

Darlington Borough Council

Medium Term Corporate Plan 2009 -13

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



An inclusive approach

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Foreword

Welcome to Darlington Borough Council's Corporate Plan for 2009-13. Darlington is a distinctive place. It 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 enhancing its unique character.

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

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 environment 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, 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). Our commitment to continuing improvement is reflected in our 'Leading Edge' organisational development strategy, designed to take the Council beyond the top four-star rating of the CPA and consolidate our position amongst the best. This plan includes proposals for continuing this organisational development, and maintaining Darlington's acknowledged status and reputation in the new Comprehensive Area Assessment, which replaces CPA in 2009.

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, and a working group has been established to tackle the effects of recession on the borough. The further investment that can be attracted into the borough will be severely restricted, and the Council's resources for delivering services will be eroded. 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 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

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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 plan has been prepared as we face up to the most severe global economic downturn in many years. The full extent and precise effects of the downturn remain uncertain, but it is very likely, that we are now in the early stages of a very challenging period for public sector funding during which resources will be severely constrained. Pursuing the vision with fewer resources demands an even greater focus on efficiency. The Council is already rated as one of the best in the country for value for money. We must, however, strive even harder to achieve greater efficiency, an even clearer focus on local priorities and further strengthening of partnership working across all sectors.

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 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 - Darlington Borough Council is an introduction to the Council, its character and ethos, the 'Leading Edge' organisational development strategy, and progress and achievements since the last Corporate Plan.

Section 2 – The Planning Context 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, resources and risk management, including the local impact of the global economic recession.

Section 3 - Delivering the Council's Contribution to 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 the performance management framework for the plan, performance outturn data for 2008/09 and performance targets for 2009-13.

Section 1: Darlington Borough Council

The Council and the Community

Like any organisation Darlington Borough Council has its own distinctive character and culture. In Darlington's case these qualities are considerable strengths as it works to fulfil its place shaping¹ leadership role to deliver the new vision for the borough, 'One Darlington : Perfectly Placed' (the Sustainable Community Strategy).

The Council was created as a unitary authority on 1st April 1997, but it inherited a culture of service to the community that goes back into the 19th century. The vision of One Darlington : Perfectly Placed 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 the Council, in its various forms over many years, has been instrumental in creating that legacy. Its own history, culture and ethos are inseparable from that of the place it serves. This long relationship is important today. Whereas many local government units are artificial constructs imposed on the areas they serve, in Darlington the remarkable continuity between the place and its governance arrangements is a strong foundation for the place shaping role.

Whilst Darlington was subject to a two tier local government structure between 1974 and 1997, with services such as highways, education and social services provided by Durham County Council, the overall historic perspective is a long record of local services delivered by a single council dedicated entirely to the needs of Darlington, and run by locally elected and accountable representatives. The strong sense of community identity, of borough and council as a cohesive entity, was instrumental in the winning of unitary status in 1997.

This heritage is reflected in the closeness of today's Council to the community 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 strong commitment to listening to and learning from local people through effective community engagement. This closeness engenders confidence in policy and decision making, and is also reflected in the passionate commitment and loyalty of Members and staff to the well-being of the borough.

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, but these characteristics reinforce the qualities of cohesion and identity. As a result they become strengths, supporting big ideas, ambitions and achievements. Darlington's enviable record of successful partnerships, working for the benefit of local people, and currently manifested in the highly regarded Darlington Partnership, is rooted in these characteristics. The Council is helping to carry forward this strand, notably through its leadership and support for the Darlington Partnership and participation in the Tees Valley City Region.

This plan builds on the close relationship of Council and community. It is inspired and driven by the culture of community service. The Human Resources strategy (part of Leading Edge) succinctly expresses this culture, promoting 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*'. This is especially important as we face up to difficult economic times. The 'can do' mentality, evident in Darlington's history of enterprise and innovation, is at the heart of the Council's commitment to maintain a positive direction of travel and continue to improve quality of life for everyone living and working in Darlington.

¹ Place Shaping – the term coined by the Lyons Report on Local Government in March 2007 to describe the strategic leadership role of local authorities in leading, co-ordinating and influencing service provision across agencies, through the local strategic partnership, to promote the general wellbeing of a community and its citizens. The role is about creating attractive, prosperous, vibrant, safe and strong communities where people want to live, work and do business.

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.
- The Financial Times reported in September 2009 that the competitiveness of Darlington's economy is the second most improved in the country, after Newham, which benefits from the London and Olympics investment factors

Aspiring Darlington

2008 saw the best-ever performance by Darlington pupils for achieving 5 GCSEs A*-C. 72.4% achieved at least five A*-C grades, compared with 60% in 2007. With the now independent Eastbourne Academy included the performance was 69.7%. 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% 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.

Perhaps the most significant factor in shifting performance on these and other measures is our innovative Pilot Local Area Agreement, focused entirely on the needs of Children and Young People. The LAA provided a concerted focus across departments, services and partner agencies that is driving change in areas like attendance, exclusions and attainment that have been historically hard to shift.

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 – through the assessment joint posts have been created within the PCT and in service commissioning;
- 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.

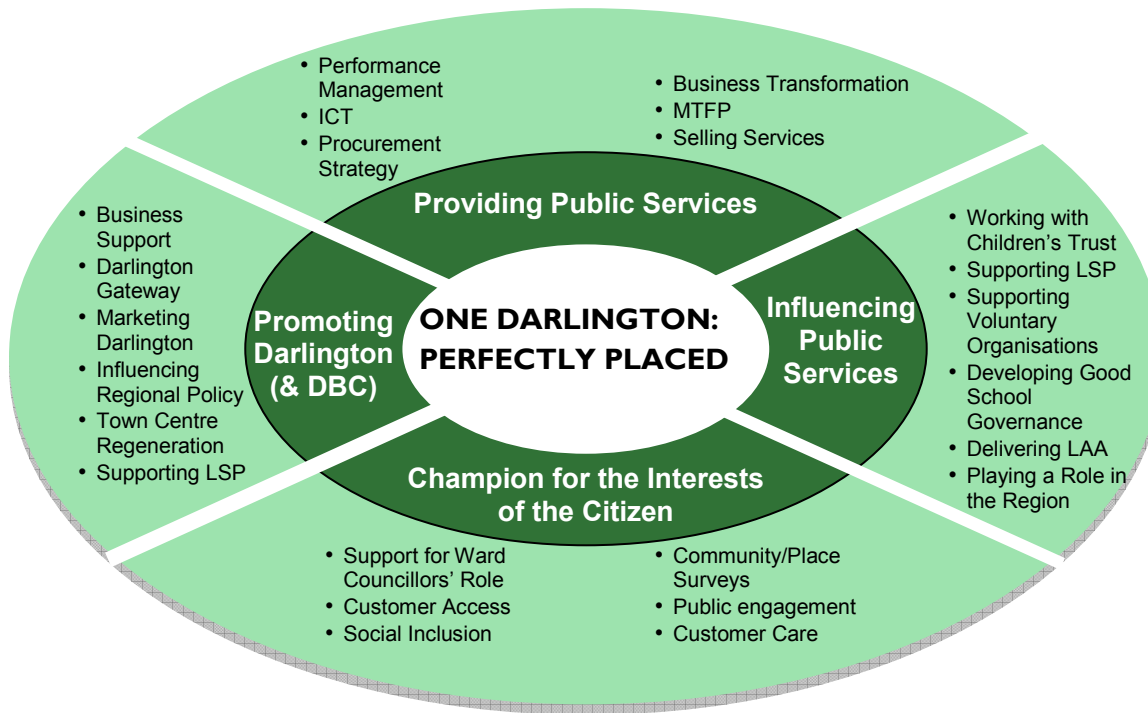
The strategy reflects our understanding of the way that local authorities need to work in future to fulfil the strategic 'place-shaping' role that emerged out of the 2007 Lyons Inquiry into Local Government. The four key ways in which we need to work to embrace place-shaping and play our part in delivering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

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 on the next page.

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

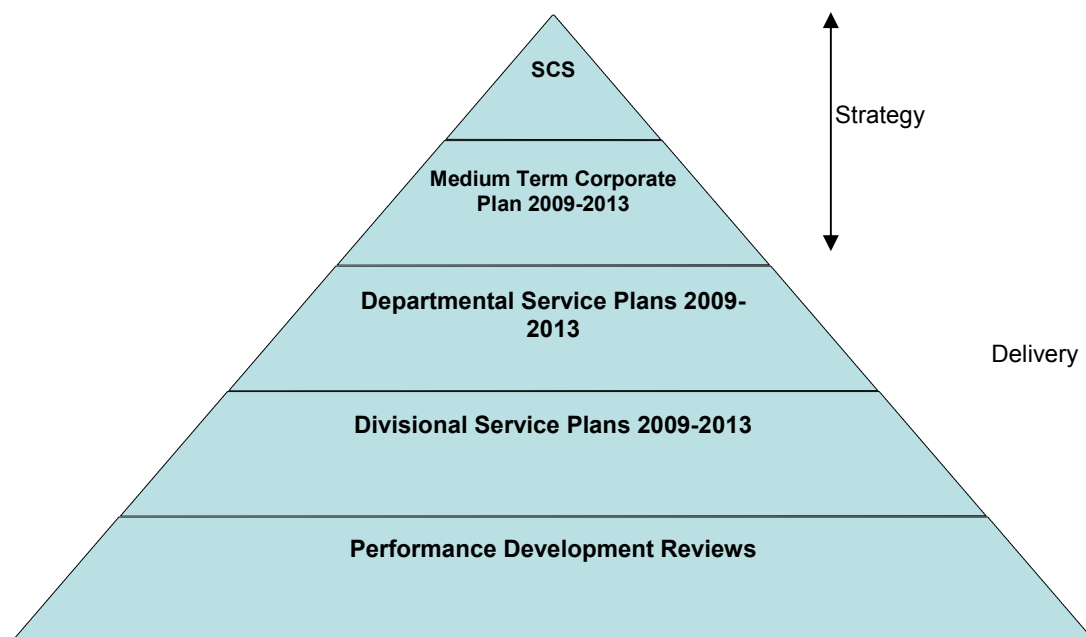
Communications	Human Resources	ICT	Community Engagement	Business Transformation
Develop and communicate a shared 'identity' or 'unique selling point' for Darlington	Ensure managers manage and leaders lead	Facilitate first rate intelligence through data and knowledge management	Build capacity in the organisation 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 4 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 PerformancePlus 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:

- 36% of best value performance indicators in the top quartile in 2007/08 compared with all England authorities;
- 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.

(Incorporate 2009 CPA Scorecard, including service area scores, after publication on 26th February and revise above paragraph to compare 2008 and 2009 results)

Equalities and Social Inclusion

The Council has a well-established approach to promoting equalities and social inclusion, both through its own work and more widely within the community. Darlington's social inclusion strategy 'All Together Now', identifies 13 groups of people within the borough who are most at risk of disadvantage, discrimination and deprivation. Our equalities framework is designed to identify the likely impacts, both positive and negative, of new policies, programmes and proposals on these groups. The objective is, firstly, to ensure that decisions are made taking into account all the potential effects of the design and delivery of everything that the Council does; and, secondly, to seek to maximise the beneficial effects and minimise negative impacts.

The overall purpose of our equalities and social inclusion work, underpinned by statutory responsibilities, is to ensure that everyone in the community has fair access to services and facilities and enjoys fair outcomes, and that people are not disadvantaged or excluded as a result of the Council's work.

Equalities impact assessment: the Council uses two assessment tools to identify impacts – the 'multi-strand' equalities impact assessment, which is used to identify impacts across all of the groups; and the Disability Equalities Impact Assessment, developed by local disabled people as part of their Disability Equalities Scheme. These arrangements satisfy current statutory requirements and represent good practice on the part of the Council.

This plan has been developed around the framework of the Sustainable Community Strategy, 'One Darlington : Perfectly Placed'. It is important to emphasise the central role of good practice in assessing the impact of our policies, programmes and proposals to the 'One Darlington' perspective (see Section 2 for a brief summary of that perspective). Whilst 'One Darlington' has wider meaning, in practice its main focus is on ensuring that people are not excluded and that our work serves to narrow the gaps between the most disadvantaged groups and areas (for practical purposes the 13 'All Together Now' groups).

The overall framework of the plan has been subject to equalities impact assessment in the preparation of the Sustainable Community Strategy. The work strands and proposals in the plan will be subject to assessment at a more detailed level of planning, in department and service plans, and in the detailed development of policies and proposals falling out of our high level planning. This is the appropriate level for carrying out assessments, to enable properly detailed consideration of impacts. The role of this plan is to highlight the Council's approach to equalities and emphasise the need for impact assessment to be carried out as an integral part of the development of policies and proposals. Our practice is already good, and we will maintain and enhance it.

These requirements are reiterated in Section 4 of the plan, as part of our proposals for 'Ensuring Access for All'.

The corporate equalities framework: 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 our 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.

Section 2: The Planning Context

This section of the plan summarises the context of key elements of the strategic planning context providing the framework for the proposals set out in Sections 3, 4 and 5. The full range of 'change drivers' affecting the Council and its services are set out in Departmental and Service Plans.

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.

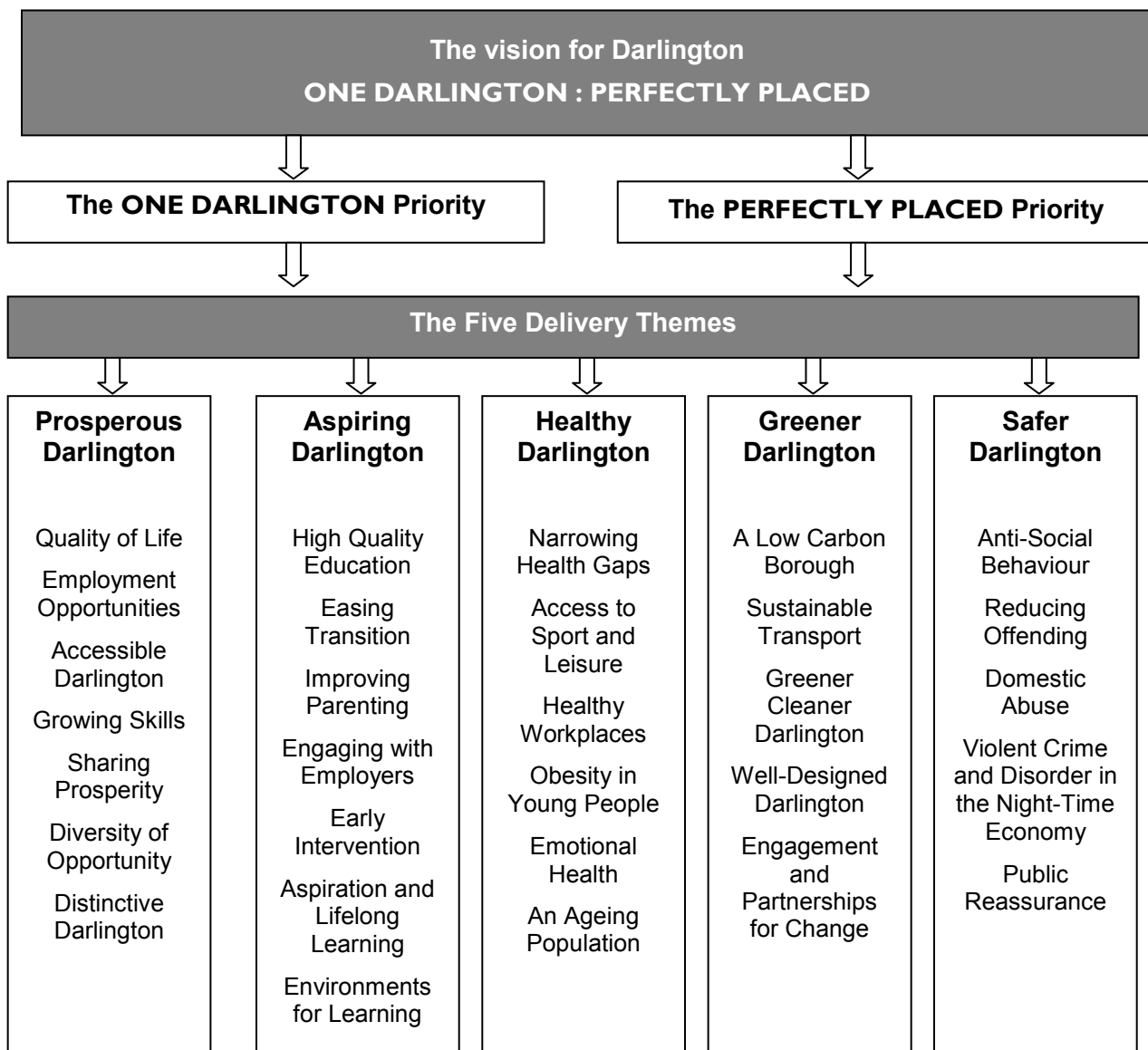


Figure: The One Darlington : Perfectly Placed framework

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 – Delivery Structures

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.

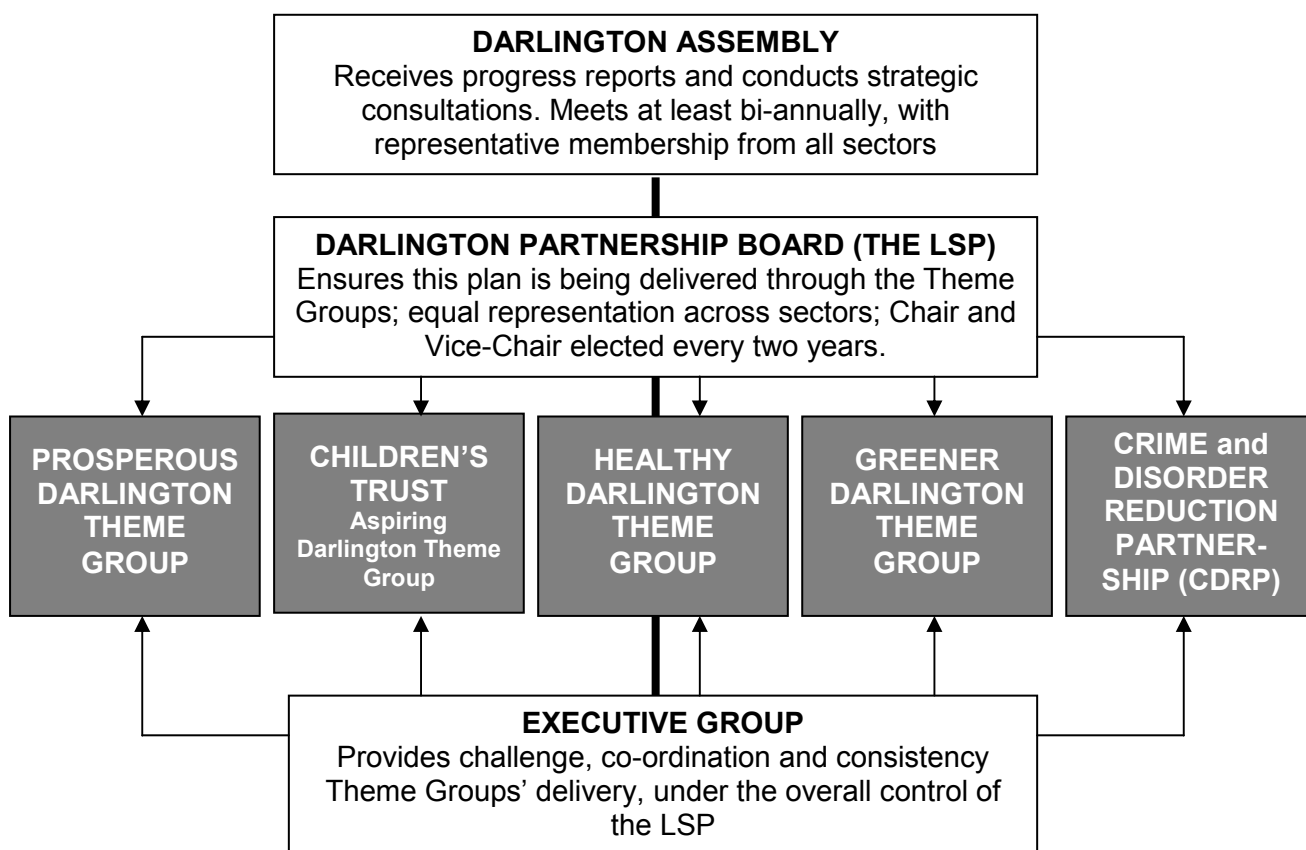


Figure: Darlington Partnership Structure

Three out of the five theme group chairs are not directly connected with the Council; the Healthy Darlington group is chaired by the Director of Public Health, a joint Council/PCT appointment; the chair of the Children's Trust is a Council Member. Four out of five lead officers are Council staff, and the fifth is a PCT officer. 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, the 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.

Although each of the 35 LAA targets are attached to only one of the five themes, with responsibility for action planning and delivery vested in the 'home' theme group, some of them require action across more than one theme, and by more than one agency, to ensure successful achievement. Examples of such targets include those relating to the participation of the Third Sector in delivering the vision: NI7 – environment for a thriving Third Sector, attached to the Prosperous Darlington theme, and NI6 – participation in regular volunteering, attached to Aspiring Darlington; NI5 – overall satisfaction with the local area, attached to the Greener Darlington theme, will also be achieved only by appropriate action across themes and agencies.

These 'cross-cutting' targets are important gauges of overall progress in making the changes Darlington needs. Theme groups have made progress with an 'achievability planning' process, designed to identify cross-cutting links and issues. The Council must ensure arrangements are put in place to secure the required cross thematic and inter-agency working. Proposals are included in Sections 3 and 4.

The Corporate Assessment 2008

The Corporate Assessment carried out by the Audit Commission is a major inspection of how well the Council engages with and leads its communities, delivers community priorities in partnership and ensures continuous improvement across the full range of Council activities.

The assessment, carried out approximately every three years, is a key component of the annual Comprehensive Performance Assessment (CPA) The CPA will give way in 2009 to the new Comprehensive Area Assessment (CAA), which will measure the performance of the area as a whole across all the partner agencies, rather than just the Council. The 2008 Corporate Assessment was therefore the last in that form. Guidance on CAA, and the forms of assessment and inspection to be undertaken as part of CAA, is due to be published at the end of February 2009.

The Audit Commission's report confirms that the Council continues to be a top-rated Four Star authority that is performing well, as reported in Section 1. The report found no significant weaknesses, but identified four areas where performance could be improved. These are:

- To build on the recent initiatives to improve customer access to services with a more ambitious approach utilising the enhanced ICT capacity available through the Stockton/Darlington Partnership
- To demonstrate how the Council's current initiatives on sustainability and climate change are reducing its own impact on the environment and influencing others, and contributing to the sustainability objectives of the sustainable community strategy
- To consider how to increase the pace of change in reducing health inequalities across the borough, including improving the health of the Council's own staff and reducing sickness absence
- To review and evaluate the Talking Together programme to ensure that benefits are being realised in line with the resources expended.

Sections 3 and 4 include appropriate proposals to pursue these improvements, and in some cases progress is already being made to bring about change.

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.

The Sustainable Communities Act

Enacted in October 2008, this legislation is highlighted here because of its potential impact on the Council's overall community leadership and 'place shaping' role. It provides local communities with powers to make representations to government about legislative or other changes that would better enable them to secure the sustainable development and improvement of their localities.

The Council, and its partners, are examining the Sustainable Communities Act to see how it can assist in enhancing progress on 'One Darlington : Perfectly Placed'.

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 chart below is our current Corporate 'Risk Map', showing the degree of 'appetite' for the risks posed. The numbers refer to the risks listed in the table below the chart. Those risks within the shaded area are 'above the risk appetite line' and require further action planning to reduce the risk. For those 'below the line' all available risk management actions are in place.

LIKELIHOOD	A Very High				
	B High				
	C Significant			1 6 7	
	D Low		5	2 3 4 8	
	E Very Low				
	F Almost Impossible				
		IV Negligible	III Marginal	II Critical	I Catastrophic

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
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

Ref	Risk Summary	Description and actions	Score/ Status	Lead Officer
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 has been formed, to 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 Recession

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. The risk has been assessed alongside other risks, as summarised in the table on the previous page. Whilst at the present time the Council is taking all available steps to seek to minimise the risk it is nevertheless above the 'risk appetite' line in our risk assessment process (see the 'Risk Map' below). Further proposals to address the challenges posed by the downturn are set out in Sections 3 and 4 of the plan, and the financial implications are outlined in Section 5. The impact on the funding of work within each of the five community strategy delivery themes is summarised under the 'Resources' heading for each theme.

With many national economies in recession, or on the brink of recession, we face the prospect of the most difficult economic period, possibly lasting several years, which 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.

As summarised in Section 1, our equalities and social inclusion work is at the heart of the 'One Darlington' perspective. A major concern about the impact of the recession is that, without intervention, it is likely to result in the widening of the gap between the most and least prosperous in the community, with all the concomitant effects on health, well-being and quality of life generally. We will take every available step to seek to avoid the economic climate undermining our 'One Darlington' priority. A Financial Inclusion Strategy is being developed, linked to the Economic Downturn Working Group initiative, to tackle the likely impact of the recession on vulnerable people and communities.

The overall implications for service planning are two fold:

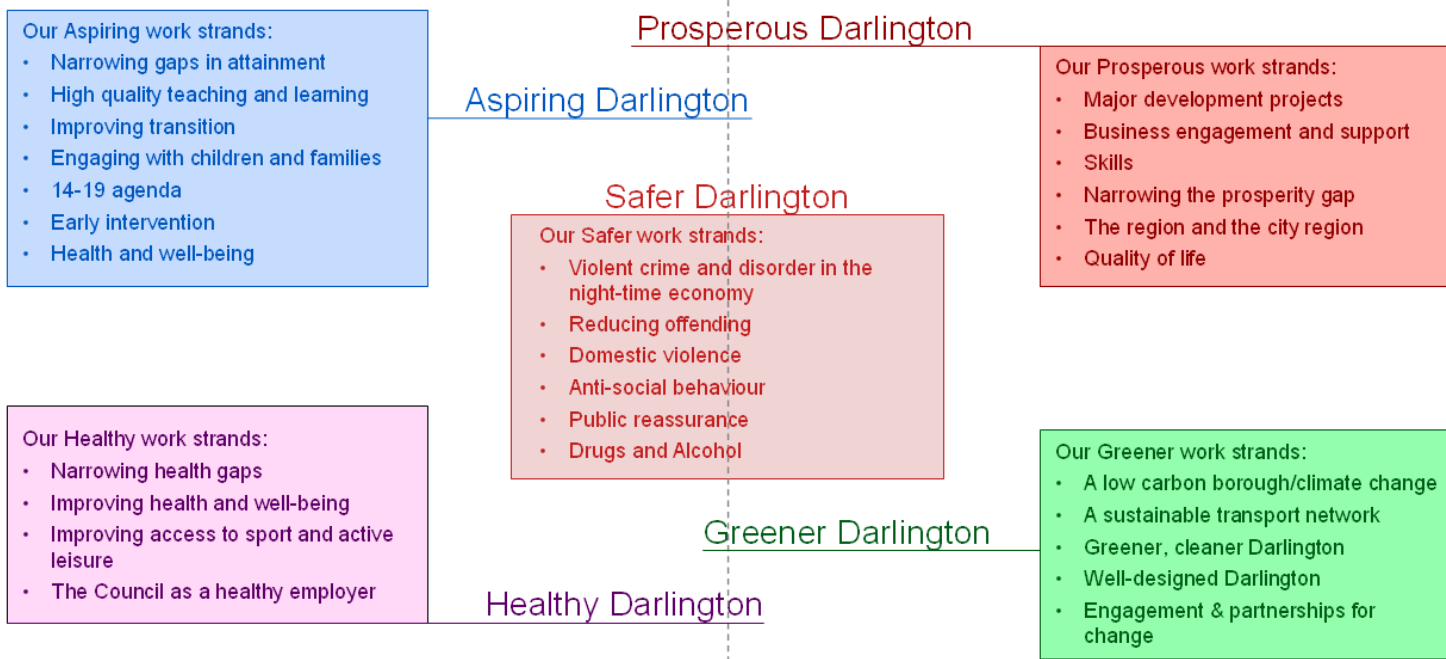
- We must become even more focused on our key priorities, to direct available resources to where they are most needed to contribute to the vision and our corporate objectives;
- We must drive forward to achieve even greater efficiencies in our services, despite being acknowledged as being amongst the best nationally for value for money, both to achieve the savings necessary to delivery our budget proposals and to channel additional resources towards our top priorities.

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

One Darlington Perfectly Placed



Enhancing Our Capacity

Leading Edge Organisational Development Strategy

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



Section 3: Proposals: Delivering One Darlington : Perfectly Placed

Introduction

The Plan at a Glance – Themes, Work Strands and Delivery Proposals: 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. The framework of the plan is structured around the five delivery themes of the vision – Prosperous, Aspiring, Healthy, Greener and Safer Darlington.

A series of work strands is set out under each theme as summarised in the coloured boxes in the 'Plan at a Glance' graphic on the previous page. These strands are explained in this section of the plan under each of the theme headings. They describe the Council's main ways of working and making progress towards One Darlington : Perfectly Placed during the next 4 years.

High level 'Delivery Proposals' are set out under each work strand. The proposals provide an overview of what the Council is planning to do and to deliver on the ground to meet the challenges of the vision. This overview is designed to drive detailed action planning in Department and Service Plans, which provide the full picture of the Council's delivery plans.

Underpinning our proposals for delivering One Darlington : Perfectly Placed outcomes are programmes of work directed at the continuing organisational development and improvement of the Council. These programmes are focused on ensuring that the Council continues to have the capacity to deliver outcomes that are relevant and appropriate in a rapidly changing world. Our proposals for 'Enhancing Our Capacity' are set out in Section 4.

Overarching Priorities - One Darlington and Perfectly Placed: as explained in Section 2 of the plan, the new vision for Darlington 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 impact of these priorities on our work within each of the themes is examined under each theme heading.

The Council's approach to equalities, social inclusion, neighbourhood renewal and community engagement is particularly important in contributing to the two priorities. These areas of work, referenced in Section 2, shape and guide how we act in planning and delivering outcomes to ensure that they contribute to 'narrowing the gaps' between different groups and geographical areas within the community. Proposals for their continuing development and improvement are included in Section 4 - 'Enhancing Our Capacity'.

Delivering the plan – the performance management framework

A simple, high level framework for performance managing the delivery of the Corporate Plan is incorporated in Sections 3 and 4. The purpose is to complement rather than duplicate the performance arrangements for 'One Darlington : Perfectly Placed', the Local Area Agreement and in department and service plans. Accordingly a basket of fifty performance indicators has been selected to provide a composite measure of overall progress on delivering the plan, with five indicators linked to each of the five delivery themes in Section 3, and a similar number to each of the five corporate objectives in Section 4. The complete performance management framework is set out at the beginning of Section 6, and the five performance indicators linked to each theme and corporate objective are included in Sections 3 and 4.

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 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.

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 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.

Some of headline achievements in transforming the local economy are listed in section 1.

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 and short-term targets

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 incorporates seven targets related to the local economy and prosperity, agreed with government, to be achieved by March 2011. The targets have been selected to drive progress over the next three years towards the long-term outcomes set out above. The seven LAA targets are included and highlighted in the 'Prosperous Darlington' section of the target tables in Section 6 of this plan.

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.

Corporate work strands and proposals

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
<p>Major development projects: work with partners to respond to the effects of the credit crunch and maintain progress on key economic infrastructure investment projects.</p> <ul style="list-style-type: none"> • Delivery Proposals <ul style="list-style-type: none"> – Continue to progress work on the Darlington Local Development Framework – Continue to lead and support major infrastructure development projects to maintain progress, including; <ul style="list-style-type: none"> ○ The Oval ○ Central Park ○ University Campus ○ Lingfield Point ○ Town Centre Fringe ○ Faverdale Strategic Site ○ Feethams/Beaumont Street ○ Morton Palms – Economic downturn strategy – work with developers and partners to maintain progress on projects – Transport Strategy development and implementation – tackle accessibility and congestion and prepare business case for upgrading the A66 – Deliver the Local Transport Plan 2006-11 – Improve the economy – targeted employment
<p>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.</p> <ul style="list-style-type: none"> • Delivery Proposals <ul style="list-style-type: none"> – Improve the economy – business engagement and signposting of services – Economic downturn – engage with businesses on impacts and responses – Ensure that co-ordinated action planning is progressed across theme groups and partners to engage third sector organisations appropriately in service delivery, and to generally promote a thriving third sector – Support and facilitate partners in promoting ICT development to SMEs and Third Sector organisations

Work Strand/Proposals
<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"> • Delivery Proposals <ul style="list-style-type: none"> - Extend work placements and work experience for 'Children Looked After' - Support the LSC to deliver its programmes, including Train2Gain; Apprenticeships; and other provision in 6th forms and colleges - Support the development of the Darlington hub to link with the University of Teesside's Innovation Connector activities on Digital City - Develop the University Centre at Central Park - Support the 14-19 Trust in developing the new work-related curriculum, including Diplomas - Work with the engineering sector in Darlington to develop a project that encourages young people to consider engineering as a career
<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"> • Delivery Proposals <ul style="list-style-type: none"> - Work with partners to provide affordable housing and housing support options - Extend work placements and work experience for 'Children Looked After' - Provide opportunities for volunteers to gain skills and experience, for those looking to go into work, career change or FE training - Support people into work, particularly in deprived communities: <ul style="list-style-type: none"> o Include clauses on targeted training and recruitment in development briefs, contracts and other public procurement opportunities o developing Construction Employment Integrator in Council projects o Work with construction companies and sub-contractors to implement targeted training and recruitment in public sector capital contracts - Promote the pre-start offer from BENE – range of packages available up to £10k (lifestyle) and £15k (high growth) - Act on the Child Poverty Declaration and reduce number of children living in poverty (NI 116) <ul style="list-style-type: none"> o Develop pilot measures to address child poverty in North Road, Northgate, Central and Harrowgate Hill wards - Support the development of a town-wide credit union

<p>Work Strand/Proposals</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"> • Delivery Proposals <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 - Housing Growth Point <ul style="list-style-type: none"> o Contribute towards the City Region Growth Point Task Group o promote Darlington’s case for resources from the Tees Valley-wide funding allocation o develop and implement Darlington’s package of projects o develop regional loans policy - Co-ordinate a working group of interested parties to develop a new brand or identity for promoting Darlington
<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"> • Delivery Proposals <ul style="list-style-type: none"> - Work with partners to develop an independent cultural offer in Darlington - Develop a free events programme - Provide people with pathways to engage in cultural events - Support the development of the Town Centre Fringe Masterplan, securing funding and wider support to actions and outcomes - Progress Civil Parking Enforcement

Prosperous Darlington - performance management

The performance indicators listed below will be utilised to measure the Council’s overall progress within the Prosperous Darlington theme. Targets for all these indicators are included in Section 6.

Ref:	Description
NI 116	Proportion of children in poverty
NI 151	Overall employment rate amongst working age people
NI 153	Working age people claiming out of work benefits in the worst performing areas
NI 154	Net additional homes provided
NI 166	Median earnings of employees in the area

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 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, and some of headline achievements are listed in Section 1.

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 and short-term targets

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 incorporates six targets related to children and aspiration, agreed with government, to be achieved by March 2011. The targets have been selected to drive progress over the next three years towards the long-term outcomes set out above. The six agreed LAA targets are included and highlighted in the 'Aspiring Darlington' section of the target tables in Section 6 of this plan.

The LAA also includes sixteen education targets, also identified in Section 6. These additional education targets are statutory, to be included in all LAAs across the country.

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.

Corporate work strands and proposals

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/Proposals
<ul style="list-style-type: none">• 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.• Delivery Proposals:<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
<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">• Delivery Proposals:<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- Ensure sufficient good quality education and training for young people who offend- Continue to improve attendance and reduce exclusions
<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">• Delivery Proposals:<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

Work Strand/Proposals
<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"> • Delivery Proposals: <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 – Ensure action planning takes place across themes and partner agencies to promote volunteering
<p>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</p> <ul style="list-style-type: none"> • Delivery Proposals: <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 – Support the 14-19 Trust in developing the new work-related curriculum, including Diplomas
<p>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.</p> <ul style="list-style-type: none"> • Delivery Proposals: <ul style="list-style-type: none"> – Develop and deliver early intervention and preventative working – Effective commissioning through the Children’s Trust – Continue to develop the Children’s Workforce to support integrated working

Aspiring Darlington performance management

The performance indicators listed below will be utilised to measure the Council’s overall progress within the Aspiring Darlington theme. Targets for all these indicators are included in Section 6.

Ref:	Description
NI 072	Achievement of at least 78 points across Early years Foundation Stage...
NI 073	Achievement at Level 4 or above in both English and Maths at Key Stage 2
NI 074	Achievement at Level 5 or above in both English and Maths at Key Stage 3
NI 075	Achievement of 5 or more A-C* at GCSE or equivalent incl. English and Maths
NI 117	16 to 18 year-olds who are not in education, employment or training (NEET)

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 government 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 development 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.

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.

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 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.

Some of our headline achievements are listed in Section 1.

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 have a direct impact on the health of the population at large, ranging from adult and children's social care services, housing and refuse collection, as well as those that have an impact on the wider determinants of health contained within the ethos of 'One Darlington' of such as educational, 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, their families and communities, 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.

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: inequalities in opportunity such as income, employment and education; inequalities in choices such as lifestyle choices including smoking, diet and physical activity; and inequalities in access to services due to race, gender, geography or education.

Much of 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.

Long-term outcomes and short-term targets

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 incorporates eight targets related to health and well-being, agreed with government, to be achieved by March 2011. The targets have been selected to drive progress over the next three years towards the long-term outcomes set out above. The eight LAA targets are included and highlighted in the 'Healthy Darlington' section of the target tables in Section 6 of this plan.

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.

Corporate work strands and proposals

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
<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"> • Delivery Proposals: <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

Work Strand/Proposals

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.

- **Delivery Proposals:**

- Implement 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
 - o Healthy schools
 - o Children and Young People Plan
 - o Physical Activity Strategy
- Promote emotional health and well-being
 - o Social prescribing – managed arts on prescription programme
 - o Re-establish open arts studio
 - o Mental Health First Aid
- Mental health workplace support package

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.

- **Delivery Proposals:**

- Contribute to making sport and physical activity aspirational, easy and accessible to all:
 - o Community Sports Network action plan
 - o Play Strategy
 - o Children and Young People's Plan
 - o County Durham and Darlington physical activity strategy
 - o School sports
 - o Local Motion
 - o Healthy Schools

Work Strand/Proposals
<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"> • Delivery Proposals: <ul style="list-style-type: none"> - Contribute to making sport and physical activity aspirational, easy and accessible to all: - 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)

Healthy Darlington - performance management

The performance indicators listed below will be utilised to measure the Council's overall progress within the Healthy Darlington theme. Targets for all these indicators are included in Section 6.

Ref:	Description
NI 008	Adult participation in sport and active recreation
NI 056	Obesity in primary school age children in year 6
NI 112	Change in under 18 conception rate
NI 136	People supported to live independently through social services (all adults)
NI 142	Percentage of vulnerable people supported to maintain independent living

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 'place shaping' role is of central importance to the planning and co-ordination of actions across the partner agencies and the wider community to improve the environment. The Council's own operational activities are also important as an exemplar of good practice.

Our work within this theme has two distinct but interrelated dimensions: on the one hand, seeking to make the local environment attractive and liveable; on the other, taking all available and realistic steps to tackle resource use, energy efficiency and carbon emissions to reduce Darlington's carbon footprint and impact on the global environment.

Spatial land use planning, a statutory responsibility for the Council, is perhaps the overarching strategy for our environmental work. Securing the proper location and design of new development and transport links has a major impact on both the local and global environmental dimensions of our Greener Darlington work. Continuing to make progress with the preparation of the new Local Development Framework, replacing the old Borough of Darlington Local Plan with an up-to-date planning policy framework addressing contemporary environmental issues, is a major priority for the Council.

Four strategic work strands relating to climate change, transport, environmental maintenance and design are all underpinned by the fifth strand reflecting 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.

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, and the potential for rolling out the approach across the Tees Valley City Region is being considered.

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.

A strategy for protecting and enhancing the borough's green infrastructure, embracing the existing Open Spaces strategy and covering countryside, countryside access and allotments is being prepared.

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, through the 'place shaping' role, on strengthening Darlington's place characteristics, but in ways that contribute to narrowing disparities in quality of life.

An attractive, well-maintained environment, a sufficient supply of high quality and affordable housing, 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 and short-term targets

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 incorporates seven targets related to environmental sustainability, agreed with government, to be achieved by March 2011. The targets have been selected to drive progress over the next three years towards the long-term outcomes set out above. The seven LAA targets are included and highlighted in the 'Greener Darlington' section of the target tables in Section 6 of this plan.

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

Corporate work strands and proposals

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/Proposals

A low carbon borough tackling climate change: deliver a 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

- **Delivery Proposals:**

- Implement the Climate Change Action Plan
- Deliver Local Development Framework
- Implement the new waste disposal contract to achieve targets for landfill reduction
- 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

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.

- **Delivery Proposals:**

- Develop and implement the new Transport Strategy
- Progress the preparation of the third Local Transport Plan (LTP3) to incorporate Greener Darlington principles, and implement
- Roll-forward and further develop the Local Motion and Cycle Town sustainable development programmes
- Implement Tees Valley Bus Network improvements

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.

- **Delivery Proposals:**

- Continue to deliver and improve services to provide a clean, green safe environment
- Develop and implement the Green Infrastructure Strategy
- Improve ownership and pride in local environment through Street Champions and increase overall satisfaction with local area (NI 005)
- Promote initiatives across theme groups and partner agencies to increase overall satisfaction with Darlington

Work Strand/Proposals
<p>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.</p> <ul style="list-style-type: none"> • Delivery Proposals: <ul style="list-style-type: none"> - Deliver the Local Development Framework - Complete the Design of New Development Supplementary Planning Document (SPD) - Secure the best possible design of new development, including exemplar incorporation of sustainable design features, particularly through the opportunities provided by: <ul style="list-style-type: none"> ▪ Northern Housing Growth Point status ▪ Housing improvement schemes ▪ Major regeneration projects, including Central Park, the Town Centre Fringe and Lingfield Point
<p>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.</p> <ul style="list-style-type: none"> • Delivery Proposals: <ul style="list-style-type: none"> - Lead the development of an awareness raising programme for all sectors of the community - Review - 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) - Residents' access to energy efficiency information - Share energy efficiency good practice through Street Champions

Greener Darlington - performance management

The performance indicators listed below will be utilised to measure the Council's overall progress within the Greener Darlington theme. Targets for all these indicators are included in Section 6.

Ref:	Description
NI 169	Non-principal classified roads where maintenance should be considered
NI 175	Access to services and facilities by public transport, walking and cycling
NI 188	Planning to adapt to climate change
NI 192	Percentage of household waste sent for re-use, recycling and composting
NI 195	Improved street and environmental cleanliness

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. At least over the lifecycle of this plan, this will have to be achieved with existing staffing, 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.

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

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 and short-term targets

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 incorporates seven targets related to crime and disorder, agreed with government, to be achieved by March 2011. The targets have been selected to drive progress over the next three years towards the long-term outcomes set out above. The seven LAA targets are included and highlighted in the ‘Safer Darlington’ section of the target tables in Section 6 of this plan.

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.

Corporate work strands and proposals

The major strands of proposed work within the Safer Darlington theme are summarised below, along with key delivery proposals. Tackling drug and alcohol abuse is integral to all of the work strands, as a major causative factor underlying much crime and disorder in the borough. 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.

Work Strand/Proposals

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.

- **Delivery Proposals:**

- Youth Crime Action Plan and align to the refresh of the borough's Anti-Social Behaviour Strategy
- Co-ordinate and monitor improvement actions to be led by the Darlington Drug and Alcohol Action Team, Durham Constabulary and Darlington Primary Care Trust, including the implementation of the Darlington Alcohol Strategy
- Improve information sharing with Health Partners including introduction of the 'Cardiff Model'
- Promote Responsible Drinking codes and the Responsible Alcohol Sales Code

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 addressing the part played by drug and alcohol misuse in offending behaviour.

- **Delivery Proposals:**

- 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
- Continue to develop a robust partnership approach to the effective management of offenders within the Criminal Justice System and Community

Domestic Abuse: raising awareness of the impact of domestic abuse and reducing its prevalence, ensuring children and families 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.

- **Delivery Proposals:**

- Review existing multi-agency service provision to maximise effectiveness and make best use of resources
- Refresh the Domestic Abuse Strategy and Action Plan and align with the Community Safety Plan
- Establish and develop links with business and industry to raise awareness of domestic abuse, developing policy and procedures to protect workforces
- Explore the potential for engaging diverse communities to raise awareness of the domestic abuse and the available support services
- Continue to develop effective means of raising awareness of the harm caused by domestic abuse through a range of media
- Develop and support a women's group, bringing together survivors of domestic abuse to help shape and inform future service delivery

<p>Work Strand/Proposals</p>
<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"> • Delivery Proposals: <ul style="list-style-type: none"> - Implement the Anti-Social Behaviour Strategy - Develop the Safer Streets Initiative, ensuring those communities suffering from ASB receive support and visible action - Raise public confidence by ensuring communities receive feedback, via a range of mediums, on actions taken to tackle ASB - Launch the 'Think Families' programme, ensuring families and children at risk of offending or engaging in ASB receive additional specialist support based on need - Develop a programme of evening activity to divert young people away from ASB - Develop a reparation programme for young people who commit environmental crime
<p>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.</p> <ul style="list-style-type: none"> • Delivery Proposals: <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 - Manage the partnership communications network to the best effect, making good use of all available media/outlets to communicate positive reassurance about crime and safety in our communities - Ensure diverse groups are included in community safety activity to improve engagement and ensure all have the opportunity to inform, influence and shape service delivery - Ensure victims of crime receive appropriate support; improve and build the capacity of Victim Support within the borough and develop stronger links between the CDRP and Victim Support

Safer Darlington - performance management

The performance indicators listed below will be utilised to measure the Council's overall progress within the Safer Darlington theme. Targets for all these indicators are included in Section 6.

Ref:	Description
NI 016	Serious acquisitive crime rate
NI 017	Perceptions of anti-social behaviour
NI 032	Repeat incidents of domestic violence
NI 040	Number of drug users recorded as being in effective treatment
NI 047	People killed or seriously injured in road accident casualties

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

Section 3 is about what the Council will do to play its part in achieving the 'One Darlington : Perfectly Placed' vision over the next four years. Section 4 focuses what we will do to continue developing the Council's organisation and capacity so that we are able to deliver our commitments to the vision.

'Enhancing our capacity' revolves around the continuing implementation of our 'Leading Edge' Organisational Development Strategy, although some of the proposals included in this section fall outside the scope of 'Leading Edge'.

The Council's five corporate objectives provide the overall framework for the section. 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 One Darlington and Perfectly Placed priorities have been designed to shape and guide work within the themes, and their influence is outlined under each theme heading in Section 3.

There are also numerous ways in which the Council's decisions about how it operates and continues to improve as an organisation can progress the two priorities. For example:

- with a revenue budget of £135.5 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 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
- procurement and contract requirements related to targeted employment can benefit workless people and disadvantaged groups or neighbourhoods through employment and skills training;
- 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 front-line staff.

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 are illustrated in the 'egg' diagram in Section 1.

'Place shaping', 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.

The current focus of the place-shaping role revolves around providing leadership and support, through theme group chairs and lead officers, for the achievability analysis, action planning and inter-agency co-ordination required to deliver the Local Area Agreement and make progress towards the One Darlington : Perfectly Placed vision.

The Leading Edge Strategy is being pursued through five main strands of work – these are:

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

These five strands consolidate the planning framework provided by the corporate objectives in this section. Most of the proposals are linked to the five strands. There are, however, other aspects of our capacity building work that do not fall readily within the scope of 'Leading Edge'. These include the continuing development of our equalities and social inclusion programmes, and initiatives to address the impact of the economic downturn on our resources and services. A sixth strand, 'Supporting Proposals', accommodates these aspects in the planning framework.

Corporate work strands and proposals

Work Strand
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.
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; proposals relating to the development of the 'place-shaping' role are included within this strand.
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'.
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.
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; the impact of the economic downturn on services is a key current driver within this strand.
Supporting proposals: covering the continuing development of our approach to equalities and social inclusion in accordance with the 'One Darlington' perspective on 'narrowing the gaps'; fulfilling the Council's 'place-shaping' role to provide leadership and support to the LSP on delivery of One Darlington : Perfectly Placed through the Local Area Agreement; and responses to the economic downturn.

Delivery Proposals

Shaping a Better Darlington		
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 Chief Executive
Business Transformation	<ul style="list-style-type: none"> Review and implement energy efficiencies to reduce environmental impacts and costs Complete on the closure of the Pilot Local Area Agreement 	Corporate Chief Executive
Supporting Proposals	<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 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 	Chief Executive Children's Community Corporate

Shaping a better Darlington - performance management

The performance indicators listed below will be utilised to measure the Council's overall progress against the Shaping a Darlington objective. Targets for these indicators are included in Section 6.

Ref:	Description
NI 003	Civic participation in local area
NI 159	Supply of ready to develop housing sites
LI 0001	Percentage of new homes built on previously developed land
LI 0004	Average unemployment rate of 5 wards with highest rates compared to 5 lowest
LI 0302	Percentage of trips by Darlington residents made by car
LI 0814	Percentage of residents saying their neighbourhood has got better in last 2 years

Providing Excellent Services		
Community Engagement	<ul style="list-style-type: none"> Improve customer satisfaction across all work strands Improve welfare benefit take-up 	Corporate

Providing Excellent Services – cont.		
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
Supporting Proposals	<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 ● 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 Children's Community Corporate

Providing excellent services - performance management

The performance indicators listed below will be utilised to measure the Council's overall progress against the Providing Excellent Services objective. Targets for these indicators are included in Section 6.

Ref:	Description
NI 157	Processing of planning applications – major/minor/other
NI 183	Impact of Council trading standards services on fair trading environment
LI 0400	Percentage of citizens satisfied with the overall service provided by the Council
LI 0408	Percentage of complaints that go from Stage 1 to Stage 2
LI 3011	Percentage of invoices paid on time

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

Putting the customer first - performance management

The performance indicators listed below will be utilised to measure the Council's overall progress against the Putting the Customer First objective. Targets for these indicators are included in Section 6.

Ref:	Description
NI 004	Percentage of people who feel they can influence decisions in their locality
NI 005	Overall/general satisfaction with the local area
NI 014	Reducing avoidable contact: minimising low/no value customer contact
LI 0810	Percentage of people who feel they can influence community partnerships decisions

Ensuring Access for All		
Human Resources	<ul style="list-style-type: none"> Deliver enhanced training equalities training 	Chief Executive Corporate
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
Supporting Proposals	<ul style="list-style-type: none"> Deliver exemplary work on social inclusion, equalities and customer focus Narrow the inequalities gaps in disadvantaged communities 	

Ensuring Access for All – cont.		
Supporting Proposals – cont.	<ul style="list-style-type: none"> • 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

One Darlington – assessing the equalities impact of improvement proposals

In Section 1 of this plan we highlighted the Council’s approach to ensuring that the impact of new policies and proposals, both positive and negative, on the interests of those groups in the community at risk of disadvantage, discrimination and deprivation are identified in the planning process and reported to Members in the decision-making process.

The above table of proposals for ‘Ensuring Access for All’ references our plans to review and overhaul our equalities framework in line with anticipated national changes and the ‘narrowing the gaps’ driver embedded in the One Darlington perspective. We also need to ensure that in our department and service planning, and in the development of detailed policies and proposals, the potential impact on people most at risk of disadvantage is assessed and reported through the decision-making process. We have developed good practice in impact assessment, but it must be maintained and enhanced, with consideration given to equalities impacts as an integral part of the development of proposals from first steps, and not only as consultation on draft proposals.

It is not appropriate to carry out impact assessment on the proposals in this plan, as they will all be given more detailed consideration in service plans and in detailed designs/specifications. The role of this plan is to emphasise that all of the proposals in Sections 3 and 4, and the budget savings proposals in Section 5, will be subject to assessments, either as part of a service plan or as detailed specifications are drawn-up.

Ensuring access for all - performance management

The performance indicators listed below will be utilised to measure the Council’s overall progress against the Ensuring Access for All objective. Targets for these indicators are included in Section 6.

Ref:	Description
NI 001	Percentage of people who believe people from different backgrounds get on well
NI 140	Fair treatment by local services
LI 0802	Number of racial incidents recorded by the Council per 100,000 population
LI 3007	Ethnic minority representation in the workforce - employees

Enhancing Our Capacity to Improve		
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 	Corporate
	<ul style="list-style-type: none"> Examine ICT requirements for review of accommodation and modern ways of working 	
Supporting Proposals	<ul style="list-style-type: none"> Implement the Comprehensive Area Review within Darlington 	Chief Executive
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

Enhancing our capacity to improve - performance management

The performance indicators listed below will be utilised to measure the Council's overall progress against the Enhancing Our Capacity to Improve objective. Targets for these indicators are included in Section 6.

Ref:	Description
NI 179	VfM– total net value of ongoing cash releasing gains impacting since 2008/09
LI 0003	Darlington's share of external funding awarded to Tees Valley boroughs
LI 0412	Overall percentage improvement in National Performance Indicators
LI 0417	Data Quality – score from Audit Commission (PwC) under Data Quality KLOE
LI 0504	Value of cashable savings identified & delivered through Leading Edge projects
LI 0601	Actual spend committed against pre-established contracts as % non-pay spend
LI 3005	Working days lost due to sickness absence

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 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.

This plan has been developed against the backdrop of the most severe global economic downturn for many years, and the Government's financial strategy for responding to medium-term economic projections. The main challenge for the Council is to balance service provision and longer-term ambitions with the level of resources available, including Council Tax.

Sustaining delivery of the vision with fewer resources requires even greater focus on efficiency. The Council's top rating of 4 for value for money indicates a successful track record of delivering high quality services with the lowest council tax in the North East region. The challenge now is to further accelerate the achievement of efficiency improvements.

The Council's main sources of revenue income are Government grants (including National Non-Domestic Rates (business rates), which are pooled nationally and redistributed to local authorities), Council Tax and charges for services. Government grants provide around two-thirds of the Council's total revenue.

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	140.468	145.912	150.996	155.826
Total Income	135.501	140.730	145.422	149.985
Initial Gap	4.967	5.182	5.574	5.841

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:

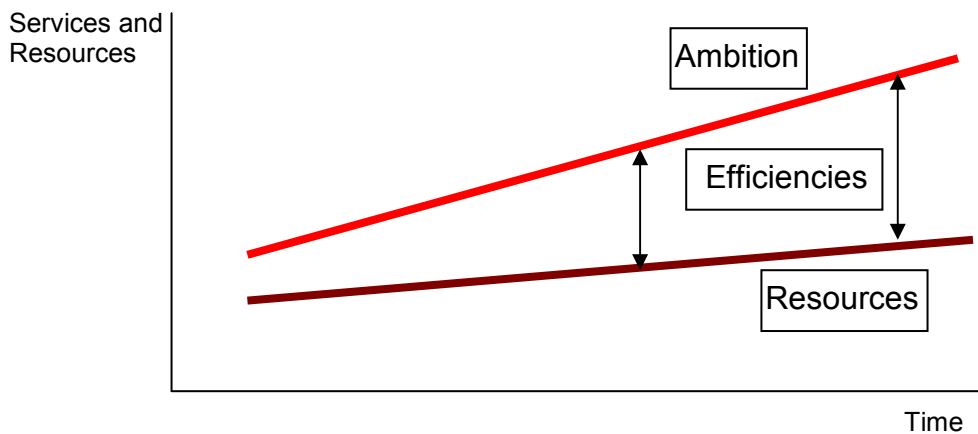
- Maintaining essential services, particularly to the most vulnerable, including those likely to be hardest hit by the economic downturn;
- Setting charges at levels that support strategic aims by encouraging targeted use of services and providing income to help fund services;
- Keeping Council Tax at 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 approximately 35 are 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	4.967	5.182	5.574	5.841
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	1.814	0.292	0.286	0.359
Revised gap	0.000	0.000	0.000	0.000
Closing Revenue Balances	7.099	6.806	6.521	6.162

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.

Medium Term Financial Plan

	2009/10	2010/11	2011/12	2012/13
	£m	£m	£m	£m
Childrens Services	70.918	72.864	75.252	77.774
Community Services	45.941	47.326	48.963	51.079
Chief Executive	6.947	6.759	6.707	6.659
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	3.954	4.851	4.984	4.811
Headroom	0.000	0.250	0.250	0.250
Change Fund	0.100	0.000	0.000	0.000
Leading Edge Efficiencies	(0.440)	(0.709)	(0.729)	(0.778)
Contribution to/(from) revenue balances	(1.814)	(0.292)	(0.286)	(0.359)
Total Expenditure	135.501	140.730	145.422	149.985
Total Resources	135.501	140.730	145.422	149.985
<u>Table of Resources</u>				
RSG/NNDR	37.784	38.832	39.609	40.401
Council Tax	39.634	41.589	43.613	45.218
DSG	57.983	60.109	62.200	64.366
LABGI	0.100	0.200		
	135.501	140.730	145.422	149.985
<u>Balances</u>				
Opening balance	8.913	7.099	6.807	6.521
Contribution to/(from) balances	(1.814)	(0.292)	(0.286)	(0.359)
Closing balance	7.099	6.807	6.521	6.162

Council Tax				
Council Tax %	3.5%	4.9%	4.9%	4.9%
Weekly Band A Increase	0.50	0.72	0.76	0.80

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
GREENER DARLINGTON					
All figures: £'000s					
● Housing					
○ Energy efficiency	200	200	200	200	800
○ 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

Heading	2009/10	2010/11	2011/12	2012/13	Total
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
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				

Section 6: Additional Information

Performance Management

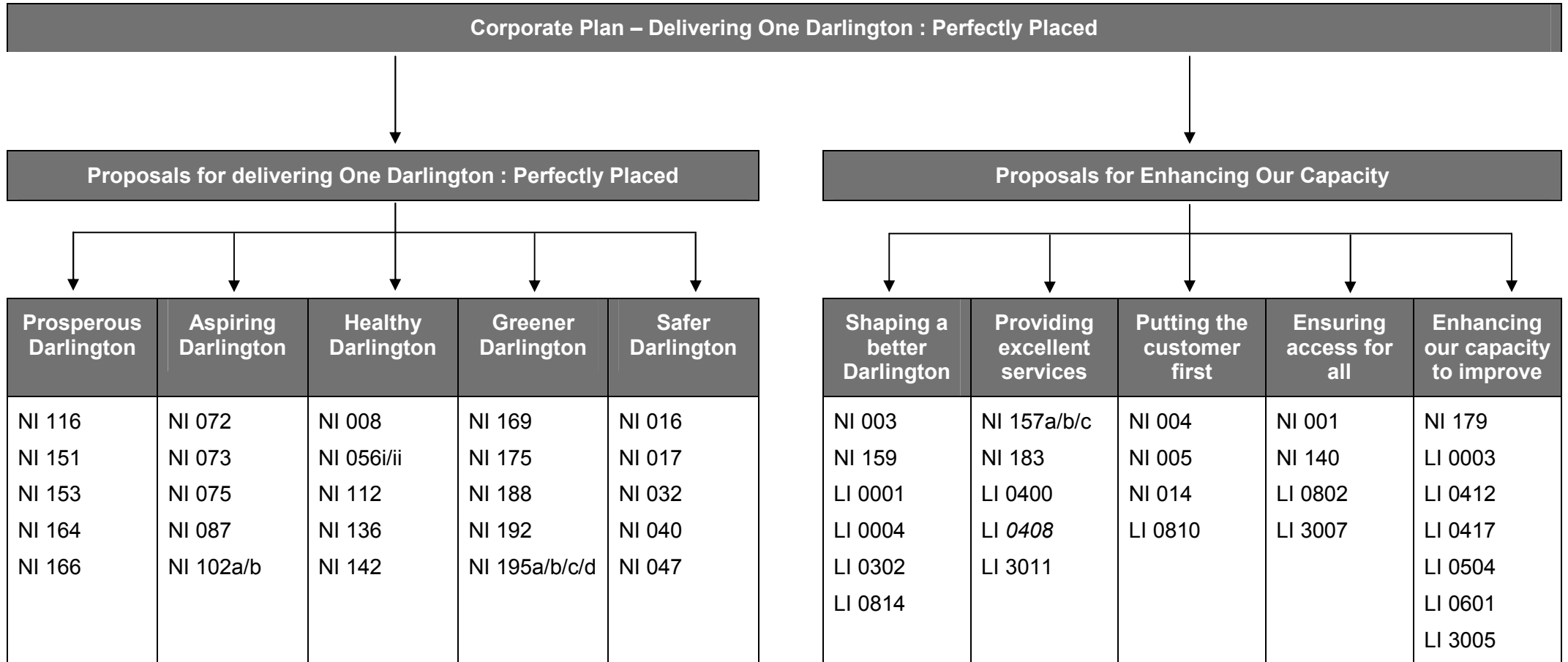
The fifty performance indicators selected to measure progress on delivering the Corporate Plan are listed below and illustrated as a framework overleaf. This framework is designed to give a simple high level view of progress, and to avoid duplicating the detailed arrangements for measuring progress on individual actions set out in department and service plans.

One Darlington : Perfectly Placed		Enhancing Our Capacity	
Prosperous Darlington		Shaping a Better Darlington	
NI 116	Children in poverty	NI 003	Civic participation in local area
NI 151	Overall employment rate	NI 159	Supply of housing sites
NI 153	Out of work claimants in worst areas	LI 0001	New homes built on brownfield land
NI 154	Net additional homes provided	LI 0004	Unemployment – best 5/worst 5 wards
NI 166	Average earnings	LI 0302	Percentage of residents' trips by car
		LI 0814	Residents saying neighbourhood better
Aspiring Darlington		Providing Excellent Services	
NI 072	Early years points achieved	NI 157	Processing planning applications
NI 073	KS2 – level 4+ in English & Maths	NI 183	Fair trading impact/regulatory services
NI 074	KS3 – level 5+ in English and Maths	LI 0400	Citizens satisfied with overall service
NI 075	5+ A-C* GCSE incl. English & Maths	LI 0408	<i>Complaints going from Stage 1 to 2</i>
NI 117	16-18 year-olds who are NEET	LI 3011	Invoices paid on time
Healthy Darlington		Putting the Customer First	
NI 008	Adult participation in sport	NI 004	People feel they can influence decisions
NI 056	Obesity in primary children in year 6	NI 005	Overall satisfaction with local area
NI 112	Change in under 18s conceptions	NI 014	Avoidable contact
NI 136	People supported/live independently	LI 0810	Can influence community partnerships
NI 142	Vulnerable/independent living		
Greener Darlington		Ensuring Access for All	
NI 169	Non-principal roads – maintenance	NI 001	People from diff. Backgrounds get on
NI 175	Non-car access to facilities	NI 140	Fair treatment by local services
NI 188	Adapting to climate change	LI 0802	Recorded racial incidents
NI 192	Household waste sent for re-use	LI 3007	Ethnic minority employees
NI 195	Improved street cleanliness		
Safer Darlington		Enhancing Our Capacity to Improve	
NI 016	Serious acquisitive crime	NI 179	VfM cash releasing gains
NI 017	Perceptions of anti-social behaviour	LI 0003	Share of Tees Valley external funding
NI 032	Repeat domestic violence	LI 0412	Improvement in National Indicators
NI 040	Drug users in effective treatment	LI 0417	Audit Commission Data Quality score
NI 047	Road accident casualties KSI	LI 0504	Leading Edge savings delivered
		LI 0601	Procurement against pre-contracts
		LI 3005	Sickness absence

**Corporate Plan 2009-13: Delivering One Darlington : Perfectly Placed
Performance Management**

Note for Planning and Performance Network, 23rd January

The performance management arrangements included in the circulated draft of the next Corporate Plan have been further developed and the following is proposed.



Performance Targets

(Targets for all national indicators (NIs), and for those Local Indicators (LIs) included as measures in this plan will be added to the final document following target setting during February. Annual targets for the period 2009-2013 will be set out all NIs and LIs)