

**Draft Corporate Plan 2008-12**

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

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

**Section 2: Priorities for improvement by corporate objectives**

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

## 1. PROSPEROUS DARLINGTON

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

Community Strategy Theme	Top priorities	Relevant departmental plans	How delivered?	Priority? People/Place	Milestones in place?	PIs in place?
	Implement major development projects	Chief Executive's	<ul style="list-style-type: none"> <li>• Morton Palms – Phase 3 development</li> <li>• Commercial Street – commence work early 2008</li> <li>• Central Park – Houghton Road foot/cycle bridge</li> <li>• Faverdale Strategic site</li> <li>• Durham Tees Valley</li> <li>• Lingfield Point</li> <li>• Feethams</li> <li>• Vibrant new mixed use quarter between town centre, railway station and Central Park</li> </ul>	<b>Place</b>		
	Going for growth	Chief Executive's	<ul style="list-style-type: none"> <li>• Engage with key business sectors to understand current skills and business needs</li> <li>• Work with education providers to link curriculum and life skills to business needs</li> </ul>	<b>Place</b>		

## 2. ASPIRING DARLINGTON

Community Strategy Theme	Top 3 priorities	Relevant departmental plans	How delivered?	Priority? People/Place	Milestones in place?	PIs in place?
Aspiring Darlington	Address the disparity in the performance of schools	Children's Services  Community Services	<ul style="list-style-type: none"> <li>• Establish Darlington Leadership College</li> <li>• Governing bodies to carry out self-review programme</li> <li>• Further develop Lead Officer intervention to ensure Darlington Schools Ofsted reports are largely good and outstanding</li> <li>• Develop and define key stage foundation stage</li> </ul>	People		
	Improve transition across all settings and phases, especially for vulnerable groups	Children's Services	<ul style="list-style-type: none"> <li>• Transition Commission to report end of 2007. Data arrangements in place by September 2008. All other transition core package decisions to be implemented</li> <li>• Establish transition model for all schools informed by existing good practice</li> <li>• Ensure children in year 6 spend at least one week in secondary school during the second half of the summer term</li> </ul>	People		

Community Strategy Theme	Top 3 priorities	Relevant departmental plans	How delivered?	Priority? People/Place	Milestones in place?	PIs in place?
	Improve opportunities and outcomes for 14-19 yr age group, improving engagement with employers	Children's Services	<ul style="list-style-type: none"> <li>• Agree 14-19 strategy and review work placements</li> <li>• Further develop links between schools and employers to ensure that young people have the best possible preparation for their careers</li> <li>• Review and radically overhaul work related learning arrangements in secondary schools including more systematic contribution from the public sector</li> <li>• Develop NEET strategy and implement actions</li> </ul>	<b>People</b>		

### 3. HEALTHY DARLINGTON

Community Strategy Theme	Top 3 priorities	Relevant departmental plans	How delivered?	Priority? People/Place	Milestones in place?	PIs in place?
Healthy Darlington	Tackle health inequalities	Community Services  Children's Services	<ul style="list-style-type: none"> <li>• Develop partnerships around NICE guidelines in relation to reducing obesity rates</li> <li>• Undertake a review of health and well-being with the PCT with regard to the Joint Strategic Needs Assessment</li> <li>• Develop the Personalisation Agenda within Adult Social Care and Health</li> </ul> <p>Promote positive health and well-being:</p> <ul style="list-style-type: none"> <li>• Develop Healthy Schools Action Plan</li> <li>• Deliver Teenage Pregnancy &amp; Sexual Health action plan</li> <li>• Develop a proposal for 24 hour community nursing care</li> <li>• Evaluate provision around health visitors</li> <li>• Capture a range of data/information sources to inform planning in partnership development</li> </ul>	People		
	Promote health improvement as an employer	Chief Executive's				

Community Strategy Theme	Top 3 priorities	Relevant departmental plans	How delivered?	Priority? People/Place	Milestones in place?	PIs in place?
	Create easy access to sport and leisure	Community Services Chief Executive's	<ul style="list-style-type: none"> <li>• Carry out an audit of grass root sports facilities</li> <li>• Increase walking and cycling to and for leisure, through for example location and design of leisure facilities</li> <li>• Investigate the extension of community led physical education programmes, e.g. Zone Active and community gyms</li> </ul>	<b>People</b>		

#### **4. GREENER DARLINGTON**

<b>Community Strategy Theme</b>	<b>Top 3 priorities</b>	<b>Relevant departmental plans</b>	<b>How delivered?</b>	<b>Priority? People/Place</b>	<b>Milestones in place?</b>	<b>PIs in place?</b>
<b>Greener Darlington</b>	A low carbon borough tackling Climate Change	Chief Executive's  Community Services	<ul style="list-style-type: none"> <li>• Deliver in partnership with Darlington Partnership a fully resourced action plan, with full stakeholder involvement and engagement.</li> <li>• Review fuel usage and type of fuel used in Council vehicles</li> <li>• Protect and enhance levels of biodiversity</li> <li>• Improve the energy efficiency of local authority and private sector stock</li> </ul>			
	A greener, cleaner Darlington	Community Services	<ul style="list-style-type: none"> <li>• Continue to deliver on street scene service</li> <li>• Implement new waste treatment and disposal contract</li> <li>• Re-design refuse and recycling collections</li> <li>• Implement the Tees Valley Waste Strategy in Darlington</li> <li>• Develop and implement plans to address new Mercury Abatement regulations</li> </ul>			



Community Strategy Theme	Top 3 priorities	Relevant departmental plans	How delivered?	Priority? People/Place	Milestones in place?	PIs in place?
	A sustainable Transport Network	Chief Executive's	<ul style="list-style-type: none"> <li>• Work with other organisations to improve accessibility both by travel and by other means</li> <li>• Tailor actions to complement work funded by Council from revenue or capital budgets</li> <li>• Evidence, review and implement LocalMotion and Cycling Demonstration Town actions that provide benefits</li> <li>• Prepare strategy for delivery, after initial grant period, of LocalMotion actions that have proven benefits</li> <li>• Tackle congestion, working corporately to ensure that all planning decisions use the accessibility framework</li> <li>• Work with other organisations to improve accessibility, both by travel and other means</li> <li>• Implement new local bus service network in partnership with Arriva North East</li> <li>• Develop and oversee the implementation of packages of measures that address congestion on key transport corridors, e.g. Traffic Management Act, Civil parking enforcement, park and ride, etc.</li> </ul>			



Community Strategy Theme	Top 3 priorities	Relevant departmental plans	How delivered?	Priority? People/Place	Milestones in place?	PIs in place?
		Chief Executive's	<ul style="list-style-type: none"> <li>Work with Darlington DAAT to refresh the Borough's Alcohol Strategy and Action Plan demonstrating CDRP activity to support this agenda</li> </ul>			
	Reduce the impact of prolific and other priority offenders on the Community	Chief Executive's	<ul style="list-style-type: none"> <li>Ensure those individuals who cause the greatest risk to communities are dealt with swiftly and efficiently through the Criminal Justice System</li> <li>Ensure appropriate support mechanisms are in place to support those coming out of the Criminal Justice System to prevent re-offending</li> <li>Ensure those prolific and priority offenders with drug and alcohol needs receive appropriate levels of support/intervention in community based restorative justice programmes</li> </ul>	<b>People</b>		
	Reduce domestic abuse and reduce the number of repeat victims	Chief Executive's	<ul style="list-style-type: none"> <li>Work with partners to draft the Borough's Domestic Abuse Strategy incorporating sexual offending and its impact upon victims, individuals, children and families</li> <li>Implement the partnerships Domestic Abuse Action Plan</li> <li>Develop a new performance management framework for Domestic Abuse that captures both performance across the</li> </ul>			

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			statutory and voluntary sector <ul style="list-style-type: none"> <li>• Review the role and functions of Darlington Domestic Abuse Executive and Forum, ensuring the appropriate partners/agencies are engaged in the strategic decision making and influencing process</li> <li>• Work with partners to explore the potential of developing Darlington's first Multi-Agency Risk Assessment Conference (MARAC)</li> <li>• Ensure that information regarding Domestic Abuse is available in a range of formats including redesigning web page content</li> <li>• Ensure that a range of training packages are available to partners/ agencies to promote awareness and understanding of Domestic Abuse and its impact upon victims</li> <li>• Work with statutory partners and the private sector to ensure that corporate domestic abuse policies and procedures are in place.</li> </ul>			

## 1. Shaping a better Darlington

Corporate objective	Top three priorities	Relevant departmental plans	How delivered?	Priority? People/Place	Milestones in place?	PIs in place?
Shaping a better Darlington	Place shaping – implementing the Sustainable Community Strategy	Chief Executive's	<ul style="list-style-type: none"> <li>• Sign off Local Area Agreement as delivery plan for the SCS</li> <li>• Work with the LSP Board to develop governance arrangements</li> <li>• Themed groups in place to deliver action plans for SCS</li> <li>• Deliver the LAA for Darlington</li> <li>• Monitor the LAA for Darlington, in conjunction with GONE</li> <li>• Ensure compliance with the Council's partnership governance arrangements</li> </ul>	<b>Place/People</b>		
	Tees Valley Unlimited and Multi Area Agreement	Chief Executive's		<b>Place</b>		

## 2. Providing Excellent Services

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

Corporate objective	Top three priorities	Relevant departmental plans	How delivered?	Priority? People/Place	Milestones in place?	PIs in place?
	Focus on priorities – improve morale and prioritisation and enhance our capacity	Corporate Services  Chief Executive's	<ul style="list-style-type: none"> <li>• Develop and deliver the efficiency agenda to ensure a balanced MTFP</li> <li>• Develop an overarching plan for the establishment and effective delivery of the ODS</li> <li>• Develop and implement and appropriate mechanism for measuring the progress and impact of the plan on the organisation</li> <li>• Establish and embed frequent, structured team meetings with each of the key leads and Project Sponsor</li> <li>• Develop meaningful and realistic maturity model targets at key stages of delivery against the plan</li> <li>• Enhance the awareness to the organisation of the objectives and ambitions of the ODS</li> </ul>			

Corporate objective	Top three priorities	Relevant departmental plans	How delivered?	Priority? People/Place	Milestones in place?	PIs in place?
	Building corporate capacity for change management	Chief Executive's	<ul style="list-style-type: none"> <li>• Actively support the ongoing change projects undertaken throughout the organisation</li> <li>• Roll out training packages to help raise understanding and awareness of Project Management and Change Management principles, tools and techniques</li> <li>• Establish a network of employees who have the capability, capacity and understanding to help delivery the change agenda</li> <li>• Develop and implement effective communication routes to raise awareness on the change agenda and encourage participation and engagement from across the organisation</li> <li>• Effectively manage the Leading Edge Programme risks to ensure the change programme remains viable and realistically achievable</li> </ul>			



### **3. Putting the customer first**

<b>Corporate objective</b>	<b>Top three priorities</b>	<b>Relevant departmental plans</b>	<b>How delivered?</b>	<b>Priority? People/Place</b>	<b>Milestones in place?</b>	<b>PIs in place?</b>
Putting the customer first	Placing Customers and Communities central to the business of the organisation	Chief Executive's	<ul style="list-style-type: none"> <li>• Enhance the culture of customer focus throughout Darlington Borough Council</li> <li>• Ensure people and communities can participate and influence the way services are delivered</li> <li>• Support Third Sector development (social enterprises, voluntary and community sector) in the building of social capital and the delivery of services</li> </ul>			
	Deliver improved public engagement and access	Corporate Services	<ul style="list-style-type: none"> <li>• Ensure that through enhanced working with the Connecting with Communities Unit, customer services enhances its engagement with and access to members of the public</li> </ul>			

Corporate objective	Top three priorities	Relevant departmental plans	How delivered?	Priority? People/Place	Milestones in place?	PIs in place?
	Increase the engagement of children, young people, their families and carers in the design and delivery of services	Children's Services	<ul style="list-style-type: none"> <li>• Implement young people's consultation and engagement strategy</li> <li>• Deliver a Darlington wide parenting strategy and disseminate good practice regarding communication with parents</li> <li>• Ensure that schools communicate with parents in such a way that parents understand and appreciate what is expected of them and ensure all schools have effective practices in place to engage with their communities</li> </ul>			

#### **4. Ensuring access for all**

<b>Corporate objective</b>	<b>Top three priorities</b>	<b>Relevant departmental plans</b>	<b>How delivered?</b>	<b>Priority? People/Place</b>	<b>Milestones in place?</b>	<b>PIs in place?</b>
Ensuring access for all	Ensure services are accessible to all	Community Services	<ul style="list-style-type: none"> <li>• Implement existing and future requirements of the Council's Disability Equality Scheme, Race Equality Scheme and Gender Equality Scheme</li> <li>• Work towards Level 4 of the Corporate Equality Standard</li> </ul>	<b>People</b>		
	Priority people and priority places at the heart of organisational improvement	Chief Executive's	<ul style="list-style-type: none"> <li>• Ensure people and communities can participate and influence the way services are delivered</li> <li>• Enhance skills, knowledge and experience of individuals to influence decision that will improve their life chances and local area</li> <li>• Maximise income and opportunities for people by providing welfare rights advice and information</li> <li>• Develop an exemplary approach to social inclusion and equalities</li> </ul>	<b>People</b>		

**5. Enhancing our capacity to improve**

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

Corporate objective	Top three priorities	Relevant departmental plans	How delivered?	Priority? People/Place	Milestones in place?	PIs in place?
	Deliver savings through efficiency and effectiveness improvements	Chief Executive's	<ul style="list-style-type: none"> <li>• Continue to actively monitor and report on progress against the Leading Edge projects to the Programme Board</li> <li>• Identify further areas of opportunity for improving services and reducing costs</li> <li>• Successfully delivery the portfolio of projects within the current Leading Edge programme to agreed outcomes through the active support of Project Managers and Project Teams throughout the organisation</li> <li>• Establish an appropriate and accepted means of identifying and removing savings from Departmental budgets as and when identified</li> <li>• Embed a Corporate Wide approach to the identification and realisation of efficiency savings</li> </ul>			
	Implement Darlington/Stockton Partnership	Corporate Services	Launch Partnership, in accordance with the implementation plan – phase 1 implementation			

