
CORPORATE PLAN AND PERFORMANCE FRAMEWORK

Responsible Cabinet Member - Leader and all Cabinet Members

Responsible Director - Ada Burns, Chief Executive

SUMMARY REPORT

Purpose of the Report

1. To seek Cabinet agreement for a new Corporate Plan and supporting framework for performance management to be 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 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 agreement, the final draft will be 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 submission to Council for final approval
 - (b) Consider and approve the content of the draft Corporate Plan performance management framework **(Appendix 2)** for submission to Council for final approval

Reasons

8. The recommendations are supported by the following reasons :-
- (a) To approve plans for a new corporate planning and associated performance management framework for the Council
 - (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.
Corporate Parenting	The Corporate Plan has within its reach the Children and Young People Plan 2017 which emphasises the importance of ensuring that children and young people are safe and supported.

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.
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, aligned with the key delivery proposals 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. An additional outcome, 'One Council Perfectly Placed', has been developed to present the Council's organisational objectives for improvement and development, as whilst these support the delivery of the SCS outcomes they are not directly linked to them.
14. Each outcome includes a brief narrative of the Council's contribution, highlights some recent key achievements, displays key objectives and actions, and outlines the key documents and partnership groups involved in delivery of the outcome.

Performance Monitoring and Reporting

15. A proposed monitoring framework for the Corporate Plan is attached at **Appendix 2**.
16. 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.
17. 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.
18. 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

19. 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

20. 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.
21. The draft Corporate Plan 2017-21 and performance monitoring framework have been available on the consultation section of the Council website for the public to give general feedback.
22. Following consideration of this report by Cabinet in September 2017, all Members have been contacted directly to invite feedback.

23. Following consultation, the draft Corporate Plan 2017-21 and performance monitoring framework have been amended to reflect all feedback received.

Equalities considerations

24. 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.