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**CORPORATE PLAN AND PERFORMANCE FRAMEWORK**

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**Responsible Cabinet Member - Leader and all Cabinet Members**

**Responsible Director - Ada Burns, Chief Executive**

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**SUMMARY REPORT**

**Purpose of the Report**

1. To present proposals for a new Corporate Plan and supporting framework for performance management as a basis for consultation before being submitted for approval by Council

**Summary**

2. This report sets out proposals for a new Corporate Plan, an overarching high level strategy for the council detailing how it contributes towards the outcomes set out in the wider Sustainable Community Strategy, One Darlington Perfectly Placed, and its own organisational objectives. It aims to provide a clear and accessible summary for members, partners and residents of our priorities for Darlington over the next 4 years, and our key planned activities.
3. The Corporate Plan also proposes a supporting performance monitoring framework to measure progress against the key outcomes, both internally and borough-wide, and the needs of residents.
4. The Corporate Plan 2017-21 has been developed in alignment with the four year Medium Term Financial Plan agreed by members in June 2016, and sets out the council's strategic service priorities over the period to 2021. It collates objectives and targets agreed and detailed within the suite of plans in the Policy Framework, all of which have been the subject of consultation. It is proposed that an annual refresh of the Corporate Plan is undertaken to ensure that the direction of travel outlined remains accurate, and emerging priorities are captured.
5. The Corporate Plan 2017-21 is underpinned by the corporate policy framework and service-level plans, which collectively provide more detailed information on the actions being taken to deliver the council's priorities, service context, and performance indicators.
6. Subject to Cabinet approval, consultation with Members on the draft Corporate Plan 2017-21 and performance monitoring framework will be undertaken, after

which a report will be presented to Cabinet to allow further consideration before the final draft is referred to Council for approval.

## Recommendation

7. Cabinet is asked to:
- (a) Consider and agree the content of the draft Corporate Plan 2017-21 **(Appendix 1)** for consultation
  - (b) Consider and approve the content of the draft Corporate Plan Performance Indicator Suite **(Appendix 2)** for consultation

## Reasons

8. The recommendations are supported by the following reasons :-
- (a) To approve draft plans for a new corporate planning and associated performance management framework for the council for consultation
  - (b) To meet the procedural requirements, as set out in the council's constitution, for changes to the policy framework

**Ada Burns**  
**Chief Executive**

Natasha Telfer: Extension 6083

S17 Crime and Disorder	The Corporate Plan outlines the council's priorities and objectives in respect of community safety. The performance monitoring framework further includes indicators to measure progress towards this outcome, both from the council and across the borough.
Health and Well Being	The Corporate Plan outlines the council's priorities and objectives in respect of improving the health and wellbeing of residents. The performance monitoring framework further includes indicators to measure progress towards this outcome, both from the council and across the borough.
Carbon Impact	The Corporate Plan outlines the council's priorities and objectives in respect of improving the local environment, including carbon emissions. The performance monitoring framework further includes indicators to measure progress towards this outcome, both from the council and across the borough.
Diversity	The Corporate Plan outlines the council's priorities and objectives in respect of building stronger communities and reducing inequalities across the borough. The performance monitoring framework further includes indicators to measure progress towards this outcome, both from the council and across the borough.

Wards Affected	All
Groups Affected	Whole population
Budget and Policy Framework	The Corporate Plan will form part of the council's policy framework
Key Decision	No
Urgent Decision	No
One Darlington: Perfectly Placed	The Corporate Plan is directly aligned to the One Darlington Perfectly Placed priorities and outcomes.
Efficiency	The Corporate Plan outlines the council's organisational objectives, including improving efficiency. The performance monitoring framework further includes indicators to measure the council's progress towards this outcome.
Impact on Looked After Children and Care Leavers	The Corporate Plan outlines the council's commitment to ensuring the best outcomes for Looked After Children, and contains a number of objectives, planned actions, and performance measures relating to this target.

## MAIN REPORT

### Information and Analysis

#### The Corporate Plan

9. Darlington's Sustainable Community Strategy (SCS), One Darlington Perfectly Placed, incorporates eight long-term outcomes that the collective members of the Darlington Partnership are seeking to achieve in the borough. These outcomes are:
- (i) **More People Healthy and Independent** – improving health and wellbeing of residents
  - (ii) **Children with the Best Start in Life** – enabling children and young people to maximise and achieve their potential
  - (iii) **A Safe and Caring Community** – creating a safer and more socially cohesive community
  - (iv) **More People Active and Involved** – increasing participation of residents in physical activity and civic life
  - (v) **More Businesses and More Jobs** – enabling strong and inclusive economic growth in Darlington
  - (vi) **More People Caring for Our Environment** – continuing to protect and enhance the local environment whilst reducing the cost to the public purse
  - (vii) **Enough Support for People When Needed** – ensuring residents get the right level and kind of support when they need it to enable them to live independently
  - (viii) **A Place Designed to Thrive** – ensuring we have the necessary physical infrastructure for residents and businesses to prosper
10. These eight outcomes provide the framework for the Corporate Plan 2017-21, set out in **Appendix 1**.

11. The Corporate Plan 2017-21 is a high level overview of the council's contribution to delivering the SCS outcomes, together with the key delivery proposals, aligned to these outcomes, from department and service-level plans and strategies.
12. As in the SCS, the Corporate Plan outlines the council's approach to achieving the ultimate aim of 'One Darlington Perfectly Placed'. Across the eight outcomes, our approach to people - specifically the need to narrow the gaps in prosperity, attainment, health and wellbeing – and place – shaping and attracting investment, spatial planning and environmental management – is spelled out.
13. In summary, the main aims incorporated in the Corporate Plan 2017-21 as a framework for the council's contribution to the SCS vision, by outcome, are:
  - (a) More People Healthy and Independent**
    - (i) Improve the health of the population
    - (ii) Protect the health of the population
    - (iii) Narrow the gap in outcomes
  - (b) Children with the Best Start in Life**
    - (i) Ensure children and young people are safe
    - (ii) Improve the health and wellbeing of children and young people
    - (iii) Improve achievement and academic attainment of children and young people
    - (iv) Empower families to be resilient and achieve economic wellbeing
    - (v) Work with families with multiple problems
  - (c) A Safe and Caring Community**
    - (i) Reduce offending and re-offending
    - (ii) Tackle antisocial behaviour
    - (iii) Reduce the harmful effects of drugs, alcohol and tobacco
    - (iv) Target vulnerability relating to domestic, sexual violence and hate crime
  - (d) More People Active and Involved**
    - (i) Increase participation in sport and physical activity
    - (ii) Narrow the gaps in the participation between different communities
    - (iii) Offer clear pathways for individuals to reach their potential in sport
    - (iv) Provide a sustainable, accessible and inclusive library service
    - (v) Ensure arts, culture and heritage are central to Darlington's future identity
  - (e) More Businesses and More Jobs**
    - (i) Promote Darlington as an outstanding business destination
    - (ii) Support education, skills and employability initiatives that match the needs of the local economy
    - (iii) Encourage business growth by targeting Darlington's high growth SMEs, building on existing sector strengths and supporting emerging growth sectors
    - (iv) Access public and private sector investment
  - (f) More People Caring for Our Environment**
    - (i) Support and work with Darlington communities and partners to maintain a clean and green environment

- (ii) Removal service delivery, working with communities and volunteers to target resource
- (iii) Focus on fly tipping, back lanes and abandoned vehicles
- (iv) Reduce contamination and increase recycling rates
- (v) Monitor the impact of traffic and seek to improve air quality

**(g) Enough Support for People When Needed**

- (i) Make sure people are able to source universal services in the community
- (ii) Help people maintain or regain their independence
- (iii) Make self-directed support available
- (iv) Develop an effective, responsive and best value provider economy
- (v) Build community capacity
- (vi) Support a vibrant voluntary community sector, groups and networks

**(h) A Place Designed to Thrive**

- (i) Facilitate sustainable economic growth of new jobs
- (ii) Enable the development of new homes
- (iii) Capitalise on existing transport connections and improve regional connectivity
- (iv) Protect and enhance the environment
- (v) Respond to climate change and reduce energy consumption
- (vi) Create and support cohesive communities

14. An additional outcome, 'One Council Perfectly Placed', has been developed to present the council's organisational objectives for improvement and development, in recognition that these support the delivery of the SCS outcomes but are not directly linked to them.
15. As already highlighted, the Corporate Plan 2017-21 is structured around the One Darlington Perfectly Placed outcomes. Each outcome includes a brief narrative of the council's contribution, highlights some of our recent key achievements, displays our key objectives and actions, and outlines the key documents and partnership groups involved in delivery of the outcome.

**Performance Monitoring and Reporting**

16. A proposed monitoring framework for the Corporate Plan is attached at **Appendix 2**.
17. Indicators are categorised by theme, and split between:
- (a) **Target indicators** – these are indicators where progress towards targets can be measured regularly, and where improvement can actively be influenced by the council.
  - (b) **Tracker indicators** – these are indicators which have no targets assigned to them as they are either very long-term ambitions and/or the council are only partially able to influence, but which nonetheless are important to monitor in order to track wider trends and identify emerging priorities for the borough.

18. The Corporate Plan Performance Management Framework primarily utilises measures already included within the Corporate Performance Management Framework for target indicators, in order to ensure the Corporate Plan 2017-21 is aligned with team, service, departmental and corporate priorities.
19. For tracker measures, key sources include local authority–level statistics compiled by bodies such as the Office for National Statistics, NHS Digital, and Public Health England, as these allow us to benchmark Darlington against other local authority areas and are relatively straightforward to compile.

### **Financial Implications**

20. The objectives and aims outlined in the Corporate Plan 2017-21 are fully resourced through the Medium Term Financial Plan, agreed by members in June 2016.

### **Consultation**

21. Extensive public consultation has been undertaken on documents underpinning the draft Corporate Plan, including the Sustainable Community Strategy which provides the Plan’s vision and framework. In addition, key corporate policies such as the Children and Young People’s Plan, the Local Plan and the Community Safety Plan – which feed into the objectives and actions outlined in the draft Corporate Plan – have each undergone a period of formal consultation with stakeholders and residents to develop and agree their content.
22. Following consideration of this report by Cabinet, consultation with Scrutiny Committee Members on the details of the proposed Corporate Plan 2017-21 and monitoring framework will be undertaken via the normal Scrutiny process.

### **Equalities considerations**

23. The vision underpinning the Corporate Plan is to reduce inequalities, including between those with protected characteristics and those without. Consequently, a number of objectives and actions outlined in the Plan relate directly to equality issues, for example Children with the Best Start in Life, and there is no evidence of a negative impact as a result of this Plan for protected characteristic groups.