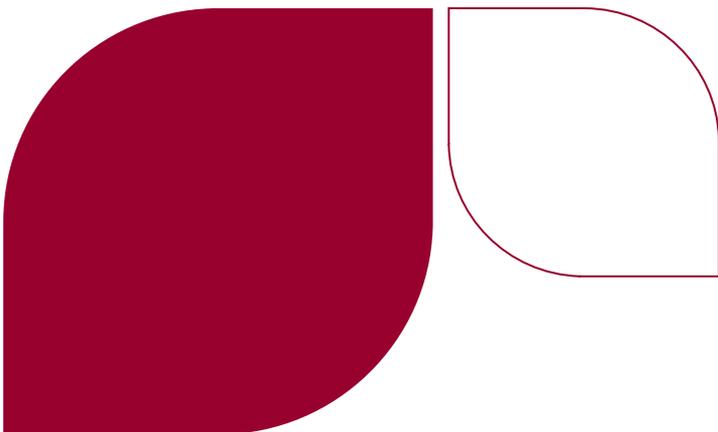
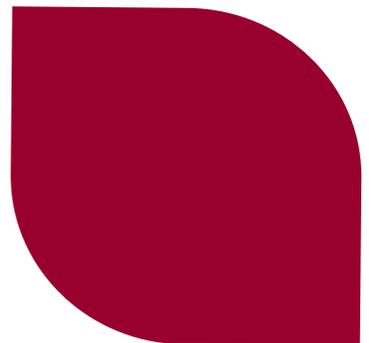
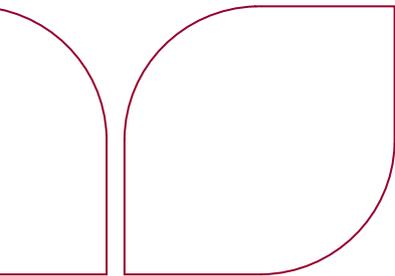


# Darlington Borough Council

Delivering success for Darlington



## Council Plan 2020-2023





## Foreword by the Leader of the Council Councillor Heather Scott OBE

Welcome to the Council Plan which sets out our vision for the period between now and May 2023. The council's focus over this time will be:

### **DELIVERING SUCCESS FOR DARLINGTON**

And our vision for the borough is:

**Darlington is a place where people want to live and businesses want to locate, where the economy continues to grow, where people are happy and proud of the borough and where everyone has the opportunity to maximise their potential.**



Darlington is a borough of opportunity with much to celebrate and to be proud of. As a borough we outperform many of our North East neighbours, but we want more for Darlington and its residents. We know we cannot rest on our laurels and we must strive for continuous improvement, otherwise we will go backwards. Darlington's economy performs well in terms of attracting private sector investment and delivering economic growth and whilst town centres are facing many challenges Darlington is seen as the third major retail centre in the region after Newcastle and the Metro Centre, according to the North East Chamber of Commerce.

Economic growth is the key lever we have at our disposal to be able to deliver our long-term vision for the borough, and therefore growing Darlington's economy is our top priority.

**Duncan Selbie, the Chief Executive of Public Health England, on a visit to Darlington stated "the best thing to improve people's health and wellbeing is a good job and a good home."**

By growing the economy we are striving to provide the opportunity for everyone to access a good job and a good home, so they can maximise their potential and play their part in Darlington's success.

You will see from our plan on a page that whilst growing the economy is crucial to delivering our vision, that other key priorities are included; we want to maximise people's potential and support those who need our help.

To **DELIVER SUCCESS FOR DARLINGTON**, the council will create the conditions and opportunities for growth, but it is the private sector from which much of the investment required to deliver growth will come. Our key partner in growing the economy is the Tees Valley Combined Authority, from which much of the funding required to deliver growth will come and be invested in Darlington and the Tees Valley. A thriving Tees Valley economy is important for Darlington's success and so we will continue to work with and support our neighbouring Tees Valley councils.

The plan on a page shows our vision and top priorities with the following pages detailing actions we intend to take between now and May 2023 to deliver our vision and priorities. The plan will be reviewed annually alongside the council's Medium Term Financial Plan, to take account of changing circumstances and to ensure our plans are affordable. The progress against the plan will be reviewed twice a year, along with other key performance indicators by Cabinet and the various scrutiny committees.

The borough's biggest asset is its residents, they make the place what it is and I hope everyone will get behind our plans to make it an even better place. We should all be proud and emphasise the positive benefits of living and working in a great borough.

**Councillor Heather Scott OBE**  
**Leader of Darlington Borough Council**

# Delivering Success for Darlington

**THE VISION** - Darlington is a place where people want to live and businesses want to locate, where the economy continues to grow, where people are happy and proud of the borough and where everyone has the opportunity to maximise their potential.

## OUR PRIORITIES

### Growing Darlington's Economy

By delivering:

- More sustainable well-paid jobs
- More businesses
- More homes

And we will support economic growth by keeping the borough:

- Clean
- Safe
- Healthy
- Sustainable
- Well-planned
- On the move

Whilst

- Valuing our heritage and culture

### MAXIMISE THE POTENTIAL OF OUR YOUNG PEOPLE BY:

- Working with partners to maximise educational achievement
- Working to remove barriers to young people reaching their potential
- Working at a Tees Valley level to match jobs with skills and training.

### WORKING WITH COMMUNITIES TO MAXIMISE THEIR POTENTIAL BY:

- Maximising the benefits of a growing economy for all communities
- Targeting services where they are most needed
- Working with partners
- Working with communities.

### SUPPORTING THE MOST VULNERABLE IN THE BOROUGH BY:

- Providing care and support when needed
- Working with people to build on their strengths to maximise their potential
- Working with partners.



**SUPPORTED BY: A dedicated workforce who are proud to serve the borough and an accessible, effective and engaged council.**



## Resources Portfolio - Councillor Charles Johnson

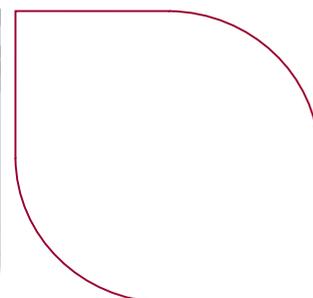
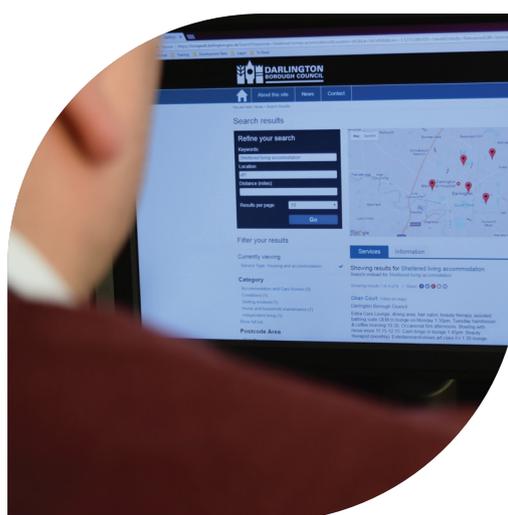


“I have a vision for a council that is financially stable and delivering much needed services and support for the borough.”

This portfolio focuses on ensuring the council is running efficiently, effectively, and is well governed in order to ensure a balanced budget. It has oversight of activities that generate income for the council which in turn is used to enhance the services available to residents. It also encourages local public and private organisations to spend locally to enhance the local economy.



Key Actions	Lead Director	Lead Officer
Deliver a balanced Medium Term Financial Plan (MTFP) and a positive Value for Money (VFM) outcome	Managing Director	Assistant Director - Resources
Oversee the successful completion of existing house building joint venture companies	Managing Director	Assistant Director - Resources
Maximise the council's income from the council's Investment Fund, including further joint venture housing companies	Managing Director	Assistant Director - Resources
Maximise council tax and business rate income through robust income collection processes	Managing Director	Assistant Director - Housing & Building Services
Adopt a local wealth building approach to council procurement and work with the wider public sector in Darlington to do the same	Managing Director	Director of Darlington Partnership/ Head of Procurement and Principal Lawyer
Increasing the availability of council services online	Managing Director	Head of Strategy, Performance and Communications
Review and refresh the council's workforce strategy	Managing Director	Assistant Director - Resources



# Stronger Communities Portfolio - Councillor Jonathan Dulston



**“My vision is a borough where the fear of crime and crime is reducing, and where community resilience increases.”**

This portfolio focuses on creating the conditions for safe and strong communities, often working in partnership with residents and other agencies to identify and address localised and borough-wide issues. The portfolio holder has responsibility for ensuring the council meets its equality and diversity obligations and is the cabinet champion for tackling inequalities in the borough.



Key Actions	Lead Director	Lead Officer
Produce, deliver and appraise a pilot for a local neighbourhood renewal scheme including reviewing the approach to private sector landlord operations to ensure residents are best supported and protected	Director of Economic Growth	Director of Darlington Partnership
Utilise the skills and resources of businesses to increase volunteering and corporate social responsibility primarily through Darlington Cares	Managing Director	Director of Darlington Partnership
Work with partners to address food instability	Managing Director	Director of Darlington Partnership
Embed the new Community Safety service and review its effectiveness and priorities	Director of Economic Growth	Assistant Director - Community Services
Work with Durham Constabulary and other key partners to improve our collective response to dealing with drug and alcohol issues	Managing Director	Director of Public Health
Support the development of the town centre economy by putting appropriate measures in place and demonstrating it is a safe place to visit	Director of Economic Growth	Assistant Director - Community Services
Review our approach to the use of CCTV in supporting community safety and work with partners to enhance the service further	Director of Economic Growth	Assistant Director - Community Services
Oversee the implementation of the council's equality policy	Managing Director	Head of Strategy, Performance and Communications
Work with partners to assess flood risk for Darlington and develop solutions	Director of Economic Growth	Assistant Director - Transport and Capital Projects



## Children and Young People Portfolio - Councillor Paul Crudass



“My vision is a borough where young people get the best start in life, can maximise their potential and are safe.”

This portfolio focuses on ensuring that every child in Darlington has the best start in life so that our children and young people can grow and flourish. There are some groups of children who require enhanced and targeted support to achieve their full potential.

Key Actions	Lead Director	Lead Officer
Provide excellent services for children and young people with special educational needs and disability (SEND) - implement a new SEND strategy, increase the number of SEND places in schools and work to raise SEND funding levels from central government	Director of Children and Adult Services	Head of Education and Inclusion
Continue to increase the number of in-house foster carers to reduce the need for independent placements	Director of Children and Adult Services	Assistant Director - Children's Services
Review in-house residential care and consider the council's place in providing services	Director of Children and Adult Services	Assistant Director - Commissioning Performance and Transformation/Assistant Director - Children's Services
Reduce the need for looked after children placements through effective implementation of the Darlington Strengthening Families programme	Director of Children and Adult Services	Assistant Director - Children's Services
Improve employment opportunities for looked after children and care leavers	Chief Officers Executive/ Director of Children and Adult Services	Chief Officers Board
Work with partners to reduce youth and long-term unemployment, by increasing the opportunity for retraining and apprenticeships leading to gainful employment	Director of Children and Adult Services/Director of Economic Growth	Head of Education and Inclusion/Assistant Director - Children's Services/Assistant Director - Economic Growth
Work with schools and the Regional Schools Commissioner to increase educational achievement across the borough and, in particular, for young people from deprived backgrounds	Director of Children and Adult Services	Head of Education and Inclusion
Deliver and review the In2 Project to support disadvantaged children to participate in Arts, Leisure and Culture to maximise their potential	Director of Economic Growth/ Director of Children and Adult Services	Assistant Director - Community Services/ Assistant Director - Children's Services/ Head of Education and Inclusion
Implement as far as possible, within limited resources, after school homework clubs and holiday enrichment activities	Managing Director	Director of Darlington Partnership



# Economy Portfolio - Councillor Alan Marshall

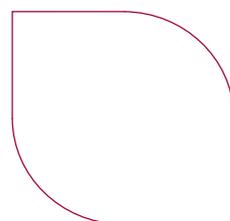


“My vision is a borough where economic growth is high and the benefits are enjoyed by all residents.”

This portfolio focuses on growing the local economy and the implementation of a long term plan (known as the Local Plan) for the development of the borough. There is a focus on creating the conditions to attract new businesses and to help our indigenous businesses grow in order to maximise employment opportunities for Darlington residents.



Key Actions	Lead Director	Lead Officer
Develop key economic sites to be investor ready at Central Park, Ingenium Park and Faverdale, and complete Feethams House	Director of Economic Growth	Assistant Director - Economic Growth/ Assistant Director - Transport and Capital Projects
Maximise employment opportunities for Darlington residents at the Symmetry Park development	Director of Economic Growth	Assistant Director - Economic Growth
Work with indigenous companies to identify and attract further job creating investment	Director of Economic Growth	Assistant Director - Economic Growth
Deliver the Town Centre Strategy leading to a diversified and successful town centre	Director of Economic Growth	Assistant Director - Economic Growth
Work with Market Asset Management to deliver a refurbished and vibrant covered market and successful outdoor market	Director of Economic Growth	Assistant Director - Economic Growth
Successful adoption of the Local Plan	Director of Economic Growth	Assistant Director - Economic Growth
Create the conditions to deliver hundreds of new homes each year, ensuring sufficiency of affordable homes	Director of Economic Growth	Assistant Director - Economic Growth
Develop the council's response to the agreed Climate Change Emergency and begin delivery of the agreed plan	Director of Economic Growth	Assistant Director - Economic Growth
Develop the Darlington Station project and regeneration opportunities for the surrounding areas including Victoria Road, the cattle market and Neasham Road areas	Director of Economic Growth	Assistant Director - Transport and Capital Projects



## Local Services Portfolio - Councillor Heather Scott



**“My vision is a borough that is attractive, green and clean, with a wide variety of activities to be enjoyed and a transport offer that facilitates efficient movement and develops options to reduce carbon emissions in the borough.”**

This portfolio focuses on ensuring we have the right balance of high quality services and events to meet the needs and expectations of a wide range of local people. This involves modernising a number of our key public buildings, creating the conditions for a thriving and vibrant town centre, planning and celebrating our rail heritage, regeneration of Darlington station and the surrounding area, and working with partners improve transport links.



Key Actions	Lead Director	Lead Officer
Finalise plans for the Rail Heritage Quarter and initiate implementation of the plans together with partners	Director of Economic Growth	Assistant Director - Community Services
With the Tees Valley Combined Authority (TVCA), plan the 2025 celebrations for the Stockton and Darlington Passenger Railway	Director of Economic Growth	Assistant Director - Community Services
Deliver the refurbishment and modernisation of the Crown Street Library service	Director of Economic Growth	Assistant Director - Community Services
Ensure the town centre is clean, animated, and vibrant with an extensive range of events and festivals	Director of Economic Growth	Assistant Director - Community Services
Review and deliver a revised car parking strategy	Director of Economic Growth	Assistant Director - Transport and Capital Projects
Work with TVCA to deliver improved transport links within Darlington and the Tees Valley	Director of Economic Growth	Assistant Director - Transport and Capital Projects
Modernise Darlington's crematorium service	Director of Economic Growth	Assistant Director - Community Services
Work with TVCA to develop a sustainable Teesside International Airport	Director of Economic Growth/ Managing Director	Assistant Director - Economic Growth



## Health and Housing Portfolio - Councillor Lorraine Tostevin



“My vision is a borough where people enjoy productive, healthy lives. They will have access to excellent leisure facilities and recognising the importance of having a home, there will be access to quality social housing.”

This portfolio focuses on helping people across the borough to live long and healthy lives. It looks at the facilities available to help people keep fit and healthy, services that help people to be physically and mentally well, the provision of high quality council housing and the prevention of homelessness.



Key Actions	Lead Director	Lead Officer
Review the vacant space within the Dolphin Centre to improve the leisure offer and so maximise income	Director of Economic Growth	Assistant Director - Community Services
Review proposals presented by Mowden Park Rugby Club to deliver in partnership with the Council, a sports village	Director of Economic Growth	Assistant Director - Economic Growth
Continue to build new council houses each year and ensure the existing council housing stock is maintained to a high standard	Director of Economic Growth	Assistant Director - Housing and Building Services
Maximise rental and service charge income from council tenants to ensure we are able to provide them with a comprehensive range of good quality housing management and support services	Director of Economic Growth	Assistant Director - Housing and Building Services
Continue to implement the Darlington Preventing Homelessness and Rough Sleeping Strategy	Director of Economic Growth	Assistant Director - Housing and Building Services
Maintain oversight and offer challenge to health and care services that support individuals to achieve good mental, physical and emotional health as identified in a wide range of partnership plans such as Best Start in life, autism awareness, alcohol plan, suicide prevention, healthy workforce, and ageing well	Director of Children and Adult Services	Director of Public Health
Implement the Darlington Child Healthy Weight Plan with partners	Director of Children and Adult Services	Director of Public Health
Implement the Darlington Oral Health Plan 2017-2022 with partners	Director of Children and Adult Services	Director of Public Health
Continue the reduction in smoking to achieve a smoke free Darlington (i.e. just 5% of total population smoking) by 2030	Director of Children and Adult Services	Director of Public Health



## Adults Portfolio - Councillor Rachel Mills



“My vision is a borough where vulnerable adults can be helped and supported to maximise their independence and enjoy life to the full, and where care services are available to those in need.”

This portfolio focuses on supporting the most vulnerable adults in our society and helping them remain in their own homes by maximising their independence. Adult services will continue find creative and innovative ways to deliver good outcomes for our most vulnerable residents.



Key Actions	Lead Director	Lead Officer
Continue to deliver modern transformed Adult Social Care that results in positive outcomes	Director of Children and Adult Services	Assistant Director - Adult Social Care/ Assistant Director - Commissioning Performance and Transformation
Work with individuals to maximise independence and reduce demand on services	Director of Children and Adult Services	Assistant Director - Adult Social Care
Continue to implement initiatives that tackle social isolation	Director of Children and Adult Services	Assistant Director - Commissioning Performance and Transformation
Continue to deliver the Lifeline services and increase promotion and take up	Director of Economic Growth	Assistant Director - Housing and Building Services
Promote and increase the use of assistive technology	Director of Children and Adult Services	Assistant Director - Housing and Building Services

