
CORPORATE PLANNING AND PERFORMANCE FRAMEWORK

Responsible Cabinet Member - Councillor Stephen Harker, Deputy Leader

Responsible Director - Ada Burns, Chief Executive

SUMMARY REPORT

Purpose of the Report

1. To provide an update on the implementation of the actions contained within the Corporate Plan 2012-2015 and to present proposals for a new suite of actions for 2013/2014.

Summary

2. Cabinet agreed a new Corporate Plan and supporting service planning and performance management framework at its meeting of 10 July 2012. This report provides an update on implementation and proposes a new suite of actions for the period 2013/2014.

Recommendation

3. It is recommended that Cabinet:-
 - (a) Note the progress against existing Corporate Plan 2012/15 actions.
 - (b) Approve the Corporate Plan 2013-14 priorities set out in Appendix A.

Reasons

4. The recommendations are supported by the following reasons :-
 - (a) To provide an updated corporate planning framework for the Council.
 - (b) To ensure effective arrangements for maintaining and improving Council performance.

**Ada Burns
Chief Executive**

Background Papers

No Background papers were used in the preparation of this report

Julian Kenshole : Extension 2071

S17 Crime and Disorder	The Corporate Plan includes priorities and actions to contribute to the Council's response to community safety.
Health and Well Being	The Corporate Plan includes priorities and actions to contribute to the Council's response to health and well-being.
Carbon Impact	None
Diversity	The Corporate Plan includes priorities and actions to contribute to the Council's promotion of equality and cohesion in the community.
Wards Affected	All
Groups Affected	Whole population
Budget and Policy Framework	Corporate Plan is part of the Council's policy framework. This decision does not represent a change to the budget and policy framework.
Key Decision	Yes
Urgent Decision	No
One Darlington: Perfectly Placed	The Corporate Plan is directly aligned to One Darlington; Perfectly Placed priorities.
Efficiency	The Corporate Plan includes priorities and actions to contribute to the Council's efficiency

MAIN REPORT

Information and Analysis

5. Corporate and service planning form critical components in the planning and delivery of our services and given the pace and scale of change driven by both national and internally generated imperatives it is important that they play a prominent role in directing and shaping services and maintaining a focus on outcomes and customer needs.
6. The Council adopted a new streamlined Corporate Plan last year which set out key actions for delivery aligned to the wider partnership priorities – **One Darlington: Perfectly Placed** and to the four core functions of the Council outlined within its Business Model together with a fifth relating to good governance and the use of resources.
7. Progress against these actions is highlighted within the table below.

Action	Progress
Darlington Partnership Action Priorities	
Implement Designated Public Place Order in Darlington (DPPO) town centre	The requirement for a DPPO to control anti-social drinking in Darlington Town Centre had been jointly recognised by the Police and the Council's Anti-Social Behaviour Team following an increase in the number of incidents and concerns raised by the public and local businesses about the adverse impact on the town. Council approved the introduction of a DPPO at its meeting of 26 th January 2012.
Develop new model of delivery for Adult Social Care	<p>The Commissioning for Resilience Transformation programme for Adults and Children's Services has agreed a new model of service delivery based on a tiered approach to need and provision with a focus on cost reduction and demand management. Key performance metrics have been identified and costs projected. A series of distinct projects have been progressed. Work is ongoing with key milestones and products to be delivered in 2013-14, which will be monitored via the Transformation Programme.</p> <p>Over £800,000 of savings have been achieved in 2012/13 by the Council.</p> <p>The RIACT service (part of the reablement strategy) was shortlisted for a national award in 2013.</p>

Action	Progress
Darlington Foundation for Jobs	<p>Foundation for Jobs initiative launched in January 2012, has had a truly impressive first year, exceeding all of its first year targets. In total:</p> <ul style="list-style-type: none"> • 110 apprentices have been created; • 125 internships or work experience placements were created; • 1,089 young people at Darlington schools or colleges have had meaningful contact with industry <p>Crucially, funding is now in place to allow a further 2 years delivery to take the project until 31st March 2015.</p> <p>In March 2013, the project won the Local Government Chronicle Local Economic Partnership Award, which recognises and celebrates the greatest achievements from across local government.</p>
Champion the interests of citizens and businesses	
Develop ONE DARLINGTON PERFECTLY PLACED Delivery Strategy as a framework for the development of other key strategies and plans including Health and Well-being Delivery Plan	<p>The Darlington Partnership and the Shadow Health & Well Being Board adopted the first Health and Well Being Strategy for Darlington in October 2012. The Strategy takes forwards the existing priorities as outlined within the Sustainable Community Strategy and identifies the top commitments for collective working and a mechanism through which to identify shared priorities.</p>
Develop strategic approach to building community resilience and capacity through Darlington Together	<p>There have been a number of successful projects through this approach:</p> <p>Neighbourhood Restorative Justice Project has been established to help increase public confidence that crime is being tackled.</p> <p>Arts Development A range of Arts facilities and activities have been co-ordinated and established to ensure that Darlington continues to have vibrant Arts following the closure of the Arts Centre.</p> <p>Darlington Connectors Work is underway working with Evolution to establish Community Connectors to help us engage effectively.</p> <p>Darlington Cares A project designed to build a co-ordinated volunteering framework working with local employers.</p>

<p>Develop strategic approach to building community resilience and capacity through Darlington Together</p>	<p>Community Transport Working to provide a community led transport service to villages who have no public transport. Darlington Foundation for Jobs A project which has created 110 apprenticeships and 125 internship amongst other achievements and has won the LGC award for its success. Other projects include Self Management of Bowling Greens, Local History Volunteer Digitisation Project, Allotments, Sports Development and many more. Work is currently being undertaken on a new project through the Darlington Partnership to develop a Good Neighbour Scheme which forms a key action of the partnership moving forward (see Appendix 1).</p>
---	---

Action	Progress
Support strong partnerships to set vision and direction for the Borough	
<p>Building organisational capacity for the transfer of public health functions to the local authority.</p>	<p>A model for the new Public Health team to be located within the local authority has been agreed with transfer taking place on 1st April 2013 and budgets finalised.</p> <p>ICT infrastructure and office requirements for the Public Health team have been identified to ensure their smooth transfer from the Primary care Trust to the Town Hall.</p> <p>In January 2013 Council agreed to waive contract procedural rules for Public Health contracts to ensure that new contracts can be issued to providers by end March 2013. Contracts are now being developed and meetings with providers have been booked to take place over the next six weeks. A planned approach to reviewing Public Health commissioning activity has been approved by Public Health Reference group and additional capacity has been released with People Contracts team to work on these new contract areas.</p>

Action	Progress
<p>Work with partners including the Clinical Commissioning Group to implement wider changes to NHS structures</p>	<p>In June 2012 Darlington developed its Shadow Health and Well-being Board (SHWB). The board has been meeting in public and has held six board meetings since that date. The board has developed and published a refresh of the Single Needs Assessment Health and the Health and Well Being Well-being Strategy. It has also published a Health and Social Care Delivery Plan which outlines its key priorities.</p> <p>A review of the SHWB has been completed and following a 'Taking Stock' workshop which took place on 29 January, a new model of delivery for the board has been approved by Council in March 2013.</p> <p>It is proposed to hold Health and Well Being Board meetings every quarter, to focus the work programme of the board on the statutory functions outlined in the Health and Social Care Act 2012 and to ensure that tangible integration projects are delivered. The new model will be implemented in April 2013 in line with statutory guidance.</p> <p>Support from Darlington Borough Council to the new Clinical Commissioning Board (CCG) has been on going and it successfully completed the authorisation process in March 2013.</p> <p>The Council has successfully awarded the contract for the local HealthWatch which replaces LINKs.</p>
<p>Ensure that formal and informal partnerships sustain a shared vision and ambition for Darlington</p>	<p>A revised partnership structure was revisited in July 2012. The Board agreed that individual Board members would be operational leads for six key areas of work.</p> <ul style="list-style-type: none"> • Children and Young People • Community Cohesion and Safety • Health and Well Being • Economy • Creative Darlington • One Darlington <p>Action Priorities for 2012-13 were monitored through the Executive Group and Board and the achievements and key success factors reviewed and agreed at the Board meeting of January 2013.</p>

Action	Progress
Ensure that formal and informal partnerships sustain a shared vision and ambition for Darlington	Darlington Partnership reviewed its work towards the key areas at a Performance and Planning Workshop in February 2013. Outcomes reported to the Partnership Board in March have been used to inform the selection of action priorities for 2013-14.

Action	Progress
Promote the Borough to secure investment and support	
Implementation of Darlington Economic Strategy and TVU Business Plan priorities	<p>The Tees Valley Unlimited (TVU) Statement of Ambition sets out a 15 year economic vision for the Tees Valley. The TVU Business Plan considers how the partnership will work towards achieving the ambitions.</p> <p>The Darlington Partnership and Council adopted a new Economic Strategy in 2012. Whilst reflecting the TVU Business Plan, it focuses on the issues and actions that businesses said were important to the development of Darlington's local economy through to 2026. These include:</p> <ul style="list-style-type: none"> • Supporting local businesses to start and grow; • Attracting new businesses to the borough, especially those in high value, technologically skilled industries; • Making sure Darlington has the right conditions to keep businesses here; • Getting everyone involved in economic activity in the borough working together. <p>It is supported by an Action Plan that identifies a series of actions to be delivered under the four thematic headings:</p> <ul style="list-style-type: none"> • The right place • The right people • The right infrastructure • The right business conditions <p>Key outcomes achieved to date include:</p> <ul style="list-style-type: none"> • Appointment of developer for Feethams site which will deliver a £30M leisure development including multi-screen cinema, hotel, restaurant and retail opportunities expected to create 500 permanent jobs.

Action	Progress
Implementation of Darlington Economic Strategy and TVU Business Plan priorities	<ul style="list-style-type: none"> • Department for Education (DfE) has announced its intention to retain its presence in Darlington in an innovative partnership with the Local Authority which provides new office accommodation in the town centre for over 400 employees. • Broadband Capacity Enhancement - BT have now formally announced the inclusion of Darlington as part of their roll out of high-speed fibre broadband, which will be upgraded by the end of Spring 2014. • Tees Valley Unlimited (TVU) has been successful in securing almost £10m under Regional Growth Fund to assist companies to obtain performance and warranty bonds. The scheme should be up and running from Autumn 2013.
Contribute to proposals for a City Deal for Tees Valley, ensuring these meet Darlington's economic objectives	Following the successful bid for City Deal status Council officers continue to work with Tees Valley Unlimited to ensure Darlington's economic objectives inform and influence the ongoing negotiations with central government.
Ensure the provision of good quality services	
Develop and deliver proposals for collaborative local authority working	<p>The Council has been working with Hartlepool, and Redcar and Cleveland Borough Councils to develop a model for a single structure to deliver children's and adults' services. In addition, initial scoping work has been undertaken to look at opportunities for collaboration within Corporate Services across the three authorities.</p> <p>Following Government announcements of further reductions to local authority funding each of the councils involved has decided to review their Medium-term Financial Plans to identify savings before any final decisions are taken about the role collaboration could play in overall budget and policy strategies. Darlington Borough Council's Cabinet has accepted a Business Case which continues to demonstrate that the case for collaboration remains viable and that senior officers within each authority will maintain dialogue to ensure that all opportunities are exploited and savings plans developed and implemented locally.</p>

Action	Progress
Implement and embed Corporate Performance Management Framework	A new Corporate Performance Management Framework has been developed and rolled out across the Council. Regular reporting and challenge of performance management continues across the organisation to drive improvement and efficiency.
Governance and use of resources	
Complete Organisational Development Strategy	The Council has established a new Business Model in response to the changing climate in which we find ourselves. Whilst it is recognised that the existing Organisational Development Strategy requires revision, the Business Model enables us to continue to have clear direction whilst we establish what our new organisation will look like following this period of unprecedented change. The need to produce a new and flexible workforce strategy was identified as a priority however and this is described below.
Workforce Strategy	<p>The Council has adopted a new Workforce Strategy to contribute its vision and to support change through business transformation by:</p> <ul style="list-style-type: none"> • ensuring that our Workforce Strategy clearly promotes the vision of change for Darlington 2015, ensuring that all employees are encouraged to engage with it and understand what is required and where they sit in turning the vision into a reality, and • enabling and supporting the organisation to deliver change effectively, ensuring we have the workforce needed for the future that reflects the diverse needs of the community we serve. • supporting the workforce to engage with change positively, to work in flexible ways to deliver efficiencies, embedding core values and culture.
Early preparation for next phase of budget savings 2013-14 to 2017-18 including Zero Based Planning	The 2013/14 Medium Term Financial Plan (MTFP) has been agreed and includes £3m of savings to be delivered by 2014/15. The 2014/15 – 2017/18 MTFP planning has begun with work on-going to identify minimum service levels which will be used in the Budget Advisory Panels to be led by members. Consultation and engagement will be carried out with all stakeholders throughout the summer.

Action	Progress
Early response to national legislative changes through effective horizon scanning	Effective horizon scanning has ensured that key legislative developments highlighted at the earliest stage enable a prompt consideration of the options for the Authority. The Council has responded to some key developments during 2012-13 including Welfare Reform, the transfer of the Social Fund, Health & Social Care, Localism and Social Value Acts and the Open Public Service White Paper.
Customer Access and service programme	The Council's Customer Strategy is focused on driving down the cost of contact through a 'one and done' single point of contact approach in the Customer Contact Centre and for the more transactional processes an emphasis on channel shift where appropriate to automated telephony and online transactions.
Rollout of Commissioning and Procurement Frameworks	A new commissioning framework has been developed and adopted and supported by a training programme to raise awareness of the new corporate methodology which adopts an outcomes approach.
Redefining the Policy Framework	A revised Policy Framework has been developed collaboratively across the organisation reviewing existing content to establish a compliant and relevant framework to take forward the work of the Council.

8. A revised Corporate Plan for 2013-2014, which includes a new suite of actions, is enclosed at **Appendix 1**.

Outcome of Consultation

9. No community consultation has been undertaken in the preparation of this report.