
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 approval by Council of the Corporate Plan 2017-21 (attached as **APPENDIX A**) and performance monitoring framework (attached as **APPENDIX B**).

Summary

2. The Corporate Plan is the overarching strategic plan for the council and details the organisation's contribution towards achieving the objectives set out in One Darlington Perfectly Placed, the borough's Sustainable Community Strategy (SCS), together with its own organisational priorities. It aims to provide a readable and accessible summary for members, partners and the public of the council's priorities for the borough and key actions to be taken over the coming four years.
3. The Plan has been developed in the aftermath of the 2016 Medium-Term Financial Plan (MTFP), during significant budget cuts and policy change in many areas of council services. The Plan is aligned to the four-year MTFP, and sets out the council's strategic service priorities over the next four years 2017/18 to 2020/21.
4. The Corporate Plan is underpinned by a series of service plans at service area level. Service plans provide more detailed information on the key actions being taken to deliver the council's priorities, service context and performance indicators.
5. At a meeting of Cabinet held on 7 November 2017, the Corporate Plan and performance monitoring framework was considered and endorsed for referral to Council.

Recommendation

6. It is recommended that Council approve the Corporate Plan 2017-21 and performance monitoring framework as the council's key strategic document, which sets out the vision and priorities over the next four years.

Reasons

7. To meet the procedural requirements, as set out in the council's constitution, for changes to the policy framework.

Ada Burns
Chief Executive

Background Papers

Corporate Plan 2017-21 (attached)

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	This is not an Executive decision
Urgent Decision	This is not an Executive decision
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.

MAIN REPORT

Information and Analysis

8. The Corporate Plan 2017-21 highlights the council's desired outcomes, action areas and strategic focus for the next four years.
9. Both the Sustainable Community Strategy and the Corporate Plan are structured around the eight outcomes for Darlington which are:
 - (a) **More People Healthy and Independent** – improving health and wellbeing of residents
 - (b) **Children with the Best Start in Life** – enabling children and young people to maximise and achieve their potential
 - (c) **A Safe and Caring Community** – creating a safer and more socially cohesive community
 - (d) **More People Active and Involved** – increasing participation of residents in physical activity and civic life
 - (e) **More Businesses and More Jobs** – enabling strong and inclusive economic growth in Darlington
 - (f) **More People Caring for Our Environment** – continuing to protect and enhance the local environment whilst reducing the cost to the public purse
 - (g) **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
 - (h) **A Place Designed to Thrive** – ensuring we have the necessary physical infrastructure for residents and businesses to prosper
10. An additional outcome, 'One Council Perfectly Placed' has also been developed for the Corporate Plan to capture the council's organisational initiatives that will enable achievement against the eight outcomes.
11. 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.
12. The council's priorities for achieving each outcome, as outlined in the plan, are taken from department and service-level plans, which have been developed following analysis of detailed public consultation, local and national priorities, performance issues, customer feedback, and risk.
13. As previously stated, the plan sets out the council's priorities, objectives and outcomes over the next three years and 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, which readers may find interesting.

Performance Monitoring and Reporting

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

18. 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.

Equalities Considerations

19. 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.

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 residents to give general feedback.
22. Following consideration of this report by Cabinet in September 2017, all Members have been contacted directly to invite feedback.

Outcome of Consultation

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