

Draft Corporate Plan 2008-11

Section 1: Priorities for improvement by draft Sustainable Community Strategy themes

1. Prosperous Darlington
2. Aspiring Darlington
3. Healthy Darlington
4. Greener Darlington
5. Safer Darlington

Section 2: Priorities for improvement by corporate objectives

1. Shaping a better Darlington
2. Providing excellent services
3. Putting the customer first
4. Ensuring access for all
5. Enhancing our capacity to improve

1. PROSPEROUS DARLINGTON

Community Strategy Theme	Top priorities	Relevant departmental plans	How delivered?	Priority? People/Place	Milestones in place?	PIs in place?
Prosperous Darlington	Promoting Darlington	Chief Executive's	<ul style="list-style-type: none"> • Create a unique and distinctive identity for promoting Darlington that all partners can sign up to • Promote Darlington and our achievements through the identity, whilst managing the consistent use of the brand to maximise effectiveness • Develop an expanded programme of arts, cultural and leisure events 	Place		NI 5 NI 11 NI 151
	Promote and develop the town centre	Chief Executive's	<ul style="list-style-type: none"> • Create the town centre business plan and implement • Develop an Independent Retailers' Strategy • Promote Sunday trading • Develop an events strategy for the town centre • Oversee rejuvenation and development of Darlington Markets 	Place		NI 5

	Implement major development projects	Chief Executive's Chief Executive's/ Community Services	<ul style="list-style-type: none"> • Morton Palms – Phase 3 development • Commercial Street – commence work early 2008 • Central Park • Faverdale Strategic site • Durham Tees Valley Airport • Lingfield Point • Vibrant new mixed use quarter - Beaumont Street office development site; Feethams area; Town Centre Fringe to east of Inner Ring Road 	Place		NI151 NI166 NI171
	Going for growth	Chief Executive's	<p>Business Engagement – Skills:</p> <ul style="list-style-type: none"> • Engage with key business sectors to understand current skills and business needs • Work with education providers to link curriculum and life skills to business needs <p>Continuing to develop the Local Development Framework as the spatial planning framework for enabling sustainable development and environmental enhancement, including progress on:</p> <ul style="list-style-type: none"> • The Core Strategy • Tees Valley Waste and Minerals Plan • Design of New Development – Supplementary Planning Document (SPD) • Planning Obligations SPD 	Place		NI 159 NI 165 NI 174

2. ASPIRING DARLINGTON

Community Strategy Theme	Top priorities	Relevant departmental plans	How delivered?	Priority? People/Place	Milestones in place?	PIs in place?
Aspiring Darlington	Ensure all children receive high quality teaching and learning	Children's Services	<ul style="list-style-type: none"> Establish Darlington School Leadership College Reduce the disparity in performance between schools Governing bodies to carry out self-review programme Further develop Lead Officer intervention to ensure Darlington Schools Ofsted reports are largely good or outstanding Develop the Foundation Stage Strategy Link the best performing schools with those in need of improvement to ensure that skills are transferred 	People		NI 75 NI 76 NI 89
	Improve transition across all settings and phases, especially for vulnerable groups	Children's Services	<ul style="list-style-type: none"> Implement the findings of the Director's Transition Commission (reported end of 2007). Data arrangements in place by September 2008. All other transition core package decisions to be implemented Establish transition model for all schools informed by existing good practice in Darlington Ensure children in year 6 spend at least one week in secondary school during the second half of the summer term 	People		NI 72 NI 92 -98

	Improve opportunities and outcomes for 14-19 yr age group, improving engagement with employers	Children's Services Children's Services/ Chief Executive's	<ul style="list-style-type: none"> • Roll-out the 14-19 strategy and review work-based learning • Review and radically overhaul work related learning arrangements in secondary schools including more systematic contribution from the public sector • Implement the NEET strategy for 16-19 year olds not in education, employment or training • Work with business engagement services to further develop links between schools and employers to ensure that young people have the best possible preparation for their careers 	People		NI 80 NI 90 NI 117
	Reduce absence and exclusion rates	Children's Services	<ul style="list-style-type: none"> • Implement the 2nd phase of the Behaviour Strategy • Develop Hard to Place Pupils protocol for persistent absentees • Further develop strong and robust Education Welfare Service; ensure full compliance with the six day rule • Work with parents to improve support for school attendance • Improve the rate of reintegration and support provided for permanently excluded pupils • Establish Behaviour and Attendance Network for primary schools 	People		NI 69 NI 86 NI 87

3. HEALTHY DARLINGTON

Community Strategy Theme	Top priorities	Relevant departmental plans	How delivered?	Priority? People/Place	Milestones in place?	PIs in place?
Healthy Darlington	Tackle health inequalities	Community Services	<ul style="list-style-type: none"> Develop partnerships around NICE guidelines in relation to reducing obesity rates Work with Director of Public Health to undertake regular joint review of health and well-being status and needs of the population in Darlington (Joint Strategic Needs Assessment) Align Supporting People to the Local Area Agreement 	People		NI 55 NI 119 NI 120 NI 142
		Children's Services	<p>Capture a range of data/information sources to inform planning in partnership development</p> <p>Improve the stability of children's placements</p> <ul style="list-style-type: none"> Develop marketing/recruitment strategy for foster carers Support families and carers to provide a safe and secure environment 	People		NI 60 NI 62 NI 63 NI 66

	Create easy access to sport and leisure	Community Services/ Chief Executive's	<ul style="list-style-type: none"> • Carry out an audit of grass roots sports facilities • Increase walking and cycling to and for leisure, through for example location and design of leisure facilities • Investigate extension of community led physical education programmes, e.g. Zone Active & community gyms 	People		NI 8 NI 57 NI 175
	Promote health and well-being	Children's Services Community Services	<p>Promote positive health and well-being for children and young people:</p> <ul style="list-style-type: none"> • Further develop services to promote the emotional and mental health and well-being of children and young people • Develop Healthy Schools Action Plan • Deliver Teenage Pregnancy & Sexual Health action plan • Develop a proposal for 24 hour community nursing care • Evaluate provision around health visitors and school nurses • Develop the Personalisation Agenda within Adult Social Care and Health to provide service users with choice and control` • Integrate Council and PCT commissioning arrangement through the Joint Commissioning Board • Integrate Council and PCT provider services 	People		NI 50 NI 69 NI 112 NI 130 NI 136 NI 141

4. GREENER DARLINGTON

Community Strategy Theme	Top priorities	Relevant departmental plans	How delivered?	Priority? People/Place	Milestones in place?	PIs in place?
Greener Darlington	A low carbon borough tackling Climate Change	Chief Executive's Community Services	<ul style="list-style-type: none"> • Deliver, with Darlington Partnership, a fully resourced Climate Change action plan, with full stakeholder involvement and engagement • Review fuel usage and type of fuel used in Council vehicles • Contribute to tackling climate change • Ensure biodiversity continues to increase to more sustainable levels • Improve the energy efficiency of local authority stock • Promote energy efficiency of Housing Association, private sector and landlord housing stock 	Place		NI 185 NI 186 NI 188 NI 197
	A greener, cleaner Darlington	Community Services	<ul style="list-style-type: none"> • Continue to deliver on <i>street scene</i> service • Implement new waste treatment and disposal contract • Re-design refuse and recycling collections • Implement the Tees Valley Waste Strategy in Darlington • Implement new Mercury Abatement Regulations • Improve green infrastructure and enhance biodiversity 	Place		NI 191 NI 192 NI 195 NI 197

	A sustainable transport network	Chief Executive's	<ul style="list-style-type: none"> • Work with other organisations to improve accessibility both by travel and by other means • Tailor actions to complement work funded by Council from revenue or capital budgets • Evidence, review and implement <i>LocalMotion</i> and Cycling Demonstration Town actions that provide benefits • Prepare strategy for delivery, after initial grant period, of <i>LocalMotion</i> actions that have proven benefits • Tackle congestion, working corporately to ensure that all planning decisions use the accessibility framework • Work with other organisations to improve accessibility, both by travel and other means • Implement new local bus service network in partnership with Arriva North East • Develop and oversee the implementation of packages of measures that address congestion on key transport corridors, e.g. Traffic Management Act, civil parking enforcement, park and ride, etc. • Implement the outcome of the Transport Review (Adults' and Children's Transport) 	People & Place		NI 167 NI 175 NI 178
--	---------------------------------	-------------------	--	----------------	--	----------------------------

		Community Services	<ul style="list-style-type: none"> • Develop initiatives to improve residents' satisfaction with road and pavement maintenance • Continue to implement packages of measures to achieve 10 year road accident casualty reduction targets • Implement Traffic Management Act requirements • Progress proposals for Civil Parking Enforcement and transfer of police enforcement powers to the Council 	People & Place		NI 147 NI 148 NI 168 NI 169
--	--	--------------------	---	----------------	--	--------------------------------------

5. SAFER DARLINGTON

Community Strategy Theme	Top priorities	Relevant departmental plans	How delivered?	Priority? People/Place	Milestones in place?	PIs in place?
Safer Darlington	Reduce anti-social behaviour	Chief Executive's Community Services	<p>Work with partners including the Third Sector to develop CDRP Action Plans for 2008/09 to address priority issues including:</p> <ul style="list-style-type: none"> • Anti-Social Behaviour (including environmental crime and criminal damage) • Reducing re-offending • Violent crime and disorder in the night time economy • Domestic abuse • Public reassurance and vulnerable localities <p>Continue to develop and strengthen our approach to tackling anti-social behaviour and meeting Government's RESPECT agenda</p> <ul style="list-style-type: none"> • Expand the use of Parenting Orders for parents/guardians of anti-social youths • Agree and implement the Respect Standard for housing management • Agree and implement Neighbourhood Charters with residents • Deploy Neighbourhood Wardens in accordance with priorities indicated by the CDRP 	People		NI 17 NI 21 NI 39 NI 41 NI 115

		Corporate Services	<p>Night time economy/Licensing</p> <ul style="list-style-type: none"> • Individual and joint working arrangements with Police and other partners • Ongoing staff training • Ongoing education of taxi trade • Develop responsible alcohol sales code • Licensing premises in accordance with the Gambling Act 2005 • Under-age test purchasing • Publicity campaigns 			
		Chief Executive's	<ul style="list-style-type: none"> • Work with Darlington DAAT to refresh the Borough's Alcohol Strategy and Action Plan demonstrating CDRP activity to support this agenda • Progress and implement planning policies within the LDF to minimise opportunities for crime and anti-social behaviour arising from the design of buildings and neighbourhoods 			
	Reduce the impact of prolific and other priority offenders on the Community	Chief Executive's	<ul style="list-style-type: none"> • Ensure those individuals who cause the greatest risk to communities are dealt with swiftly and efficiently through the Criminal Justice System • Ensure appropriate support mechanisms are in place to support those coming out of the Criminal Justice System to prevent re-offending • Ensure those prolific and priority 	People		NI 18 NI 19 NI 30 NI 144

			<p>offenders with drug and alcohol needs receive appropriate levels of support/intervention in community based restorative justice programmes</p> <ul style="list-style-type: none"> • Develop closer working relationships with the Local Criminal Justice Board on a targeted multi-agency approach to reducing re-offending 			
	Reduce domestic abuse and reduce the number of repeat victims	Chief Executive's	<ul style="list-style-type: none"> • Work with partners to draft the Borough's Domestic Abuse Strategy incorporating sexual offending and its impact upon victims, individuals, children and families • Implement the partnerships Domestic Abuse Action Plan • Develop a new performance management framework for Domestic Abuse that captures performance across both the statutory and voluntary sector • Review the role and functions of Darlington Domestic Abuse Executive and Forum, ensuring the appropriate partners/agencies are engaged in the strategic decision making and influencing process • Work with partners to explore the potential of developing Darlington's first Multi-Agency Risk Assessment Conference (MARAC) • Ensure that information 	People		NI 32 NI 65

		Children's Services	<p>regarding Domestic Abuse is available in a range of formats including redesigning web page content</p> <ul style="list-style-type: none"> • Ensure that a range of training packages are available to partners/ agencies to promote awareness and understanding of Domestic Abuse and its impact upon victims • Work with statutory partners and the private sector to ensure that corporate domestic abuse policies and procedures are in place • Ensure children and young people are safe from abuse and neglect 			
--	--	---------------------	---	--	--	--

1. Shaping a better Darlington

Corporate objective	Top priorities	Relevant departmental plans	How delivered?	Priority? People/Place	Milestones in place?	PIs in place?
Shaping a better Darlington	Promote Darlington and the Council, and develop organisational arrangements to support the Council's role as 'Place Shaper'	Chief Executive's	<ul style="list-style-type: none"> • Ensure that the partnership and governance arrangements needed to successfully deliver 'Place Shaping' outcomes are established, maintained and refreshed as necessary • Review the LSP Theme Groups in line with the new SCS vision, themes and priorities to create appropriate high level delivery structures • Influence public services • Ensure effective inter-agency communication so that all partners and stakeholders are aware of their contribution to delivery of outcomes and the contribution of others 	Place & People		NI 5 NI 7 Satisfaction with the Council (as measured through annual community survey)

	Provide the leadership needed to deliver 'Place Shaping' outcomes	Chief Executive's	<ul style="list-style-type: none"> • Develop the Community Engagement role to ensure that residents, communities and businesses are able to be involved in service design and delivery, to achieve the best possible outcomes • Continue to deliver and expand leadership development programmes for Council managers • Develop the use of the Partnership Toolkit to enhance delivery capacity and competency across all the agencies involved in delivering place shaping outcomes • Introduce regular liaison and planning meetings between Cabinet Members and LSP Theme Group Chairs • Facilitate Council lead officers for LSP Theme Groups, through PDRs and training, to recognise their lead roles as key to delivery of outcomes and at the core of their substantive posts 	Place & People		NI 4 NI 7 NI 12 NI 140
--	---	-------------------	--	----------------	--	---------------------------------

2. Providing excellent services

Corporate objective	Top priorities	Relevant departmental plans	How delivered?	Priority? People/Place	Milestones in place?	PIs in place?
Providing excellent Services	Reinvigorate the Performance Management Framework	Chief Executive's	<ul style="list-style-type: none"> • Commence collection of new indicators from National Indicator Set (NIS) • Improve performance reporting to ensure use of <i>Performance Plus</i> is maximised • Put rigorous target setting procedures in place • Sign off Local Area Agreement as delivery plan for the SCS • Develop service and corporate planning timetable for MTFP/service priorities 2010/11 • Develop data sharing agreements with partner organisations (begin as part of the Data Quality Strategy) 	Place		Data Quality Judgement Corporate Assessment Score for Performance Management

	Focus on priorities – improve morale and prioritisation and enhance our capacity	Corporate Services Chief Executive's	<ul style="list-style-type: none"> • Develop and deliver the efficiency agenda to ensure a balanced MTFP • Develop an overarching plan for the establishment and effective delivery of the ODS • Develop and implement an appropriate mechanism for measuring the progress and impact of the ODS delivery plan on the organisation • Establish and embed frequent, structured team meetings with each of the key leads and Project Sponsors • Develop meaningful and realistic maturity model targets at key stages of delivery against the plan • Enhance the awareness to the organisation of the objectives and ambitions of the ODS • Provide services to the public that achieve high quality and efficiency levels and are shaped by local priorities and ensure that the Council has the capacity to deliver the services that Darlington needs 	People		BV3 BV12 ODS Strands on target against plan
--	--	---	---	--------	--	---

	Building corporate capacity for change management	Chief Executive's	<ul style="list-style-type: none"> • Actively support the ongoing change projects undertaken throughout the organisation • Roll out training packages to help raise understanding and awareness of Project Management and Change Management principles, tools and techniques • Establish a network of employees who have the capability, capacity and understanding to help deliver the change agenda • Develop and implement effective communication routes to raise awareness on the change agenda and encourage participation and engagement from across the organisation • Effectively manage the Leading Edge Programme risks to ensure the change programme remains viable and realistically achievable 	People		<p>% Gershon Savings Achieved</p> <p>% PDRs undertaken on time</p> <p>% Leading Edge Projects on Target</p>
--	---	-------------------	--	--------	--	---

3. Putting the customer first

Corporate objective	Top priorities	Relevant departmental plans	How delivered?	Priority? People/Place	Milestones in place?	PIs in place?
Putting the customer first	Champion the interests of the citizen - place customers and communities at the heart of the business of the organisation	Chief Executive's	<ul style="list-style-type: none"> Enhance the culture of customer focus throughout Darlington Borough Council Ensure people and communities can participate and influence the way services are delivered Maintain and enhance effective communication with the private sector business community to inform business/skills support services priorities and delivery Support Third Sector development (social enterprises, voluntary and community sector) in the building of social capital and the delivery of services 	People		NI 3 NI 4 NI 5 NI 7 CS162c
	Deliver improved public engagement and access	Corporate Services	<ul style="list-style-type: none"> Ensure that through enhanced working with the Connecting with Communities Unit, customer services enhances its engagement with and access to members of the public 	People		NI 14

	Increase the engagement of children, young people, their families and carers in the design and delivery of services	Children's Services	<ul style="list-style-type: none"> • Implement young people's consultation and engagement strategy • Deliver a Darlington wide parenting strategy and disseminate good practice regarding communication with parents • Ensure that schools communicate with parents in such a way that parents understand and appreciate what is expected of them and ensure all schools have effective practices in place to engage with their communities 	People		NI 110
--	---	---------------------	--	--------	--	--------

4. Ensuring access for all

Corporate objective	Top priorities	Relevant departmental plans	How delivered?	Priority? People/Place	Milestones in place?	PIs in place?
Ensuring access for all	Ensure services are accessible to all	Action by all departments – lead: Chief Executives	<ul style="list-style-type: none"> • Implement existing and future requirements of the Council’s Disability Equality Scheme, Race Equality Scheme and Gender Equality Scheme • Work towards Level 4 of the Corporate Equality Standard 	People		NI 4 BV2a BV2b
	Influence public services - Priority people and priority places at the heart of organisational improvement	Chief Executive’s/ Community Services	<ul style="list-style-type: none"> • Ensure people and communities can participate and influence the way services are delivered • Through effective partnership working, influence and support other service providers to provide excellent services • Enhance skills, knowledge and experience of individuals to influence decisions that will improve their life chances and their local area • Maximise income and opportunities for people by providing welfare rights advice and information • Develop an exemplary approach to social inclusion and equalities 	People		NI 2 NI 3 NI 4 NI 5 CR 76

5. Enhancing our capacity to improve

Corporate objective	Top priorities	Relevant departmental plans	How delivered?	Priority? People/Place	Milestones in place?	PIs in place?
Enhancing our capacity to improve	Provide public services - Deliver savings through procurement and through efficiency and effectiveness improvements	Chief Executive's	<ul style="list-style-type: none"> • Embed and monitor the new process for procuring temporary staff • Carry out further spend analysis • Identify opportunities for savings and develop a strategy for the procurement of the relevant goods and services • Develop a process to ensure we disseminate the contract information to departments • Ensure the savings within departments are identified and effectively manage and control spend against contracts • Ensure links are retained with the Leading Edge Team and that the Procurement Unit continues to support major projects • Continue to manage existing corporate contracts to deliver expected savings • Efficiency savings through improved ICT systems 	People		NI 179 % of Gershon Savings Achieved CR 54

	<p>Deliver savings through procurement and through efficiency and effectiveness improvements (continued)</p>	<p>Chief Executive's</p>	<ul style="list-style-type: none"> • Continue to actively monitor and report on progress against the Leading Edge projects to the Programme Board • Identify further areas of opportunity for improving services and reducing costs • Successfully deliver the portfolio of projects within the current Leading Edge programme, to agreed outcomes, through the active support of Project Managers and Project Teams throughout the organisation • Establish an appropriate and accepted means of identifying and removing savings from Departmental budgets as and when identified • Embed a corporate wide approach to the identification and realisation of efficiency savings 			
	<p>Implement Darlington/Stockton Partnership</p>	<p>Corporate Services</p>	<ul style="list-style-type: none"> • Launch the Darlington/Stockton Partnership, in accordance with the implementation plan – phase 1 implementation 	<p>People</p>		<p>Progress in line with action plans</p>

	Implement the Leading Edge Organisational Development Strategy	Chief Executive's/ Corporate Services	<ul style="list-style-type: none"> • Continue to develop and implement the Organisational Development Strategy across the five strands of: <ul style="list-style-type: none"> • Communications • Human Resources • ICT • Community Engagement • Business Transformation by progressing the strategies and business improvement projects associated with each strand 			% Leading Edge Projects on Target
--	--	---------------------------------------	--	--	--	-----------------------------------