

Darlington Borough Council

Medium Term Corporate Plan 2009 -13

One Darlington : Perfectly Placed
The Council's delivery and funding proposals



Introduction

About the Corporate Plan

This is Darlington Borough Council's overall delivery and funding plan for the period 2009-2013. The purpose of this plan is to show how the Council as a whole will contribute to the delivery of the long-term vision for the borough, 'One Darlington : Perfectly Placed', over the next four years.

The Corporate Plan sits at the top of the Council's hierarchy of plans and strategies, acting as a bridge between the SCS vision and the many plans and programmes for specific topics, issues, geographical areas and groups of people that the Council prepares and carries out. In particular the Council-wide picture of delivery and funding proposals in this plan is underpinned by the detailed proposals in development and service plans, and in the detailed documentation of the Medium Term Financial Plan, available separately.

The Council has developed an integrated or combined approach to service and financial planning. This document is a product of that combined approach, setting out and linking together both our high level delivery framework and the overall proposals for funding our delivery plans. Both our service and financial planning is carried out over a 4 year (medium term) cycle, with annual review and rolling forward of proposals. Arrangements for monitoring and reporting progress on the implementation of delivery proposals and budgets have been updated in line with this combined approach.

The plan is arranged into six main sections:

Section 1 - A Leading Edge Organisation for Darlington explores the council's development as an organisation, its unique character and the ethos of 'Team Darlington', the 'Leading Edge' organisational development strategy, progress and achievements since the last Corporate Plan.

Section 2 - Driving Change in Darlington reviews the local and wider setting within which the plan has been developed, notably the long-term vision for the borough, 'One Darlington : Perfectly Placed', the Local Area Agreement 2008-11, emerging legislation and guidance steering the future role of local government, performance analysis, resources and risk management, including the local impact of the global economic recession.

Section 3 - Delivering One Darlington : Perfectly Placed sets out the work strands and proposals, arranged under the five delivery themes of the SCS, that together form the council's medium-term contribution to One Darlington : Perfectly Placed.

Section 4 – Enhancing Our Capacity follows on from Section 3 to set out the main areas of work and proposals, arranged under the Council's five corporate objectives, for the continuing enhancement of organisation's capacity to deliver its priorities in a rapidly changing environment

Section 5 – Resourcing Our Services sets out the medium term financial plan for funding our services and the implementation of our proposals contributing to One Darlington : Perfectly Placed; it includes overviews of current pressures and the implications for revenue and capital resources, budget allocations both by service and linked to priorities within the SCS themes, and the proposals for sourcing of funds, including Council Tax proposals.

Section 6 – Additional Information includes performance outturn data for 2008/09 and performance targets for 2009-13; it also includes the statutory notice on contracts compliance that the Council is required to publish each year.

Foreword

A message from Cllr John Williams, Leader of the Council, and Ada Burns, Chief Executive

Welcome to Darlington Borough Council's Corporate Plan for 2009-13.

Darlington is different. It is a place that has changed significantly in recent years, with ambitious programmes of investment in the local economy, schools, transport, housing and neighbourhood renewal. And it's a place of distinctive character with which local people strongly identify, a place with a bold vision for the future rooted in a confident, enterprising past. The Council has always worked to bring about the changes needed to improve the borough, whilst maintaining and enhancing the character that makes Darlington unique.

This approach has been given renewed clarity and direction in the past year with the agreement of a new vision for the borough, 'One Darlington : Perfectly Placed'. The vision looks forward to the Darlington of 2021 and to the quality of life that we want to create together for everyone in the borough. This Corporate Plan sets out the Council's proposals for its contribution over the next four years, alongside the other agencies working in the borough, to achieving the vision.

Our proposals build on the good work of recent years. The local economy is one of the most improved in the UK; educational achievement is at its highest ever level; crime is falling year-on-year; the make-over of the town centre has created an outstanding setting for shopping and leisure; local people feel more engaged and involved in the decisions that affect them; and overall satisfaction ratings are amongst the top 25% in the country.

This picture of achievement is matched by the journey made by the Council as an organisation, from its first steps as a unitary authority in 1997 to its current status as one of the best councils in the country, as measured through the Audit Commission's annual Comprehensive Performance Assessment (CPA). We have demonstrated our commitment to continuing improvement by establishing our 'Leading Edge' organisational development strategy to take the Council beyond the top four-star rating of the CPA and consolidate our position amongst the best. The Corporate Plan includes our proposals for continuing this organisational development and improvement.

The plan also includes our medium-term financial proposals for funding services, service improvements and capital projects. As we all know, the next few years will be economically very difficult. This will severely restrict the further investment that can be attracted into the borough, and will limit the Council's resources for delivering services. This is reflected in the Corporate Plan. There is no change to our long-term vision, but over the life cycle of this plan we will be implementing proposals to achieve further improvements in efficiencies, despite already being one of the two best unitary authorities for value for money in the country, and will sharpen further our focus on our priorities so that we can make the best possible use of the available resources to meet local needs. In this we will maintain our 'One Darlington' focus on the most vulnerable people in the community. We have also established a working group to tackle the effects of the economic downturn on the borough.

We will continue to maintain a positive direction of travel despite the recession, and will come through these difficult times even better equipped to meet future challenges.

Councillor John Williams
Leader of the Council

Ada Burns
Chief Executive

Section 1: A Leading Edge Organisation for Darlington

The Council and the Community

The new vision for Darlington, 'One Darlington : Perfectly Placed' (the Sustainable Community Strategy), is rooted in an appreciation of the historic legacy of ideas, enterprise, innovation and philanthropy that have created the unique place that is Darlington today, and it seeks to carry forward those strands as creative drivers for the future. This Corporate Plan starts by emulating that approach and considering the particular qualities that make Darlington Borough Council an organisation with its own unique character.

In its various forms over many years it has been instrumental in creating that local legacy, and its own history, culture and ethos is inseparable from that of Darlington, the place. This is, perhaps, the most important characteristic of the Council and its relationship with the borough it serves. Whereas many local government units have been imposed on their areas, in Darlington there is a remarkable continuity over nearly two centuries between the place and its governance arrangements, all the way back to 1823 when an Act of Parliament created the first recognisable administrative body, charged with keeping the streets clean and lighting them (two functions that, coincidentally, are still central to the Council's role!). Water supply and sewerage followed later in the 19th century (services now provided regionally by the private sector) as the next steps towards the development of the current organisation that provides a huge A to Z of services tailored to the needs of Darlington's 100,000 residents.

Whilst the borough has expanded outwards regularly from its original medieval core, most notably with the local government reorganisation of 1974 that amalgamated large parts of the Darlington Rural District with the urban area to create the modern Borough of Darlington, those growths were organic in scale and timing, allowing the borough and the Council to grow together. For much of that history, all local government services have been provided by the local council alone, whether the pre-1974 County Borough or the post-1997 unitary council. The 23 years of two-tier local government between 1974 and 1997, during which much was achieved by the Borough Council, notably in the town centre, was a relatively brief interruption in the long record of local services delivered by a council dedicated entirely to the needs of Darlington, and run by locally elected and accountable representatives.

History, maybe, but there are aspects of the culture and ethos of today's organisation, vitally important to its work now and in the future, that are rooted in this long continuity of local democracy and service provision. The key factor in winning unitary status in 1997 was the strong sense of community identity, the clear recognition by the Local Government Commission of community, borough and council as a cohesive entity. This is recognisable now in the closeness of the Council to the communities it serves, strengthened by the development of locality working, working with community partnerships in the most deprived parts of the borough through the Neighbourhood Renewal programme, and in the commitment to listening to and learning from local people through effective community engagement.

This closeness and communication supports confidence in policy and decision making. Continuity and identity, the Council as an integral part of Darlington's history, is also reflected in the passionate commitment of Members and staff specifically to Darlington.

Whilst Darlington is the third smallest unitary authority in the country, in terms of the population it serves, and is a relatively small and lean organisation, these characteristics reinforce the qualities of cohesion and identity. As a result they become a strength, supporting big ideas, ambitions and achievements.

Partnership is another vital strand in the story of Darlington and of the Council. 'One Darlington : Perfectly Placed' recognises and reflects the long history of successful partnership working to achieve progress in Darlington, underpinned by the what it terms the Quaker ethos of enterprise and innovation combined with social philanthropy. The Council is helping to carry forward this spirit, notably through its leadership and support of the Darlington Partnership and its Gateway strategy for the regeneration of the borough, but also in its participation in the Tees Valley City

Region and in its 'Xentrall' partnership with Stockton Borough Council to provide cost effective support services.

This plan is built on the foundation of this close relationship between the Council and the community it serves, and the ongoing commitment of Members and staff to its continuing development to address the needs of everyone living and working in Darlington. 'Leading Edge' is specifically the title of the Council's organisational development strategy, focused on consolidating our position as an organisation working at the leading edge of local government, but whilst Leading Edge focuses its ambitions on the future and on excellence in a national context, it is inspired and driven by the culture and ethos generated by the history of that local relationship.

Leading Edge carries the relationship forward by focusing on the ongoing development of effective communication and community engagement, on making sure that services are responsive to local needs and priorities, and delivering outstanding value for money (affordability is a watchword for the Council, and it continues to operate with one of the lowest Council Tax rates in the region). As part of Leading Edge, the Council's Human Resources Strategy succinctly expresses the contemporary culture of the organisation serving the community. It promotes the ethos of 'Team Darlington' as:

'...a one council, one team approach, with shared ownership, accountability and a shared desire to do our best for the people of Darlington'

Looking back over Darlington's history, the 'can-do' mentality is very evident. This plan is focused on making sure that the Council 'can-do' what is needed to maintain a positive direction of travel in the borough's development as we face up to difficult times ahead over the plan's medium-term life cycle. This is expressed succinctly in the Council's Human Resources Strategy, which promotes the ethos of 'Team Darlington'

Achievements

A selection of some of our key achievements and progress since the preparation of the last Corporate Plan is offered below, to provide an overview of what the Council has delivered to contribute to the One Darlington : Perfectly Placed vision. The selection is arranged under the five delivery themes of the vision. The structure of the vision is outlined in Section 2.

Prosperous Darlington

Whilst economic circumstances have affected investment plans globally, progress continues with confidence on major development projects within the Darlington Gateway Strategy:

- Progress continues on the Central Park project, with £9.8M of One NorthEast funding and £6M from English Partnerships expected to attract £200M private sector investment in offices, 600 new homes, and conference facilities, in a landmark development alongside the East Coast Mainline;
- A University campus within Central Park is being progressed with Teesside University.

Whilst unemployment rates are increasing nationally, regionally and locally Darlington has significantly narrowed the unemployment gap between the wards with the highest and lowest unemployment rates during 2008 (Feb to Aug) from 7.2 to 6.6 percentage points, whilst the gap has widened in other Tees Valley local authority areas. This contributes to delivery of our new 'One Darlington' priority of narrowing gaps in social, economic and environmental well-being across the borough.

- People qualified to NVQ Level 4 or above, at 27.5% in 2006, is above the Tees Valley, regional and national averages, and a 22.8% improvement since 2003 – 43.7% of people have an NVQ3 or 4 qualification, 21% more than in 2003;
- Gross Value Added per capita, at £17,199, is 96% of the UK average and has increased by 43.9% between 1997 and 2005 (latest available figures);

- Overall economic activity rates are 79.9% (2007), the highest in the Tees Valley and above regional and national averages;
- Overall employment rate was 75.1% (2007), the highest in the Tees Valley and above regional and national averages.

Aspiring Darlington

2008 saw the best-ever performance by Darlington pupils for achieving 5 GCSEs A*-C. 71.7% achieved at least five A*-C grades, compared with 60% in 2007. This is the sixth increase in seven years. Whilst GCSE results are at their highest, there are improvements at other key stages, for example:

- Foundation Stage – between 2007 and 2008 there was a 7.7% improvement in our children's scores, and the scores of children in the 20% most deprived areas are now closer to our average scores;
- Key Stage 1 – in 2008 performance improved in 8 out of 11 indicators. Some of the biggest improvements in performance were achieved in the schools serving the most deprived neighbourhoods;
- Level 2 Speaking and Listening improved by 3.7% to 86.6% in 2008. Level 3 increased by 1.7% to 22.6% in 2008;
- Level 2b+ Maths – performance increased by 1.4% to 71.6% in 2008. For Level 2+ Writing performance increased by 1.2% to 78.5% in 2008.

Targeted work to address non-attendance at school resulted in Darlington being the 7th most improved area in the country for attendance at primary level and 5th most improved at secondary level in 2006/07. This improvement was extended in 2007/08, with interim figures showing a 2% reduction in absenteeism at secondary level and a 0.1% primary reduction. By spring 2008 Darlington was ranked 49th best out of 150 local authorities for attendance, an improvement of 85 places in the ranking in three terms.

Darlington schools have had dramatic success in reducing exclusions in 2007/08, with the introduction of new ways of working and an extended curriculum offer, combined with internal inclusion units in all secondary schools for teaching pupils subject to fixed-term exclusions. Exclusions were reduced by 56.5%, saving 2,237 days of schooling from loss to exclusions.

Healthy Darlington

- We have worked with the PCT and hospital trust to improve our discharge planning and reduce the need for hospital admissions. A package of procurement and procedural improvements has reduced the average wait for major adaptations in the home for disabled people from 10 weeks to 1 week (from assessment to work commencing);
- Adult Social Care continues to be assessed by CSCI as a 3-star service. The number of adults and older people receiving direct payments increased in 2007/08 and remains top quartile performance;
- A Joint Strategic Needs Assessment has been completed in partnership with the PCT to highlight where local health and well-being outcomes need to be improved, and to inform the action planning needed to achieve the local outcomes and targets established in the Local Area Agreement 2008/11;
- The Rosemary Court Extra Care Scheme has been completed, developed in partnership with a housing association and providing 42 accommodation units for older people, 14 of which are for people with mental health conditions.

Greener Darlington

- The Local Motion and Cycling Demonstration Town sustainable transport programmes have made a significant contribution to increased physical activity through walking and cycling

(especially in schools), with a net reduction of approximately 6,000 tonnes of CO2 per annum through modal shift away from car use;

- Parks and open spaces satisfaction increased by 3.5% in 2008, reflecting recent investment made in South Park, which was recently awarded Green Flag status, and in North Lodge Park, The Denes and several Local Nature Reserves;
- A new waste disposal contract has now been procured to commence in April 2009, which will enable reuse, recycling and composting of 50% of household waste. Recycling and composting performance continued to improve in 2007/08, with a 12.1% improvement in recycling from 2006/07, a 5.38% improvement in composting, and a 3% reduction in landfill.

Safer Darlington

- Crime in Darlington continues to reduce year-on-year across most categories of recorded crime. The total number of crimes per thousand population fell by a further 18.6% in 2007/08. Anti-social behaviour was particularly targeted by the CDRP in 2007/08 and the total number of all reported incidents (adults and young people) fell by 11.8%;
- Progress in reducing recorded crimes has been maintained. From April to August 2008 PSA1 crimes have reduced by 16% compared to the same period in 2007 (from 2,499 to 2088). Total crimes have reduced by 7%, from 4089 to 3788. Our focus on tackling vehicle-related crime has continued to be successful, with a further 42% reduction in theft from vehicles and 26% decrease in theft of vehicles.
- Launch of the Borough's second Alcohol Strategy and securing the Alcohol Office for the North East region within Darlington.

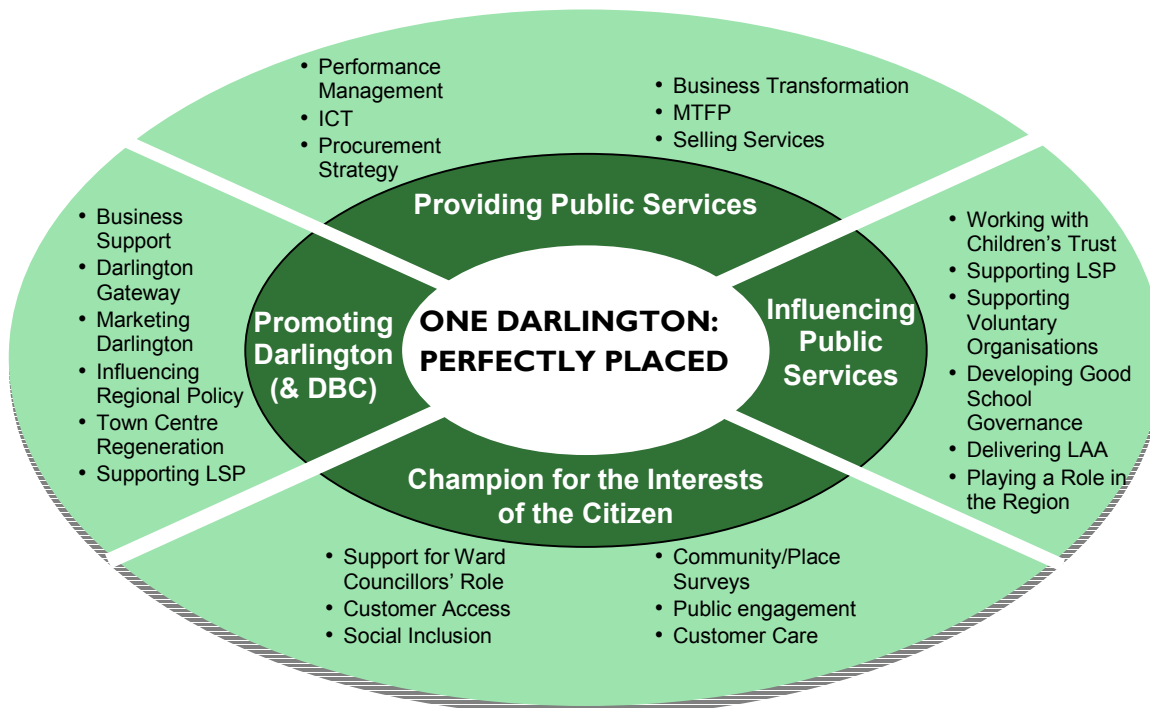
Organisational Development and Improvement

- The effectiveness of the year long debate on the long-term future of Darlington, and the transparent way in which it has informed and shaped the new community strategy, is apparent in the widespread support and approval for the resulting document, 'One Darlington : Perfectly Placed'.
- Development in 2008 of a Tees Valley Multi Area Agreement and a Darlington Local Area Agreement deemed 'transformational' by Government Office North East.
- In the 2007/08 financial year, total joint Leading Edge and procurement savings of over £700,000 were identified. The Council works in partnership to deliver improved procurement, for example as members of NEPO (North East Purchasing Organisation) and by working in partnership with Tees Valley authorities. A total of over £1M of Darlington's spend is now purchased collaboratively;
- The council's successful approach to equalities has led to the consolidation of Level 3 of the Equalities Standard for Local Government. This places the Council in the top third of all authorities.
- 36% of BVPIs in 2007/08 were in the top quartile against a single tier average of 29%.
- Xentrall the groundbreaking partnership made between Darlington and Stockton Borough Councils to deliver some of their shared services jointly is now fully established with a Partnership Manager and teams in place.
- Initial services being delivered jointly by the partnership are ICT, Design and Print, Transactional HR and Transactional Finance. Providing evidence of the authority's desire to streamline its processes and provide more effective service delivery to residents in a cost-effective way, and able to demonstrate how the authority is making best use of partnership working by sharing back office functions and improving value for money.

The Leading Edge' Organisational Development Strategy

Our organisational Development Strategy, 'Leading Edge', is concerned with the development and transformation of the Council to make sure that it not only remains fit for purpose in a changing world, but becomes a leading edge exemplar of a 'place-shaping' local authority. The strategy is described below.

The strategy reflects our understanding of the way that local authorities need to work in future to fulfil the strategic 'place-shaping' role that emerged out of the 2007 Lyons Inquiry into Local Government. The four key ways in which we need to work to embrace place-shaping and play our part in delivering the vision for Darlington are illustrated in this 'egg' diagram.



These four key ways of working can be summarised as:

- *Influencing services* outside of those we directly provide to ensure that all organisations in Darlington work together effectively to improve the quality of life of local people in line with the new community strategy vision. In future this way of working will be challenged in the Corporate Area Assessment, which will replace the Comprehensive Performance Assessment from 2009.
- *Acting as a champion for the interests of the citizen* to respond to changing needs and expectations to provide more personalised services. Our new approach to community engagement is at the heart of this way of working, and the key aspects of the new vision relating to aspiration, personal empowerment and fulfilment must be addressed by it.
- *Promoting the borough and the Council* is vital to the vision of enhanced prosperity through attracting new businesses to invest in the borough, and making Darlington even more attractive as a place where people want to live and work. We also need to make sure that Darlington's voice is heard in regional and national decision-making, so that the borough receives the resources and support it needs to realise the vision.
- *Providing public services* has always been the core business of local government. Increasingly it is forming a smaller part of our overall role, but will always be an important part of what we do. We need to ensure that the services we do deliver directly in future are targeted on identified needs and provide optimum value for money, so that we get the most out of our resources and capacity.

Our Leading Edge Organisational Development Strategy is defined as:

...a planned and co-ordinated programme of development to ensure that the organisation has the capacity, capability and systems to enable it to achieve our new vision

It has five strands of strategy and project development required to enable us to work fully in the ways indicated above. The five strands and the main priorities under each of them are listed in the table below. The priorities have been cross-referenced to the four ways of working, to ensure that progress on the ODS strands is taking us forward in our organisational development. The priorities link together across the strands, and there is shared understanding that no one strand can deliver the Council's long-term ambitions in isolation. Pursuing the strands together in a joined-up and co-ordinated approach will provide the step change needed to create a Leading Edge organisation.

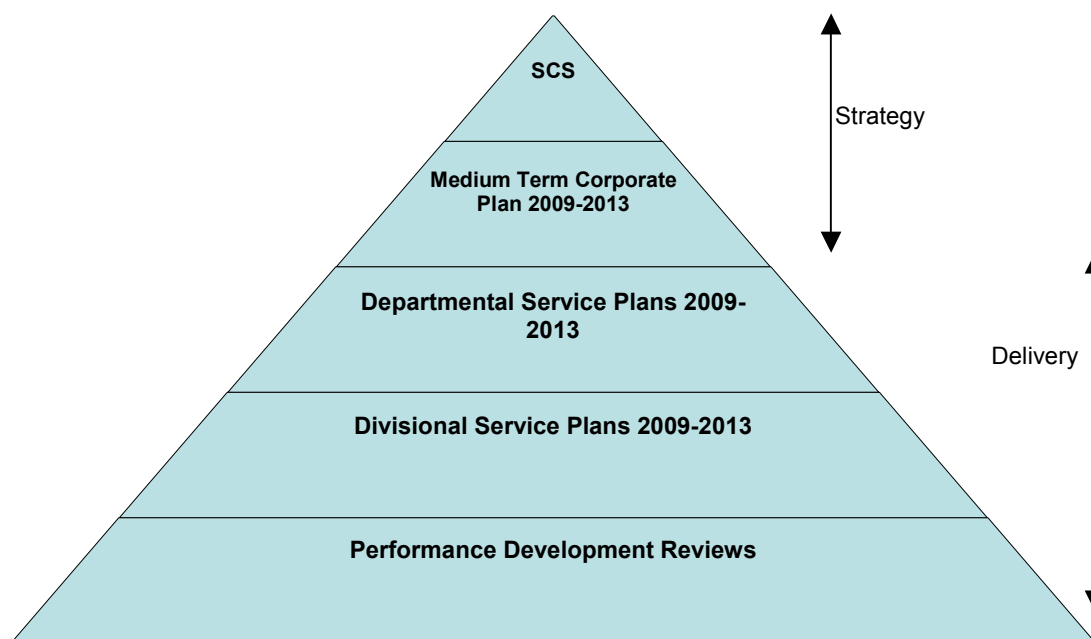
The five ODS strands and their priorities				
Communications	Human Resources	ICT	Community Engagement	Business Transformation
Develop and communicate a shared 'identity' or 'unique selling point' for Darlington	Ensure managers manage and leaders lead	Facilitate first rate intelligence through data and knowledge management	Build capacity in the organisation and communities to translate customer needs into action	Maximise the talents of our staff in the support and delivery of projects and design of services
Foster genuine two-way communication internally, externally and with partners	Empower staff to deliver excellent customer service	Support our staff to help customers through maximising mobile working	Ensure customer services become first class	Eliminate waste, duplication and processes that do not add value or are not necessary for the public
Develop a prioritised, resourced and co-ordinated approach to raise Darlington's and DBC's profile regionally and nationally	Develop relationship management as a core competency	Increase opportunities for self service	Engage staff in the development of plans and services	Transform service areas in priority order of potential to improve value for money

There is regular progress monitoring of work to deliver these priorities. The latest progress report at the time this document was produced shows that the Leading Edge programme as a whole, and the five strands, are on target against action plans. There is regular and ongoing consultation throughout the Council on Leading Edge, and the programme is refreshed and adjusted as appropriate in line with staff views.

Many of the proposals set out in Section 5 of this plan are directed towards delivering components of our Organisational Development Strategy.

Service Planning and Performance Management

The Council's approach to service planning has been revised to align our plans with the priorities and delivery themes of the One Darlington : Perfectly Placed vision (the SCS in the diagram below). We have now established a four year planning cycle with an approach that combines service and financial planning, monitoring and reporting. Our planning hierarchy, linking the work objectives of individual members of staff to the themes of the vision, is illustrated below.



At the same time, our performance management framework has been overhauled in response to the new national set of performance indicators. Services and accountable officers have been linked to the 196 new indicators, and they have been imported into the Performance Plus management system. A completely new set of local performance indicators has also been developed with a single corporate reference number system in place of the old departmental references. Department and service plans for 2009 - 13 have been drawn up and utilise this new suite of national and local indicators to measure progress on improvement actions.

This Corporate Plan marks the move to a single co-ordinated planning framework for determining improvement priorities, at corporate, department and service levels, and linking priorities to financial and investment planning. The plan operates on a four year cycle, annually renewed at budget time. This will allow budget approval and setting of Council Tax levels to be co-ordinated with improvement planning.

The single corporate plan is a vital component in the planning hierarchy that provides a clear 'Golden Thread' linking the vision and priorities of the Sustainable Community Strategy through corporate, department and service levels to the work objectives of individual members of staff established through their performance development reviews.

The Council continues to provide high levels of performance, with 36% of best value performance indicators in the top quartile in 2007/08 compared with all England authorities. This is alongside high levels of satisfaction - overall satisfaction with the council remains stable at 62% (2008 Community Survey), also representing top quartile performance.

The Council's excellent performance has also been recognised externally. In the 2008 CPA corporate assessment the Audit Commission confirmed that the Council continues to be a Four Star authority that is performing well, and providing excellent value for money. In particular, the

assessment identified that the authority had no significant weaknesses and confirmed the Council's ranking as one of the best unitary authorities in the country.

Section 2: Driving Change in Darlington

This section of the plan summarises the context of key local and national factors that have been taken into account in developing the delivery, improvement and financial proposals set out in Sections 3, 4 and 5.

One Darlington : Perfectly Placed

The new vision for Darlington, 'One Darlington : Perfectly Placed' (formally the Sustainable Community Strategy), was adopted by the Darlington Partnership Board and by the Council in March 2008. It looks forward to 2021, and all the partner agencies working in the borough have been aligning their plans and delivery programmes to the vision since 1st April 2008.

'One Darlington : Perfectly Placed' is the principal driver or generator of the proposals in this Corporate Plan. It is the overall expression of what we want to create for the people of the borough, and therefore everything in this Corporate Plan is concerned either with delivering outcomes that contribute directly to the vision, or with reinforcing the Council's ability to deliver.

The framework of the vision is illustrated below. This has been adopted as the framework for developing our proposals in Section 3 of the plan.

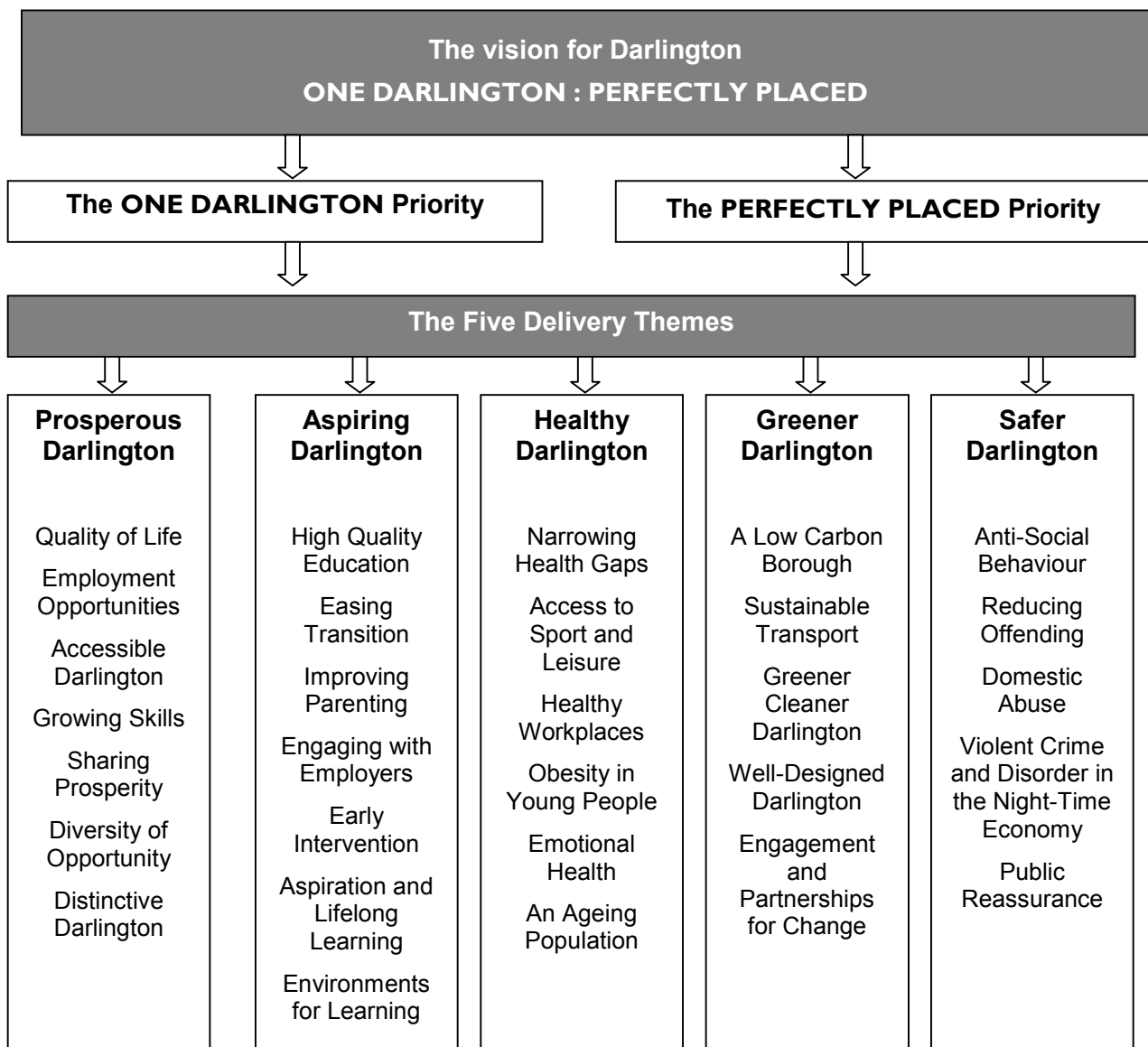


Figure: The One Darlington : Perfectly Placed framework

The vision embraces two broad approaches to improving quality of life in Darlington, 'One Darlington' and 'Perfectly Placed'. These two approaches are embedded as the priorities that carry the vision forward into the five delivery themes. They are outlined below:

- One Darlington – embracing our approach to **people**, and specifically the need to narrow the gaps in prosperity, attainment, health and well-being, making sure that people are not disadvantaged by their income, where they live or by any other potential disadvantage that could cause them to miss out on the opportunities that will be created by realising our vision
- Perfectly Placed – describing Darlington as a **place** and helping us shape our investment decisions, spatial planning and care for the environment, and to attract inward investment, reinforcing the qualities that make Darlington a place where people want to live and work.

The five delivery themes focus on particular aspects of living in Darlington: prosperity; aspiration and fulfilment; health and well-being; the environment and sustainability; and safety from crime, anti-social behaviour, accidents and other risks. The One Darlington and Perfectly Placed priorities are intended to ensure that the vision of a cohesive and caring community in which everyone has the opportunity to pursue their aspirations, and of Darlington as a vibrant, attractive, accessible and sustainable place, shapes and conditions all of the work developed under the delivery themes.

Darlington Partnership – Delivering 'One Darlington : Perfectly Placed'

Darlington Partnership (the Local Strategic Partnership) has been restructured and aligned to the delivery of the new vision during the past year. The new structure is illustrated below. A key change has been in vesting responsibility for developing action plans and delivering targets that will contribute towards the overall vision in the chairs of the five delivery theme groups, supported by their lead officers.

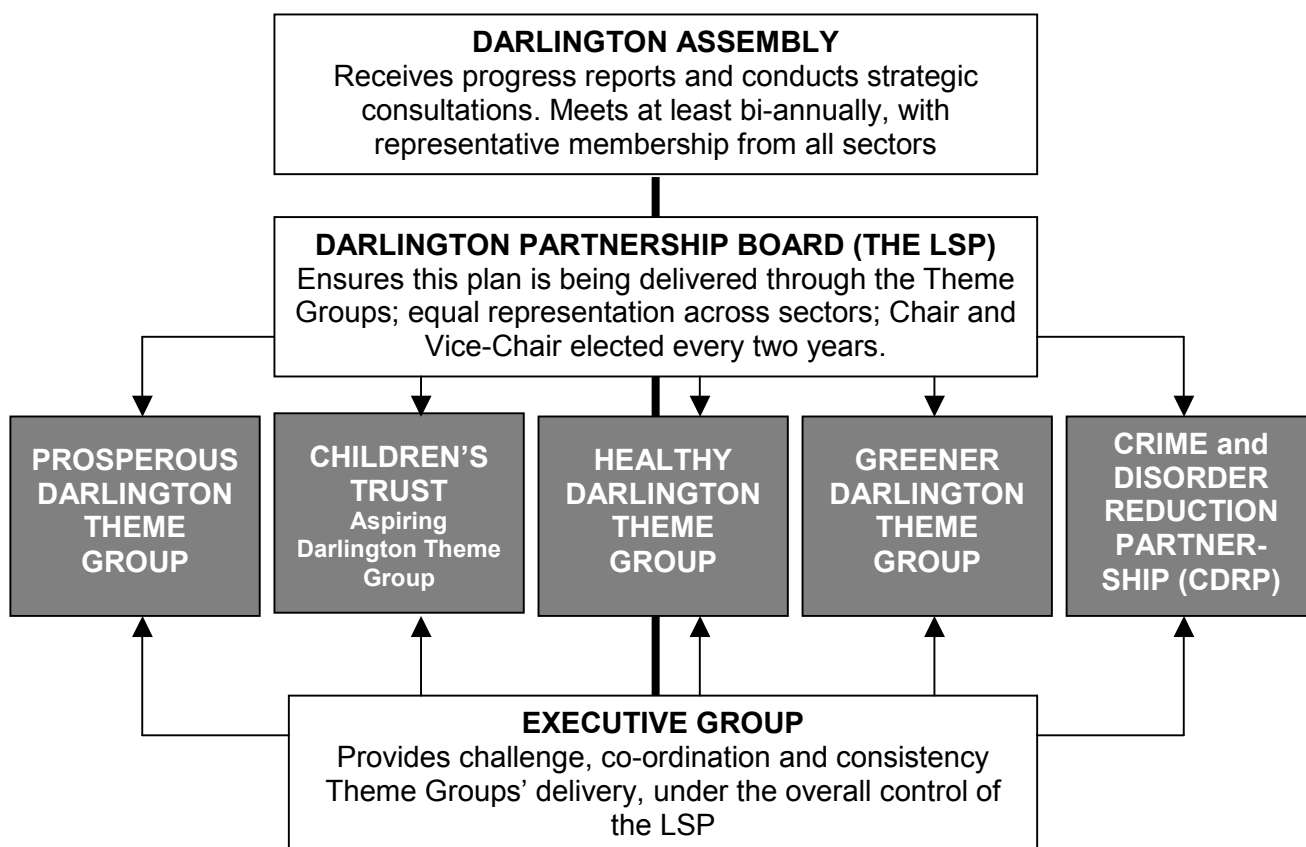


Figure: Darlington Partnership Structure

Four out of the five theme group chairs are not directly connected with the Council; the fifth is a Council Member. Four out of five lead officers are Council staff, and the fifth is a joint Council/PCT appointment. It is important that this Corporate Plan recognises the need for the Council to provide both the leadership and support necessary for these arrangements to work effectively. It is equally

important that our delivery proposals align with and help to deliver the theme action plans. Council services particularly need to play their part in achieving the targets set out in the Local Area Agreement (see below); the theme group action plans have been developed around the common focus of securing these targets.

Local Area Agreement 2008-11

Running parallel with the successful completion of the Pilot Local Area Agreement covering the period 2006-2009, focused on the needs of Children and Young People, a new Local Area Agreement (LAA) was signed-off between the Council and central government in June 2008. It runs until March 2011, and is the first of a rolling series of three year 'contracts' between Darlington and the government to deliver specific targets that will help to make progress towards the 'One Darlington : Perfectly Placed' vision – the LAA is the principal short-term delivery vehicle for the long-term vision with partner agencies, as well as the Council, playing their part in delivering the actions and targets agreed with government.

The LAA consists of 35 targets, spread across the five delivery themes of the vision, negotiated and agreed with government. Additionally, it includes 16 statutory education targets that are included in all LAAs across the country. All LAA targets are set against performance indicators selected from the set of 196 National Indicators (NIs). The LAA indicators and targets are identified in the full listing of NIs in Section 6.

The Theme Group action plans referred to above are strongly focused on delivering the LAA targets. The Council has a key role in supporting Chairs and Lead Officers with the 'Achievability Planning' process designed to support LAA action planning, and in delivering its own contributions to the targets.

Tees Valley Unlimited and the Multi Area Agreement

Tees Valley Unlimited (TVU) is the structure created by the five Tees Valley local authorities to drive forward improvements to the economic infrastructure and performance of the Tees Valley as a whole. The country's first Multi Area Agreement (MAA) was signed between TVU and government in July 2008. The MAA is concerned with the delivery of major capital schemes for economic regeneration, housing and transport, giving us greater freedoms and flexibilities, working with our Tees Valley partners, to determine locally how funding streams from central and regional government should be allocated to address key strategic issues and needs across the Tees Valley City Region.

Locally the MAA will have a particular impact on the resources available to stimulate further investment through the Darlington Gateway programme, and is also aimed at improving public transport through the development of the Tees Valley Bus Network and the longer-term potential for a rail-based Tees Valley Metro system. The Council is committed to playing its full part in TVU and the MAA, to secure the best possible outcomes for Darlington through this innovative partnership funding mechanism.

Risk Management

Managing risks to the Council's operation, to minimise or eliminate their occurrence or their impact on service delivery and the implementation of projects and programmes, is an essential part of effective business planning and management. The Council is also expected to have robust risk management arrangements as part of the Use of Resources judgement within the Comprehensive Performance Assessment.

Risk management is integrated within the Council's service planning framework. Departments and service units identify and assess risks in their annual service planning cycle, and incorporate management actions in their service plans to minimise those risks that are considered to have an unacceptably significant likelihood of occurring or an unacceptably high impact on the service (i.e. those risks judged to be 'above the line' in our risk management terminology).

Corporate risks – those that have a potential impact across all of the organisation, or more than one department – are assessed annually by the Corporate Management Team (CMT). Corporate risks and management actions are 'owned' by a lead officer who is a CMT member, and monitored by the Corporate Risk Manager. Corporate risks are documented annually in the Corporate Plan.

All risks, at corporate, departmental and service level, are subject to continuous monitoring and review. Risk registers are used as active management tools to ensure that we identify and respond to emerging risks as well as those identified in the annual planning cycle. The table below is a summary of the current Corporate Risk Register.

Ref	Risk Summary	Description and actions	Score/Status	Lead Officer
1.	Implementation of recommendations from the Capital Process Review is needed to enable an effective capital project methodology to be in place.	<p>Description: We need to ensure effective project management of this process and full implementation across the authority.</p> <p>Actions: Final recommendations from the Capital Process Review will be fully implemented to enable an effective capital project methodology to be in place.</p>	C2 Above	Cliff Brown
2.	The <i>Leading Edge</i> programme is delivering change to key services and we need to ensure that there is continuing quality of service delivery during reorganisation.	<p>Description: <i>Leading Edge</i> transformational projects are delivering change, requiring effective communication. Efficiency targets have been identified; achieving these is crucial to financial planning</p> <p>Actions: <i>Leading Edge</i> is managed via a Programme Board, with regular monitoring and review mechanisms.</p>	D2 Below	Lorraine O'Donnell
3.	A flu pandemic could affect delivery of key services and affect business continuity planning.	<p>Description: Flu pandemic can result in key employees, suppliers, partners, etc. being unavailable. This can affect key service provision such as Adult and Children's Social Care.</p> <p>Actions: Prioritisation planning, and planning for such emergencies as flu pandemic are in place to ensure the authority and its partners are prepared for any eventualities</p>	D2 Below	Paul Wildsmith
4.	There is a capacity issue around how the authority can address major change.	<p>Description: Business transformation projects are changing the way the council does business. This requires effective leadership and a committed and appropriately skilled workforce.</p> <p>Actions: The council is implementing a new organisational development strategy, with one of five elements being a revised Human Resources Strategy</p>	D2 Below	Ada Burns

Ref	Risk Summary	Description and actions	Score/ Status	Lead Officer
5.	Local government re-organisation taking place in neighbouring authorities in the region could have an adverse impact	<p>Description: The creation of two new large scale unitary authorities within the region may lead to a redistribution of resources to the detriment of existing areas. A considerable pull on funding and staffing can be anticipated.</p> <p>Actions: HR policies and relevant terms and conditions have been reviewed in order to retain key staff groupings. Joint working arrangements are being reviewed to ensure continued vfm and effectiveness. We are playing a full part at a Tees Valley City Region level in an attempt to secure a fair share of resources.</p>	D3 Below	Ada Burns
6.	The international economic downturn impacts upon the Council's ability to deliver its Corporate Plan and Community Strategy	<p>Description: (see text below) recession is likely to affect the Council's revenue and capital resources through reduced income and increased costs; increased demand for welfare and support services; and reduced investment by the private sector in regeneration projects.</p> <p>Actions: A corporate working group is addressing and seek to minimise the effects of the downturn. Close working with partners will focus on maintaining progress on regeneration projects and maximising resource.</p>	C3 Below	Lorraine O'Donnell
7.	Corporate Premises Risks	<p>Description: with over 200 operational premises, there is a need to minimise risks to service delivery arising from the issues relating to the management and maintenance of those risks.</p> <p>Actions: ensuring that every building has a responsible person managing it to agreed corporate protocols and standards, including carrying out all statutory inspections and linked to management of Risk 8 below; establishing a Property Management Working Group and carrying out a property review linked to service delivery needs and Stockton-Darlington Partnership.</p>	C2 Above	Paul Wildsmith
8.	Business continuity plans not in place or tested	<p>Description: plans are not yet in place for all buildings/services to minimise disruption arising from unforeseen events.</p> <p>Actions: a programme of Business Continuity Planning is being led by Corporate Services with support from the Civil Contingencies Unit.</p>	D2 Below	Paul Wildsmith

The Economic Climate

The most challenging risks to delivery of services and of the Council's contribution to One Darlington : Perfectly Placed are undoubtedly those arising from the current global economic climate. These challenges are examined in more detail in Section 4 of the plan, and the impact on the funding of work within each of the five community strategy delivery themes is summarised under the 'Resources' heading within the content for each theme in Section 3.

With many national economies in recession, or on the brink of recession, the prospect is of the most difficult economic period, possibly lasting several years, that most of us have lived through. Darlington is not immune from the impact of recession, and the Council is anticipating and planning for its effects in three principal areas:

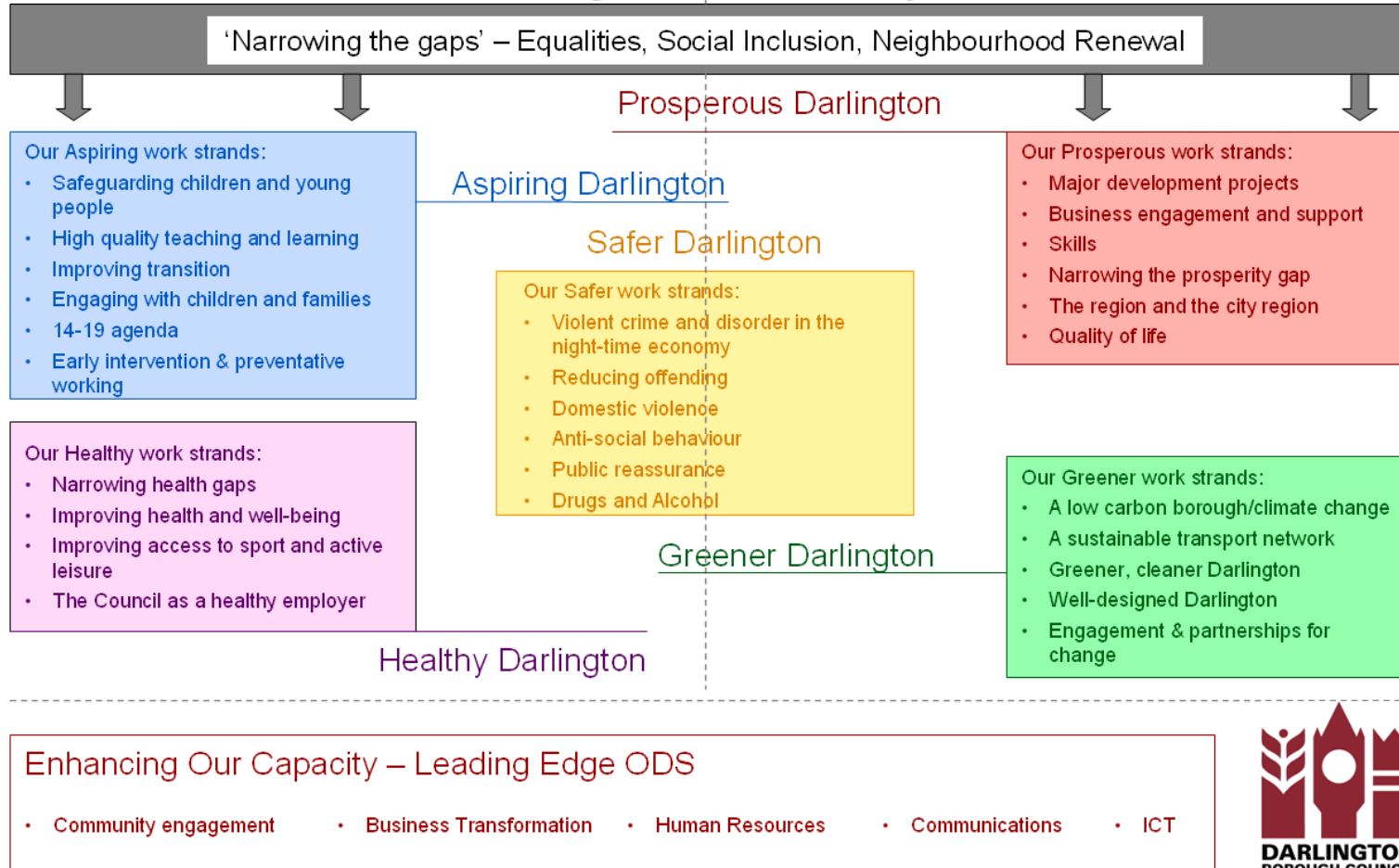
- The impact on the Council's revenue and capital resources through both reduced income and increased costs is outlined in Section 5. This, together with the resource pressures arising in key service areas, has been the dominant factor in the medium-term financial planning cycle documented in this plan.
- Potential job losses or even wholesale closures amongst local businesses, whether local companies or multi-national concerns, will lead to increased demand on the resources and capacity of support services such as housing, housing benefits, council tax benefits and welfare advice.
- Our work to consolidate and continue the transformation of the local economy through the Darlington Gateway Strategy is being affected by the constraints on borrowing facilities (the credit crunch), which is limiting the capacity of developers to invest in the major development projects that underpin the long-term regeneration strategy.

There will be other ways in which the economic downturn impacts on the Council, but these three prongs cover the key strategic issues. The overall response, detailed in Sections 3, 4 and 5, retains our long-term focus on the One Darlington : Perfectly Placed vision, whilst reorienting our short-term plans to maintain positive progress within our resources and capacity, and particularly to maintain a One Darlington focus on the effects on the most vulnerable people in the community.

The Plan at a Glance

Showing how the main strands of the Council's proposals link to the five themes of the SCS vision, and providing a suggestion (illustrative only) of where our proposals place the themes in relation to the OD & PP priorities

Perfectly Placed One Darlington



Section 3: Delivering One Darlington : Perfectly Placed

Introduction

This section of the plan sets out the Council's overall proposals for contributing to the One Darlington : Perfectly Placed vision over the next four years. It consists of a framework of work strands, or ways of working and making progress, with a range of high level proposals for action attached to each of the work strands.

This framework is structured around the five delivery themes of the Sustainable Community Strategy (SCS) – Prosperous, Aspiring, Healthy, Greener and Safer Darlington. It defines the overall shape of the Council's approach to the vision, but is not exclusive – it is designed to provide drive and guide detailed action planning at departmental and service level. The actions included under each work strand reinforce the picture of the Council's commitment to the vision, but a wider range of detailed proposals are set out in department and service plans within this overall framework.

Proposals targeted on securing outcomes within the five delivery themes of One Darlington : Perfectly Placed provide an incomplete picture of our corporate plan. Important areas of work overarch all of the themes and steer much of the work within them. Before setting out proposals within each of the themes, therefore, this section outlines our approach to these cross-cutting areas of work.

At the other end of the planning framework, there are significant areas of work that underpin our proposals within the five themes. These relate to the Council's ongoing development as a corporate organisation, focused on ensuring that it continues to evolve in response to changing circumstances and maintains its capacity to deliver its contribution to the vision. These proposals are set out in Section 4 - 'Enhancing Our Capacity'.

This structure of overarching priorities, delivery proposals within the five themes of the SCS and capacity enhancement proposals is illustrated on page 5.

Overarching Priorities - One Darlington and Perfectly Placed

The Sustainable Community Strategy establishes 'One Darlington' and 'Perfectly Placed' as its two key priorities, shaping and steering delivery proposals within the five themes. In the context of this plan, and the role of the Council, '**One Darlington**' particularly focuses our attention on 'narrowing the gaps' in prosperity, attainment, health and well-being and overall life chances that exist across the borough.

'**Perfectly Placed**' is focused on ensuring that Darlington evolves as a place that provides the foundation for narrowing the gaps in the strength of its economy, quality of schools and education, health and leisure facilities, environment, crime levels and overall culture.

The Council's approach to equalities, social inclusion and neighbourhood renewal is particularly important in contributing to the two priorities. Outcomes are mainly achieved through work within the delivery themes, but they are shaped by these overarching strategies for 'narrowing the gaps'.

Equalities and Social Inclusion – the preparation of this plan coincides with a watershed in our approach to both equalities and social inclusion. The social inclusion strategy 'All Together Now' has driven change over the last three years, but implementation is now largely complete, with strong outcomes evident in terms of community cohesion and in areas such as Children's Services with the narrowing of the attainment gap for children from disadvantaged areas. It is timely to review and refocus the priorities for social inclusion.

The Council's progress towards Level 4 of the Equalities Standard for Local Government needs to be reviewed with the imminent replacement of the Standard with a new national framework. Priorities need to be reassessed in relation to the new framework, whilst continuing to drive forward our established practice on Equalities Impact Assessment of policies and proposals, including consolidating implementation of Darlington's innovative Disability Equalities Impact Scheme. A refreshed approach to equalities training for staff will also be rolled out.

Our approach to social inclusion addresses issues and needs relating to both particular groups of people at risk of disadvantage, deprivation and discrimination, including distinct 'communities of interest', and people living in deprived neighbourhoods.

Neighbourhood Renewal – enhancing inclusion within deprived neighbourhoods has been progressed through the LSP's Neighbourhood Renewal Strategy. This has focused on 11 priority wards in the borough that were within the 25% most deprived wards in the country. Active Community Partnerships have been established in each of the wards. They have been successful in leveraging in over £2m into Darlington in the last five years, delivering 130 projects with 450 volunteers and including the achievement of shared outcomes across ward boundaries. The success of the partnerships is reflected in satisfaction ratings, with even more people in the priority wards feeling that their neighbourhood is improving than in other areas.

As with equalities and social inclusion, it is timely to review and renew our approach to supporting and working with communities, both in the priority wards and more widely. There are several drivers for this, including new legislation and proposals around working with local communities, linking our community partnerships work with the further development of the Talking Together community engagement programme, and the need to consider how these areas of work are structured and resourced. We will also seek to progress our focus on reducing child poverty, reflecting the Council's Child Poverty pledge and short listing for Beacon Status on Tackling and Reducing Child Poverty.

The Economic Downturn – managing the impact of the global economic downturn is a major current consideration in relation to both the One Darlington and Perfectly Placed priorities. The potential impact on Council services and resources, and particularly on the local economy and economic regeneration programmes, is outlined in both Sections 2 and 5 of the plan.

The effects of the downturn will constrain resources for delivering outcomes across all the themes of the SCS, and restrict progress within the Perfectly Placed priority. The Council is acting to seek to minimise the impact of the downturn on our 'Perfectly Placed' programmes with a cross-sectoral working group chaired by the Chief Executive meeting weekly to address emerging issues.

Proposals relating to the above over-arching strands are included in the 'Enhancing Our Capacity' section, so that they can be monitored and managed within the performance management framework for the plan.

The next part of this section sets out work strands and proposals linked to the five SCS delivery themes.

Prosperous Darlington

Introduction

The Council's contribution to the Prosperous Darlington theme over the short to medium term will be strongly influenced by the global economic downturn. The credit crunch is causing severe constraints on investment, and the Council is leading efforts across the borough, linked with our Tees Valley and regional partners, to limit the impact of recession on local businesses, employment and services, whilst seeking to keep major development projects on track.

The challenge, in these very difficult circumstances, is to maintain forward momentum on the outstanding progress already achieved through the Darlington Gateway Strategy, in strengthening the local economy, raising economic activity rates and increasing wage levels, as we move forward into the second five year cycle of Gateway. As with the overall vision for Darlington, the long-term strategy remains valid, but we will need to respond and adapt to changing circumstances in our short-term programmes.

The One Darlington and Perfectly Placed Priorities

Our work with partners to build a sustainable local economy contributes to both the One Darlington and Perfectly Placed priorities. Darlington's outstanding place characteristics, notably its quality of life and accessibility, are critical to the Gateway focus on ensuring that the borough is the kind of place that will attract investment and people who want to live and work here.

This 'Perfectly Placed' perspective is about building a platform of prosperity that can enhance our 'One Darlington' aspirations to narrow the gaps in economic well-being across the borough and enable all citizens to enjoy a high quality of life. Stimulating investment in a diverse range of well-paid jobs, and equipping people with the skills to access those jobs, is central to the One Darlington/people focus of our economic work

Long-Term Outcomes

The headline outcomes to be delivered over the lifetime of the SCS in order to ensure progress towards the One Darlington : Perfectly Placed vision are as follows:

- To increase average earnings to narrow the gap between Darlington and the rest of the country
- To increase the Darlington employment rate and reduce the gap in unemployment rates between Darlington and the rest of the country
- To increase employment, pay levels and economic prospects for people living in the most deprived neighbourhoods

The Local Area Agreement (LAA) 2008-11 includes the following targets linked to the Prosperous Darlington theme.

Ref.	Performance Indicator	2008/09	2009/10	2010/11
NI 164	Working age population qualified to at least Level 3 or higher	50.1%	50.3%	50.3%
NI 166	Average earnings of employees in the area	£415.00	£427.00	£446.00
NI 153	Working age people claiming out of work benefits in the worst performing neighbourhoods	33.0%	32.8%	32.7%
NI 151	Overall employment rate	76.1%	76.2%	76.3%
NI 154	Net additional homes provided	475	500	550
NI 007	Environment for a thriving third sector	Baseline to be set in 2008	----	A statistically significant improvement on baseline
NI 011	Engagement in the arts	Baseline to be set in 2008/09	Baseline plus 1%	Baseline plus 3.2%

The Prosperous Darlington Theme Group of the Darlington Partnership has developed its action plan focused on the achievement of the LAA targets. The proposals in this Corporate Plan include the actions that the Council can take to contribute to achieving the LAA. A key action for the Council is to support the Theme Group Chair, through the Lead Officer, on planning and co-ordination of actions across the partner agencies to deliver the LAA.

Background and current position

The Darlington Gateway strategy was adopted in 2003 with the aim of building a stronger, sustainable local economy. The main objectives included reducing the unemployment gap between Darlington and the rest of the country; tackling the low wage economy by growing higher paid jobs; narrowing the gaps in prosperity between the least and most deprived parts of the borough; and increasing gross value added (GVA) as a measure of prosperity in the local economy.

Achievements include:

- Just £54 million of public sector funding has levered in at least £420 million of private sector investment in economic infrastructure projects, businesses and jobs
- 2,000 jobs were created between 2003 and 2006, and are directly attributable to Gateway
- Economic activity/employment rate, at 79.4% in 2007, is now above the national average of 78.8%, and well above regional and Tees Valley averages
- Average wage levels have risen 42% from 2000 to 2007, compared to a national rise of 27%, and have gone from being the lowest in Tees Valley and the region to the highest; whilst the gap has narrowed wages are still around 5.5% below national levels
- The gap in unemployment between the worst and best wards has been almost halved
- GVA per capita has increased from 93% of the national average in 2000 to 94% in 2005 (latest data), and is now above the national average if London is excluded.

The second five year cycle of Gateway, developed out of the 'Taking Forward Darlington Gateway' research programme, seeks to continue the programme of economic infrastructure development projects, whilst broadening the its scope to embrace 'softer' issues such as business support and skills development. Reducing the number of children living in poorer households is a particularly important focus for our work on narrowing prosperity gaps.

Our 2009-13 work strands

The major strands of proposed work within the Prosperous Darlington theme are summarised in the following table, along with key delivery proposals. The measures of progress have been selected to provide an overview of performance on the work strand within our performance management framework. Measures of progress linked to the individual delivery proposals are set out in department and service plans, and are not repeated here.

Work Strand/Proposals	Measures of Progress/Dept
Major development projects: work with partners to respond to the effects of the credit crunch and maintain progress on key economic infrastructure investment projects.	
<ul style="list-style-type: none"> • Develop the Local Development Framework • Implement the programme of major development projects • Economic downturn strategy – work with developers and partners to maintain progress on projects • Transport Strategy development and implementation – accessibility and congestion • Improve the economy – targeted employment 	NI151, NI159, NI170 Chief Executive
Business engagement and support: working with local companies and regional partner agencies to identify business needs and signpost support and guidance services and business funding sources.	
<ul style="list-style-type: none"> • Improve the economy – business engagement and signposting of services • Economic downturn – engage with businesses on impacts and responses 	NI172, NI177 Chief Executive

Work Strand/Proposals	Measures of Progress/Dept
<p>Skills: working with local companies, schools, colleges and other training providers to identify and respond to gaps between skill levels in the local workforce and the evolving needs of local businesses and potential inward investors, with a particular focus on high skill and value sectors such as engineering.</p>	
<ul style="list-style-type: none"> • Improve the economy – targeted employment; promoting skills • Extend work placements and work experience for ‘Children Looked After’ • Support people into work, particularly in deprived communities: <ul style="list-style-type: none"> - procurement/targeted employment - developing Construction Employment Integrator in Council projects • Act on the Child Poverty Declaration and reduce number of children living in poverty (NI 116) 	<p>NI161, NI162, NI173, NI174</p> <p>Chief Executive Children’s</p>
<p>Narrowing the prosperity gap and helping people into work: delivering employment and enterprise programmes to in the more deprived neighbourhoods and with groups of people at risk of economic disadvantage to reduce worklessness and enable all residents to have the potential to share in enhanced prosperity, with a particular focus on tackling child poverty</p>	
<ul style="list-style-type: none"> • Extend work placements and work experience for ‘Children Looked After’ • Support people into work, particularly in deprived communities: <ul style="list-style-type: none"> - procurement/targeted employment - developing Construction Employment Integrator in Council projects • Act on the Child Poverty Declaration and reduce number of children living in poverty (NI 116) 	<p>NI116, NI152, NI153, NI166</p> <p>Chief Executive Children’s</p>
<p>The region and the city region: continue to be an effective partner in the development and implementation of strategies and funding programmes in the north east region and in the Tees Valley City Region, with a particular focus on participating in Tees Valley Unlimited and the Multi-Area Agreement, to secure the best possible outcomes for Darlington.</p>	
<ul style="list-style-type: none"> • Participate in Tees Valley Unlimited and Multi Area Agreement • Participate in regional governance and secure the best possible outcomes for Darlington 	<p>NI154, NI151 (MAA), NI154 (MAA), NI171 (MAA)</p> <p>Chief Executive</p>
<p>Quality of Life: continuing to enhance those aspects of Darlington as a place that contribute to a high quality of life for residents and visitors, in particular by further enhancing the attractiveness and vitality of the town centre, and planning to regenerate the town centre fringe as a vibrant cultural, business and residential quarter.</p>	
<ul style="list-style-type: none"> • Ensure availability of high quality, affordable housing • Contribute to regeneration of Darlington through cultural and leisure provision • Progress Civil Parking Enforcement 	<p>NI155, NI156, NI157, NI158</p> <p>Community Corporate Chief Executive</p>

Resources

The record of investment in the local economy over the last five years, through the Gateway strategy, is outstanding. As indicated in the 'Background' section above, the Council's effectiveness in securing public sector 'set-up' funding to lever-in private sector investment is attracting around £500 million into the local economy to generate new jobs, increasing employment, rising wage levels and narrowing of the unemployment gaps across the borough.

A major concern for the Council at this time, with the Gateway Strategy moving forward into a second cycle of delivery, is that the credit crunch will limit or disrupt further private sector investment in vital infrastructure development projects, and undermine our future targets for business floorspace provision, job creation and wage increases forecast in the Taking Forward Darlington Gateway research. The initial signs are that the strengthened local economy is faring better than other parts of the region in the early stages of the recession, but there are many challenges to come. A corporate group, chaired by the Chief Executive, has been formed to identify ways of working with partners to minimise the effects of the downturn, whilst we are also working directly with developers to seek to maintain progress on development projects.

Increasing emphasis has been given to business engagement in response to the credit crunch and recession. All businesses in Darlington are being visited by the Economic Regeneration Team and supplied with a Business Information Guide. This helps signpost businesses to the sources of help available. It will also lead to the creation of an on-line business directory to encourage trading between Darlington businesses. Similarly strong emphasis is being given to close engagement with town centre business and the Town Centre Management Team is developing projects to encourage town centre trade.

We are also looking to secure further funding from external sources to support other work within this theme, notably under the Skills and Narrowing the Gap work strands. This is new work emerging from 'Taking Forward Darlington Gateway and is not covered by established revenue budget allocations. Given that there will be opportunities to bid for funding from regional programmes, and the good track record of our External Funding Team in securing resources for economic regeneration work, we consider that it is more effective to use limited revenue resources to support other priorities for which external funding may not be available.

We consider that our case for access to regional regeneration funding within the Tees Valley is strengthened by being the only area in the city region not to receive Working Neighbourhoods Funding. We will engage with our Tees Valley partners to argue Darlington's case for access to regional regeneration funding in order to maintain our effectiveness in contributing to economic programmes within the city region.

The Council's involvement with other Tees Valley Borough's in the Tees Valley Multi-Area Agreement, could in future help to provide better-planned access to a range of funding streams relevant to Prosperous Darlington aims.

There are other ways in which the Council can help the local economy through the downturn, and to prepare to take advantage when circumstances improve. Our plans include the allocation of an additional £0.8M per annum to maintain highways infrastructure, support access to employment via public transport and progress the Local Development Framework.

With Government support, the Council will also invest nearly £12.2m over the lifetime of this plan in capital schemes to improve and maintain transport infrastructure in the borough.

Aspiring Darlington

Introduction

The Council's contribution to progress under the Aspiring Darlington theme is drawn up within the framework of the Children and Young People's Plan (CYPP) developed and 'owned' by the Children's Trust, and takes additional guidance from the findings and recommendations of the 2008 Joint Area Review (JAR). The Trust's vision for children and young people guides the Council's work for children across all its work strands:

“Darlington’s children are its future. We want to help children achieve their potential and enjoy life as active participating citizens free from poverty, ignorance, neglect, crime, harm, abuse and distress. We will achieve this by delivering effective, high quality and integrated services”.

The Children’s Trust is the Aspiring Darlington Theme Group within Darlington Partnership. The Council works with a wide range of partners through the Trust to deliver integrated services and projects to meet the challenge of the Trust’s vision, and of the wider vision for Darlington set out in One Darlington : Perfectly Placed.

The work strands summarised below, reinforced by the detailed proposals in department and service plans, represent the Council’s current commitment to the delivery of the CYPP and to progress within the Aspiring Theme.

The One Darlington and Perfectly Placed Priorities

Our work within the Aspiring theme is primarily responsive to the One Darlington priority, but there are clear benefits for Darlington as a place. Ongoing investment in renewing or revitalising local schools provides the setting for improving education and attainment, and also makes Darlington a more attractive place in the Gateway context, offering an enhanced quality of life that can also attract business and jobs. The Darlington University proposal will especially reinforce this offer. Whilst investment in education facilities is not specifically referenced in the work strands below, it is integral at a more detailed level to the high quality teaching and 14-19 agenda strands.

Stimulating aspiration and improving attainment for all of our children and young people is of course fundamental to the One Darlington priority. All of our work strands address aspiration and attainment, with the specific purpose of opening up opportunity and the best possible life chances to all children and young people irrespective of their background or where they live.

Long-Term Outcomes

The headline outcomes to be delivered over the lifetime of the SCS in order to ensure progress towards the One Darlington : Perfectly Placed vision are set out below.

- Improved educational attainment at all key stages, and ensuring the performance of all schools matches the best
- Making sure that aspiration, attainment and life chances are not dependent on where people live, their economic circumstances or any other factors that might cause them to be disadvantaged
- Increase participation rates in post-16 education

The Local Area Agreement (LAA) 2008-11 includes the targets in the table overleaf linked to the Aspiring Darlington theme.

Ref.	Performance Indicator	2008/09	2009/10	2010/11
NI 091	Participation of 17 year-olds in education or training	81%	83%	85%
NI 063	Stability of placements of looked after children: length of placements	55%	60%	65%
NI 080	Achievement of a Level 3 qualification by the age of 19	46.1%	47.6%	49.1%

NI 006	Participation in regular volunteering	Baseline to be set 2008/09	----	Target to be set in 2009
NI 116	Proportion of children in poverty (5)	18.8%	17.7%	16.6%
NI 057	Children and young people's participation in high quality PE/sport	Baseline to be set in 2008/09	Target to be set in 2009	Target to be set in 2009

The Children's Trust (Aspiring Darlington Theme Group of the Darlington Partnership) has developed its action plan focused on the achievement of the LAA targets. The proposals in this Corporate Plan include the actions that the Council can take to contribute to achieving the LAA. A key action for the Council is to support the Theme Group Chair, through the Lead Officer, on planning and co-ordination of actions across the partner agencies to deliver the LAA.

Background and current position

The children- related challenges in Darlington have historically focused around attainment, attendance and exclusions, and the cultural undervaluing of education in some parts of the community. There has been a strong focus recently on shifting these difficult areas, accelerated between 2006 and 2009 by dedicating our innovative Pilot Local Area Agreement to the needs of children and young people. The improvements have been outstanding:

- Darlington pupils achieved their best ever GCSE results in 2008, with 71.7% achieving at least 5 A*-C grades, compared with 60% in 2007, and 48.7% in 2002. This is the best performance in the Tees Valley and second highest in the region, and the fifth best improvement
- A strong focus on improving school attendance and reducing exclusions resulted in significant improvements in 2006/07, with Darlington improving from 147th out of 150 authorities to 15th in the attendance rankings at the end of 2006/07. The borough is the 7th most improved at primary level and 5th at secondary level.
- These improvements still left Darlington above the national average rate for absence in secondary schools, but latest comparator data for 2008 suggests that the borough is now better than national average. Primary absence is better than the national rate.
- Exclusion rates have been dramatically reduced by targeted actions. All schools have internal exclusion units where pupils subject to fixed-term exclusions are taught. Fixed term exclusions fell from 1,377 for the period September 2006 to May 2007 to 599 for the same period in 2007/08. Permanent exclusions fell from 47 to 17 (23 including Eastbourne Academy) for the same periods of 2006/07 and 2007/08. So far in the 2008/09 school year there has been only one permanent exclusion.
- Despite these major improvements, permanent and fixed-term exclusion rates are still above national averages, and work to drive these rates down further will continue.
- The Council has continued to improve the quality and condition of schools. 60% of the secondary estate is new build or has significant planned refurbishment. Satisfaction with secondary schools increased by 6% from 2007 to 2008.
- Schools satisfaction with Council services has shown a rapid improvement from 37% rating services satisfactory or better in 2006, to 85% in 2007 and 95% in 2008.

Our 2009-13 work strands

The major strands of proposed work within the Aspiring Darlington theme are summarised in the following table, along with key delivery proposals. The measures of progress have been selected to provide an overview of performance on the work strand within our performance management framework. Measures of progress linked to the individual delivery proposals are set out in department and service plans, and are not repeated here..

Work Strand	Measures of Progress/Dept
<p>Safeguarding children and young people: working with our partners to ensure that effective arrangements are in place for safeguarding and promoting the welfare of children in Darlington.</p>	
<ul style="list-style-type: none"> • Ensure the safety of children and young people • Extend and promote the role of the corporate parent • Reduce number of young people in custody • Develop a robust quality assurance and performance management framework to underpin Every Child Matters outcome 	NI059, NI66, NI110 Children's
<p>High quality teaching and learning: giving every child the best start in life through the Early Years Foundation, and continuing to improve attainment across all key stages, with schools improving to good and outstanding categories; continuing the capital investment programmes to create high quality learning environments.</p>	
<ul style="list-style-type: none"> • Narrow the gap in outcomes and improve life chances for all children and young people including vulnerable groups: • Improve schools to good and outstanding Ofsted categories • Continue to develop the Children's Workforce to support integrated working • Ensure sufficient good quality education and training for young people who offend • Continue to improve attendance and reduce exclusions 	NI072, NI086, NI102i, NI102ii, NI109, NI116 Children's Chief Executive
<p>Improving transition across all stages, phases and settings: providing a seamless transition from early years to adulthood to enable all children to achieve their potential at all stages of their development, including the improvement of services for disabled children and their families.</p>	
<ul style="list-style-type: none"> • Implement the findings of the Director's Transition Commission and broaden the scope of the Transition Action Plan <ul style="list-style-type: none"> - give every child the best start in life through the Early Years Foundation Stage - continue to improve attainment across KS 1 & 2 - continue to improve attainment across KS 3 & 4 - improve links with Adult Services for children with complex needs - - engage more children with LDD in education, employment or training post 16 - Improve services for disabled children and their families 	NI061, NI062, NI106 Children's Community
<p>Increasing the engagement of children, young people, their families and carers: ensuring that parents and carers are partners in their children's education, and that the design and delivery of children's services reflects the needs and views of all stakeholders.</p>	
<ul style="list-style-type: none"> • Provide high quality accessible information, advice and guidance across all services to all users • Increase the engagement of children, young people, their families and carers in the design and delivery of service including those with disabilities and/or learning difficulties 	NI088, NI114, NI118 Children's

Work Strand/Proposals	Measures of Progress/Dept
The 14-19 agenda: improving opportunities and outcomes for the 14-19 age group through education and skills development to facilitate access to employment and higher education,	
<ul style="list-style-type: none"> Continue to improve opportunities and outcomes for 14-19 age group; ensure there is a job or place for every school leaver Narrowing the gap – Reduce the number of young people who are NEET at 18 	NI90, NI110, NI117 Children's Chief Executive
Early intervention and Preventative Working: moving resources and people to support new ways of working so that children, young people and their families can benefit from easy access to integrated, universal and targeted services designed to meet their needs.	
<ul style="list-style-type: none"> Develop and deliver early intervention and preventative working Effective commissioning through the Children's Trust 	NI103, NI105, NI118 Children's

Resources

In relation to the aspiring strand of the Corporate Plan, the service planning process and the medium term financial planning process have been aligned taking account of the main work strands. Specifically this includes the alignment of resources to match priorities.

The work strand of high quality teaching and learning has seen c£20m secured in relation to Primary Capital Programme, which will see significant refurbishment to the majority of the authority's portfolio of primary schools. A Building Schools for the Future bid has been submitted, which if successful will provide significant investment to redevelop/rebuild the remaining three comprehensive schools which have not recently been redeveloped. The lead officer model is now in place to ensure a robust system for challenge and support to schools. To complement this £0.332m, has been allocated over the life of the MTFP for School Improvement Partners, to provide additional advice and challenge to schools with a view to enhancing high quality teaching and learning.

Resources have been allocated also in relation to improving transition across all stages, phases and settings. Specific responsibility has been allocated to care managers to ensure a smooth transition to adulthood.

Resources have been allocated to parenting officers to increase the engagement of children, young people, their families and carers. A £4.5m Myplace capital bid has been submitted, which if successful will provide a world class youth facility. This bid was submitted with the full engagement of young people including the Authority's Youth MP and has included many young people's proposals.

The 14-19 agenda is a major work strand and resources have been allocated to ensure this major project is implemented in line with governmental guidelines. A 14-19 trust has been established, and duties realigned to support this development. Resources of c£0.648m have been secured under the ESF Youth Participation strand for reducing the number of young people Not in Education, Employment or Training (NEET).

The establishment of an integrated children's manager for disabled children has been created to enhance provision for disabled children. This plan includes the allocation of an additional £0.4M per annum to maintain children's social care, with the aim of contributing to narrowing the gaps in life chances for some of our most disadvantaged children. A major redevelopment for the life of the plan is the implementation of locality working, which will see multi-agency services, joined up ensuring that high quality children services are provided in localities.

A further work strand is further strengthen the support provided to disabled children and their families. To this extent an integrated children’s manager for disabled children has been established. Aiming High funding of £0.420m over 2009/10 and 2010/11 has been secured to provide short breaks for disabled children. A major redevelopment for the life of the plan is the implementation of locality working, which will see multi agency services, joined up ensuring that high quality services are provided in localities

Efficiency is the key to bridging the gap between ambition to continuously improve services and the reality of the resources available to do so. Over recent years, there has rightly been a focus on improving efficiency of support functions. There is now some change in emphasis in the efficiency agenda, driving value for money improvements in front line services. The financial plan for 2009-13 includes annual efficiency improvements of £1.8M under the Aspiring theme. These are to be achieved by better ways of working, redirecting savings made on insurance and making more effective use of external funding.

The LAA includes the following 16 education targets, as well as the targets negotiated with government set out on page 13. These are statutory targets to be included in all LAAs.

Ref.	Performance Indicator	2008/09	2009/10	2010/11
NI 072	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional development and Communication, Language and Literacy	62.5%	54.0%	55.0%
NI 073	Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold)	76.0%	78.0%	79.0%
NI 074	Achievement at level 5 or above in both English and Maths at Key Stage 3 (Threshold)	78.0%	79.0%	80.0%
NI 075	Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold)	50.2%	58.7%	59.2%
NI 083	Achievement at level 5 or above in Science at Key Stage 3	78.0%	83.0%	84.0%
NI 087	Secondary school persistent absence rate	7.5%	6.8%	5.0%
NI 092	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	39.0%	34.0%	33.0%
NI 093	Progression by 2 levels in English between Key Stage 1 and Key Stage 2	90.0%	87.0%	89.0%
NI 094	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	80.0%	83.0%	84.0%
NI 095	Progression by 2 levels in English between Key Stage 2 and Key Stage 3	39.0%	37.0%	40.0%

Ref.	Performance Indicator	2008/09	2009/10	2010/11
NI 096	Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3	70.0%	69.0%	71.0%
NI 097	Progression by 2 levels in English between Key Stage 3 and Key Stage 4	69.0%	66.5%	67.0%
NI 098	Progression by 2 levels in Maths between Key Stage 3 and Key Stage 4	34.0%	39.5%	40.0%
NI 099	Children in care reaching level 4 in English at Key Stage 2	33.3%	60.0%	50.0%
NI 100	Children in care reaching level 4 in Maths at Key Stage 2	33.3%	60.0%	75.0%
NI 101	Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths)	0.0%	0.0%	33.3%

Healthy Darlington

Introduction

Local councils have historically enjoyed an important role in improving the health of the local population. Additionally, like the NHS, local councils also employ a large workforce across a variety of occupations and as such have a crucial role in providing leadership through promoting healthy choices and messages through their diverse workforce to their families and wider community at large.

Nationally there is increasing recognition of the changing nature of the public health workforce and the requirement to enhance the public health skills of non public health professionals to build capacity in a variety of different professions and organisations.

The One Darlington and Perfectly Placed Priorities

Issues of health and health inequalities are at the heart of the One Darlington priority. The Council will work with the Primary Care Trust and other health partners to address the lifestyle choices underlying the wide disparities in life expectancy between the healthiest parts of the borough and areas with poorer health. Whilst the PCT has the lead role in tackling specific health issues and conditions, the Council has vital strategic and delivery functions in supporting people to make lifestyle choices that support healthy living.

Many Council services contribute to the health of the population at large, ranging from adult and children's social care services, housing and refuse collection, through to the less obvious but significant impacts on the ethos of 'One Darlington' of such as environmental and enforcement services. The Council's wider responsibilities, particularly in building prosperity, tackling worklessness and improving educational achievement and life chances for everybody, all contribute to strengthening the foundations of good health.

The Council as an employer of around 5,300 people, in a wide range of manual, clerical and management roles, and drawn from across our diverse communities, can make a major contribution to a healthy 'One Darlington'. Its impact as an employer can range from ensuring health and safety at work, and promoting healthy living choices amongst its workforce, to the major

contribution to the local economy, and therefore to the health effects of economic well-being, resulting from a large (in the local context) workforce.

Improving health is also important to the 'Perfectly Placed' priority. Decent, affordable housing, access to attractive environments and physical activities like walking and cycling, as well as leisure facilities, and good accessibility to health facilities, are all significant factors in people's health and well-being.

Long-Term Outcomes

The headline outcomes to be delivered over the lifetime of the SCS in order to ensure progress towards the One Darlington : Perfectly Placed vision are set out below.

- Narrowing the gap in life expectancy between different parts of the borough, and narrowing the gap in average life expectancy between Darlington and the rest of the country
- Maximising people's ability to live independently throughout their lives
- Improving the life chances of young people through good health choices

The Local Area Agreement (LAA) 2008-11 includes the following targets linked to the Healthy Darlington theme.

Ref.	Performance Indicator	2008/09	2009/10	2010/11
NI 123	16+ current smoking rate prevalence (Smoking Quitters) (7) [VSB05]	908	916	923
NI 050	Emotional health of children	Baseline to be set in 2008/09	Target to be set in 2009	Target to be set in 2009
NI 136	People supported to live independently through social services (all ages) [VSC03]	2,727	2,785	2,870
NI 130	Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets) [VSC17]	160	220	280
NI 112	Under 18 conception rate (9) [VSB08]	-37.5%	-46.2%	-55.0%
NI 056	Obesity among primary school age children in year 6 [VSB09]	21.8%	21.0%	20.3%
NI 008	Adult participation in sport	22.1%	23.1%	25.1%
NI 004	Percentage of people who feel they can influence decisions in their locality	31%	33%	35%

The Healthy Darlington Theme Group of the Darlington Partnership has developed its action plan focused on the achievement of the LAA targets. The proposals in this Corporate Plan include the actions that the Council can take to contribute to achieving the LAA. A key action for the Council is to support the Theme Group Chair and the PCT Lead Officer on planning and co-ordination of actions across the partner agencies to deliver the LAA.

Background and current position

The Council has jointly with the Primary Care Trust appointed a Director of Public Health, who has identified three principal causes of inequalities in health: social determinants such as employment and education; lifestyle determinants such as smoking, diet and physical activity; and access to health services. Much as this plan is directed towards outcomes that will have a positive impact on social determinants, for example through regeneration, education and housing improvements. At the same time the Council has a key role in promoting healthy lifestyles and facilitating easy, affordable access to active leisure, through facilities like the Dolphin Centre, and to walking and cycling as alternative travel modes through the Local Motion programme. Arts and cultural provision can also contribute to mental well-being.

The Council has approximately 5300 employees and is committed to proactively improving the health of the workforce and setting an example as a leading local employer.

Currently there is specific work underway to develop and deliver a strategy and action plan for improving the health of this diverse workforce. This strategy and action plan is being lead by the council's HR department and is supported by a steering group chaired by the relevant Cabinet member with membership from NHS Darlington, staff side representative and key managers and leaders from across all divisions of the council. First steps have included the development and commissioning of a staff questionnaire to assess the health needs of the workforce.

Our 2009-13 work strands

The major strands of proposed work within the Prosperous Darlington theme are summarised in the following table, along with key delivery proposals. The measures of progress have been selected to provide an overview of performance on the work strand within our performance management framework. Measures of progress linked to the individual delivery proposals are set out in department and service plans, and are not repeated here.

Work Strand	Measures of Progress/Dept
<p>Narrowing health gaps: this strand overarches much of our work contributing to health improvement in Darlington, but it specifically addresses the lifestyle choices underlying inequalities in health across the borough, including smoking, alcohol misuse, sexual health, and health in the workplace.</p>	
<ul style="list-style-type: none"> • Deliver the Council's contribution to the Healthy Darlington Delivery Plan – narrowing the gaps work strand, including components of: <ul style="list-style-type: none"> - Smoke free Darlington action plan - Social marketing campaigns to reduce smoking in communities with highest prevalence - Prevention of Teenage Pregnancy Strategy - Delivery of Sexual Relationships Education, young parents support and school nursing - Promote positive sexual health - Promote/develop workforce skills and capacity in relation to healthy lifestyle choices and behaviours, within Council and amongst partners - tackle gaps in health service provision for C&YP with disabilities - Integrate health and social care services 	<p>NI120, NI121, NI122, NI123, NI126, NI137, NI148</p> <p>Chief Executive Children's</p>

Work Strand	Measures of Progress/Dept
<p>Improving health and well-being: this work strand focuses on planning for the needs of an increasing older population, and on providing adult social care services that are fair and accessible to all potential service users whilst providing a level of service that is sustainable in terms of both affordability and in meeting the needs of local people. The strand also embraces our contributions to the Healthy Darlington priorities of tackling obesity in young people and promoting emotional health and well-being.</p>	
<ul style="list-style-type: none"> • Implementing the Personalisation Agenda • Adapt health and social care provision to meet the diversity of needs of people growing older in Darlington • Integrating health and social care services to improve access • Supporting social care service users into paid work and volunteering to improve quality of life and health • Contribute to tackling obesity in children and young people <ul style="list-style-type: none"> - Healthy schools - Children and Young People Plan - Physical Activity Strategy • Promote emotional health and well-being <ul style="list-style-type: none"> - Social prescribing – managed arts on prescription programme - Re-establish open arts studio - Mental Health First Aid • Mental health workplace support package 	<p>NI050, NI055, NI056, NI058, NI119, NI124, NI125, NI127, NI128, NI131, NI087</p> <p>Community Children’s Chief Executive</p>
<p>Improving access to sport and active leisure: making sure that a good range of accessible, affordable facilities and services is available across the borough to promote and enable people to engage in physical activity to enhance health and physical fitness across the whole community.</p>	
<ul style="list-style-type: none"> • Contribute to making sport and physical activity aspirational, easy and accessible to all: <ul style="list-style-type: none"> - Community Sports Network action plan - Play Strategy - Children and Young People’s Plan - County Durham and Darlington physical activity strategy - School sports - Local Motion - Healthy Schools 	<p>NI08, NI57, NI175</p> <p>Community Children’s Chief Executive</p>
<p>The Council as a healthy employer: ensuring that the Council pursues healthy working practices to secure the health and well-being of its workforce, reduce sickness absence to enhance efficiency and value for money, and demonstrate good practice as an exemplar for other employers in the borough.</p>	
<ul style="list-style-type: none"> • Participate in Investors in Health Awards • Adopt principles of healthy workplaces • Promote healthy workplaces through, e.g. Food Hygiene award; Heartbeat • Implement programmes to improve health of staff and reduce sickness absence (CA recommendation) 	<p>NI004, NI185, LI3005, LI3302</p> <p>Corporate</p>

Resources

The health challenges faced by Darlington residents will not be met without investment. The investment by the Primary Care Trust of an additional £1.5M in health improvement through partnership working with the Council is very welcome, and the PCT and Council have agreed to work together through the annual corporate and financial planning process to identify further future investment.

The Council is one of only a small number nationally that continues to provide services to meet all four levels of adult social care needs: low, moderate, substantial and critical. Maintaining these high priority services will require substantially more resources to meet the needs of an older population (the over 50s) that is set to increase by 14.3% to 40,000 in 2021. The revised financial plan includes up to £1.2M per annum additional resource allocation to adult social care.

The resources required for the Council to contribute to improving the health of Darlington by promoting and supporting good health in its workforce, and acting as an exemplar employer within Darlington, will mainly come from existing commitments to the Darlington Investors in Health Award Scheme. These commitments include the work through the Environmental Health service with other employers around the foundation award scheme, and the Council as an employer working towards the higher level Bronze Award.

The principal resource requirement for this latter objective will come from existing staff across all departments of the Council, and in particular HR and Occupational Health, as well as NHS staff from Public Health. The NHS has contributed specific non-recurring funding to pump prime and accelerate progress on the delivery of this work.

The Council has a long and proud record of promotion of healthy lifestyles and has consistently allocated more resources to active leisure services than comparable authorities. (Leisure spend per head from Audit Commission vfm tables shows £20.92 as opposed to unitary Average of £16.18 in 2007/08) The importance of working collaboratively with other agencies is fully recognised and addressed through the LSP Healthy Theme Group. The Council and the Primary Care Trust in particular plan to build on solid foundations by working increasingly closely together to maximise effective and efficient use of their combined resources.

Council financial support to concessionary travel was increased by £0.2M per annum at the start of 2008-09 and by a further £0.2M per annum during the year. Above-inflation increases in costs are expected to further increase resource demands.

Greener Darlington

Introduction

The Council's lead role in delivering the SCS vision is perhaps more dominant in relation to the Greener theme than any of the other four, each of which involves strategic delivery partners. This is not to deny the vital contribution of businesses and households to achieving environmental improvements, but strategic responsibility sits with the Council alone, with the support of a wide range of interest groups and agencies. Accordingly, the high level proposals set out below correlate directly with the work strands in the SCS vision.

The four strategic strands relating to climate change, transport, environmental maintenance and design are all underpinned by the critical requirement under this theme to win hearts and minds to bring about changes in environmental perception and behaviour. The success of the Local Motion social marketing programme to influence travel choices demonstrates the potential for change, but the challenge for the Council and the Darlington Partnership will be to find ways to fund initiatives at a time of severe resource constraint.

The One Darlington and Perfectly Placed Priorities

Our proposals under this theme respond to both SCS priorities. As with the Prosperous theme, work is primarily focused on strengthening Darlington's place characteristics, but in ways that contribute to narrowing disparities in quality of life.

An attractive, well-maintained environment and good leisure and cultural facilities help to attract the investment that drives greater prosperity. Sustainable transport choices open up accessibility to jobs and facilities, and potential health benefits. A good network of green spaces, wildlife reserves and rights of way places access to nature on people's doorsteps. Allotments allow people to grow their own food, with both environmental and health benefits.

The 'Perfect Place' in the contemporary world is one which is reducing its carbon footprint and managing waste effectively, for the benefit of the local and global environment and for the long-term well-being of not only 'One Darlington', but 'One Earth'.

Long-Term Outcomes

The headline outcomes to be delivered over the lifetime of the SCS in order to ensure progress towards the One Darlington : Perfectly Placed vision are set out below.

- Reducing CO₂ emissions in the borough through effective spatial planning, design of new buildings, improved insulation of existing buildings and improved transport networks
- Ensuring that we are prepared to manage risks to individuals, communities and businesses from a changing climate, and to make the most of new opportunities
- Reducing waste generation, and increasing the re-use and recycling of waste

The Local Area Agreement (LAA) 2008-11 includes the following targets linked to the Greener Darlington theme.

Ref.	Performance Indicator	2008/09	2009/10	2010/11
NI 005	Overall/ general satisfaction with local area	77%	79%	81%
NI 175	Access to services and facilities by public transport, walking and cycling	94%	94%	94%
NI 198	Children travelling to school – mode of travel usually used (Percentage by car) (10)	23.2%	22.2%	21.2%
NI 188	Adapting to climate change	Level 1	Level 2	Level 3
NI 155	Number of affordable homes delivered (gross)	20	55	55
NI 192	Percentage of household waste sent for reuse, recycling and composting	26%	40%	42%
NI 186	Per capita reduction in CO ₂ emissions in the LA area (11)	3.4%	7.2%	11.6%

The Greener Darlington Theme Group of the Darlington Partnership has developed its action plan focused on the achievement of the LAA targets. The proposals in this Corporate Plan include the actions that the Council can take to contribute to achieving the LAA. A key action for the Council is to support the Theme Group Chair, through the Lead Officer, on planning and co-ordination of actions across the partner agencies to deliver the LAA.

Background and current position

Darlington has strong environmental assets, and the quality of life that the place offers is one of the building blocks of our approach to economic regeneration. We have a record of good practice in maintaining the character of the borough and balancing this with the development needed to

achieve a sustainable economy. The green environment network is extensive and the borough boundary includes some distinctive rural landscapes.

The Local Motion and Cycling Demonstration programmes have achieved significant shifts from car to sustainable travel modes, with a 9% reduction in car driver trips, 15% increase in walking and 65% increase in cycling between 2003 and 2006. The effectiveness of the social marketing approach to shifting travel behaviours is being considered in relation to other areas of the Council's work.

The latest government figures indicate that Darlington's per capita CO₂ emissions average 7.8 tonnes per head. This is amongst the lowest amongst the Tees Valley local authority areas, but earlier data from the Stockholm Institute suggested that the borough's carbon footprint (as distinct from CO₂ emissions) is the highest in the Tees Valley (although well below the national average). The Tees Valley Climate Change Strategy sets challenging targets of 8.75% reduction in CO₂ emissions between 2006 and 2012, and a further 27% reduction from 2012 to 2030.

At the local level, the Darlington Climate Change Strategy sets out a range of actions aimed at both the mitigation of, and adaptation to, the effects of climate change. Waste management is a vitally important environmental function of the Council. The new waste disposal contract due to start from April 2009 will achieve significant improvements in waste recycling and support work to achieve waste minimisation.

The emerging Local Development Framework and associated supplementary planning documents will establish clear Council planning policies to deliver sustainable development, enhance the physical and natural environment and improve access to local facilities.

Our 2009-13 work strands

The major strands of proposed work within the Greener Darlington theme are summarised in the following table, along with key delivery proposals. The measures of progress have been selected to provide an overview of performance on the work strand within our performance management framework. Measures of progress linked to the individual delivery proposals are set out in department and service plans, and are not repeated here.

Work Strand	Measures of Progress
<p>A low carbon borough tackling climate change: deliver a resourced Climate Change Action Plan, with full stakeholder involvement; reduce Darlington's energy consumption, promote renewable energy, increase resource efficiency through reuse and recycling of waste, and encourage adaptations to alleviate the impact of climate change</p>	
<ul style="list-style-type: none"> • Implement the Climate Change Action Plan • Deliver Local Development Framework <ul style="list-style-type: none"> - Core Strategy • Review Council energy use to reduce costs and environmental impacts • Assess and reduce the Council's impact on the environment from operational activities, and influence others to adopt good practice (CA recommendation) • Contribute to making Darlington sustainable through design, layout and location of new development • Investigate funding resource availability and accessibility for LSP initiatives to implement Climate Change Action Plan • Develop energy efficiencies within housing stock 	<p>NI186, NI187, NI188, NI192</p> <p>Chief Executive's Community Services</p>

A sustainable transport network: ensure that transport networks support sustainable economic growth and regeneration by tackling congestion, improving accessibility for all and promoting alternative modes of transport to reduce vehicle use and emissions.	
<ul style="list-style-type: none"> Transport Strategy development and implementation – rolling forward sustainable transport programmes 	NI167, NI175, NI176, NI177, NI198 Chief Executive
Greener, cleaner Darlington: improve the green infrastructure, enhance biodiversity and promote enjoyment of the environment. Land, air, water and noise pollution will be managed and reduced.	
<ul style="list-style-type: none"> A clean, green safe environment Improve ownership and pride in local environment through Street Champions and increase overall satisfaction with local area (NI 005) 	NI193, NI195, NI196, NI197 Community
Well-designed Darlington: ensure that the location and design of development contributes to sustainability and enhances the quality of the built environment. Ensure that housing development meets local needs and aspirations and promote regeneration of run-down areas.	
<ul style="list-style-type: none"> Deliver Local Development Framework: Design of new development SPD 	NI154, NI189 LI1001 Chief Executive
Engagement and partnerships for change: pursue programmes to raise awareness and promote sustainable business practices and lifestyle choices, including promotion of long-term behavioural changes, to achieve community support and buy-in to sustainable environmental benefits.	
<ul style="list-style-type: none"> Lead the development of an awareness raising programme for all sectors of the community Develop and launch an awards scheme Stage a Green Fair, potentially as an annual event Establish a match funding grant scheme to support delivery of awareness raising projects (e.g. GONE Sustainable Schools) Develop Greener Theme Group website Residents' access to energy efficiency information Share energy efficiency good practice through Street Champions	NI191, NI194 Chief Executive Community

Resources

Greener theme priorities require action across partner agencies and the wider community, as well as Council departments and services to deliver long-term improvements in environmental sustainability. The Council has a key role in leading and promoting action across the community to bring about the behavioural changes required in all of us to make a difference. The staffing required to do this is in place, and the emphasis in the short-to-medium term will be on promotional work, rather than service or project developments requiring major additional funding. We will work with our External Funding Team to pursue the resources required from potential external funding streams as programmes are developed.

A major Council initiative in 2009-10 will be the start of the new waste management contract that will significantly increase recycling in the Borough. The contract, awarded in November 2007 with a

16-month lead-time, will initially cost £0.5M per annum more than the previous arrangements. With rapidly escalating costs of landfill disposal, including strong tax incentives to move to more sustainable waste management, the new arrangements will save the Council an estimated £18m to 2020.

Safer Darlington

Introduction

The Council is committed to continuing to work with partners through the Crime and Disorder Reduction Partnership to make Darlington even safer. During the last few years the Council has made significant headway in supporting the community safety agenda, driving forward and managing a range of ground breaking initiatives. These include the Family Intervention Project and Safer Schools Project, as well as a host of other initiatives to support communities.

We have a proven track record of working in partnership to tackle the root causes of crime, anti-social behaviour, and the harm caused by substance misuse including alcohol. During the last twelve months crime has reduced. We are not complacent, however, and recognise that much more needs to be done to address a range of issues including domestic abuse, alcohol misuse and those relatively low level anti-social behaviour problems which impact significantly on the everyday lives of residents.

One Darlington and Perfectly Placed Priorities

Reducing crime and making people feel safer underpins the “One Darlington and Perfectly placed priorities. The “One Darlington” priority is about making people feel safer and addressing the underlying causes linked to offending behaviour. The Safer theme has clear linkages to the Aspiring theme. We need to ensure that young people have opportunities to thrive in life, so reducing the likelihood of them becoming involved in crime; and we need to support and provide holistic interventions to support both young people and adults already in the criminal justice system to reduce the chances of them reoffending.

Creating communities where there is less crime and anti-social behaviour clearly contributes to the “perfectly placed “theme. Within the Borough some communities suffer higher levels of crime than others. Through the work of the Crime and Disorder Reduction Partnership we will reduce the gap between those wards suffering the highest levels of crime and those wards with less crime, thus making communities safer.

Long-Term Outcomes

The headline outcomes to be delivered over the lifetime of the SCS in order to ensure progress towards the One Darlington : Perfectly Placed vision are set out below.

- Dealing effectively with offenders to minimise the number who go on to commit repeat offences
- Tackling domestic violence to minimise repeat incidents, and reducing the number of alcohol-related violent incidents
- Reducing the fear of crime and anti-social behaviour, and narrowing the gap between people’s perceptions and actual levels of offending behaviour in Darlington

The Local Area Agreement (LAA) 2008-11 includes the following targets linked to the Safer Darlington theme.

Ref.	Performance Indicator	2008/09	2009/10	2010/11
NI 020	Assault with injury crime rate	7.62	7.30	6.99
NI 030	Re-offending rate of prolific and priority offenders (12)	30%	Rolling annual target	Rolling annual target
NI 032	Repeat incidents of domestic violence (13)	Baseline to be set in 2008/09	Target to be set in 2009	Target to be set in 2009
NI 039	Alcohol-harm related hospital admission rates [VSC26]	1,716	1,699	1,682
NI 017	Perceptions of anti-social behaviour	22.0%	21.5%	19.5%
NI 040	Drug users in effective treatment	428	437	446
NI 016	Serious acquisitive crime	18.90	18.35	17.78

The Crime and Disorder Reduction Partnership (Safer Darlington Theme Group of the Darlington Partnership) has developed its action plan focused on the achievement of the LAA targets. The proposals in this Corporate Plan include the actions that the Council can take to contribute to achieving the LAA.

Background and current position

Crime in Darlington continues to fall and the numbers of young people entering the criminal justice system for the first time is reducing. However the council is aware that residents remain concerned about anti-social behaviour and its impact on both themselves and the wider community. We will continue to work with communities and partners to implement a range of new initiatives through the Youth Crime Action Plan to address these concerns..

The impact of alcohol on communities remains a key priority. This year the Borough's alcohol strategy was refreshed and Darlington was successful in bidding to host the North East Regional Alcohol Office within the Borough, led through the Drug and Alcohol team.

Domestic Abuse remains a key concern. More people are coming forward to report incidents. This is a positive result, but the number of people being subject to repeat incidents remains at unacceptable levels. In response to this we have established a Multi-Agency Risk Assessment Conference (MARAC) which brings together a range of partners to develop interventions to support those individuals, predominately women, who are most at risk of repeat victimisation

Progress over the past year includes:

- An 11% reduction in total crime for the 12 months up to October 2008.
- Resources have been secured to develop our approach to tackling anti-social behaviour in local communities, with staff being deployed to address problems at the heart of local communities.
- The Borough's Domestic Abuse Team gave support to over 700 victims of domestic violence.

- A Multi-Agency Risk Assessment Conference (MARAC) has been established to support victims of domestic abuse.
- A range of initiatives and activities have been delivered through the Youth Service to deter young people from engaging in crime and anti-social behaviour
- Darlington was successful in bidding to host the North East Regional Alcohol Office

Our 2009-13 work strands

The major strands of proposed work within the Safer Darlington theme are summarised in the following table, along with key delivery proposals. The measures of progress have been selected to provide an overview of performance on the work strand within our performance management framework. Measures of progress linked to the individual delivery proposals are set out in department and service plans, and are not repeated here.

Work Strand	Measures of Progress/Dept
<p>Violent crime and disorder in the night-time economy: working with partners to implement the Borough's Alcohol Strategy to reduce the prevalence of alcohol related crime and disorder which occurs primarily within Darlington Town Centre.</p>	
<ul style="list-style-type: none"> • Implement the Youth Crime Action Plan and align to the refresh of the borough's Anti-Social Behaviour Strategy 	NI15, NI16, NI20 Chief Executive
<p>Reducing offending: working with partners to prevent and deter those individuals on the cusp of offending or engaging in anti-social behaviour. Ensuring support services are available to young people and their families to improve their life chances and opportunities. Including developing a robust partnership approach to the effective management of offenders within the Criminal Justice System ensuring offenders receive the necessary support to stop them re-offending.</p>	
<ul style="list-style-type: none"> • Continue to develop the work of the Crime and Disorder Reduction Partnership to ensure effective delivery at both strategic and operational levels • Complete the Joint Strategic Intelligence Assessment, refresh and implement the Community Safety Plan and linked delivery plans 	NI18, NI19, NI45, NI46 Chief Executive
<p>Domestic Abuse: raising awareness of the impact of domestic abuse and reducing its prevalence, ensuring children and families are kept safe and supported; raising awareness of the impact of domestic abuse, increasing reporting rates and ensuring appropriate intervention against perpetrators; and working with partner agencies and the voluntary sector to ensure support services are available to support victims of domestic abuse and serious violent crime.</p>	
<ul style="list-style-type: none"> • Refresh the borough's Domestic Abuse Strategy and Action Plan and align with the Community Safety Plan 	NI32, NI34 Chief Executive
<p>Anti-social behaviour: working with the community and partners to develop sustainable solutions to persistent anti-social behaviour problems, maximising opportunities within communities to work with residents in developing shared actions.</p>	
<ul style="list-style-type: none"> • Implement Anti-Social Behaviour Strategy 	NI17, NI21, NI24, NI25, NI27 Chief Executive

Public reassurance: working with partners and the community to improve support to victims, promoting public confidence and improving people's feeling of safety; continuing to develop local mechanisms for engaging and communicating with communities about issues of concern.	
<ul style="list-style-type: none"> Develop appropriate local responses to the Government's proposals arising from the "Neighbourhood to the National" Green Paper, particularly in relation to developing confident communities 	NI001, NI22, NI23 Chief Executive
Drugs and Alcohol: this strand is actually woven through the other five strands – reducing the harm caused by illegal drugs and alcohol cuts across all our Safer Darlington work. It is highlighted here to ensure that the Council's contribution to reducing misuse of drug and alcohol is given prominence, whilst delivery proposals will be linked to any of these six work strands as appropriate.	
<ul style="list-style-type: none"> Implement the Darlington Alcohol Strategy 	NI38, NI39, NI40, NI41, NI42 Chief Executive

Resources

The Council has for many years allocated significant levels of resources to promote community safety and reduce fear of crime. Direct Council spending on services within the Safer theme is largely non-statutory. The Council's strong commitment to this theme is evidenced through the maintenance of discretionary services entering a period of extreme pressure on councils' funding and services. Efficiency improvements of £0.1M per annum are planned, without detrimental impact on front-line services.

Section 4: Enhancing Our Capacity

Introduction

Whilst Section 3 of the plan shows how the Council is going to contribute to progress towards the vision of 'One Darlington : Perfectly Placed' within each of the five SCS themes, Section 4 focuses on our proposals for continuing to enhance our delivery capacity in step with changing local needs and expectations, and with the wider context – the impact of economic recession and the credit crunch is of paramount significance in this current planning cycle. 'Enhancing our capacity' includes the continuing implementation of our 'Leading Edge' Organisational Development Strategy, as well as further progress with our Equalities and Social Inclusion work.

Work strands and proposals within this section of the plan are organised under the Council's five corporate objectives. These are:

- **Shaping a Better Darlington** – focusing on delivering strategic outcomes for the borough
- **Providing Excellent Services** – focusing on improving service delivery and outcomes
- **Putting the Customer First** – focusing on quality and responsiveness to customers
- **Ensuring Access for All** – focusing on equalities, fair access and fair outcomes
- **Enhancing our Capacity to Improve** – focusing on efficiency and value for money

One Darlington and Perfectly Placed Priorities

The proposals in this section of the plan are concerned with enhancing our capacity as an organisation so that we are best able to deliver outcomes through the five SCS themes. The One Darlington and Perfectly Placed priorities have been designed to shape and guide work within the themes, and the ways in which that work links and contributes to the priorities is outlined in the theme content in Section 3. The connections with our organisational development appear less direct.

Nevertheless, there are numerous ways in which the Council's decisions about how it operates and continues to improve as an organisation can affect the One Darlington and Perfectly Placed perspectives. For example:

- with a revenue budget of £135 million for 2009/10, the Council's procurement decisions on goods and services can have a significant impact on retaining and generating prosperity in the local economy;
- fair recruitment policies and practices are designed to ensure that the people from all parts of the community have equality of opportunity in gaining employment with the Council, helping to narrow the employment and prosperity gaps across the community, whilst procurement and contract requirements related to targeted employment can benefit workless people with employment and skills training;
- Council policy has sought over many years to restrict increases in Council Tax, retaining one of the lowest tax levels in the region for the particular benefit of people in low income households;
- other financial policies and decisions have a big impact on quality of life for people on lower incomes, such as the affordability of healthy leisure activities;
- the impact of HR policies and practices on the skills, culture and ethos of the Council's 5,300 staff have a major effect on everything from attracting investment and jobs into the borough, to engagement with local people through staff working in Street Scene services.

The Council recognises that its organisational development programmes can have major effects on the well-being of the wider community, and takes these effects into consideration.

Background and current position

The key components of our approach to ongoing organisational development have been described in Sections 1 and 2. At the heart of our approach is the Leading Edge Organisational Development Strategy, which recognises the four main ways in which the Council needs to work to fulfil its 'place-shaping' role. Illustrated in the 'egg' diagram in Section 1, these are:

- Championing the interests of citizens
- Promoting Darlington and the Council
- Influencing public services locally and in the region/city region
- Providing public services

The 'place shaping' role, leading change and service provision across all the agencies working in Darlington through the Darlington Partnership, will become even more central to our progress and reputation when the Comprehensive Performance Assessment gives way in 2009/10 to the Comprehensive Area Assessment. This key audit of progress will focus, not on the Council, but on Darlington as a whole. Current place shaping priorities are reflected in the 'Partnerships for Real' work strand in the table below.

The Leading Edge Strategy embraces five main strands of work – these are:

- Community Engagement
- Communications
- Human Resources
- ICT
- Business Transformation

These five strands are also included in the table below.

The introduction to Section 3 highlights the central importance of our Equalities and Social Inclusion work to the One Darlington priority, and to the watershed we have reached in their development and implementation, and the need for renewal and refocusing of priorities. As a result, they are included in this plan, and the table below, as an important strand of future development work.

The economic downturn is also included as an important work strand in this section. The impact of recession and the credit crunch on the local economy and on Council services and resources is described in Sections 2 and 5, and this plan provides a focus for developing co-ordinated mitigation measures.

Our 2009-13 work strands

The major strands of proposed work within our Organisational Development Strategy are outlined below. On the following pages organisational development proposals linked to these work strands are set out, organised under the five corporate objectives

Work Strand	Measures of Progress
Partnerships for Real: a key 'place-shaping' role for the Council is to provide leadership and support to the Darlington Partnership to enable the planning and delivery structures for One Darlington : Perfectly Placed to operate effectively, and to ensure that partners are supported to play their part in achieving the targets in the Local Area Agreement 2008-11.	NI 151, NI 153, NI 166; NI 063, NI 080, NI 116; NI 056, NI 112, NI 136; NI 186, NI 192, NI 198; NI 017, NI 020, NI 032.

Work Strand	Measures of Progress
<p>One Darlington - Equalities and Social Inclusion: the introduction to Section 3 outlines the cross-cutting nature of this work strand, overarching and guiding work within the five delivery themes. Proposals are included in this section of the plan to link them into its performance management structure.</p>	<p>NI 001, NI 004, NI 102, NI 116, NI 141</p>
<p>Economic Downturn: this strand recognises the overarching issues relating to recession and the credit crunch for much of our work, and the programme of mitigation being developed through the Chief Executive's Economic Downturn Working Group.</p>	<p>NI 151, NI 152, NI 166, NI 174</p>
<p>Community engagement: building the capacity within the organisation and within neighbourhoods and communities of interest to translate customer needs into action, ensuring customer services become first class, and engaging staff in the development of plans and services.</p>	<p>NI 003, NI 004, NI 005, NI 007</p>
<p>Communications: developing and communicating a shared and compelling unique selling point for Darlington, fostering genuine two-way communication internally, externally and with partners, and raising the profile of Darlington and the Council regionally and nationally.</p>	<p>NI002, LI0900, LI0904, LI0905,</p>
<p>Human Resources: ensuring managers manage and leaders lead, empowering staff to deliver excellent customer services and developing relationship management as core competency, driven by the corporate HR Strategy 2007-12, 'Leading Edge - Leading People.</p>	<p>LI3008, LI3009, LI3010,</p>
<p>ICT: facilitating first rate intelligence through data and knowledge management, supporting our staff to help customers through maximising mobile working, and increasing opportunities for self service.</p>	<p>LI3015, LI3401, LI3402</p>
<p>Business transformation: maximising the talents of our staff in the support and delivery of projects and design of services, eliminating waste, duplication and processes that do not add value or are not necessary for the public, and transforming service areas in priority order of potential to improve value for money.</p>	<p>NI014, NI179, LI0500, LI0501, LI0502, LI0503, LI0504, LI0609, LI0610</p>

Delivery Proposals

Shaping a Better Darlington		
<p>Partnerships for Real</p>	<ul style="list-style-type: none"> • Work with partners across all LSP theme groups to support planning for achievement of LAA targets • Provide Lead Officer and other support to the LSP Theme Group Chairs to ensure co-ordinated action focused on achieving the targets for the in the Local Area Agreement 2008-11 	<p>Chief Executive Children's</p>

	<ul style="list-style-type: none"> • Complete on the closure of the Pilot Local Area Agreement 	
Economic Downturn	<ul style="list-style-type: none"> • Work with partners and stakeholders to pursue measures to limit the detrimental impacts of economic recession and the credit crunch on the local economy and on regeneration programmes and projects 	Chief Executive
Community Engagement	<ul style="list-style-type: none"> • Democratic engagement – improve engagement in democratic processes and introduce participatory budgeting • Update and deliver the Third Sector Strategy 	Corporate
Business Transformation	<ul style="list-style-type: none"> • Review and implement energy efficiencies to reduce environmental impacts and costs 	Corporate

Providing Excellent Services		
Partnerships for Real	<ul style="list-style-type: none"> Progress the renewal of the corporate Performance Management Framework, including completing collection of the first full year of National Indicator data; review protocols with partners; and establishing effective quarterly review process for the renewed framework Follow-up on the completion of the first Place Survey with analysis, dissemination and review of performance/engagement issues and targets 	Chief Executive Corporate Children's Community
Economic Downturn	<ul style="list-style-type: none"> Maintain the capacity and effectiveness of services, working with partner agencies, to meet the additional demands of local people and businesses affected by economic circumstances 	Chief Executive Community Children's Corporate
Community Engagement	<ul style="list-style-type: none"> Improve customer satisfaction across all work strands Improve welfare benefit take-up 	Corporate
Business Transformation	<ul style="list-style-type: none"> Support the delivery of departmental service improvement projects Explore feasibility/value of developing a corporate debt policy Carry out a project to align the Local Taxation and Housing Benefits services Review and refocus all services to take account of the increasingly older age profile of the population, to ensure the needs and aspirations of older people are considered Reduce avoidable contact time (NI 014) Implement the Corporate Information Governance Action Plan Progress and implement the Capital Projects Review across all service areas 	Corporate Community Children's Chief Executive
Putting the Customer First		
Communications	<ul style="list-style-type: none"> Develop social marketing initiatives to communicate key issues 	Chief Executive
Community Engagement	<ul style="list-style-type: none"> Roll out a programme of Talking Together events, supporting the use of the brand across the Council 	Chief Executive Corporate Community Children's
Business Transformation	<ul style="list-style-type: none"> Continue to develop and improve contact arrangements for access to services, making use of the ICT capability available through Xentrall 	Corporate

Ensuring Access for All		
One Darlington (Equalities and Social Inclusion)	<ul style="list-style-type: none"> • Deliver exemplary work on social inclusion, equalities and customer focus • Narrow the inequalities gaps in disadvantaged communities • Ensure that Equalities Impact Assessment is carried out effectively and reported to fully inform decisions on all policy and programme development • Review and refocus equalities priorities in relation to the new national Equalities Framework • Review and refocus priorities for social inclusion, building on the success of 'All Together Now' to address current local issues and needs 	Chief Executive Children's Community Corporate
Human Resources	<ul style="list-style-type: none"> • Deliver enhanced training equalities training 	Chief Executive Corporate
Ensuring Access for All		
Community Engagement	<ul style="list-style-type: none"> • Engage with older people around the issue of 'age-proofing' of services to ensure that the needs and aspirations of an increasing older population are addressed • Enhance engagement with children, young people, families and carers 	Chief Executive Community Children's
Communications	<ul style="list-style-type: none"> • Provide improved information, advice and guidance to children and young people 	Chief Executive Children's
Enhancing Our Capacity to Improve		
Partnerships for Real	<ul style="list-style-type: none"> • Implement the Comprehensive Area Review within Darlington 	Chief Executive
Community Engagement	<ul style="list-style-type: none"> • Evaluate community engagement to establish benefits and VfM 	Chief Executive
Human Resources	<ul style="list-style-type: none"> • Progress review of accommodation and modern ways of working • Reduce sickness absence 	Corporate
ICT	<ul style="list-style-type: none"> • Carry out a fundamental review of ICT infrastructure • Examine ICT requirements for review of accommodation and modern ways of working 	Corporate

Enhancing Our Capacity to Improve

Business Transformation	<ul style="list-style-type: none"> ● Deliver the efficiency savings identified in the 2009-13 medium term financial planning process ● Relocate public protection services out of Houndgate ● Deliver the Xentrall Transition Plan to achieve savings and risk management benefits ● Improve awareness and application of recognised procurement practices to enhance value for money ● Effectively co-ordinate consistent and regular reporting on project progress and status to the Leading Edge Programme Board ● Continue to deliver internal Project Management and Change Management training to the wider organisation ● Effectively challenge and prioritise potential areas of business improvement across the organisation ● Promote cross-departmental working to help maximise potential efficiencies opportunities ● Develop and implement an agreed approach to the realisation of efficiency savings ● Identify and develop further opportunities for savings within the Council's administrative services 	Corporate Chief Executive Community Children's
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Resources

In overall terms our organisational development work will continue to be delivered from within existing resources. The principal resource requirements relate to staffing, and the establishment in recent years of the small Leading Edge Programme Office and the Procurement Team has provided the secured the skills and capacity needed to lead and co-ordinate work on the five strands of the Leading Edge strategy. This investment in organisational development was consolidated in 2007/08 by bringing together staff from elsewhere in the organisation to create the Connecting With Communities Team to drive forward the Council's commitment to enhanced community engagement at the heart of its planning and decision-making.

In general any significant financial investment in organisational development will be secured through 'Invest to save' proposals. The more significant resource perspective relating to this theme is that its work, particularly through the Business Transformation strand, is aimed at delivering new ways of working and efficiencies that generate savings and free-up resources for re-investment in accordance with priorities.

This efficiencies and value for money dimension of Leading Edge is particularly under the spotlight in the current medium-term planning cycle. Section 4 of this plan describes the substantial efficiency savings that are required as result of the effects of the economic downturn on the Council's resources, in order to deliver a budget within the available resources that nevertheless remains focused on delivering our key priorities. The work to deliver these savings, amounting to around £4.7M over the four year planning cycle, will be managed through the Leading Edge programme.

Section 5: Resourcing Our Services

The Financial Context

This section of the plan presents our medium-term financial plan (MTFP) for 2009-13. It sets out both revenue and capital allocations to fund our work within the five themes of the sustainable community strategy, and complements the 'Resources' content under each theme heading in Section 3. It also summarises budget allocations by Council department and provides an overview of funding sources.

The overall picture presented here is reinforced by detailed analysis of funding issues and proposals contained in the separate MTFP annexe/Budget Book, and in the Capital Strategy.

The Council's financial plans are driven by its long-term vision and strategic objectives, and follow the same four-year cycle, with annual renewal, as its service plans. The main challenge for the Council is to balance service provision and longer-term ambitions with the level of resources available, including local taxation.

This plan has been developed against the backdrop of the global economic downturn, and the Government's financial strategy for responding to medium-term economic projections. The Council's main sources of revenue income are Government Grant, National Non-Domestic Rates (business rates, pooled nationally and redistributed by Government to local authorities), Council Tax and charges for services.

The resources available to the Council are therefore heavily influenced by Government fiscal policy. It is clear that the next Comprehensive Spending Review, which will allocate grant and non-domestic rates to councils for the three year period from 2011/12, will place severe pressure on local government spending. Grant income is likely to increase at a much slower rate than in previous years, although funding for education is likely to fare better than other areas. Fees and charges income will remain under pressure and a range of other impacts on income and costs is anticipated. In brief, the medium term scenario for the Council is one of constraints and pressures on its sources of funding at levels not experienced for many years.

The full range of projected pressures is summarised below:

- **Financing costs** – a combination of loss of income from investments due to the recent large reductions in interest rates; the inability to generate capital receipts from asset disposals, due to the credit crunch-induced collapse of the property market; and the cost of increased prudential borrowing required to fund urgent capital schemes. £2.0M
- **Increasing service costs** – including rising energy costs and national insurance increases; and increasing costs within particular services, notably concessionary fares, supported bus services, and contracts with residential care homes. £0.9M
- **Reduced income** – arising from changes in patterns of consumer spending, including car parking revenue and use of arts and leisure facilities; the impact of reduced programmes of engineering work on staff costs; and reduced commercial sponsorship. £1.1M
- **Increased demand for services** – the most prominent in this category include children's transition placements into adult care, the demand for Adult Social Services from an increasingly ageing population; young adults with mental health difficulties; and Darlington Bowls Club. £2.4M
- **Reduction or cessation of external grants** – this category relates to the loss of grant support for services that must nevertheless be maintained, and includes electoral registration, the Fair Share and Supporting People programmes, highways work and reduced turnover in the Building Maintenance service. £0.5M

Revenue MTFP

The initial budget position, based on existing service levels and ambitions set against these projected pressures on resources, is summarised in the following table.

	2009/10 £m's	2010/11 £m's	2011/12 £m's	2012/13 £m's
Total Expenditure	140.313	145.664	150.984	155.721
Total Income	135.501	140.730	145.422	149.985
Initial Gap	4.812	4.934	5.562	5.736

Our principal strategy to close the budget gap has involved a rigorous review of priorities and services to secure savings through efficiencies. Despite the severity of the initial position the objective has been to ensure that sufficient funds are allocated to key priorities and to meet unavoidable pressures, whilst balancing the budget.

Planning, Prioritisation and Value for Money

The prioritisation that shapes the financial plan is ultimately a decision for the Council's 53 elected Members, who must decide the total budget, Council Tax and allocation of resources to services. Decisions are influenced by the manifesto of the ruling political Group, the democratic mandate and engagement with stakeholders. In this context engagement includes the year-long programme of enquiry, discussion and consultation leading to the development of 'One Darlington : Perfectly Placed', as well as the established annual Community Survey, 'Talking Together' consultations on a wide range of topics (including the budget) and internal scrutiny and challenge.

The Council has a good record, acknowledged by the Audit Commission in the 2008 Corporate Assessment, of establishing and resourcing its priorities. We have developed a creative approach to securing and joining-up external funding sources to address priorities, in the absence of the major additional funding, through the Working Neighbourhoods Fund, that other authorities in the city-region and region receive. We are also recognised as having an excellent approach to use of resources and to providing value for money.

These qualities have been put to the test, and raised to a new level, by the planning and prioritisation process for this MTFP. The challenge has been to ensure that our financial planning continues to address the Council's priorities and to support positive progress towards the long-term vision for Darlington, whilst producing a balanced budget within the sudden and severe constraints on resources.

The overall priorities driving the financial plan are:

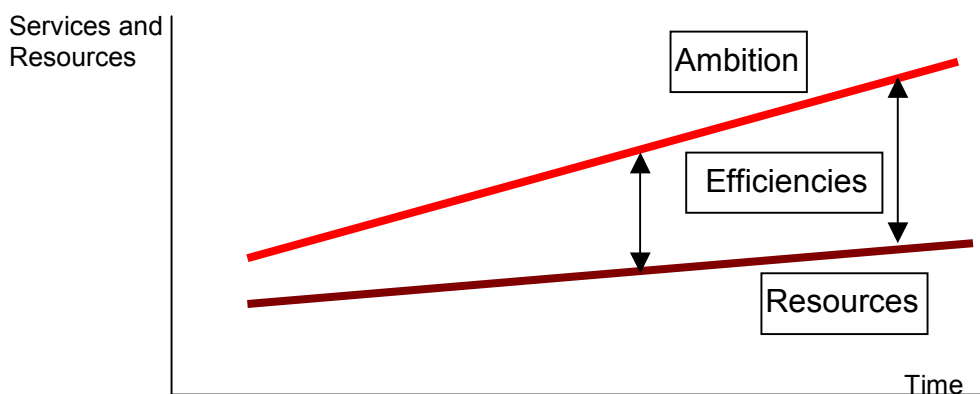
- Maintaining essential services, particularly to the most vulnerable, including those likely to be hardest hit by the economic downturn;
- Setting charges at levels that support strategic aims by encouraging targeted use of services and providing income to help fund services;
- Keeping Council Tax at a level amongst the lowest in the region, balanced against the need to fund essential services;
- Continuing to strive for greater efficiency to bridge the gap between ambition for continuous improvement and resources available;
- Maintaining sound financial management, including safeguarding resources for future service delivery.

Value for money is always a high priority, and the Council is recognised as being amongst the best in the country. The latest available Audit Commission assessment ranks Darlington as one of only two unitary councils across the country with the top rating of 4 out of 4 for value for money.

Nevertheless the current situation demands more: efficiency improvements are the key to bridging the between the resources needed to fully fund our ambitions for continuous service improvement and the reality of the resources available to do so. As the simple graph below illustrates, the gap between ambition and resources will continue to widen if we do not take action to achieve efficiencies.

The Council's approach to VfM is two-pronged:

- Large scale initiatives identified through the Leading Edge Organisational Development Strategy and delivered as projects
- Smaller scale initiatives identified through integrated department management of services and resources, delivered as a routine business function.



Our top Value for Money rating, referred to above, reflects the £10M of efficiency improvements achieved over the last four years, helping to ensure that our services are high performing and low cost relative to other local authorities. This plan proposes further efficiency improvements of up to £5M per annum over its four year life cycle, representing 6.5% of the net revenue budget.

These efficiency savings have been identified through a rigorous and iterative process of analysis and challenge across the organisation. They will be extremely difficult to deliver and will involve significant changes to working practices and staffing. The following table summarises the proposed package of savings, which will involve the deletion of some 60 posts over the life cycle of the plan, of which 40 are permanently filled at present.

Efficiency Package Analysis by Department	2009/10 £m's	2010/11 £m's	2011/12 £m's	2012/13 £m's
Children's Services	1.493	1.656	1.668	1.681
Community Services	0.515	1.060	1.268	1.268
Chief Executive's	0.306	0.893	1.144	1.344
Corporate Services	0.350	0.653	0.653	0.648
Total Efficiencies	2.664	4.262	4.733	4.941

The efficiency programme makes significant inroads into the budget gap, but further measures are required to bridge it. The search for efficiencies within existing policy and service levels has therefore been complemented by proposals that will impact on policy and or service levels. The proposals have a total value of around over £0.5M in 2009/10.

The overall result of the proposed efficiency savings and the above changes to services on the budget position is summarised in the table below.

	2009/10 £m's	2010/11 £m's	2011/12 £m's	2012/13 £m's
Original gap	4.812	4.934	5.562	5.736
Less				
Efficiency programme	2.664	4.262	4.733	4.941
Changes to services	0.489	0.628	0.555	0.541
Use of balances	1.659	0.044	0.274	0.254
Revised gap	0.000	0.000	0.000	0.000
Closing Revenue Balances	6.593	6.549	6.275	6.021

Council Tax

(To be added to published Corporate Plan)

Revenue Budget Allocations

The following table summarises the Council's revenue budget allocations for the period 2009-13 against the five delivery themes of One Darlington : Perfectly Placed. It is important to remember that the Council's funding allocations to the delivery themes are reinforced by allocations from partners. This is particularly the case with the Healthy and Safer Darlington Themes, and the 'Resources' content under each theme heading in Section 3 provides a fuller picture of the funding position.

	2009/10 £m	2010/11 £m	2011/12 £m	2012/13 £m
Prosperous Darlington	10.795	12.697	14.865	16.779
Aspiring Darlington	77.313	78.664	79.408	79.867
Healthy Darlington	34.882	36.410	37.798	39.667
Greener Darlington	8.410	8.891	9.349	9.742
Safer Darlington	4.101	4.068	4.002	3.930
Total	135.501	140.730	145.422	149.985

The above table is a translation of how our revenue budgets will support the community strategy themes. This is because funds are allocated to Council departments to deliver the services and proposals that will contribute to progress within the themes, rather than the themes themselves. Revenue allocations to departments and services are show in the following table.

	2009/10	2010/11	2011/12	2012/13
	£m	£m	£m	£m
Children's Services	70.918	72.864	75.252	77.774
Community Services	45.941	47.326	48.963	51.079
Chief Executive	6.877	6.643	6.579	6.519
Corporate Services	9.254	9.046	9.376	9.624
Pre-Budget Report National Insurance	0.000	0.000	0.300	0.300
Joint bodies and levies	0.641	0.635	0.605	0.625
Financing costs	4.218	4.719	5.100	4.846
Headroom	0.000	0.250	0.250	0.250
Leading Edge efficiencies	(0.690)	(0.790)	(0.729)	(0.778)
Waste Management	0.000	0.000	0.000	0.000
Pensions Contribution Rate	0.000	0.000	0.000	0.000
Contribution to/(from) revenue balance	(1.659)	(0.044)	(0.274)	(0.254)
Total Expenditure	135.501	140.730	145.422	149.985
Total Resources	135.501	140.730	145.422	149.985

Capital MTFP

This section of the plan concentrates on our proposals for one-off investment in assets (for example, school buildings or road infrastructure) to enable the Council to deliver its contributions to 'One Darlington : Perfectly Placed' more effectively.

The economic recession, referred to extensively at the beginning of this section and elsewhere in the plan, impacts on capital investment at least as severely as on revenue spending because of the specific phenomenon of the 'credit crunch' that lies at the heart of the recession.

Loss of confidence in the credit markets restricts the capacity of business to borrow and invest. The local impact, in relation to the delivery of our vision for Darlington, is complex and multi-faceted. Particularly serious for our capital investment programme is the collapse of the property market, and the consequent inability to generate capital receipts from asset sales to reinvest in capital projects.

The sale of land and property is also a vital component in our economic regeneration strategy to facilitate major development projects bringing private sector investment in economic infrastructure. Looking at the bigger picture of capital investment in Darlington over the last five years, beyond the Council's own programme, this has been by far the biggest component. In the current climate there is considerable uncertainty about the extent to which such investment will continue in the short-to-medium term, although as indicated in the Prosperous Darlington theme content in Section 3, the Council is doing all it can to minimise adverse trends.

However, despite the trends and impacts associated with the credit crunch, and the uncertainties around the overall picture of capital investment in the borough, this Corporate Plan includes a significant Capital MTFP funded by central government. The full details of our plans are set out in the Council's Capital Strategy and in the Departmental Budget Reports incorporated in the MTFP annexe/Budget Book

Most of the Council's capital funding comes from government for investment in specific assets, mainly in accordance with national priorities such as Transport, Children's Services and Housing. Funding is allocated in line with agreed local programmes and subject to the delivery of outcomes. Our programmes and targets are put forward to government through such planning processes as the Local Transport Plan, Schools Asset Management Plan and the Housing Business Plan.

The 'Resources' content under each theme heading in Section 3 gives a brief overview of capital funding. The following table summarises the allocation of the capital resources expected to be available over the planning cycle by community strategy theme.

Heading	2009/10	2010/11	2011/12	2012/13	Total
PROSPEROUS DARLINGTON	All figures: £'000s				
● Highway maintenance	1,395	1,530	1,530	1,530	5,985
● Integrated transport	1,582	1,534	1,534	1,534	6,184
● Single Programme schemes:					
○ Town Centre Fringe phase 1	1,500	1,000			2,500
○ Town Centre Fringe phase 2	1,000	1,500	2,500	2,500	7,500
○ Town Centre Fringe phase 3			200		200
○ Faverdale Logistics	300	2,000	1,825	1,825	5,950
○ University	600	475			1,075
○ Northern Cross			1,500	3,350	4,850
Prosperous Darlington Programme Total	6,377	8,039	9,089	10,739	34,244

Northern Housing Growth Point: Government has allocated £5.74M of capital (with £446,000 revenue) for schemes within the Tees Valley Housing Growth Point Programme of Delivery in 2009/10 and 2010/11. At the time this plan was prepared, the funding had not yet been disaggregated to local areas within Tees Valley, but additional capital funds will be available for investment, with a likely focusing on facilitating housing development within Central Park, in 2009/10 and 2010/11.

Heading	2009/10	2010/11	2011/12	2012/13	Total
ASPIRING DARLINGTON					
All figures: £'000s					
● Schools devolved schemes	858	1,398	1,398	1,398	5,052
● Capital improvements to schools	187	187	187	187	748
○ Access initiative			487	748	1,235
○ Other school improvements					
● Major capital projects					
○ Hummersknott					
○ Eastbourne Academy					
○ North Road Primary					
○ Children's centres	381	226			607
○ Private nursery improvements	315	440			755
○ Extended schools		100			100
○ Short breaks for families with disabled children	49	114			163
○ 14-19 diplomas/SEN & disabilities	2,000	6,000			8,000
● Primary Strategy for Change	4,492	7,752	300		12,544
● Schools Planning Team & support costs	243	248	253	258	1,002
● Temporary accommodation	58	58			116
● Children's play programme	1				1
Aspiring Darlington Programme Total	8,150	15,702	2,671	2,671	29,194
HEALTHY DARLINGTON					
All figures: £'000s					
● Housing					
○ Adaptations	350	360	371	382	1,463
○ Disabled facility grants	250	250	250	250	1,000
○ Dinsdale Court	1,660				1,660
○ Windsor Court IPM	1,000	1,600			2,600
○ Rockwell House	1,200				1,200
○ Branksome Hall Drive IPM	1,450				1,450
○ Ted Fletcher Court			1,400		1,400
○ Warden Link & sheltered housing	200	200	200	200	800
○ Private sector improvements	261	261	261	261	1,044
○ Council housing improvements and planned maintenance	3,842	4,916	4,436	4,570	17,764
○ Professional fees	250	250	250	250	1,000
● Carefirst programme	83	83	83	83	332
Healthy Darlington Programme Total	10,546	7,920	7,251	5,996	31,713

Heading	2009/10	2010/11	2011/12	2012/13	Total
GREENER DARLINGTON All figures: £'000s					
• Housing					
o Energy efficiency	200	200	200	200	800
o Environmental works		98		767	865
Greener Darlington Programme Total	200	298	200	967	1,665
SAFER DARLINGTON All figures: £'000s					
• Road Safety	37	36			73
Safer Darlington Programme Total	37	36			73
COUNCIL CAPITAL PROGRAMME TOTAL	25,310	31,995	19,211	20,373	96,889

It is important to emphasise again that the above table shows the Council's planned capital investment, and it is not the complete picture of capital investment in Darlington. Partner agencies have their own investment plans, and these will be particularly significant within the Healthy Darlington and Safer Darlington themes.

As has been previously noted, the Council's contributions to the Greener and Safer themes are primarily revenue-based. The limited capital investment proposals included above reflects the nature of the Council's work in these themes rather than a lack of commitment to delivering outcomes.

The sources of capital funding for the above programme are summarised in the following table.

Funding Source	2009/10	2010/11	2011/12	2012/13	Total
All figures are £'000s					
Capital grants	18,351	24,680	13,483	15,173	71,687
Supported borrowing	4,048	3,615	2,843	2,843	13,349
Departmental Prudential Borrowing	3,870	1,424	459	-	5,753
Housing Revenue Account capital receipts	860	450	450	450	2,210
Revenue Contributions to Capital Outlay	2,189	1,826	1,976	1,907	7,898
Capital receipts	2,097	3,900	3,808	-	9,805
Total Resources	27,010	32,495	19,211	20,373	99,089
Variance	2,200				

Proposals from CMN (to be checked against above): Tackling worklessness; major development projects; affordable housing; enhancing skills; business engagement; congestion; town centre enhancement; 3rd sector capacity/joint working.

Proposals from CMN (to be checked against above): Narrowing 0-7 gap; targeted employment; employment skills; extending use of children's centres; pre-to post-19 transition; Private and voluntary sector childcare improvement; school leaving age – capacity at QE; extend adult learning

Proposals from CMN (to be checked against above – and what is Council's to deliver, and what NHS?): Alcohol/smoking/obesity; integrated prevention; strategy for transforming social care; social marketing of health; community sports provision; workplace health; World Class Commissioning standards; carers' support; collective planning

Proposals from CMN (to be checked against above): Council energy use; sustainable construction; congestion; adaptation for climate change; waste composting

Nothing on waste management/disposal

Proposals from CMN (to be checked against above): Preventative services; improved intelligence; reducing offending; education/domestic violence/bullying; uniformed wardens vfm review; licensing/underage sales; MARAC multi-agency victim support

Section 6: Additional Information

The National Indicator (NI) set replaced Best Value Performance Indicators from 1st April 2008. The following table shows the NIs arranged under the SCS Themes, with the targets that were set for the 2008-12 planning cycle. Targets for 2009-13 will be set in February and, subject to approval, will be incorporated in the published plan. Targets could not be set for many of the NIs for 2008/09 because, as new indicators, baseline and trend data was not available. This is still the situation as this early version of the 2009-13 Corporate Plan is being prepared, but it will be possible to set targets before the end of the year for the majority of the NIs with the publication of the 'Place Survey' and with other data sources coming on stream via the National Data Hub from government departments and other agencies.

PI Reference and Description	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	Included as measure in: SCS/LAA/CP ¹	Accountable Officer
PROSPEROUS DARLINGTON						
NI 007: Environment for a thriving third sector	New	New	New	New	LAA/CP	Mary Hall
NI 151: Overall employment rate	76.10	76.20	76.30	76.40	SCS/LAA/CP	John Simpson
NI 152: Working age people on out of work benefits	New	New	New	New		John Simpson
NI 153: Working age people claiming out of work benefits in the worst performing neighbourhoods	33.00	32.80	32.70	32.00	SCS/LAA	John Simpson
NI 154: Net additional homes provided	475	500	550	340	LAA	Valerie Adams
NI 164: Working age population qualified to at least Level 3 or higher	50.10	50.30	50.50	50.60	LAA/CP	Gwenda Lyn Jones
NI 165: Working age population qualified to at least Level 4 or higher	New	New	New	New		Gwenda Lyn Jones
NI 166: Average earnings of employees in the area	415.00	427.00	446.00	466.00	SCS/LAA/CP	John Simpson
NI 171: VAT registration rate	New	New	New	New	CP	Nik Grewer
NI 172: VAT registered businesses in the area showing growth	New	New	New	New		Nik Grewer
NI 173: People falling out of work and on to incapacity benefits	New	New	New	New		Nik Grewer

¹ SCS: Sustainable Community Strategy (One Darlington : Perfectly Placed); LAA: Local Area Agreement 2008 - 2011; CP: Corporate Plan 2008/09 – 2011/12

PI Reference and Description	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	Included as measure in: SCS/LAA/CP	Accountable Officer
NI 174: Skills gaps in the current workforce reported by employers	New	New	New	New	CP	Nik Grewer
NI 180: Changes in Housing Benefit/ Council Tax Benefit entitlements within the year	950.00	950.00	950.00	950.00		Anthony Sandys
NI 181: Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	16.00	16.00	16.00	16.00		Anthony Sandys
NI 182: Satisfaction of businesses with local authority regulation services	New	New	New	New		Bill Westland
NI 183: Impact of local authority regulatory services on the fair trading environment	New	New	New	New		Bill Westland
ASPIRING DARLINGTON						
NI 006: Participation in regular volunteering - Regular volunteering is defined as taking part in formal volunteering at least once a month in the 12 months before the survey interview.	New	New	New	New	LAA/CP	Mary Hall
NI 009: Use of public libraries	New	New	New	New		Ruth Bernstein
NI 010: Visits to museums or galleries	25.00					Mike Crawshaw
NI 011: Engagement in the arts	New	New	New	New	LAA/CP	Mike Crawshaw
NI 013: Migrants' English language and skills knowledge	New	New	New	New		Ruth Bernstein
NI 022: Perceptions of parents taking responsibility for the behaviour of their children in the area	New	New	New	New		Rob Jones
NI 051: Effectiveness of child and adolescent mental health (CAMHs) services	16.00	16.00	16.00	16.00		Jenni Cooke

PI Reference and Description	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	Included as measure in: SCS/LAA/CP	Accountable Officer
NI 052i: Take up of school meals - Primaries	New	New	New	New		Christine Jones
NI 052ii: Take up of school lunches - Secondaries	New	New	New	New		Christine Jones
NI 054: Services for disabled children	Collection deferred to 2009/10	Collection deferred to 2009/10	Collection deferred to 2009/10	Collection deferred to 2009/10		Jenni Cooke
NI 057: Children and young people's participation in high-quality PE and sport. (5-16 year olds 5 hours, 16-19 year olds more opportunities for 3 hours)	Collection deferred to 2009/10	Collection deferred to 2009/10	Collection deferred to 2009/10	Collection deferred to 2009/10	LAA/CP (Targets not included in LAA – to be reviewed against new baseline in March 2009)	Alison Raw
NI 058: Emotional and behavioural health of children in care	New	New	New	New		Mary Sweeney
NI 059: Initial assessments for children's social care carried out within 7 working days of referral	65.00	68.00	70.00	71.00		Jan Lefevre
NI 060: Core assessments for children's social care that were carried out within 35 working days of their commencement	86.00	87.00	88.00	88.00	CP	Jan Lefevre
NI 061: Stability of looked after children adopted following an agency decision that the child should be placed for adoption	68.00	70.00	72.00	73.00		Mary Sweeney
NI 062: Stability of placements of looked after children: number of moves	12.00	12.00	12.00	12.00	CP	Mary Sweeney

PI Reference and Description	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	Included as measure in: SCS/LAA/CP	Accountable Officer
NI 063: Stability of placements of looked after children: length of placement 9aged under 16 and continuously looked after for at least 2.5 years who were living in the same placement for at least 2 years, or placed for adoption and their adoptive placement together with their previous placement together last for at least 2 years.	55.00	60.00	65.00	66.00	LAA/CP	Mary Sweeney
NI 064: Child protection plans lasting 2 years or more	0.00	0.00	0.00	0.00		Jan Lefevre
NI 065: Children becoming the subject of a Child Protection Plan for a second or subsequent time	9.00	8.00	7.00	7.00	CP	Jenni Cooke
NI 066: Looked after children cases which were reviewed within required timescales	100.00	100.00	100.00	100.00	CP	Elaine Clarke
NI 067: Child protection cases which were reviewed within required timescales	100.00	100.00	100.00	100.00		Elaine Clarke
NI 068: Referrals to children's social care going on to initial assessment	35.00	36.50	38.00	40.00		Jan Lefevre
NI 069: Children who have experienced bullying	32.00	31.00	30.00	29.00	CP	Odette Sanderson
NI 070: Hospital admissions caused by unintentional and deliberate injuries to children and young people	New	New	New	New		Lucy Wheatley
NI 071: Children who have run away from home/care overnight	Collection deferred to 2009/10	Collection deferred to 2009/10	Collection deferred to 2009/10	Collection deferred to 2009/10		Jenni Cooke

PI Reference and Description	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	Included as measure in: SCS/LAA/CP	Accountable Officer
NI 072: Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	62.50	55.80	56.00	57.00	LAA/CP	Chris Archer
NI 073: Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold)	76.00	78.00	79.00	80.00	LAA	Heather Long
NI 074: Achievement at level 5 or above in both English and Maths at Key Stage 3 (Threshold)	78.00	79.00	80.00	80.00	LAA	Rob Thompson
NI 075: Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold)	50.20	58.70	59.20	59.70	SCS/LAA/CP	Rob Thompson
NI 076: Achievement at level 4 or above in both English and Maths at KS2 (Floor)	7.00	5.00	5.00	4.00	CP	Heather Long
NI 077: Achievement at level 5 or above in both English and Maths at KS3 (Floor)	0.00	0.00	0.00	0.00		Rob Thompson
NI 078: Achievement of 5 or more A*-C grades at GCSE and equivalent including GCSEs in English and Maths (Floor)	0.00	0.00	0.00	0.00		Rob Thompson
NI 079: Achievement of a Level 2 qualification by the age of 19	76.20	78.00	79.70	80.70		Helen Ellison
NI 080: Achievement of a Level 3 qualification by the age of 19	46.10	47.60	49.10	50.10	LAA/CP	Helen Ellison
NI 081: Inequality gap in the achievement of a Level 3 qualification by the age of 19	28.00	27.00	26.00	25.00		Helen Ellison

PI Reference and Description	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	Included as measure in: SCS/LAA/CP	Accountable Officer
NI 082: Inequality gap in the achievement of a Level 2 qualification by the age of 19	53.00	56.00	60.00	61.00	SCS	Helen Ellison
NI 083: Achievement at level 5 or above in Science at Key Stage 3	78.00	83.00	84.00	84.00	LAA	Rob Thompson
NI 084: Achievement of 2 or more A*-C grades in Science GCSEs or equivalent	40.00	41.00	42.00	43.00		Rob Thompson
NI 085: Post-16 participation in physical sciences (A Level entries in i) Physics; ii) Chemistry; and iii) Maths)	i) 51; ii) 85; iii) 133	i) 52; ii) 86; iii) 134	i) 53; ii) 87; iii) 135	i) 54; ii) 88; iii) 136	Initial targets – new baseline to be set in 2008/09	Andrew Dunn
NI 086: Secondary schools judged as having good or outstanding standards of behaviour	83.00	83.00	83.00	83.00	CP	Irene Baker
NI 087: Secondary school persistent absence rate	7.50	6.80	5.00	5.00	LAA/CP	Anita Hammer
NI 088: Number of Extended Schools	80.00	97.50	100.00	100.00		Christine Jones
NI 089: Number of schools in special measures	0.00	0.00	0.00	0.00	CP	Andrew Dunn
NI 090: Take up of 14-19 learning diplomas	New	New	New	New	CP	Helen Ellison
NI 091: Participation of 17 year-olds in education or training	81.00	83.00	85.00	87.00	LAA	Andrew Dunn
NI 092: Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	39.00	34.30	33.00	32.00	LAA/CP	Chris Archer
NI 093: Progression by 2 levels in English between Key Stage 1 and Key Stage 2	90.00	87.00	89.00	90.00	LAA/CP	Heather Long

PI Reference and Description	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	Included as measure in: SCS/LAA/CP	Accountable Officer
NI 094: Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	80.00	83.00	84.00	85.00	LAA/CP	Heather Long
NI 095: Progression by 2 levels in English between Key Stage 2 and Key Stage 3	39.00	37.00	39.00	39.00	LAA/CP	Rob Thompson
NI 096: Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3	70.00	69.00	71.00	71.00	LAA/CP	Rob Thompson
NI 097: Progression by 2 levels in English between Key Stage 3 and Key Stage 4	69.00	66.50	67.00	67.00	LAA/CP	Rob Thompson
NI 098: Progression by 2 levels in Maths between Key Stage 3 and Key Stage 4	34.00	39.50	40.00	40.00	LAA/CP	Rob Thompson
NI 099: Children in care reaching level 4 in English at Key Stage 2	33.30	60.00	50.00	71.40	LAA	Emma Clark
NI 100: Children in care reaching level 4 in Maths at Key Stage 2	33.30	60.00	75.00	85.70	LAA	Emma Clark
NI 101: Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths)	0.00	0.00	33.30	9.10	LAA	Emma Clark
NI 102: Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages a) 2 and b) 4	a) 33.00 b) 33.00	a) 30.00 b) 30.00	a) 27.00 b) 27.00	a) 24.00 b) 24.00	SCS	Andrew Dunn
NI 103a: SEN – statements issued within 26 weeks excluding exception cases as a proportion of all such statements issued in the year	96.00	96.00	96.00	96.00		Cate Crallan

PI Reference and Description	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	Included as measure in: SCS/LAA/CP	Accountable Officer
NI 103b: SEN – statements issued within 26 weeks as a proportion of all statements issued in the year	96.00	96.00	96.00	96.00		
NI 104: The Special Educational Needs (SEN)/non-SEN gap – achieving Key Stage 2 English and Maths threshold	57.10	57.00	56.90	56.80		Cate Crallan
NI 105: The Special Educational Needs (SEN)/non-SEN gap – achieving 5 A*-C GCSE inc. English and Maths	48.40	48.30	48.20	48.10		Cate Crallan
NI 106: Young people from low income backgrounds progressing to higher education	New	New	New	New		Deborah Archer
NI 107: Key Stage 2 attainment for Black and minority ethnic groups	New	New	New	New		Heather Long
NI 108: Key Stage 4 attainment for Black and minority ethnic groups	New	New	New	New		Rob Thompson
NI 109: Number of Sure Start Children Centres	100.00	100.00	100.00	100.00		Lynne Henderson
NI 110: Young peoples participation in positive activities.	New	New	New	New	CP	Mervyn Bell
NI 114: Rate of permanent exclusions from school	0.12	0.12	0.11	0.11		Andrew Dunn
NI 115: Substance misuse by young people	New	New	New	New	CP	PCT
NI 116: Proportion of children in poverty	18.80	17.70	16.60	15.00	LAA	John Simpson
NI 117: 16 to 18 year olds who are not in education, training or employment (NEET)	6.40	6.20	5.70	5.70	CP	Lynn Kilpatrick
NI 118: Take up of formal childcare by low-income working families	New	New	New	New		Lynne Henderson

PI Reference and Description	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	Included as measure in: SCS/LAA/CP	Accountable Officer
NI 147: Care Leavers in Suitable Accommodation	75.00	80.00	85.00	90.00		Jenni Cooke
NI 148: Care Leavers in Employment Education or training	73.00	75.00	78.00	80.00		Jenni Cooke
NI 161: Learners achieving a Level 1 qualification in literacy	New	New	New	New		Ruth Bernstein
NI 162: Learners achieving an Entry Level 3 qualification in numeracy	New	New	New	New		Ruth Bernstein
NI 163: Working age population qualified to at least Level 2 or higher	New	New	New	New		Gwenda Lyn Jones
HEALTHY DARLINGTON						
NI 001: Percentage of people who believe people from different backgrounds get on well together in their local area	76.00	77.00	78.00	79.00		David Plews
NI 002: Percentage of people who feel that they belong to their neighbourhood	New	New	New	New	CP	Sharon Brown
NI 003: Civic participation in the local area	New	New	New	New	CP	Linda Todd
NI 004: Percentage of people who feel they can influence decisions in their locality	31.00	33.00	35.00	37.00	LAA/CP	Sharon Brown
NI 008: Adult participation in sport	22.10	23.10	25.10	26.10	LAA/CP	Mike Crawshaw
NI 012: Refused and deferred Houses in Multiple Occupation (HMO) license applications leading to immigration enforcement activity	Collection deferred to 2009/10	Collection deferred to 2009/10	Collection deferred to 2009/10	Collection deferred to 2009/10		Alan Glew
NI 050: Emotional health of children	New	New	New	New	LAA/CP	Jenni Cooke
NI 053: Prevalence of breastfeeding at 6 – 8 weeks from birth	37.20	43.70	50.20	n/a		Lucy Wheatley

PI Reference and Description	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	Included as measure in: SCS/LAA/CP	Accountable Officer
NI 055: Obesity among primary school age children in Reception Year: a) % with height & weight recorded who are obese; b) % with height & weight recorded	a) 11.60 b) 85.00	a) 11.00 b) 89.50	a) 10.40 b) 94.50	n/a	CP	Lucy Wheatley
NI 056: Obesity among primary school age children in Year 6: : a) % with height & weight recorded who are obese; b) % with height & weight recorded	a) 21.80 b) 85.00	a) 21.00 b) 89.50	a) 20.30 b) 94.50	n/a	LAA	Lucy Wheatley
NI 112: Change in the rate of under 18 conceptions per 1,000 girls aged 15-17 years resident in the area for the current calendar year, compared to 1998 baseline rate.	-29.00	-37.00	-46.00	-55.00	SCS/LAA/CP	Lucy Wheatley
NI 113: Prevalence of Chlamydia in under 25 year olds: a) % of 15-24 year olds accepting a test for Chlamydia and b) % of positive diagnoses	a) 17.00 b) Baseline to be set in 2008/09	a) 17.00 b) Baseline to be set in 2008/09	a) 17.00 b) Baseline to be set in 2008/09	a) 17.00 b) Baseline to be set in 2008/09		Lucy Wheatley
NI 119: Self-reported measure of people's overall health and wellbeing	New	New	New	New	CP	Miriam Davidson
NI 120: All-age all cause mortality rate	Male 770 Female 547	Male 750 Female 538	Male 730 Female 529	Vital Signs targets n/a	SCS/CP	Miriam Davidson
NI 121: Mortality rate from all circulatory diseases at ages under 75	83.05	82.44	81.33	Vital Signs targets n/a		Miriam Davidson
NI 122: Mortality from all cancers at ages under 75	117.25	115.12	113.04	Vital Signs targets n/a		Miriam Davidson
NI 123: 16+ current smoking rate prevalence	908.00	916.00	923.00	n/a	LAA	Miriam Davidson

PI Reference and Description	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	Included as measure in: SCS/LAA/CP	Accountable Officer
NI 124: People with a long-term condition supported to be independent and in control of their condition	New	New	New	New		Miriam Davidson
NI 125: Achieving independence for older people through rehabilitation/intermediate care	New	New	New	New		Jane Robinson
NI 126: Early access for women to maternity services	New	New	New	New		Miriam Davidson
NI 127: Self reported experience of social care users	Collection deferred to 2009/10	Collection deferred to 2009/10	Collection deferred to 2009/10	Collection deferred to 2009/10		Jane Robinson
NI 128: User reported measure of respect and dignity in their treatment	Collection deferred to 2009/10	Collection deferred to 2009/10	Collection deferred to 2009/10	Collection deferred to 2009/10		Jane Robinson
NI 129: End of life access to palliative care enabling people to choose to die at home	New	New	New	New		Miriam Davidson
NI 130: Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets)	160.00	220.00	280.00	350.00	LAA/CP	Jane Robinson
NI 131: Delayed transfers of care from hospitals	2.45	2.45	2.45	2.45		Jane Robinson
NI 132: Timeliness of social care assessment	80.00	80.00	80.00	80.00		Jane Robinson
NI 133: Timeliness of social care packages	91.00	91.00	91.00	91.00		Jane Robinson
NI 134: The number of emergency bed days per head of weighted population	New	New	New	New		Miriam Davidson
NI 135: Carers receiving needs assessment or review and a specific carer's service, or advice and information	New	New	New	New		Jane Robinson
NI 136: People supported to live independently through social services (all ages)	2,727	2,785	2,870	2,960	LAA/CP	Jane Robinson
NI 137: Healthy life expectancy at age 65	New	New	New	New	SCS	Miriam Davidson

PI Reference and Description	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	Included as measure in: SCS/LAA/CP	Accountable Officer
NI 138: Satisfaction of people over 65 with both home and neighbourhood	New	New	New	New	New	Sharon Brown
NI 139: People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently	New	New	New	New	New	Jane Robinson
NI 141: Number of vulnerable people achieving independent living	75	77	79	81	CP	Anthony Sandys
NI 142: Number of vulnerable people who are supported to maintain independent living	96	97	98	98	CP	Anthony Sandys
NI 145: Adults with learning disabilities in settled accommodation	New	New	New	New		Jane Robinson
NI 146: Adults with learning disabilities in employment	New	New	New	New		Jane Robinson
NI 149: Adults in contact with secondary mental health services in settled accommodation	New	New	New	New		Jane Robinson
NI 150: Adults in contact with secondary mental health services in employment	New	New	New	New		Jane Robinson
NI 156: Number of households living in Temporary Accommodation	4.00	4.00	4.00	4.00		Hazel Neasham
NI 184: Food establishments in the area which are broadly compliant with food hygiene law	95	96	97	98		Bill Westland
GREENER DARLINGTON						
NI 005: Overall / general satisfaction with local area	77.00	79.00	81.00	83.00	LAA/CP	Sharon Brown

PI Reference and Description	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	Included as measure in: SCS/LAA/CP	Accountable Officer
NI 155: Number of affordable homes delivered (gross)	20	55	55	60	LAA	Valerie Adams
NI 157: Processing of planning applications as measured against targets for 'major' applications in 13 weeks.	66.00	68.00	71.00	73.00		Dave Coates
NI 157: Processing of planning applications as measured against targets for 'minor' and 'other' applications in 8 weeks.	72.00	74.00	77.00	83.00		Dave Coates
NI 157: Processing of planning applications as measured against targets for 'other' applications in 8 weeks.	85.00	87.00	89.00	91.00		Dave Coates
NI 158: Percentage non-decent council homes	0.00	0.00	0.00	0.00		Alan Glew
NI 159: Supply of ready to develop housing sites	96.00	96.00	96.00	100.00	CP	Valerie Adams
NI 160: Local Authority tenants' satisfaction with landlord services	87.50	88.00	88.30	88.40		Hazel Neasham
NI 167: Congestion – average journey time per mile during the morning peak	New	New	New	New	CP	Andy Casey
NI 168: Principal roads where maintenance should be considered	6.00	6.00	6.00	6.00	CP	Dave Winstanley
NI 169: Non-principal roads where maintenance should be considered	14.50	13.00	11.50	10.00	CP	Dave Winstanley
NI 170: Previously developed land that has been vacant or derelict for more than 5 years	New	New	New	New		Valerie Adams
NI 175: Access to services and facilities by public transport, walking and cycling	94.00	94.00	94.00	94.00	LAA/CP	Andy Casey

PI Reference and Description	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	Included as measure in: SCS/LAA/CP	Accountable Officer
NI 176: Working age people with access to employment by public transport (and other specified modes)	New	New	New	New		Andy Casey
NI 177: Local bus passenger journeys originating in the authority area	8,610,000	8,530,000	8,480,000	LTP Targets n/a	CP	Andy Casey
NI 178: Bus services running on time	75.00	77.50	80.00	82.50	CP	Andy Casey
NI 185: CO2 reduction from Local Authority operations	New	New	New	New	CP	Steve Petch
NI 186: Per capita reduction in CO2 emissions	3.40	7.20	11.60	13.00	SCS/LAA/CP	Steve Petch
NI 187: Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating	New	New	New	New		Alan Glew
NI 188: Adapting to climate change	1.00	2.00	3.00	4.00	SCS/LAA/CP	Steve Petch
NI 189: Flood and coastal erosion risk management	New	New	New	New		Steve Petch
NI 190: Achievement in meeting standards for the control system for animal health	Collection deferred to 2009/10	Collection deferred to 2009/10	Collection deferred to 2009/10	Collection deferred to 2009/10		Bill Westland
NI 191: Residual household waste per household	New	New	New	New	CP	Brian Graham
NI 192: Percentage of household waste sent for reuse	26.00	40.00	42.00	43.00	SCS/LAA/CP	Brian Graham
NI 193: Percentage of municipal waste land filled	74.00	60.00	58.00	57.00	CP	Brian Graham
NI 194: Level of air quality – reduction in NO and primary PM emissions through local authority's estate and operations.	New	New	New	New		Guy Metcalfe
NI 195: Improved street and environmental cleanliness: a) litter; b) detritus; c) fly posting; d) graffiti	a) 10.00; b) 10.00; c) 0.00; d) 4.00	a) 9.00; b) 9.00; c) 0.00; d) 4.00	a) 8.00; b) 8.00; c) 0.00; d) 4.00	a) 8.00; b) 7.00; c) 0.00; d) 4.00	CP	Brian Graham

PI Reference and Description	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	Included as measure in: SCS/LAA/CP	Accountable Officer
NI 196: Improved street and environmental cleanliness – fly tipping	2.00	2.00	1.00	1.00	CP	Brian Graham
NI 197: Improved local biodiversity – active management of local sites	New	New	New	New		Rob George
NI 198: Children travelling to school – mode of travel usually used (CAR)	23.20	22.20	21.20	n/a	LAA	Andy Casey
NI 199: Children's / Young People's satisfaction with parks and play areas.	Collection deferred to 2009/10	Collection deferred to 2009/10	Collection deferred to 2009/10	Collection deferred to 2009/10		Ian Thompson
SAFER DARLINGTON						
NI 015: Serious violent crime rate	New	New	New	New		Rob Jones
NI 016: Serious acquisitive crime rate - Number per 1,000 population	18.90	18.35	17.78	n/a	LAA	Rob Jones
NI 017: Perceptions of anti-social behaviour	22.00	21.50	19.50	n/a	SCS/LAA/CP	Rob Jones
NI 018: Adult re-offending rates for those under probation supervision	New	New	New	New	CP	Rob Jones
NI 019: Rate of proven re-offending by young offenders	New	New	New	New	CP	Rita Taylor
NI 020: Assault with injury crime rate per 1,000 population	7.62	7.30	6.99	n/a	LAA	Rob Jones
NI 021: Dealing with local concerns about anti-social behaviour and crime by the local council and police	New	New	New	New	CP	Ian Thompson
NI 024: Satisfaction with the way the police and local council dealt with antisocial behaviour	Proposed for deletion	Proposed for deletion	Proposed for deletion	Proposed for deletion		Ian Thompson

PI Reference and Description	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	Included as measure in: SCS/LAA/CP	Accountable Officer
NI 025: Satisfaction of different groups with the way the police and local council dealt with anti-social behaviour	Proposed for deletion	Proposed for deletion	Proposed for deletion	Proposed for deletion		Rob Jones
NI 026: Specialist support to victims of a serious sexual offence	Collection deferred to 2009/10	Collection deferred to 2009/10	Collection deferred to 2009/10	Collection deferred to 2009/10		Rob Jones
NI 027: Understanding of local concerns about anti-social behaviour and crime by the local council and police	New	New	New	New		Rob Jones
NI 028: Serious knife crime rate	New	New	New	New		Rob Jones
NI 029: Gun crime rate	New	New	New	New		Rob Jones
NI 030: Re-offending rate of prolific and priority offenders	30.00	Rolling target	Rolling target	Rolling target	SCS/LAA/CP	Rob Jones
NI 031: Re-offending rate of registered sex offenders	Deleted	Deleted	Deleted	Deleted	Deleted	Deleted
NI 032: Repeat incidents of domestic violence (Definition not the same as below)	Collection deferred to 2009/10	Collection deferred to 2009/10	Collection deferred to 2009/10	Collection deferred to 2009/10	SCS/LAA/CP	Rob Jones
NI 032b: Reduction in the percentage of repeat victims of domestic violence	Collection deferred to 2009/10	Collection deferred to 2009/10	Collection deferred to 2009/10	Collection deferred to 2009/10		Rob Jones
NI 032c: Incidents of domestic violence reported to the police per 1,000 population.	Collection deferred to 2009/10	Collection deferred to 2009/10	Collection deferred to 2009/10	Collection deferred to 2009/10		Rob Jones
NI 033i: Arson incidents - Number of deliberate primary fires	New	New	New	New		Rob Jones
NI 033ii: Arson incidents - Number of deliberate secondary fires	New	New	New	New		Rob Jones
NI 034: Domestic violence – murder/manslaughter	New	New	New	New		Rob Jones
NI 035: Building resilience to violent extremism	New	New	New	New		Rob Jones
NI 036: Protection against terrorist attack	New	New	New	New		Bill Westland
NI 037: Awareness of civil protection arrangements in the local area	New	New	New	New		Bill Westland

PI Reference and Description	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	Included as measure in: SCS/LAA/CP	Accountable Officer
NI 038: Drug-related (Class A) offending rate	Collection deferred to 2009/10	Collection deferred to 2009/10	Collection deferred to 2009/10	Collection deferred to 2009/10		Rob Jones
NI 039: Alcohol-harm related hospital admission rates	1,716	1,699	1,682	n/a	LAA/CP	Rob Jones
NI 040: Drug users in effective treatment	428	437	446	454	LAA	Kate Martin
NI 041: Perceptions of drunk or rowdy behaviour as a problem	New	New	New	New	CP	Rob Jones
NI 042: Perceptions of drug use or drug dealing as a problem	New	New	New	New		Rob Jones
NI 043: Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody	5.00	5.00	5.00	5.00		Rita Taylor
NI 044: Ethnic composition of offenders on Youth Justice System disposals	0.00	0.00	0.00	0.00		Rita Taylor
NI 045: Young offenders engagement in suitable education, employment or training	70.00	75.00	80.00	80.00		Rita Taylor
NI 046: Young offenders access to suitable accommodation	100.00	100.00	100.00	100.00		Rita Taylor
NI 047: People killed or seriously injured in road traffic accidents - Percentage change during the calendar year compared to previous year (based on 3 year rolling average)	-41.00	-2.56	-10.52	Current road safety targets end 2010/11		Dave Winstanley
NI 048: Children killed or seriously injured in road traffic accidents - Percentage change during the calendar year compared to previous year (based on a 3 year rolling average)	-14.20	-16.66	0.00	Current road safety targets end 2010/11		Dave Winstanley

PI Reference and Description	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	Included as measure in: SCS/LAA/CP	Accountable Officer
NI 049: Number of primary fires and related fatalities and non-fatal casualties, excluding precautionary checks	New	New	New	New		Rob Jones
NI 111: First time entrants to the Youth Justice System aged 10 – 17	254.00	244.00	232.00	232.00		Rita Taylor
NI 143: Offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence	New	New	New	New		Rob Jones
NI 144: Offenders under probation supervision in employment at the end of their order or licence	New	New	New	New	CP	Rob Jones
ENHANCING OUR CAPACITY MEASURES						
NI 014: Avoidable contact: The average number of customer contacts per received customer request	New	New	New	New	CP	Catherine Whitehead
NI 023: Perceptions that people in the area treat one another with respect and dignity	60.00	62.00	64.00	66.00		David Plews
NI 140: Fair treatment by local services	New	New	New	New	CP	David Plews
NI 179: Value for money – total net value of on-going cash-releasing value for money gains that have impacted since the start of the 2008-9 financial year	New	New	New	New	CP	David Hall

PI Reference and Description	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	Included as measure in: SCS/LAA/CP	Accountable Officer
LOCAL INDICATORS USED IN THIS PLAN						
LI 0500: Number of leading edge change office projects that are on or above target that are being delivered via the Leading Edge Programme Office	80	82	84	85	CP	Craig Holden
LI 0501: Number of staff participating in change project activity over full year.	50	50	50	50	CP	Craig Holden
LI 0502: Number of employees having received internal training on Project Management / Change Management Practices.	50	50	50	50	CP	Craig Holden
LI 0503: Number of Leading Edge Programme articles in the Flyer.	4	2	0	0	CP	Craig Holden
LI 0504: Value of cashable savings identified and delivered through the Leading Edge change office projects.	825,000	1,125,000	1,125,000	1,125,000	CP	Craig Holden
LI 0609: The use of technology within procurement: The percentage of total goods and services spend that is sourced electronically.	5	6	7	8	CP	Susan Ayre
LI 0610: The use of technology within procurement: The percentage of total goods and services spend managed through e-Purchasing.	2	3	4	5	CP	Susan Ayre
LI 0900: Percentage of news releases successfully placed in the media.	100	100	100	100	CP	Steve Jones
LI 0904: Percentage of readers who stated A-Z was good and very good.	95	95	95	95	CP	Steve Jones

LI 0905: Percentage of readers who stated The Flyer was good and very good.	95	95	95	95	CP	Steve Jones
LI 1001: Number of permanent exclusions.	18	17	16	15		Andrew Dunn
LI 3005: Working Days Lost Due to Sickness Absence.	9.50	9.25	9.00	8.75	CP	Lesley Blundell
LI 3008: Percentage of Performance Development Review (PDR) interviews carried out – Individual.	96	98	98	98	CP	Lesley Blundell
LI 3009: Percentage of Performance Development Review (PDR) interviews carried out – group.	90	95	98	98	CP	Lesley Blundell
LI 3010: Employee satisfaction - Percentage of staff that answered "Agree" and "Strongly Agree" to the question in the Employee survey, "Darlington Borough Council is a good organisation to work for."	70	Not applicable	70	Not applicable	CP	Lesley Blundell
LI 3015: Percentage in normal hours of availability of Corporate IT Systems/Network.	99.75	99.80	99.85	99.90	CP	Brian Darby
LI 3302: Days / shifts lost through accidents at work.	315	285	255	225	CP	Lesley Blundell
LI 3401: Percentage of ICT calls resolved within agreed timescales.	95.0	95.5	96.0	96.5	CP	Brian Darby
LI 3402: Percentage of successful ICT projects.	NA	NA	NA	NA	CP	Brian Darby

