

---

**DEPARTMENTAL SERVICE PLANS**

---

**Responsible Cabinet Member – Councillor John Williams, Leader and all Cabinet Members**

**Responsible Director – Ada Burns, Chief Executive**

---

**SUMMARY REPORT**

**Purpose of the Report**

1. To present the Council's four departmental plans in accordance with the corporate and service planning timetable for 2009 - 2013.

**Summary**

2. The Council's Medium Term Corporate Plan was approved by Cabinet on the 17 February 2009 and Council on the 26 February 2009. This plan is underpinned by department plans, which translate the top-down direction of the Sustainable Community Strategy, Local Area Agreement and the Medium Term Corporate Plan into a plan of action for each department. Relevant plans for the four departments are appended to this report for approval. These are necessarily detailed as they form the work programmes with milestones, measures and priorities for whole departments.
3. Departmental Plans are appended as follows:
  - (a) Community Services Department (**Appendix 1**);
  - (b) Children's Services Department (**Appendix 2**);
  - (c) Chief Executive's Department (**Appendix 3**);
  - (d) Corporate Services Department (**Appendix 4**).

**Recommendation**

4. It is recommended that Cabinet adopt the four new departmental plans as outlined in Appendices 1-4.

**Reasons**

5. The recommendations are supported by the following reasons :-
  - (a) To contribute to the implementation of the Corporate Medium Term Plan.
  - (b) To complete a key part of the Council's performance management arrangements, leading to further service improvement.

**Ada Burns  
Chief Executive**

---

## Background Papers

No Background papers were used in the preparation of this report.

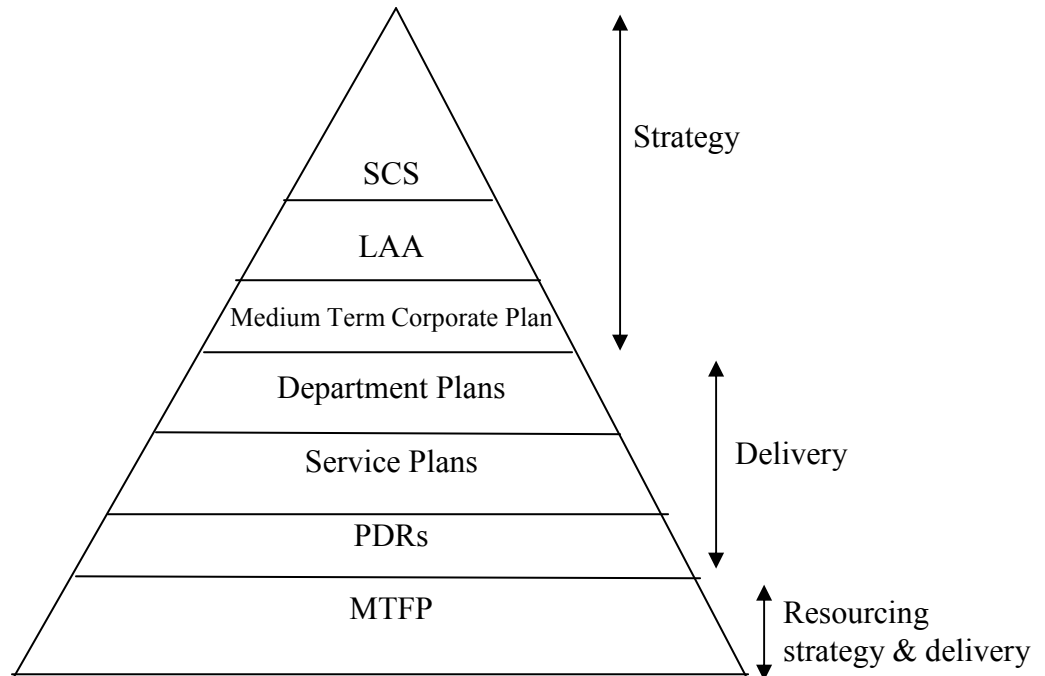
John Bosson: Ext 2016

S17 Crime and Disorder	The attached plans have been drafted in recognition of this requirement and are complementary to meeting the general duty
Health and Well Being	Certain elements of the attached plans have a direct impact upon the health and well being of the community
Sustainability	The proposals arising from this process will be implemented in accordance with agreed sustainability principles
Diversity	The proposals arising from this process will be implemented in accordance with our diversity duties and objectives
Wards Affected	Departmental Service Plans affect all wards
Groups Affected	All people are affected by our Service Planning with an emphasis on delivering the One Darlington priority
Budget and Policy Framework	The issues contained within this report represent a change in the Council's policy framework with the adoption of a new suite of departmental service plans
Key Decision	This is not a key decision
Urgent Decision	This is not an urgent decision
One Darlington: Perfectly Placed	The delivery of our Departmental Service Plans will contribute directly to the implementation of the Sustainable Community Strategy

# MAIN REPORT

## Information and Analysis

**Figure 1: Diagram showing the planning Hierarchy of Darlington Borough Council**



6. **Figure 1** above highlights the relationship between the high level vision for the borough and the Council's strategic and delivery plans. It shows the significance of departmental plans in the wider planning context:
- (a) The Sustainable Community Strategy sets out the high level, long-term vision for the borough for all partners, including the borough council;
  - (b) The LAA is the high-level delivery plan for the SCS. It is a multi-agency 3 year plan that requires all agencies to align and pool resources in order to deliver stretching improvements to outcomes;
  - (c) The Medium Term Corporate Plan is the council's overarching plan that translates the issues arising from community planning i.e. the Sustainable Community Strategy and the Local Area Agreement; and corporate planning, which is the process through which the authority identifies and addresses those things that help to deliver better services and balance budgets;
  - (d) Departmental plans translate the top-down direction of the SCS and LAA into a plan of action for each department. They also address those issues which departments need to deliver better services and balance budgets;
  - (e) Service plans in turn translate departmental plans into those relating to services or groups of services. This is a vital stage to ensure that there is widespread ownership of the high level direction;
  - (f) PDRs translate priorities and targets to each individual employee's objectives; and
  - (g) The MTFP is the means by which all of the above can be brought to reality since it resources the high level vision, the council's part of the LAA and all departmental, service and PDR plans.

7. The Council's Medium Term Corporate Plan is underpinned by Department Plans, which translate the top-down direction of the Sustainable Community Strategy, Local Area Agreement and the approved budget into a plan of action for each department. Relevant plans for the four departments are necessarily detailed as they form the work programmes with milestones, measures and priorities for whole departments. A full set of departmental plans for 2009-2013 is appended to this report for reference and approval.
8. The Sustainable Community Strategy (One Darlington: Perfectly Placed) and a new Local Area Agreement were formally adopted in 2008 and provide the framework for all subsequent planning documents including the above.
9. 2008/09 also marked the introduction of the new national indicator set. All 196 performance measures have been incorporated into our performance management framework accordingly and supplemented with local indicators where appropriate.
10. Risk management forms an integral part of the service planning process at departmental level to guide the work of subordinate plans and to maintain an overview of new and emerging risks at a strategic level.
11. Individual service plans underpin the departmental plans and from these, service planning posters will be produced. All posters will be carefully drafted and will show performance information to allow teams to plan their work.
12. Scrutiny Committees fulfil a valuable role in the process by regularly reviewing those service plans relevant to their areas of work. Arrangements will continue whereby Scrutiny Committees monitor relevant plans on an ongoing quarterly basis.

### **Conclusions**

13. A successful corporate approach to service planning continues to be a vital component of the performance management framework. Departmental and service plans underpin the Medium Term Corporate Plan in a clear hierarchy of service planning.

### **Outcome of Consultation**

14. Results from residents' surveys and other engagement forums feed directly into the Council's service planning arrangements, informing the development of service priorities. Departmental Plans are based upon the new Sustainable Community Strategy and Medium Term Corporate Plan, themselves having been the subject of extensive and inclusive consultation.