum (AM) <i>To meet statutory requirements and/or to make some impact against outcome</i></p>	<p>The Council is responsible for the collection of rents from council tenants and ensuring that people who qualify for assistance to pay their rent or council tax receive the correct support.</p> <p>The Council will provide support and advice to its tenants about welfare benefits and maximising and managing their income.</p> <p>The Council undertakes financial assessments for individuals requiring financial protection.</p> <p>The Council will be working with partners to create and implement a new economic strategy, to ensure that the conditions in Darlington make it as easy as possible for new job to be created here.</p>
<p>Added Value 1 (AV 1) <i>Services targeted to particular groups and areas of need</i></p>	<p>Work is undertaken in targeted wards and Children’s Centres with partners from Job CentrePlus, to enable residents to get help and advice about income and benefits opportunities and help to gain employment.</p> <p>The Economic Regeneration team provides business support and advice for new and existing enterprises. It also works with employers and training providers to develop pathways through training and skills development into employment.</p>
<p>Added Value 2 (AV 2) <i>More universally provided services</i></p>	<p>The Council hosts a financial inclusion partnership with key organisations to ensure that residents have access to good financial advice and practical support around banking and credit options e.g. Credit Union.</p> <p>Trading Standards provides support to residents who are in dispute with businesses.</p>

Description of what we have to provide for this outcome

The Council is required to provide services for Rent Rebates/Rent Allowances and Council Tax and Housing Benefit Services, which will remain at the current service levels although efficiencies will be sought and these are not anticipated to have any negative impact on customer experience. Other service areas will be reviewed either for the first time or a subsequent time whilst having regard to the statutory requirements of those service areas.

The Council is investigating the potential to work with neighbouring authorities to procure Council Tax and Housing Benefit services in a more efficient way.

Description of what we can also provide in this area

The Council may choose to provide additional services, and/or to a higher specification, to support this outcome. The Council currently provides a Welfare Rights Service and in future this will be restricted to providing specialist advice and support to targeted groups only.

OUTCOME 4: PEOPLE IN DARLINGTON LIVE IN COHESIVE AND RESILIENT COMMUNITIES

<p>Do at absolute minimum (AM) <i>To meet statutory requirements and/or to make some impact against outcome</i></p>	<p>The Council will continue to ensure that staff support individuals and communities to be involved in the development and delivery of services and encourage communities and partners to work together under the Darlington Together banner.</p> <p>The Council will continue to consult residents, businesses and other key stakeholders in the preparation of corporate policy development e.g. Local Development Framework; Children and Young People’s Plan.</p> <p>The Council also ensures that communities and businesses are able to respond to emergency situations through emergency planning and business continuity management e.g. Flood Warden Scheme.</p>
<p>Added Value 1 (AV 1) <i>Services targeted to particular groups and areas of need</i></p>	<p>The Council works with voluntary and community organisations to support their development through the award of grants and will encourage local organisations to develop their capacity and infrastructure.</p> <p>The Council works with schools and partners to promote cultural diversity within the borough e.g. Darlington International Day.</p> <p>Strategic work is undertaken with partners to map and understand any community tensions and prevent escalation.</p>
<p>Added Value 2 (AV 2) <i>More universally provided services</i></p>	<p>The Council works with partners through the Local Strategic Partnership to identify, understand and resolve the priority issues for communities in the borough.</p>

Description of what we have to provide for this outcome

The Council has a legal requirement to ensure its services are provided in line with equalities legislation and to consult with communities in the planning and delivery of services.

The Council recognises the potential role of local communities in the delivery of local services. It has developed a Darlington Together Strategy which seeks to support and build capacity within the community to understand local needs and develop community owned and led responses. We will develop a network of Darlington Together Champions, promote the use of volunteering in the workplace, and develop a web portal to share successful community practice.

The Council will continue to provide support for the development of social capital, Talking Together and equalities but proposes to reduce these services to their absolute minimum.

This will reduce the corporate consultation budget, the Darlington Together budget and the support for equalities work. There will be a reduction in the amount of support to facilitate development of equality policy and impact assessments and the resultant consultation processes.

There will be no dedicated staff within the Council to support Darlington Together and Community Partnerships activity.

Description of what we can also provide in this area

The Council may choose to provide additional services, and/or to a higher specification, to support this outcome; in particular, the provision of support to Third Sector organisations to support the development of social capital and community infrastructure. The Council has made significant reductions in previous budget rounds and will maintain provision at current levels.

OUTCOME 5: PEOPLE IN DARLINGTON LIVE IN SUSTAINABLE NEIGHBOURHOODS

<p>Do at absolute minimum (AM) <i>To meet statutory requirements and/or to make some impact against outcome</i></p>	<p>The Council will continue to maintain and improve the borough's roads, paths and cycle lanes to ensure people can travel easily around the borough. This will include work on street lighting, winter maintenance and gritting, and clearing gullies and water ways. Building on the success of <i>LOCALMOTION</i> and <i>Cycling England</i> projects the Council will continue to promote and develop sustainable transport options through an external ringfenced grant. Concessionary fares will continue to be provided for older people.</p> <p>The Council will maintain and improve environmental quality within the borough by ensuring our streets, parks and other open spaces are clean and maintained to agreed standards. The Council will continue to operate a successful recycling scheme and collect household waste on a weekly basis.</p> <p>A range of regulatory services will continue to protect the community and improve the quality of life in the borough. For example, planning, building control, licensing, environmental health, trading standards and public protection.</p> <p>The Council will continue to strategically plan and manage the housing stock in the borough to meet housing needs.</p>
<p>Added Value 1 (AV 1) <i>Services targeted to particular groups and areas of need</i></p>	<p>The Council is responsible for the enforcement of civil parking across the borough and will ensure that sufficient parking is available for residents and visitors.</p> <p>The Council will continue to work with partners to provide a range of cultural, leisure and sporting opportunities.</p>
<p>Added Value 2 (AV 2) <i>More universally provided services</i></p>	<p>The Council will continue to work with partners and the community to provide a range of cultural, leisure and sporting opportunities. We will ensure a targeted arts outreach events programme working with the</p>

	community and the continuation of Christmas lights.
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Description of what we have to provide for this outcome

The Council will build on the successful Gateway Strategy based on the unique location of Darlington and the quality of life offered by the borough. We will continue to develop a range of robust strategies aimed at promoting the borough as place to live, work and visit. Key to achieving these outcomes is the delivery of major regeneration schemes including Central Park, Town Centre Fringe and Feethams.

The Council is required to provide a range of services to support this outcome.

Transport and asset management of the highway network contributes to achieving sustainable neighbourhoods through a variety of services, the majority of which have a minimum statutory requirement. These services include the inspection, testing and repair of street lighting, roads, footpaths and bridges/structures. Other functions include highway authority regulatory functions, traffic regulation, and network management duties.

There will be a reduction in the highways verge hardening, footway and carriage works programmes, street lighting replacement, night patrols and other traffic management processes and programmes.

Under the Civil Parking Enforcement regulations the Council will continue to manage its own car parking facilities, and the enforcement of parking regulations across the borough.

The Council will continue to provide maintenance of the highway infrastructure including winter gritting, clearance of gullies and water courses and general road maintenance and improvements.

Concessionary Fares will be maintained at minimum statutory levels.

The Council will also continue to provide other statutory services contributing to the environmental quality in the borough.

- Street Cleansing including doing, enforcing and educating will be provided at minimum statutory levels but with reduced staffing in the environmental crime team.
- Refuse Collection and Recycling will continue to be provided at the minimum statutory levels although the Council will stop receiving non-household waste at the Recycling Centre.
- Regulatory and Public Health Services which seek to control the quality and health of the community and environment e.g. Building Control, Development Management, Private Sector Housing, Environmental Health, Licensing and

Trading Standards. These will all be maintained at current service levels with the exception of East Row public toilet. In addition the Council will continue to provide allotments, crematoria and cemeteries at existing service levels, despite a small reduction in staffing, this will have a minimum impact on overall standards of service delivery.

- Grounds Maintenance will continue with reduced floral displays, and the transfer of ownership of bowling greens to community organisations.

In relation to statutory housing requirements, the Council will maintain minimum statutory service levels for the needs of the homeless and will continue to review housing needs, prepare strategic plans and provide legal advice.

The Council has a statutory duty to prepare and implement planning policies through the Local Development Framework.

Description of what we can also provide in this area

The Council may choose to provide additional services, and/or to a higher specification, to support this outcome.

At a discretionary level, the Council will ensure the delivery of a range of cultural, sporting and leisure opportunities including the Dolphin Centre which will have restricted opening hours on bank holidays; Eastbourne Complex, Stressholme Golf Club, Sports Development Physical Activities Programmes and the Head of Steam which will be maintained at current levels of service. Although the Council will discontinue funding for the Indoor Bowling Club (Morrison's, North Road)

The Civic Theatre will be retained, at much lower cost (due to a new opportunity to save VAT costs). The Arts Centre will be sold with the proceeds re-invested in creating a new arts hub in the town centre; a more sustainable building with lower costs and more accessible to the whole population, in line with a new Vision for the Arts in Darlington (Creative Darlington).

The existing events team working with the community will deliver a more focused arts outreach programme and whilst the provision Christmas lights will be retained.

Building on the success of the LOCALMOTION programme, the Council will continue to pursue its sustainable transport initiatives funded through the ringfenced Local Sustainable Transport Fund grant in line with the Council's Local Transport Plan.

It is proposed that the Council will no longer support bus services which are not commercially viable.

OUTCOME 6: OUR COMMUNITIES ARE SAFE AND FREE OF CRIME

<p>Do at absolute minimum (AM) <i>To meet statutory requirements and/or to make some impact against outcome</i></p>	<p>The Council will continue to invest in the highway through planned maintenance and improvements particularly where these impact on pedestrian and vehicular safety. We will continue to work with our schools and the community to plan safer routes to schools and ensure that school crossing points are safe.</p> <p>CCTV cameras within the town centre and car parks will continue to protect individuals and businesses from crime and anti-social behaviour. We will support the Children and Adults Safeguarding Boards to plan and promote the safety of vulnerable children and adults.</p> <p>Our regulatory and enforcement services will continue to ensure the community is protected on a risk assessed basis.</p> <p>The Council will continue to provide support and leadership to the Community Safety Partnership to map and understand crime hotspots, manage and tackle anti-social behaviour, prolific offenders and also to work with the Fire and Rescue Service to promote fire safety across the borough.</p> <p>The Council working with partners will continue to plan and ensure that residents and businesses are able to respond to emergency incidents such as flooding, road accidents and major fires.</p>
<p>Added Value 1 (AV 1) <i>Services targeted to particular groups and areas of need</i></p>	<p>The Council will continue to target services to ensure a balance between alcohol consumption, enjoyment and a vibrant night time economy.</p> <p>We will work with partners through the Drug and Alcohol Action Team to provide a range of services designed to meet the needs of vulnerable individuals and groups including drug and rehabilitation, homelessness and assertive outreach work.</p> <p>We will work with communities to reduce incidents of anti-social behaviour.</p>
<p>Added Value 2 (AV 2) <i>More universally provided services</i></p>	<p>The Council will ensure that new developments will 'design out crime' in accordance with the adopted design guidance.</p>

Description of what we have to provide for this outcome

We will continue to work in partnership to create a crime free environment where people feel safe and secure. We will continue to build on our successes in reducing crime and anti-social behaviour.

The Council is required to provide services to support this outcome which includes Civil Contingencies and Emergency Planning, Youth Offending Service, and Community Safety Partnership all of which will be maintained at current levels.

The Council has a new duty regarding Flood Management and service specifications and levels are yet to be determined.

In addition the Council must ensure that our highways are safe and carry out investigations into accidents and implement measures to prevent subsequent accidents. The Council continues to provide this service but proposes to convert existing school crossing patrol sites to traffic control sites and reduce road safety education programmes.

Description of what we can also provide in this area

The Council may choose to provide additional services and/or to a higher specification, to support this outcome. These include the Anti-social Behaviour Team, and the Drug and Alcohol Team which will continue at current service levels.

OUTCOME 7: DARLINGTON IS AN AMBITIOUS, ENTREPRENEURIAL PLACE IN WHICH BUSINESSES THRIVE AND CREATE WEALTH

<p>Do at absolute minimum (AM) <i>To meet statutory requirements and/or to make some impact against outcome</i></p>	<p>The Council will, in partnership with Tees Valley Unlimited, continue to promote the borough as a place for investment and a hub for economic growth within wider Tees Valley.</p> <p>Through work with the Darlington Partnership we will develop the Economic Strategy to identify and understand the needs of the local economy and guide investment priorities within identified growth sectors.</p> <p>The Council will continue to work with individual businesses to identify their needs, and plan and respond accordingly.</p> <p>We will continue to promote the Town Centre as a major retail, leisure and commercial opportunity including support for the proposed Business Improvement district.</p>
<p>Added Value 1 (AV 1) <i>Services targeted to particular groups and areas of need</i></p>	<p>Through our partnerships with schools@onedarlington and the outstanding colleges we will work to maximise the skills for a strong future workforce and to develop entrepreneurial ambitions.</p> <p>We will work with young people at risk of poor outcomes in the education to develop their confidence and ability to secure future employment.</p>
<p>Added Value 2 (AV 2) <i>More universally provided services</i></p>	<p>The Council will work to promote the quality of the local environment to attract new businesses.</p>

Description of what we can also provide in this area

The Council will build on our entrepreneurial heritage and history of economic innovation. Through collaboration with the Tees Valley Local Enterprise Partnership (LEP) the recent successful enterprise zone bid will enable the borough to promote investment in the growing digital sector at Central Park using the knowledge, skills and expertise of Darlington College and Teesside University.

Although the Council has no statutory duties to provide services to support this outcome it does have a responsibility and associated powers to promote the economic well-being of the borough.

This is achieved partly through partnership working with Tees Valley Unlimited, the Local Enterprise Partnership (LEP) for the Tees Valley which was established to drive forward the growth of the Tees Valley economy with private sector business partners. The Council will continue to support the work of the TVU although with a reduction in the spend commitment.

At the local level, the Council will continue to promote economic regeneration through the development of its economic strategy, and the implementation of major regeneration projects including Central Park, Town Centre Fringe, Feethams and Lingfield Point. Ongoing support will be provided to help businesses develop a Business Improvement District within the town centre. The Council will also continue to bid for appropriate pots of external funding and investigate alternative delivery mechanisms for economic development projects across the borough, Town Centre Management and business engagement services will be provided although staffing and project budgets will be reduced.

OUTCOME 8: PEOPLE HAVE TRUST AND CONFIDENCE IN THE COUNCIL

<p>Do at absolute minimum (AM) <i>To meet statutory requirements and/or to make some impact against outcome</i></p>	<p>The Council will continue to manage our finances and services ensuring value for money and compliance with all legal and audit requirements. We will ensure that our workforce is appropriately trained and skilled to deliver effective services in a safe and healthy environment.</p> <p>We will ensure that our services are as efficient and accessible as possible through effective use and investment in ICT, the delivery of e-enabled services and customer access points.</p> <p>We will respond to complaints using the agreed processes and use this information to improve services in the future.</p> <p>The Council will ensure the correct management and administration of Democratic processes including General, European and Local Elections, and potential Referendums.</p> <p>The Council will inform the community about our work and ask for their views on key issues affecting them through a variety of media.</p>
<p>Added Value 1 (AV 1) <i>Services targeted to particular groups and areas of need</i></p>	<p>We will provide:</p> <ul style="list-style-type: none"> • HR – Support to Managers and development of the Workforce • Support given to the democratic process including support to Trades Unions • Provision and Support of the Council's website • Communications with the Public • Support to the Transformation Programme • Procurement Support • Commercial Property Management which is a net earner for the Council. • Contract Management for the PFI Contract
<p>Added Value 2 (AV 2) More universally provided services</p>	<p>Procurement Support</p>

Description of what we have to provide for this outcome

To ensure this outcome is supported we must provide good :-

- Financial Management
- Legal Support and Advice
- Human Resources support and advice
- Information Technology Systems
- Support for the Council's Transformation Programme
- Support for Councillors to undertake their roles
- Asset Management
- Information on which decision can be made
- Customer Service

And we must :-

- Be open and transparent
- Respond to enquiries and complaints
- Ensure elections are run correctly and encourage participation by the electorate

Description of what we can also provide in this area

The Council may choose to provide additional services and/or to a higher specification, to support this outcome. These include management of our property and estates portfolio, public communications including website, ICT, customer services and customer insight, management of the transport fleet, and administration and internal business support functions. These will largely be provided at current service levels, the exception being Services of People Workforce Development functions where workforce development provision will be restricted to essential job related training and financial support to the Early Years sector through the graduate leader fund will be removed.