

Draft Corporate Plan 2008-12

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

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3. Healthy Darlington
4. Greener Darlington
5. Safer Darlington

Section 2: Priorities for improvement by corporate objectives

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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"> • Create a unique and distinctive identity all partners can sign up to • Promote Darlington and our achievements through the identity, whilst managing the consistent use of the brand to maximise effectiveness • Develop a fringe programme of events 	Place		
	Promote and develop the town centre	Chief Executive's	<ul style="list-style-type: none"> • Create the town centre business plan and implement • Develop Independent Retail Strategy • Promote Sunday trading • Develop events strategy for town centre • Oversee rejuvenation and development of Darlington Markets 	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"> • Morton Palms – Phase 3 development • Commercial Street – commence work early 2008 • Central Park – Houghton Road foot/cycle bridge • Faverdale Strategic site • Durham Tees Valley • Lingfield Point • Feethams • Vibrant new mixed use quarter between town centre, railway station and Central Park 	Place		
	Going for growth	Chief Executive's	<ul style="list-style-type: none"> • Engage with key business sectors to understand current skills and business needs • Work with education providers to link curriculum and life skills to business needs 	Place		

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"> • Establish Darlington Leadership College • Governing bodies to carry out self-review programme • Further develop Lead Officer intervention to ensure Darlington Schools Ofsted reports are largely good and outstanding • Develop and define key stage foundation stage 	People		
	Improve transition across all settings and phases, especially for vulnerable groups	Children's Services	<ul style="list-style-type: none"> • Transition Commission to report end of 2007. Data arrangements in place by September 2008. All other transition core package decisions to be implemented • Establish transition model for all schools informed by existing good practice • Ensure children in year 6 spend at least one week in secondary school during the second half of the summer term 	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"> • Agree 14-19 strategy and review work placements • Further develop links between schools and employers to ensure that young people have the best possible preparation for their careers • Review and radically overhaul work related learning arrangements in secondary schools including more systematic contribution from the public sector • Develop NEET strategy and implement actions 	People		

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"> • Develop partnerships around NICE guidelines in relation to reducing obesity rates • Undertake a review of health and well-being with the PCT with regard to the Joint Strategic Needs Assessment • Develop the Personalisation Agenda within Adult Social Care and Health <p>Promote positive health and well-being:</p> <ul style="list-style-type: none"> • Develop Healthy Schools Action Plan • Deliver Teenage Pregnancy & Sexual Health action plan • Develop a proposal for 24 hour community nursing care • Evaluate provision around health visitors • Capture a range of data/information sources to inform planning in partnership development 	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"> • Carry out an audit of grass root sports facilities • Increase walking and cycling to and for leisure, through for example location and design of leisure facilities • Investigate the extension of community led physical education programmes, e.g. Zone Active and community gyms 	People		

4. GREENER DARLINGTON

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

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"> • Work with other organisations to improve accessibility both by travel and by other means • Tailor actions to complement work funded by Council from revenue or capital budgets • Evidence, review and implement LocalMotion and Cycling Demonstration Town actions that provide benefits • Prepare strategy for delivery, after initial grant period, of LocalMotion actions that have proven benefits • Tackle congestion, working corporately to ensure that all planning decisions use the accessibility framework • Work with other organisations to improve accessibility, both by travel and other means • Implement new local bus service network in partnership with Arriva North East • Develop and oversee the implementation of packages of measures that address congestion on key transport corridors, e.g. Traffic Management Act, Civil parking enforcement, park and ride, etc. 			

5. SAFER DARLINGTON

Community Strategy Theme	Top 3 priorities	Relevant departmental plans	How delivered?	Priority? People/Place	Milestones in place?	PIs in place?
Safer Darlington	Reduce anti-social behaviour	<p>Community Services</p> <p>Corporate Services</p>	<p>Continue to develop and strengthen our approach to tackling anti-social behaviour and meeting Government's RESPECT agenda</p> <ul style="list-style-type: none"> • Expand the use of Parenting Orders for parents/guardians of anti-social youths • Agree and implement the Respect standard for housing management • Agree and implement Neighbourhood Charters with residents • Deploy Neighbourhood Wardens in accordance with priorities indicated by the CDRP <p>Night time economy/Licensing</p> <ul style="list-style-type: none"> • Individual and joint working arrangements with Police and other partners • Ongoing staff training • Ongoing education of taxi trade • Develop responsible alcohol sales code • Licensing premises in accordance with the Gambling Act 2005 • Under-age test purchasing • Publicity campaigns 	People		

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

Community Strategy Theme	Top 3 priorities	Relevant departmental plans	How delivered?	Priority? People/Place	Milestones in place?	PIs in place?
			statutory and voluntary sector <ul style="list-style-type: none"> • Review the role and functions of Darlington Domestic Abuse Executive and Forum, ensuring the appropriate partners/agencies are engaged in the strategic decision making and influencing process • Work with partners to explore the potential of developing Darlington's first Multi-Agency Risk Assessment Conference (MARAC) • Ensure that information regarding Domestic Abuse is available in a range of formats including redesigning web page content • Ensure that a range of training packages are available to partners/ agencies to promote awareness and understanding of Domestic Abuse and its impact upon victims • Work with statutory partners and the private sector to ensure that corporate domestic abuse policies and procedures are in place. 			

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"> • Sign off Local Area Agreement as delivery plan for the SCS • Work with the LSP Board to develop governance arrangements • Themed groups in place to deliver action plans for SCS • Deliver the LAA for Darlington • Monitor the LAA for Darlington, in conjunction with GONE • Ensure compliance with the Council's partnership governance arrangements 	Place/People		
	Tees Valley Unlimited and Multi Area Agreement	Chief Executive's		Place		

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"> • Commence collection of new indicators from National Indicator Set (NIS) • Improve performance reporting to ensure PerformancePlus is maximised • Rigorous target setting procedures in place • Sign off Local Area Agreement as delivery plan for the SCS • Develop service and corporate planning timetable for MTFP/service priorities 2010/11 • Develop data sharing agreements with partner organisations (Begins as part of the Data Quality Strategy) 			

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"> • Develop and deliver the efficiency agenda to ensure a balanced MTFP • Develop an overarching plan for the establishment and effective delivery of the ODS • Develop and implement and appropriate mechanism for measuring the progress and impact of the plan on the organisation • Establish and embed frequent, structured team meetings with each of the key leads and Project Sponsor • Develop meaningful and realistic maturity model targets at key stages of delivery against the plan • Enhance the awareness to the organisation of the objectives and ambitions of the ODS 			

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"> • Actively support the ongoing change projects undertaken throughout the organisation • Roll out training packages to help raise understanding and awareness of Project Management and Change Management principles, tools and techniques • Establish a network of employees who have the capability, capacity and understanding to help deliver the change agenda • Develop and implement effective communication routes to raise awareness on the change agenda and encourage participation and engagement from across the organisation • Effectively manage the Leading Edge Programme risks to ensure the change programme remains viable and realistically achievable 			

3. Putting the customer first

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

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"> • Implement young people's consultation and engagement strategy • Deliver a Darlington wide parenting strategy and disseminate good practice regarding communication with parents • Ensure that schools communicate with parents in such a way that parents understand and appreciate what is expected of them and ensure all schools have effective practices in place to engage with their communities 			

4. Ensuring access for all

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

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"> • Embed and monitor the new process for procuring temporary staff • Carry out further Spend Analysis • Identify opportunities for savings and develop a strategy for the procurement of the relevant goods and services • Develop a process to ensure we disseminate the contract information to departments • Ensure the savings within departments are identified and effectively manage and control spend against contracts. • Ensure links are retained with the Leading Edge Team and that the Procurement Unit continues to support major projects • Continue to manage existing corporate contracts to deliver expected savings • Efficiency savings through improved ICT systems 			

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"> • Continue to actively monitor and report on progress against the Leading Edge projects to the Programme Board • Identify further areas of opportunity for improving services and reducing costs • Successfully 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 • Establish an appropriate and accepted means of identifying and removing savings from Departmental budgets as and when identified • Embed a Corporate Wide approach to the identification and realisation of efficiency savings 			
	Implement Darlington/Stockton Partnership	Corporate Services	Launch Partnership, in accordance with the implementation plan – phase 1 implementation			

