

# **DARLINGTON BOROUGH COUNCIL**

## **BUDGET BOOK 2009-10**

### **INTRODUCTION**

The purpose of this book is to provide a single reference document containing key information relating to the Council's budgets for 2009-10 and medium term financial plans for 2009-10 to 2012-13.

There are two sections in the book:-

- 1. General Fund Revenue and Capital Budget**
- 2. Housing Revenue Account**

The book contains the following documents:-

#### **Section 1**

- Medium Term Corporate Plan (incorporating The Revenue and Capital Medium Term Financial Plans 2009-10 to 2012-13) and Revenue Budget 2009-10 – report of Corporate Management Team to Council 26<sup>th</sup> February 2009.
- Setting the Council Tax for 2009-10 – report to Council 26<sup>th</sup> February 2009.

#### **Section 2**

- Housing Revenue Account - Revenue Budget 2009-10  
– Report to Cabinet 17<sup>th</sup> February 2009 and Council 26<sup>th</sup> February 2009.

## **General Fund Revenue Budget**

The Council's Medium Term Financial Plan (MTFP) is now incorporated into the Medium Term Corporate Plan (MTCP). The Council has a long established process of operating a medium term approach to its financial planning and in line with this; the plan is reviewed at least on an annual basis when it firms up the following year, by approving a detailed budget and Council Tax level for the year. In doing this, the Council also takes due consideration of future year demands on its resources and establishes its firm proposals for the coming year with due regard to prudent financial management in the medium term. The Council has a successful track record of managing its resources in such a manner.

Taking account of the above as well as the headroom needed over the life of the MTFP the Council's General Fund balance at 1<sup>st</sup> April 2009 is projected to be £8.9m with a planned reduction to £6.1m by 31<sup>st</sup> March 2013.

The MTFP includes forecasts of the overall level of resources likely to be available to the Council over the next four years from:-

- General Government Grant
- Dedicated Schools Grant
- Business Rates
- Area Based Grants
- Council Tax

The Sustainable Community Strategy (SCS) identifies the Council's overall policy priorities which balance national and local priorities for Darlington. The Community Strategy has five themes and Priority actions namely:-

- |         |                       |
|---------|-----------------------|
| Theme 1 | Prosperous Darlington |
| Theme 2 | Aspiring Darlington   |
| Theme 3 | Healthy Darlington    |
| Theme 4 | Greener Darlington    |
| Theme 5 | Safer Darlington      |

The Corporate Plan for Darlington is split into 2 sections with Section 1 identifying the priorities for improvement by the above 5 themes and section 2 identifying priorities for improvement by the 5 corporate objectives which are:-

1. Shaping a better Darlington
2. Providing excellent services
3. Putting the customer first
4. Ensuring access to all
5. Enhancing our capacity to improve

The Council has set a revenue budget of £135.501 million for 2009-10 which is summarized at departmental level below:-

	£M
Children's Services	70.918
Community Services	45.970
Chief Executive	6.929
Corporate Services	9.254
Joint Bodies & Levies	0.641
Financing costs	3.954
Change Fund	0.100
Contribution to/(from) revenue balances	(1.825)
Leading edge Efficiencies	(0.440)
<b>Total net revenue budget</b>	<b>135.501</b>

The budget is funded by:-

	£M
General Government Grant (Revenue Support Grant – RSG)	7.086
Dedicated School Grant (DSG)	57.983
National Non-domestic Rates (NNDR)	30.698
Other Income	0.100
Council Tax	39.634
<b>Total</b>	<b>135.501</b>

A detailed report prepared by the Corporate Management Team (CMT) was presented to Cabinet on 14<sup>th</sup> January 2009. Resources Scrutiny Committee examined the proposed budget and MTCP on 10<sup>th</sup> February, 2009, after five meetings of a Resources Task and Finish Group, and supported Cabinet's proposals regarding the MTFP, Council Tax, Directors' revenue budget proposals and schedule of charges. There was extensive public consultation on the draft proposals and this was fed back to Cabinet when they reconsidered the report again, together with the views of Resources Scrutiny Committee, on 17<sup>th</sup> February, 2009. The results of the consultation and other updates were considered at the meeting and amendments were made to the budget that was recommended to Council.

In setting the budget the Council has regard not only to public expectations and demands for services but also the impact on Council Tax. Government support in the form of RSG and NNDR is determined by national formulae and does not vary with local spending decisions. In this way, over 70% of the Councils net budget funding is fixed which means that the Council's expenditure decisions impact very significantly on the remaining 30% which is variable, i.e. Council Tax.

Council Tax is calculated by dividing the part of the net budget requirement to be met from Council Tax by the tax base (the number of Band D equivalent dwellings):-

$$\frac{\pounds 39,634,103}{34,433.73} = \pounds 1,151.03$$

Properties are categorized in eight valuation bands (based on estimated market values as at 1<sup>st</sup> April 1991). The Council Tax for each band is calculated as a proportion of Band D.

Band	Valuation range £	Proportion of Band D	Darlington Borough Council Council Tax 2009-10 £
A	Up to 40,000	6/9	767.35
B	40,001 to 52,000	7/9	895.25
C	52,001 to 68,000	8/9	1023.14
D	68,001 to 88,000	9/9	<b>1,151.03</b>
E	88,001 to 120,000	11/9	1,406.81
F	120,001 to 160,000	13/9	1,662.60
G	160,001 to 320,000	15/9	1,918.38
H	More than 320,000	18/9	2,302.06

In addition to the Council's own requirements, Council Tax bills include the Police Authority precept (£147.51 for Band D), Durham and Darlington Fire and Rescue Authority precept (£85.41 for Band D) and in parish areas the Parish Council's precept (ranging from £2.42 to £27.57 for Band D).

**The Corporate Management Team report to Council on 26<sup>th</sup> February 2009 in Section 1 of this book contains the following key information:-**

- **Review of the Council's overall financial position and prospects** - pages 1 to 19
- **Draft Corporate Plan (separately numbered)** - pages 1 to 60
- **Latest 2008-09 Revenue budget outturn projections** - page 20
- **Risk Assessment for minimum reserves** - pages 21 to 22
- **Key assumptions in MTFP** - page 23
- **Departmental Reviews** - pages 24 to 106
- **Departmental budgets 2009-10** - pages 107 to 112
- **Capital MTFP** - pages 113 to 114
- **Draft MTFP revenue** - page 115
- **Consultation on the MTFP** - pages 116 to 162

## **Housing Revenue Account**

Local authorities are required to maintain a Housing Revenue Account (HRA) which records revenue expenditure and income relating to an authority's own council housing stock. The main items of expenditure in the HRA are loan charges and management and maintenance costs and the main items of income are from tenants in the form of rents and from central government in the form of HRA subsidy.

The HRA is ring-fenced to ensure that rents paid by local authority tenants accurately and realistically reflect the cost of providing the housing service and thus is required to carry its own working balance. The balance at 31<sup>st</sup> March 2009 is projected to be £0.500m.

Forward planning for Housing in service and financial terms is important and is carried out via the Housing Business Plan process which projects demands and resources up to 30 years ahead. Quite obviously, there is greater uncertainty as projections reach further into the future but the process is valuable to anticipate and plan future needs and ensure the sustainability of the service.

The main objective of the Government's policy on rent restructuring is that rents should be fair and affordable for tenants in the social rented sector. The policy sets out a common basis on which all rents in the social sector should be set. This means that the rent for a house or flat is linked to its capital value, size, location, condition and local earnings so that tenants can make a proper choice between how much they pay and the size and quality of the property they live in. The Council has determined rents for 2009-10 in accordance with this system.

## **Capital Programme**

As with the revenue budget in recent years the Council has developed a medium term financial plan for Capital. Local Authorities new freedoms in capital investment and borrowing came into force on 1st April 2004 and under this system, councils are able to borrow subject to affordable and prudent limits. This has ensured that there is even closer linkage between Capital and Revenue financial planning.

The capital investment requirements of Housing, Transport and Education services are largely funded by government programmes, which typically have a system of bids and/or assessments. The plans of these services are reviewed and updated on an annual basis and they both contribute to the longer term view on financial planning for capital investment. The capital report also includes indicative allocations of future funding for the main areas of the capital programme, the majority of these being funded by either capital grants or supported capital expenditure.

Included in the MTFP were financial pressures based on the inability to achieve planned asset disposals at this time. Therefore, provision for prudential borrowing has been planned to fund urgent capital schemes. The report details those schemes, which have been approved by Council, which are to be financed from these corporate resources. Generally these schemes have no call on other funding other than our own capital resources. In approving those schemes the Council had regard to corporate priorities, consultation with stakeholders, and to criteria contained within the Capital Strategy and the Asset Management Plan.

**Paul Wildsmith Director of Corporate Services**  
**April 2009**

# Section 1

## General Fund Revenue & Capital Budget

# Section 1

## General Fund Revenue & Capital Budget

Draft Medium Term Corporate Plan (incorporating the  
Revenue & Capital Medium Term Financial Plan  
2009/10 – 2012/13) and Revenue Budget 2009/10

- report of Corporate Management Team to Council  
26<sup>th</sup> February 2009

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\* NB Appendix 1 is separately numbered as it will form a 'stand-alone' document

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**MEDIUM TERM CORPORATE PLAN  
(INCORPORATING THE MEDIUM TERM FINANCIAL PLAN 2009/10 TO 2012/13)  
AND REVENUE BUDGET 2009/10**

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**Responsible Cabinet Member – Councillor Williams, Leader and all Cabinet Members  
Responsible Director – Corporate Management Team**

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**SUMMARY REPORT**

**Purpose of the Report**

1. The purpose of the report is to agree the Council's budget requirement for 2009/10 and approve the Medium Term Corporate Plan, for 2009/10 to 2012/13.

**Summary**

2. The Council is required by the Local Government Act 1992 to agree its budget for the following financial year. The projected resources of £135,501,000 in the proposed MTFP includes the Dedicated Schools of £57,983,000 and projected Local Authority Business Growth Incentive (LABGI) grant of £100,000.
3. Statutory Regulations require that the Council's formal budget requirement be calculated as:

	£
MTFP net expenditure/projected resources	135,501,000
Less Dedicated Schools Grant	(57,983,000)
Less LABGI	<u>(100,000)</u>
Total Budget	77,418,000
Add Parish Precepts	<u>61,253</u>
<b>Budget Requirement</b>	<b><u>77,479,253</u></b>

**Recommendation**

4. Council are requested to approve: -
  - (a) The Corporate Plan detailed in **Appendix 1** of **Annex 1** with delegation given to the Chief Executive in consultation with the Leader to make any minor amendments to enable the Plan to be completed and published by 31 March 2009.
  - (b) The Schedules of Charges detailed in **Appendices 5 to 8** of Annex 1
  - (c) The Capital Medium Term Financial plan detailed in **Appendix 10** and **paragraph 81** of Annex 1

- (d) The Revenue Medium Term Financial Plan detailed in **Appendix 12** of Annex 1
- (e) The Revenue Budget Requirement of £77,479,253, including Parish Precepts.

### **Reasons**

- 5. The recommendations are supported to enable the Council to: -
  - (a) Produce a Corporate Plan and Medium Term Financial Plan.
  - (b) Set a revenue budget for 2009/10 in accordance with statutory requirements.

### **Corporate Management Team**

### **Background Papers**

No background papers were used in the preparation of this report other than the documents referred to in the report

David Hall: Extension 2303

S17 Crime and Disorder	The report supports the Council's Crime and Disorder responsibilities
Health and Well Being	The report contains proposals to improve the health and well being of residents
Sustainability	Proposals in the report support sustainability
Diversity	Proposals in the report support the promotion of diversity
Wards Affected	All Wards are affected equally
Groups Affected	All Groups are affected equally
Budget and Policy Framework	This report must be considered by Council
Key Decision	This is a key decision
Urgent Decision	The Council's Medium Term Financial Plan, Budget and Council Tax require approval by full Council
One Darlington: Perfectly Placed	This report specifically addresses key issues involved in the Council's contribution to delivering the Sustainable Community Strategy vision

## MAIN REPORT

### Information and Analysis

6. A detailed report incorporating the draft Corporate Plan and MTFP, prepared by the Corporate Management Team (CMT), was presented to Cabinet on 14 January 2009. Cabinet approved the draft Corporate Plan and MTFP for consultation.
7. During the consultation period from 14 January to 12 February every household in the Borough had opportunity to comment on Cabinet's proposals. The consultation process comprised: -
  - (a) The Council's budget and tax-setting processes were published in the October, November, December, January and February Town Criers and residents were encouraged to engage in the process.
  - (b) An on-line forum has been added to the budget consultation process this year.
  - (c) Leaflets summarising proposals have been circulated and placed in public buildings.
  - (d) Three staff meetings were held and staff were encouraged to make their views known. Meetings have been held with the Trade Unions on the general budget position and a letter from Unison was circulated to Cabinet on 17 February.
  - (e) An initial meeting was held with the third sector in November to explain the Council's planning process and receive initial views. A second meeting was held to discuss Cabinet's proposals and receive comments.
  - (f) In November a meeting of the Citizens Budget Panel was held with a further meeting held in January to discuss Cabinet's proposals. A full report was submitted to Cabinet at their meeting on 17 February.
  - (g) At the Darlington Assembly on 28 January a presentation was given on the Council's budget proposals along with other public sector providers.
  - (h) A Talking Together event was held at the Dolphin Centre on 10 February. Details of the event were reported to Cabinet on 17 February.
8. Resources Scrutiny Committee has examined Cabinet's proposals through a Task and Finish Review Group, which was established to enable more time and resource to be dedicated to the process. The Review Group reported its conclusions to Resources Scrutiny Committee on 10 February. Cabinet considered the Committee's views at their meeting on 17 February.
9. Cabinet further considered the draft plans and in particular the MTFP proposals at its meeting on 17 February, in light of the extensive responses to consultation and Resources Scrutiny Committee's views. Since the previous Cabinet meeting on 14 January a number of amendments had been made to the MTFP. Cabinet agreed further changes at its meeting on 17 February with regard to supported bus services and a number of proposed savings. These changes are incorporated in the draft Plans, which Cabinet recommend to Council for approval, which are attached at **Annex A**.

10. The summary revenue Medium term Financial Plan recommended by Cabinet on 17 February is attached at **Appendix 12** in **Annex A**.

### **Outcome of Consultation**

11. The content of this report was not subject to consultation. Extensive consultation was carried out in preparing the Corporate Plan and Medium Term Financial Plan, as outlined in paragraph 7. The outcome of consultation is included in the draft plans now recommended to Council.

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**DRAFT MEDIUM TERM CORPORATE PLAN  
INCORPORATING THE MEDIUM TERM FINANCIAL PLAN – 2009 TO 2013**

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**Purpose of the Report**

1. To present to Council the draft combined Corporate and Financial Plan for 2009 to 2013 as recommended by Cabinet at its special meeting on 17 February 2009.

**Summary of the Report**

2. The attached report is comprehensive and details are set out below on the key issues for Members: -
  - (a) The Council is facing a challenging budget due to increased demand for services and the financial consequences of the economic downturn.
  - (b) The Council's plans and strategies remain in place and significant steps will be taken in the next financial year in delivering the aims of the Sustainable Community Strategy.
  - (c) Some short-term plans will need to be amended to reflect the economic downturn.
  - (d) Significant efficiency savings need to be made to ensure key services/strategies are protected. £4.9m of savings will be made including the deletion of around 60 posts, of which approximately 35 are currently filled.
  - (e) Some reductions in services are required and increases in charges to balance the budget.
  - (f) A reduction in the indicative Council Tax increase of 4.9% to 3.5% is proposed.

**Corporate Management Team**

**Background Papers**

No background papers were used in the compilation of this report other than those referred to in the report.

Paul Wildsmith : Extension 2302

S17 Crime and Disorder	The report supports the Council's Crime and Disorder responsibilities
Health and Well Being	The report contains proposals to improve the health and well being of residents
Sustainability	Proposals in the report support sustainability
Diversity	Proposals in the report support the promotion of diversity
Wards Affected	All Wards are affected equally
Groups Affected	All Groups are affected equally
Budget and Policy Framework	This report must be considered by Council
Key Decision	This is a key decision
Urgent Decision	This is not an urgent decision but is scheduled to be considered by Resources Scrutiny Committee, prior to further consideration by Cabinet and final approval by full Council
One Darlington: Perfectly Placed	This report specifically addresses key issues involved in the Council's contribution to delivering the Sustainable Community Strategy vision

## **MAIN REPORT**

### **Information and Analysis**

3. The Council is a multi faceted complex, multi million pound business that provides services to the public of Darlington and the sub region and together with partners provides leadership for the Borough of Darlington. The long term vision for the borough is contained in the Community Strategy One Darlington Perfectly Placed. Within the overall aims of the Community Strategy the Council sets its corporate and financial plans which set out what it will do in the short to medium term to deliver longer term objectives and to satisfy the service demands and needs of the public of the Borough.
4. The main challenge for the Council when setting its plans is to balance between providing services and delivering longer term aspirations against the level of resources available and the levels of local taxation. This is a key issue for the Council and every other Council in the Country and it is at the very heart of this report.

### **Economic Context**

5. The economic climate faced in the Country today is one that is very different to anything experienced in the last decade, things that have happened in the last 12 months have not been experienced before by most of the population for example the near collapse of the banking sector nationally and worldwide. The economic climate faced when setting this year's plan has dominated the thinking of officers and Members alike. Although the longer term vision for the Borough remains intact short term actions need to be adjusted to reflect the changing climate for instance Economic Regeneration effort will be directed more to engaging businesses rather than other actions in the Sustainable Community Strategy to improve economic conditions, although these clearly remain the medium to longer term aims. Services need to anticipate the needs of the public as the economic downturn bites doing what is possible to help those who lose employment or those who are experiencing difficulty due to changes in the housing and mortgage markets. Unlike the private sector the Council will undoubtedly see an increase in demand for some services during a time of recession as one of the key responsibilities of a Council is to provide support and help for vulnerable groups. For example we are anticipating increases in demand for services such as housing/council tax benefits and the homeless service.
6. The Council, like the private sector is being hit hard in financial terms in some very obvious ways and some less so. For example we face the obvious financial pressures such as increased power costs, reduced income from land sales and general fees and charges but less obvious is lost revenue from cash investments. The Council invests approximately £45m short term cash which is committed in the longer term but available to invest in the short term, the considerable reduction in



interest rates in recent months had a significant impact as each 1% reduction has cost the Council approximately £0.5m in lost income.

7. The above increases the intensity of the focus on the need to provide services to the vulnerable and the public of the Borough in general against the level of taxation levied on all via Council tax.
8. The immediate financial climate is explained above however it is essential that Members consider the medium term climate as to make decisions without such awareness would be ill informed. It is not clear at this stage when the recession will bottom out, what is clear is it will continue for some time therefore the risk of increased demand for services and reduced income continues and financial plans need to recognise such risks. The Council's main sources of income are Government Grant (funded from other taxation sources), Redistributed National Non Domestic Rates (all business rates are pooled nationally and then redistributed to local authorities on a needs basis), Council tax and charges for services. Looking at the Government's financial strategy for responding to the changing economy it is very clear that in the next Comprehensive Spending Review (CSR), which will allocate grants and NNDR to Councils for the three year period from 2011/12, will see local Government spending come under severe pressure. Grant income may, therefore, increase at a much slower rate than has been the case in recent years although it is anticipated that education funding may not see such significant slow down. Clearly even in the medium term our fees and charges income will remain under pressure. In summary the funding available in the medium term is going to be extremely tight.

### **Strategy Context**

9. Set out below are the key issues contained within the draft corporate plan (attached at **Appendix 1**) by Sustainable Community Strategy theme. The priorities of One Darlington and Perfectly Placed have driven the action plans developed by the Local Strategic Partnership (LSP) theme groups.

### **Healthier Darlington**

10. The gap in quality of life outcomes is starkest in health measures where the expectancy is 13 years greater in some wards than others. The jointly appointed Director of Public Health identified three main causes of such inequality: social determinants of health such as being in employment and having good education; healthy lifestyles such as not smoking, healthy eating and physical activity; and access to health services. It is evident that the majority of the Corporate Plan is directed towards addressing the social determinants of health. Children's Services, Regeneration and Housing to name but a few Council services are key contributors here. The Council also has a key role to play in promoting healthy lifestyles – as a major employer to promote the health of the workforce, in the work of Local Motion and through leisure to promote physical activity and mental well-being through

access to arts and other cultural events.

11. The health challenges faced by Darlington's residents will not be met without investment. It is therefore welcome that the PCT have invested an additional £1.5 million in health improvement through partnership working with the authority. In addition, the PCT have undertaken to work with the authority to address health needs by identifying further investment through the annual corporate and financial planning process.
12. In the lifetime of this plan, the areas of investment in health include:
  - (a) Initiatives to address obesity;
  - (b) A new focus on workplace health – for Council employees and other major employers in the borough;
  - (c) Additional investment to tackle misuse of alcohol including the development of the regional alcohol office in Darlington;
  - (d) Continued focus on reducing teenage conceptions;
  - (e) Building on the Council's reputation for social marketing in Local Motion, opportunities will be explored to apply similar techniques to the promotion of healthy lifestyles.

### **Prosperous Darlington**

13. The record of investment in the local economy over the last five years, through the Gateway strategy, is outstanding. The Council's effectiveness in securing public sector 'set-up' funding to lever-in private sector investment is attracting around £500 million into the local economy to generate new jobs, increasing employment, rising wage levels and narrowing of the unemployment gaps across the borough.
14. A major concern for the Council at this time, with the Gateway Strategy moving forward into a second cycle of delivery, is that the credit crunch will limit or disrupt further private sector investment development projects, and undermine our future targets for business floorspace provision, job creation and wage increases forecast in the Taking Forward Darlington Gateway research. The initial signs are that the strengthened local economy is fairing better than other parts of the region in the early stages of the recession, but there are many challenges to come. A corporate group, chaired by the Chief Executive, has been formed to identify ways of working with partners to minimise the effects of the downturn, whilst we are also working directly with developers to seek to maintain progress on development projects.
15. Increasing emphasis has been given to business engagement in response to the credit crunch and recession. All businesses in Darlington are being visited by the Economic Regeneration Team and supplied with a Business Information Guide. This helps signpost businesses to the sources of help available. It will also lead to the creation of an on-line business directory to encourage trading between Darlington businesses. Similarly strong emphasis is being given to close engagement with town

centre business and the Town Centre Management Team is developing projects to encourage town centre trade.

16. We are also looking to secure further funding from external sources to support other work within this theme, notably under the Skills and Narrowing the Gap work strands. This is new work emerging from 'Taking Forward Darlington Gateway' and is not covered by established revenue budget allocations. Given that there will be opportunities to bid for funding from regional programmes, and the good track record of our External Funding Team in securing resources for economic regeneration work, we consider that it is more effective to use limited revenue resources to support other priorities for which external funding may not be available.
17. We consider that our case for access to regional regeneration funding within the Tees Valley is strengthened by being the only area in the city region not to receive Working Neighbourhoods Funding. We will engage with our Tees Valley partners to argue Darlington's case for access to regional regeneration funding in order to maintain our effectiveness in contributing to economic programmes within the city region.
18. The Council's involvement with other Tees Valley Borough's in the Tees Valley Multi-Area Agreement, could in future help to provide better-planned access to a range of funding streams relevant to Prosperous Darlington aims.

### **Greener Darlington**

19. Greener theme priorities require action across partner agencies and the wider community, as well as Council departments and services to deliver long-term improvements in environmental sustainability. The Council has a key role in leading and promoting action across the community to bring about the behavioural changes required in all of us to make a difference. The staffing required to do this is in place, and the emphasis in the short-to-medium term will be on social marketing promotional work, rather than service or project developments requiring major additional funding. We will work with our External Funding Team to pursue the resources required from potential external funding streams as programmes are developed.
20. A major Council initiative in 2009-10 will be the start of the new waste management contract that will significantly increase recycling in the Borough. The contract, awarded in November 2007 with a 16-month lead-time, will initially cost £0.5M per annum more than the previous arrangements. However, in the context of rapidly escalating costs of landfill disposal, including strong tax incentives to move to more sustainable waste management, the new arrangements will save the Council an estimated £18M to 2020.

### **Aspiring Darlington**

21. In relation to the aspiring strand of the Corporate Plan, the service planning process and the medium term financial planning process have been aligned taking account of the main work strands. Specifically this includes the alignment of resources to match priorities.
22. The work strand of high quality teaching and learning environments has seen c£20m secured in relation to Primary Capital Programme, which will see significant refurbishment to the majority of the authority's unimproved portfolio of primary schools. A Building Schools for the Future bid has been submitted, which if successful will provide significant investment to redevelop/rebuild the remaining three comprehensive schools which have not recently been redeveloped. The lead officer model is now in place to ensure a robust system for challenge and support to schools. To complement this £0.332m, has been allocated over the life of the MTFP for School Improvement Partners, to provide additional advice and challenge to schools with a view to enhancing high quality teaching and learning.
23. Resources have been allocated also in relation to improving transition across all stages, phases and settings. Specific responsibility has been allocated to care managers to ensure a smooth transition to adulthood.
24. Resources have been allocated to parenting officers to increase the engagement of children, young people, their families and carers. A £4.5m Myplace capital bid has been submitted, which if successful will provide a world class youth facility. This

bid was submitted with the full engagement of young people including the Authority's Youth MP and has included many young people's proposals.

25. The 14-19 agenda is a major work strand and resources have been allocated to ensure this major project is implemented in line with governmental guidelines. A 14-19 trust has been established, and duties realigned to support this development. Resources of c£0.648m have been secured under the ESF Youth Participation strand for reducing the number of young people Not in Education, Employment or Training (NEET).
26. Another strand is to further strengthen the support provided to disabled children and their families. To this extent an integrated children's manager for disabled children has been established. Aiming High funding of £0.420m over 2009/10 and 2010/11 has been secured to provide short breaks for disabled children. A major development for the life of the plan is the implementation of locality working, which will see multi agency services joined-up, ensuring that high quality services are provided in localities.
27. Efficiency is the key to bridging the gap between ambition to continuously improve services and the reality of the resources available to do so. Over recent years, there has rightly been a focus on improving efficiency of support functions. There is now some change in emphasis in the efficiency agenda, driving value for money improvements in front line services. The financial plan for 2009-13 includes annual efficiency improvements of £1.8M under the Aspiring theme.

### **Safer Darlington**

28. The Council has for many years allocated significant levels of resources to promote community safety and reduce fear of crime. Direct Council spending on services within the Safer theme is largely non-statutory. The Council's strong commitment to this theme is evidenced through the maintenance of discretionary services entering a period of extreme pressure on councils' funding and services. Efficiency improvements of £0.1M per annum are planned, without detrimental impact on front-line services.
29. The Council's involvement and support to the Crime and Disorder reduction Partnership has continued to contribute to reduced levels of crime. Over the coming year resources are allocated towards the key agreed priorities within the Safer theme :-
  - (a) Effective management of licensing responsibilities, targetted deployment of the wardens service, and CCTV to reduce violent crime and disorder in the night time economy.
  - (b) Support to the partnership in terms of intelligence gathering, and resources for the Youth Offending service, to contribute to reducing offending behaviour

- (c) Co-ordinate and support work to reduce domestic violence, including support on housing services, support to vulnerable children and families, and liaison with the voluntary sector.
  - (d) Support to the alcohol harm reduction strategy, by hosting the North East Alcohol Office, and directing resources to implementing the borough's strategy.
30. In addition the work on the local development framework incorporates the role of the planning services in helping to ensure that good design helps to build resilience to crime and disorder.

### **Consultation Feedback**

31. Last year extensive consultation with the public of Darlington was undertaken to produce a new Sustainable Community Strategy for Darlington. The agreed strategy, One Darlington Perfectly Placed sets out the medium and long term aspirations for Darlington as communicated by its residents, partners and businesses. It is this strategy which sets the Council's direction.
32. The Council has recently completed its annual citizen's survey which asks a statistically representative number of residents a wide variety of questions to which the answers help the Council in the short to medium term delivery plans. The key outcomes that are relevant to this report are :-
- (a) Overall satisfaction with the Council remains at top quartile levels;
  - (b) Residents do not suggest areas where the Council could spend less;
  - (c) The main services that the public have identified as a priority are set out below, all five areas continue to be supported within the MTFP and have all secured additional funding in previous years. The new waste disposal contract will deliver a step change in recycling performance.
    - (i) Road maintenance;
    - (ii) Pavement maintenance;
    - (iii) Youth services;
    - (iv) Recycling facilities;
    - (v) Security measures e.g. CCTV outside of the town centre.
33. Consultation on the Council's financial plans commenced in October with an article in the Town Crier requesting the public's early views on the Council's spending plans. Two Talking Together events were held in the Cornmill shopping centre over two busy days and a third event at the International Day at the Forum music centre on Sunday 16 November. All three events were entirely open to the public.
34. In addition the Citizens' Budget Panel which is a group of 30 residents selected by an independent consultation company to be representative of the public of Darlington met on Saturday 8th November to consider the Council's budget in more depth. The Panel considered the balance between services, charges and Council Tax. More support was expressed for maintaining services than keeping Council Tax low.

The Panel also considered a range of possible savings. There was strong support for the Council's focus on efficiency and a high level of understanding of the need to restrain spending in difficult times, though particular concern was expressed regarding possible reductions in spending on social care.

35. Consultation prior to Cabinet agreeing proposals on 14 January showed interest in a wide range of issues, with no specific themes emerging strongly. Of 95 comments received, 78 related to a variety of services, seventeen comments relate to Council Tax, of which 12 expressed concern and 5 supported higher Council Tax. Cabinet agreed initial budget proposals for consultation on 14 January. The outcome of that consultation, which extended from 14 January to 12 February, was reported to Cabinet for consideration on 17 February 2009.

### **Financial Context**

36. The remainder of the report considers how the financial plan can be matched to the corporate plan aspirations and considers what aspects need to be reviewed/amended.
37. The preparation of the MTFP and the Corporate Plan has been done in consultation with Cabinet who are charged with the responsibility of preparing a draft corporate and financial plan for consultation and following consultation making final recommendations to Council. The draft plans have therefore been prepared based on Cabinet's priorities following officer advice. The preparation of the budget has been carried out taking full account of the statutory responsibilities of the Director of Corporate Services as the Council's Statutory Financial Officer.

### **Revision of 2008/9 Financial Plans**

38. Members have been updated regularly on the financial challenges the Council has faced during the current financial year, particularly as a result of the economic downturn. Initial projections suggested a £1.8m deficit however revisions to this taking account of planned actions suggest the latest projection is £0.7m. Attached at **Appendix 2** is the latest revenue monitoring report. The revenue monitoring report includes the impact of changes required during the financial year to the capital programme as a result of the inability to achieve planned asset sales.
39. Officers have continued to look at measures within existing Council policy to reduce the budget deficit however at this stage the impact of measures are more likely to impact in 2009/10 so the projected outturn is unlikely to reduce significantly. Therefore the starting point for the review of the MTFP is the level of projected balances at 1/4/2009, which will be £8.913m, which is £1.328M more than anticipated in the current MTFP. The available balances take account of the following additions: -
  - (a) Transfer to General Fund reserves of £1.0M from the Insurance Reserve – reduction in the level of the insurance fund following a review of potential future liabilities;

- (b) Transfer to General Fund reserves of £0.7M from the Pension Reserve. The Pension Reserve was set up to provide a buffer against increases in pensions contributions. The three-yearly revaluation that took effect in April 2008 indicates that this accumulated provision is no longer needed;
- (c) Transfer to General Fund reserves of £260,000 of various accumulated small balances that have been earmarked over a number of years and are no longer required for their original intended purposes;
- (d) Increased 2008/09 Area Based Grants of £49,000 announced in November 2008, which has not been used to increase spending in the current year.
- (e) Additional Local Authority Business Growth Incentive Grant for 2007-08 of £463,000, announced in February 2009.

### **Revenue Balances**

- 40. Having ascertained the projected level the next stage in revising the MTFP is to assess the availability of revenue balances to assist in funding services. The Council has legitimately used balances over a number of years to bridge the gap between expenditure and income within the medium term strategy of reducing expenditure to income levels. The existing MTFP achieved this strategy.
- 41. Total balances at 1 April 2009 are expected to be £8.913m. Members will recall from previous reports that the Council must retain a minimal level of revenue balances to cover potential financial risks; in recent years the minimum level has been set at £4.5m however as Members will appreciate the changing economic climate and other factors mean our risk exposure is greater than in previous years. Attached at **Appendix 3** is a balances risk assessment and based on this and the general climate a minimum level of balances of £6m is recommended. This means that £2.913m is available to assist in funding services.

### **Budget Pressures**

- 42. The approved MTFP has been subject to a number of financial pressures as in previous years but the changing economic climate has increased the pressure on budgets beyond expectations. When approving the MTFP in 2009/10 headroom of £0.5m and revenue balances were identified to manage such risks. Unlike previous years the incidence of risk has been greater.
- 43. The pressures tend to fall into a number of distinct categories:-
  - (a) Financing costs up to £2.0M  
Due to the inability to achieve planned asset disposals and reduced income on investments due to falling interest rates. Also provision for prudential borrowing at £1m per annum has been planned to fund urgent capital schemes.
  - (b) High inflationary rises on service costs £0.9M  
This pressure includes power costs across the board and specific service costs



that are expected to be subject to high inflation increases, which are unavoidable.

- (c) Reduced income £1.1M  
Members will be aware of most of the income loss issues as they have been reported during the financial year, they include car parking, engineering, building services and sponsorship.
- (d) Increased service demand £2.6M  
Significant services in this category include children's placements, adult care, young adults with mental health difficulties.
- (e) Reduction or cessation of external grants £0.5M  
There are a number of grants that funded services which need to continue therefore putting pressure on the budget, areas impacted include electoral registration, fair share project and supporting people.

### **Council Tax**

- 44. Since approving the MTFP the Council's financial position has become more challenging however the change in the economic climate has also meant that the public of Darlington are also facing challenging financial times. With this in mind, Cabinet have concluded that they wish to reduce the indicative 4.9% increase for 2009/10 to 3.5% to assist the public meeting their individual financial challenges. The proposed increase is less than £1 per week for 95% of taxpayers and less than 50 pence per week for Band A taxpayers. The reduction reduces resources available to the Council by £560,000 per annum.
- 45. Indicative increases for future years are retained at 4.9% but Cabinet will work with officers in the coming months to further review the MTFP to identify options for achieving lower increases than 4.9% in future years.

### **Headroom**

- 46. The Council, as part of its financial strategy, has always allowed for headroom in future years budget projections. Headroom is in effect a contingency in future years set aside to meet future service demand and pressures and/or to meet new aspirations of the Council. The existing MTFP includes the following headroom: -

2008/09 £m	2009/10 £m	2010/11 £m	2011/12 £m	Total £m
NIL	0.500	1.000	1.000	2.500

- 47. Headroom has been provided at this level for a number of years aimed at mitigating financial risks within the MTFP. In proposing a draft budget and taking account of

budget pressures and the desire to reduce Council Tax below the planned level, Cabinet are proposing the following headroom be included in the MTFP: -

2009/10 £m	2010/11 £m	2011/12 £m	2012/13 £m	Total £m
NIL	0.165	0.165	0.165	0.495

### Initial Budget Position

48. Officers initially drafted the MTFP based on existing service levels and taking account of all known factors including the budget pressures highlighted above as in previous years.
49. As Members will appreciate various assumptions have to be made about resources and expenditure levels and given the uncertain economic climate it is important that Members understand the assumptions made in developing the plan. Attached at **Appendix 4** are details of the assumptions used in producing the initial position below: -

	2009/10 £m's	2010/11 £m's	2011/12 £m's	2012/13 £m's
Total Expenditure	140.410	145.837	150.921	155.751
Total Income	135.501	140.730	145.422	149.985
Initial Gap	4.909	5.107	5.499	5.766

50. Revenue balances available to offset the overall gap are £2.913m against a total gap of £21.281m. Therefore significant cost reductions were required.

### Efficiency Plans to reduce the projected budget gap

51. The Council has an excellent rating for Value For Money (VFM) having a 4 out of 4 star rating – one of only two unitary authorities in the country to achieve this. This rating is based on high performing low cost services when compared to other local authorities. Since 2004 the Council has made £10m of efficiency savings enabling resources to be freed up to offset council tax rises and for investment in services where demand and priority was signalled by the public and partners in consultation exercises in particular through the citizen's survey and consultation on the Community Strategy. The strive to deliver efficiencies continues and further savings of up to £4.9m per annum, which represents 6.0% of the Council's net revenue budget excluding schools' delegated budgets, are included in Directors reports appended to this report.
52. The level of efficiencies will be extremely challenging to deliver over the coming months and years and to ensure delivery of the target, officers will be reviewing approaches used to deliver efficiency savings. Although Darlington has an excellent

track record on efficiency, given the future financial challenges the Council will need to become very focussed on efficiency to ensure sufficient resources are available to deliver priorities.

53. The £5m package covers all areas of the Council and will involve significant changes to working practices and reduction in workforce numbers. The Council has a good track record of delivering such reductions in staffing numbers by way of vacancy management, redeployment and voluntary redundancies. However given the level of efficiency savings it is unlikely that they can be delivered without some compulsory redundancies. The package includes the deletion of some 60 posts of which approximately 35 are permanently filled at the present time. Full consultation with employees and Trades Unions will take place on the proposals. Set out below is a high level analysis of where the efficiency package is being delivered from and in Directors Reports at **Appendices 5 to 8** more detail is available.

<b>Efficiency Package Analysis by Department</b>	<b>2009/10 £m's</b>	<b>2010/11 £m's</b>	<b>2011/12 £m's</b>	<b>2012/13 £m's</b>
Children's Services	1.493	1.656	1.668	1.681
Community Services	0.515	1.060	1.268	1.268
Chief Executive's	0.306	0.893	1.144	1.344
Corporate Services	0.350	0.653	0.653	0.648
Total Efficiencies	2.664	4.262	4.733	4.941

54. It is proposed to establish a Change Fund of £100,000 for 2009-10 to pump-prime delivery of the challenging efficiency programme set out above and in Directors' reports.

### **Budget Savings – Alterations to Service Levels**

55. The efficiency programme outlined above makes a significant contribution to delivering a resourced corporate plan. However it does not bridge the budget gap and therefore further proposals set out below are put forward to bridge the gap which are outside existing policy and current levels of service.

(a) Car Parking Charges – Short Stay £185,000

Short stay car parking charges have not been increased since 2001 and are currently 80 pence per hour with an offer of 3 hours for the price of 2. An increase to £1 per hour is proposed, however the retention of the 3 for 2 hours parking is proposed. The loss of income for this offer is estimated to be £42,000 pa however this cannot be exactly calculated due to the nature of the offer.

(b) Head of Steam Museum Opening Times £48,000

The museum is currently open throughout the year unlike many local attractions

which close at certain times during off peak seasons. It is proposed that the museum closes Tuesday to Thursday during the winter season.

(c) Eastbourne Sports Complex Opening Times £88,000

The opening hours to the general public will be reduced from 4212 to 2340 per annum. The facility will continue to be available to the Church of England Eastbourne Academy beyond the 2340 hours but not to the public. This will mean generally the facility will not be available to the public Monday to Friday 9.00 am to 3.30 pm. The approach to opening hours proposed is based on existing usage e.g. when usage is traditionally low therefore the impact on service users should be limited. Members will appreciate full facilities remain available at the Dolphin Centre.

(d) Public Conveniences £25,000

This option proposes the closure of public conveniences in Heighington, Middleton One Row and Cockerton. These public conveniences are relatively expensive to maintain.

(e) Economic Regeneration Restructures £96,000

There are two elements to these savings: -

- (i) Deletion of one economic regeneration post and not filling of one current economic regeneration vacancy. The Economic Regeneration service will need to focus on a smaller number of priority actions, namely: business engagement (enhanced activity during the recession), running the Prosperous Darlington Group and its workload, a higher level skills project, seeking funding for projects on worklessness, town centre management and marketing Darlington.

Work on the following issues would be continued but with second priority after the above actions: international partnerships, other skills projects, targeted recruitment and training, economic development input to the 14-19 skills agenda. Little work would be retained on tourism development and marketing.

- (ii) Reduction of 20% in each of the project budgets for business/economic development and town centre/marketing/leaving £32,000 in each budget. Again, activity would be focussed on priority areas set out above.

(f) Transport Policy - £39,000

Deletion of one post concerned with preparation of policy documents and transport input into development control would reduce the capacity for these activities. Essential work, such as preparing the next bid for Local Transport Plan funding would be spread amongst other staff. The existence of a number of externally funded posts in Transport Policy, as a result of the Local Motion and Cycling Demonstration Town Project, means capacity is greater than it

would otherwise be (although those staff need to be focussed on activities for which external funding is provided).

56. Cabinet proposed the closure of South Park Aviary and the introduction of charges for cycle and pedestrian training. Following consultation, Cabinet considered these proposals again on 17 February and resolved to defer a decision on the Aviary whilst alternative options are examined and to not introduce charges for cycle and pedestrian training as external funding has been secured for 2009-10. Those savings were, therefore, deleted from the draft MTFP recommended to Council.
57. Cabinet also proposed closure of the Mayors Charity Shop. Following consultation, Cabinet resolved to defer a decision while discussions continue to investigate options to retain the shop whilst reducing the Council's financial contribution.

### **What is the equalities impact of the efficiencies and the proposed cost reductions?**

58. Corporate Management Team has commissioned a brief equalities impact self-assessment which scans across all the different equalities strands. Most of the proposed efficiencies do not affect front-line services so there are relatively few potential negative impacts. In some cases efficiencies will lead to improved front line service provision – so they will lead to positive impacts. It is not possible at this stage to accurately identify the potential benefits or disbenefits that may arise from specific proposals to improve efficiency. The aim of the Council's efficiency work is to produce the same or better outcomes for residents whilst reducing costs. Since an increasing proportion of the Council's budget is comprised of efficiency savings, it is vital that all efficiency projects carry out a more detailed equalities impact assessment at an early stage of development. This is particularly vital for the efficiency proposals in Adults Services where the client groups are vulnerable people.

### **Proposed Medium Term Financial Plan**

59. Taking account of the efficiency programme contained at paragraph 53 and the proposed changes contained in paragraph 55 a balanced MTFP can be delivered as outlined below:-

	<b>2009/10 £m's</b>	<b>2010/11 £m's</b>	<b>2011/12 £m's</b>	<b>2012/13 £m's</b>
Original gap	4.909	5.107	5.499	5.766
Less				
Efficiency programme	2.664	4.262	4.733	4.941
Changes to services	0.420	0.553	0.480	0.466
Use of balances	1.825	0.292	0.286	0.359
Revised gap	0.000	0.000	0.000	0.000
Closing Revenue Balances	7.088	6.796	6.510	6.151

60. Detailed estimates for all departmentally managed budgets, which assume approval of the above proposals are collated at **Appendix 9**.

### **Statutory Requirements**

61. As required by the Local Government Act 2003 – Part 2, the Director of Corporate Services, as the Council’s Responsible Financial officer, has to inform Members of the robustness of the proposed estimates and he makes the following comment:-

*“The estimates presented have been prepared on the most up to date information available and within the guidance I have set out. For 2009/10 I am satisfied that these represent a fair view of the Council’s ongoing plans and commitments. However Members will appreciate that some budgets more than others are subject to volatility and therefore we will continue to monitor budgets closely and take remedial action when appropriate. The estimates for 2010/11 and beyond have also been prepared in detail but clearly although they are best estimate of future commitments, they become less certain the further in the future they are. The MTFP contains various financial risk and revenue balances are established at an appropriate level to cover such risks.*

### **Capital MTFP**

62. The earlier part of this report has concentrated on revenue MTFP; the next section concentrates on the capital MTFP. Whilst the Council’s own capital resources have been restricted by the inability to dispose of assets the Council will still have a significant capital MTFP funded by central government.
63. Capital expenditure by its very nature is significant one off expenditure aimed at making improvements to, or acquiring assets that enable the Council to deliver its priorities. The vast majority of capital funding is received from the Government and is allocated to Councils in the main to match national priorities such as Transport, Children’s Services and Housing. The allocation of spending within those three key national priorities is subject to ongoing programmes and agreed outcomes. For example within Housing there is an agreed 30 year business plan which sets out how investment should be applied, more details on how expenditure will be applied is set out later in this report. Set out below are details of the levels of Government funding available for 2009/10.

		<b>2009/10</b>
	<b>Children’s Services</b>	
1.	General Programme	1.598
2.	Devolved Capital	0.858
3.	DCSF	4.823
4.	Sure Start, Early Years & Childcare	0.870
5.	Other	0.001

		<b>2009/10</b>
	<b>Housing</b>	
6.	Major Repairs Allowance	3.763
7.	Disabled Facilities Grant	*0.250
8.	Sub-Regional Energy Efficiency Works	*0.100
9.	Sub-Regional Private Sector Decent Homes	*0.261
	<b>Transport</b>	
10.	Local Transport Plan	2.977
11.	Road Safety Grant	0.037
	<b>Regeneration</b>	
12.	Single Programme	*3.400
	<b>Community Services</b>	
13.	Adult Services Mental Health	0.052
14.	Carefirst Mental Health	0.083
	<b>Total</b>	<b>19.073</b>

- Denotes indicative figures

64. **Appendix 10** sets out the proposed capital programme with regard to applying the resources allocated to the Council, the programmes include ongoing schemes for previous years. Set out in the following paragraphs is a narrative of the major elements of the programme. Scheme specific approvals will be subject to detailed reports to Cabinet.

### Children's Services

65. In the 2007 Comprehensive Spending Review (CRS), Darlington received an allocation of £14.878m to implement the Government's national investment programme aimed at replacing or refurbishing 50% of all primary schools nationally. £6.5m of this allocation has already been committed to the replacement of North Road Primary School. The remaining £8.378m allocation has been supported with over £4m of Modernisation, Basic Need and Devolved Formula Capital resources from within Children's Services to support a programme of projects at 17 primary schools across the borough. Projects focus on the provision of sufficient primary school places across the borough, internal remodelling works to improve teaching and learning facilities and significant condition works to ensure premises are kept safe, warm and dry.
66. As in previous years the remaining Modernisation funding will be spent in line with the locally agreed asset management plan arrangements in Darlington. School Capital Improvement works consist of disabled access improvements and inclusion projects, replacement fire doors and fire stopping works to roof and ceiling voids, electrical rewires, replacement windows and external doors, upgrading of hot water and heating systems and various surveying works.

### Housing

67. During 2009/10, major works are planned within the council housing stock of the borough, in a number of locations.
- (a) The Council plans to carry out internal planned maintenance, including electrical rewiring, replacement kitchens and bathrooms, insulation, and security lighting to approximately 250 dwellings. Work will be undertaken in the following wards; North Road, Firthmoor, Haughton West and Cockerton West. Where small blocks of flats are included, the specifications will include works to the communal areas including upgrading the lighting, flooring and new digital TV aerials.
  - (b) Dinsdale Court's new build sheltered scheme commenced in October 2008 and will be completed in late 2009 with the major refurbishment of Windsor Court due to start later in the year.
  - (c) Approximately 250 dwellings throughout the Borough will benefit from new central heating systems located predominantly in the wards of Firthmoor, Haughton West, Redhall and Cockerton West.
  - (d) A range of adaptations will be undertaken for people with disabilities based on their assessed needs and £350k has been set aside for these works.
  - (e) A range of energy efficiency measures will be available for council owned properties at targeted areas to be determined. Measures will include cavity wall insulation, loft insulation and "top ups" as well as draught exclusion works.
68. Financial assistance will continue to be available for private owners and accredited private landlords in order to undertake essential home improvements towards meeting minimum decent homes standards. The financial assistance will be based on loans offered at attractive interest rates of 2% and some will only be repayable at the point at which properties are sold making them more affordable. The programme will be administered by the Home Improvement Agency, Care and Repair.
69. Disabled Facilities grants will be available on a means tested basis for eligible applicants. Disabled Facilities grants are not offered on a geographical basis but determined by individual assessments and family circumstances.

### **Transport and Highways**

70. The following works are proposed for delivery in 2009/10: -

#### ***Major Scheme Bid***

71. As part of the Tees Valley Bus Network Improvement major scheme proposal; a number of schemes are planned for implementation in 2009/10 including a major junction improvement at North Road/Whessoe Road. This work to tackle traffic congestion and help bus passengers is part of other actions to improve junctions in the year. The planned work also includes new bus stops in the Springfield and Minors Crescent areas to help people get on and off buses more easily. The design



and consultation process will start also start on schemes planned for subsequent years in the Darlington area. A decision on whether the funding for these proposals will be available is now expected from the Department for Transport in spring 2009, following the provision of further technical information to them.

### ***Other Schemes – Transport and Highways***

72. These continue the work approved by Cabinet with an emphasis on tackling traffic congestion through increasing road capacity at pinch points, further improving the management of the road network to increase traffic flow and by encouraging more sustainable travel behaviour to reduce the pressure on the road network.
73. It is planned to implement Civil Parking Enforcement within the year (further details contained in a report to Cabinet 6 January 2009). A contribution of £200k will be made from the Second Local Transport Plan (2LTP) in addition to prudential borrowing of £400k to fund this work, which will contribute to the better management of the road network.
74. It is also proposed to bring forward design work for improved junctions at :-
  - (a) North & Whessoe Roads,
  - (b) The junctions at Woodland & Staindrop Roads, Cockerton Green & West Auckland & Brinkburn Roads, and
  - (c) The Inner Ring Road.
75. This work, valued at £350k, will be funded from the Local Transport Plan, prior to any decision being made by Government on the Council's bid for funds through the Tees Valley bus Network Improvement major scheme.
76. Small scale schemes to tackle traffic congestion could be implemented in the year after investigation and recommendation by the Council's Traffic Manager. The sum of £29K has been allocated to fund these works, which are often minor in scale, but have immediate benefits.
77. The Council has delayed the implementation of measures to help bus passengers whilst large scale changes were being made to local bus services by Arriva in 2007/08. This process has now largely come to an end, so it is proposed to invest £244k in various measures of benefit including the installation of real time information displays at town centre bus stops. The work will encourage people to use the bus more (so reducing traffic congestion) and demonstrating the Council's commitment to tackling the only 2LTP performance indicator that is currently not on track.
78. The Council has continued to be successful in attracting external funding. In 2009/10, match funding worth up to £720k from Cycling England and the European Commission has been secured through two prestigious projects. It is proposed that

this funding, and the required match funding, will be used to improve the facilities and information available to local people to use as an alternative to the car, so reducing pressure on the road network. Schemes proposed for delivery in 2009/10 are currently under development, but could include the completion of the Radial Route 6 to Harrowgate Hill at John Street subject to land acquisition, and the construction of a link along Polam Lane. These links are designed to encourage people to walk or cycle especially for shorter journeys, thus reducing pressure on the road network.

79. The Council funds some of the annual maintenance programme from the 2LTP and a list of schemes will be presented to Cabinet for approval in 2009, following further assessment of condition through the latest annual condition survey. This programme includes the reconstruction of roads, as well as resurfacing and general maintenance. The current status of the 2LTP performance indicators means that the focus in 2009/10 should be on improving the condition of non-principal classified roads.

### **Improving the Local Economy**

80. The Council, working with partners, continues to deliver a number of regeneration projects as part of the Darlington Gateway Programme. Key employment sites, made available through previous capital expenditure, will continue to be promoted, providing modern accommodation capable of attracting new businesses to the Tees Valley and space for indigenous businesses looking to consolidate activities or expand. These include sites at Morton Palms and Faverdale East Business Park. Work will continue on developing Central Park as a major mixed-use site. Delivering the new University of Teesside development and additional Darlington College accommodation is a key focus, as is the acceleration of private sector-led housing development through the Tees Valley Housing Growth Point. The 2009/10 work programme will also include working with One North East to investigate ways of securing development opportunities in the Town Centre and Town Centre Fringe and helping accelerate future development. Following community engagement on development options for the Beaumont Street/Feethams development brief, work will focus on public engagement in creating a new vision and framework for development of the Town Centre Fringe area and strategic acquisitions of key sites, working in partnership with One North East, Tees Valley Unlimited and the new Homes and Communities Agency. Work will be started into the feasibility of developing the 170 h.a. Faverdale site as a major logistics park including detailed feasibility, impact assessments and site investigation. Options for improving the covered market building will be considered in 2009/10.

### **Release of Council Funded Schemes**

81. As mentioned earlier the Council's ability to fund capital expenditure from its own resources is very restricted at the current time. Attached at **Appendix 11** is a list of schemes prepared by CMT which include the schemes deferred during the current

financial year and schemes that CMT feel Members need to consider. As Members will appreciate, the list of schemes is very limited given the available resources. Set out below are schemes Cabinet have concluded should be funded in the short term. These priority schemes will be funded by prudential borrowing and the revenue MTFP has allowed for the debt repayment cost of these schemes.

Scheme	Amount
	£
North Lodge Park	45,000
Capitalised Repairs	220,000
Eastbourne School	400,000
Street Lighting	475,000
DDA works	25,000
	1,165,000

## Conclusion

82. Cabinet's recommended revenue MTFP, incorporating the revenue impact of the proposed capital programme and including all departmental and corporately managed resources, is summarised in **Appendix 12**.
83. The Council faces an extremely challenging time where it has to balance the needs of the public and future aspirations for the Borough with the resources available to it and the level of council tax. Cabinet's recommended corporate and financial plans deliver a balance of all four elements which will be considered by Council on 26 February 2009, prior to approval of a budget and council tax for 2009-10.

Darlington Borough Council

# Medium Term Corporate Plan 2009 -13

One Darlington : Perfectly Placed  
The Council's delivery and funding proposals



# An inclusive approach

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Urdu	اگر آپ کو یہ سہولتیں چاہیں تو کسی دوسری زبان میں درکار معلومات کے لیے براہ کرم 01325 388017 پر فون کر کے سوال پوچھ سکتے ہیں۔
Punjabi	ਜੇ ਇਹ ਪਰਚਾ ਤੁਹਾਨੂੰ ਅੰਗਰੇਜ਼ੀ ਤੋਂ ਬਿਨਾਂ ਕਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਵਿਚ ਚਾਹੀਦਾ ਹੈ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਸਾਨੂੰ ਨੰਬਰ 01325 388017 'ਤੇ ਫੋਨ ਕਰੋ ਅਤੇ ਰੈਫਰੈਂਸ (ਹਵਾਲਾ) ਨੰਬਰ ਦੱਸੋ।
Hindi	यदि आप यह प्रकाशन अंग्रेज़ी के अलावा अन्य भाषा में चाहते हैं तो कृपया संदर्भ नम्बर (रिफरंस नम्बर) बताकर सम्पर्कित करें। 01325 388017 पर संपर्क करें।
Cantonese	如果你需要其他语言的版本，請與以下電話聯絡並報出參考號碼：01325 388017
Bengali	যদি আপনার ইংরেজী ছাড়া অন্য কোন ভাষায় এই প্রকাশনাটির সবকয় প্রাপ্য, তাহলে নম্বরে ফোন করুন এবং সূত্র নম্বর উল্লেখ করুন। 01325 388017
Arabic	إذا رغبتم الحصول على هذه النشرة بلغة أخرى غير اللغة الإنجليزية لرجو الاتصال بنا على رقم الهاتف التالي : 01325 388017 . مع ذكر رقم الإشارة.
Polish	Jeśli chciał(a)by Pan(i) otrzymać polską wersję językową tego dokumentu, proszę zadzwonić pod numer 01325 388017 i podać numer identyfikacyjny dokumentu.

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## Foreword

Welcome to Darlington Borough Council's Corporate Plan for 2009-13. Darlington is a distinctive place. It has changed significantly in recent years, with ambitious programmes of investment in the local economy, schools, transport, housing and neighbourhood renewal. And it's a place of distinctive character with which local people strongly identify, a place with a bold vision for the future rooted in a confident, enterprising past. The Council has always worked to bring about the changes needed to improve the borough, whilst enhancing its unique character.

This approach has been given renewed clarity in the past year with the agreement of a new vision for the borough, 'One Darlington : Perfectly Placed'. The vision looks forward to 2021, and to the quality of life that we want to create for everyone in the borough. This plan sets out the Council's proposals for its contribution to the vision over the next four years, alongside the other agencies working in the borough.

Our proposals build on the good work of recent years. The local economy is one of the most improved in the UK; educational achievement is at its highest ever level; crime is falling year-on-year; the make-over of the town centre has created an outstanding environment for shopping and leisure; local people feel more engaged and involved in the decisions that affect them; and overall satisfaction ratings are amongst the top 25% in the country.

This picture of achievement is matched by the journey made by the Council, from its first steps as a unitary authority in 1997 to its current status as one of the best councils in the country, as measured through the Audit Commission's annual Comprehensive Performance Assessment (CPA). Our commitment to continuing improvement is reflected in our 'Leading Edge' organisational development strategy, designed to take the Council beyond the top four-star rating of the CPA and consolidate our position amongst the best. This plan includes proposals for continuing this organisational development, and maintaining Darlington's acknowledged status and reputation in the new Comprehensive Area Assessment, which replaces CPA in 2009.

The plan also includes our medium-term financial proposals for funding services, service improvements and capital projects. As we all know, the next few years will be economically very difficult, and a working group has been established to tackle the effects of recession on the borough. The further investment that can be attracted into the borough will be severely restricted, and the Council's resources for delivering services will be eroded. This is reflected in the Corporate Plan.

There is no change to our long-term vision, but over the life cycle of this plan we will be implementing proposals to achieve further improvements in efficiencies, despite already being one of the two best unitary authorities for value for money in the country, and will sharpen further our focus on our priorities so that we can make the best possible use of the available resources to meet local needs. In this we will maintain our 'One Darlington' focus on the most vulnerable people in the community.

We will continue to maintain a positive direction of travel despite the recession, and will come through these difficult times even better equipped to meet future challenges.

Councillor John Williams  
Leader of the Council

Ada Burns  
Chief Executive

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# Introduction

## About the Corporate Plan

This is Darlington Borough Council's overall delivery and funding plan for the period 2009-2013. The purpose of this plan is to show how the Council as a whole will contribute to the delivery of the long-term vision for the borough, 'One Darlington : Perfectly Placed', over the next four years.

The plan has been prepared as we face up to the most severe global economic downturn in many years. The full extent and precise effects of the downturn remain uncertain, but it is very likely, that we are now in the early stages of a very challenging period for public sector funding during which resources will be severely constrained. Pursuing the vision with fewer resources demands an even greater focus on efficiency. The Council is already rated as one of the best in the country for value for money. We must, however, strive even harder to achieve greater efficiency, an even clearer focus on local priorities and further strengthening of partnership working across all sectors.

The Corporate Plan sits at the top of the Council's hierarchy of plans and strategies, acting as a bridge between the SCS vision and the many plans and programmes for specific topics, issues, geographical areas and groups of people that the Council prepares and carries out. In particular the Council-wide picture of delivery and funding proposals in this plan is underpinned by the detailed proposals in development and service plans, and in the detailed documentation of the Medium Term Financial Plan, available separately.

The Council has developed an integrated approach to service and financial planning. This document is a product of that combined approach, setting out and linking together both our high level delivery framework and the overall proposals for funding our delivery plans. Both our service and financial planning is carried out over a 4 year (medium term) cycle, with annual review and rolling forward of proposals. Arrangements for monitoring and reporting progress on the implementation of delivery proposals and budgets have been updated in line with this combined approach.

The plan is arranged into six main sections:

**Section 1 - Darlington Borough Council** is an introduction to the Council, its character and ethos, the 'Leading Edge' organisational development strategy, and progress and achievements since the last Corporate Plan.

**Section 2 – The Planning Context** reviews the local and wider setting within which the plan has been developed, notably the long-term vision for the borough, 'One Darlington : Perfectly Placed', the Local Area Agreement 2008-11, emerging legislation and guidance steering the future role of local government, resources and risk management, including the local impact of the global economic recession.

**Section 3 - Delivering the Council's Contribution to One Darlington : Perfectly Placed** sets out the work strands and proposals, arranged under the five delivery themes of the SCS, that together form the council's medium-term contribution to One Darlington : Perfectly Placed.

**Section 4 – Enhancing Our Capacity** follows on from Section 3 to set out the main areas of work and proposals, arranged under the Council's five corporate objectives, for the continuing enhancement of organisation's capacity to deliver its priorities in a rapidly changing environment

**Section 5 – Resourcing Our Services** sets out the medium term financial plan for funding our services and the implementation of our proposals contributing to One Darlington : Perfectly Placed; it includes overviews of current pressures and the implications for revenue and capital resources, budget allocations both by service and linked to priorities within the SCS themes, and the proposals for sourcing of funds, including Council Tax proposals.

**Section 6 – Additional Information** includes the performance management framework for the plan, performance outturn data for 2008/09 and performance targets for 2009-13.



## Section 1: Darlington Borough Council

### The Council and the Community

Like any organisation Darlington Borough Council has its own distinctive character and culture. In Darlington's case these qualities are considerable strengths as it works to fulfil its place shaping<sup>1</sup> leadership role to deliver the new vision for the borough, 'One Darlington : Perfectly Placed' (the Sustainable Community Strategy).

The Council was created as a unitary authority on 1<sup>st</sup> April 1997, but it inherited a culture of service to the community that goes back into the 19<sup>th</sup> century. The vision of One Darlington : Perfectly Placed is rooted in an appreciation of the historic legacy of ideas, enterprise, innovation and philanthropy that have created the unique place that is Darlington today, and the Council, in its various forms over many years, has been instrumental in creating that legacy. Its own history, culture and ethos are inseparable from that of the place it serves. This long relationship is important today. Whereas many local government units are artificial constructs imposed on the areas they serve, in Darlington the remarkable continuity between the place and its governance arrangements is a strong foundation for the place shaping role.

Whilst Darlington was subject to a two tier local government structure between 1974 and 1997, with services such as highways, education and social services provided by Durham County Council, the overall historic perspective is a long record of local services delivered by a single council dedicated entirely to the needs of Darlington, and run by locally elected and accountable representatives. The strong sense of community identity, of borough and council as a cohesive entity, was instrumental in the winning of unitary status in 1997.

This heritage is reflected in the closeness of today's Council to the community it serves, strengthened by the development of locality working, working with community partnerships in the most deprived parts of the borough through the Neighbourhood Renewal programme, and in the strong commitment to listening to and learning from local people through effective community engagement. This closeness engenders confidence in policy and decision making, and is also reflected in the passionate commitment and loyalty of Members and staff to the well-being of the borough.

Darlington is the third smallest unitary authority in the country, in terms of the population it serves, and is a relatively small and lean organisation, but these characteristics reinforce the qualities of cohesion and identity. As a result they become strengths, supporting big ideas, ambitions and achievements. Darlington's enviable record of successful partnerships, working for the benefit of local people, and currently manifested in the highly regarded Darlington Partnership, is rooted in these characteristics. The Council is helping to carry forward this strand, notably through its leadership and support for the Darlington Partnership and participation in the Tees Valley City Region.

This plan builds on the close relationship of Council and community. It is inspired and driven by the culture of community service. The Human Resources strategy (part of Leading Edge) succinctly expresses this culture, promoting the ethos of 'Team Darlington' as *'...a one council, one team approach, with shared ownership, accountability and a shared desire to do our best for the people of Darlington'*. This is especially important as we face up to difficult economic times. The 'can do' mentality, evident in Darlington's history of enterprise and innovation, is at the heart of the Council's commitment to maintain a positive direction of travel and continue to improve quality of life for everyone living and working in Darlington.

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<sup>1</sup> Place Shaping – the term coined by the Lyons Report on Local Government in March 2007 to describe the strategic leadership role of local authorities in leading, co-ordinating and influencing service provision across agencies, through the local strategic partnership, to promote the general wellbeing of a community and its citizens. The role is about creating attractive, prosperous, vibrant, safe and strong communities where people want to live, work and do business.

## **Achievements**

A selection of some of our key achievements and progress since the preparation of the last Corporate Plan is offered below, to provide an overview of what the Council has delivered to contribute to the One Darlington : Perfectly Placed vision. The selection is arranged under the five delivery themes of the vision. The structure of the vision is outlined in Section 2.

### ***Prosperous Darlington***

Whilst economic circumstances have affected investment plans globally, progress continues with confidence on major development projects within the Darlington Gateway Strategy:

- Progress continues on the Central Park project, with £9.8M of One NorthEast funding and £6M from English Partnerships expected to attract £200M private sector investment in offices, 600 new homes, and conference facilities, in a landmark development alongside the East Coast Mainline;
- A University campus within Central Park is being progressed with Teesside University.

Whilst unemployment rates are increasing nationally, regionally and locally Darlington has significantly narrowed the unemployment gap between the wards with the highest and lowest unemployment rates during 2008 (Feb to Aug) from 7.2 to 6.6 percentage points, whilst the gap has widened in other Tees Valley local authority areas. This contributes to delivery of our new 'One Darlington' priority of narrowing gaps in social, economic and environmental well-being across the borough.

- People qualified to NVQ Level 4 or above, at 27.5% in 2006, is above the Tees Valley, regional and national averages, and a 22.8% improvement since 2003 – 43.7% of people have an NVQ3 or 4 qualification, 21% more than in 2003;
- Gross Value Added per capita, at £17,199, is 96% of the UK average and has increased by 43.9% between 1997 and 2005 (latest available figures);
- Overall economic activity rates are 79.9% (2007), the highest in the Tees Valley and above regional and national averages;
- Overall employment rate was 75.1% (2007), the highest in the Tees Valley and above regional and national averages.
- The Financial Times reported in September 2009 that the competitiveness of Darlington's economy is the second most improved in the country, after Newham, which benefits from the London and Olympics investment factors

### ***Aspiring Darlington***

2008 saw the best-ever performance by Darlington pupils for achieving 5 GCSEs A\*-C. 72.4% achieved at least five A\*-C grades, compared with 60% in 2007. With the now independent Eastbourne Academy included the performance was 69.7%. This is the sixth increase in seven years. Whilst GCSE results are at their highest, there are improvements at other key stages, for example:

- Foundation Stage – between 2007 and 2008 there was a 7.7% improvement in our children's scores, and the scores of children in the 20% most deprived areas are now closer to our average scores;
- Key Stage 1 – in 2008 performance improved in 8 out of 11 indicators. Some of the biggest improvements in performance were achieved in the schools serving the most deprived neighbourhoods;
- Level 2 Speaking and Listening improved by 3.7% to 86.6% in 2008. Level 3 increased by 1.7% 22.6% in 2008;
- Level 2b+ Maths – performance increased by 1.4% to 71.6% in 2008. For Level 2+ Writing performance increased by 1.2% to 78.5% in 2008.

Targeted work to address non-attendance at school resulted in Darlington being the 7<sup>th</sup> most improved area in the country for attendance at primary level and 5<sup>th</sup> most improved at secondary level in 2006/07. This improvement was extended in 2007/08, with interim figures showing a 2% reduction in absenteeism at secondary level and a 0.1% primary reduction. By spring 2008 Darlington was ranked 49<sup>th</sup> best out of 150 local authorities for attendance, an improvement of 85 places in the ranking in three terms.

Darlington schools have had dramatic success in reducing exclusions in 2007/08, with the introduction of new ways of working and an extended curriculum offer, combined with internal inclusion units in all secondary schools for teaching pupils subject to fixed-term exclusions. Exclusions were reduced by 56.5%, saving 2,237 days of schooling from loss to exclusions.

Perhaps the most significant factor in shifting performance on these and other measures is our innovative Pilot Local Area Agreement, focused entirely on the needs of Children and Young People. The LAA provided a concerted focus across departments, services and partner agencies that is driving change in areas like attendance, exclusions and attainment that have been historically hard to shift.

### ***Healthy Darlington***

- We have worked with the PCT and hospital trust to improve our discharge planning and reduce the need for hospital admissions. A package of procurement and procedural improvements has reduced the average wait for major adaptations in the home for disabled people from 10 weeks to 1 week (from assessment to work commencing);
- Adult Social Care continues to be assessed by CSCI as a 3-star service. The number of adults and older people receiving direct payments increased in 2007/08 and remains top quartile performance;
- A Joint Strategic Needs Assessment has been completed in partnership with the PCT to highlight where local health and well-being outcomes need to be improved, and to inform the action planning needed to achieve the local outcomes and targets established in the Local Area Agreement 2008/11 – through the assessment joint posts have been created within the PCT and in service commissioning;
- The Rosemary Court Extra Care Scheme has been completed, developed in partnership with a housing association and providing 42 accommodation units for older people, 14 of which are for people with mental health conditions.

### ***Greener Darlington***

- The Local Motion and Cycling Demonstration Town sustainable transport programmes have made a significant contribution to increased physical activity through walking and cycling (especially in schools), with a net reduction of approximately 6,000 tonnes of CO2 per annum through modal shift away from car use;
- Parks and open spaces satisfaction increased by 3.5% in 2008, reflecting recent investment made in South Park, which was recently awarded Green Flag status, and in North Lodge Park, The Denes and several Local Nature Reserves;
- A new waste disposal contract has now been procured to commence in April 2009, which will enable reuse, recycling and composting of 50% of household waste. Recycling and composting performance continued to improve in 2007/08, with a 12.1% improvement in recycling from 2006/07, a 5.38% improvement in composting, and a 3% reduction in landfill.

### ***Safer Darlington***

- Crime in Darlington continues to reduce year-on-year across most categories of recorded crime. The total number of crimes per thousand population fell by a further 18.6% in 2007/08. Anti-social behaviour was particularly targeted by the CDRP in 2007/08 and the total number of all reported incidents (adults and young people) fell by 11.8%;
- Progress in reducing recorded crimes has been maintained. From April to August 2008 PSA1 crimes have reduced by 16% compared to the same period in 2007 (from 2,499 to 2,088). Total crimes have reduced by 7%, from 4089 to 3788. Our focus on tackling vehicle-related

crime has continued to be successful, with a further 42% reduction in theft from vehicles and 26% decrease in theft of vehicles.

- Launch of the Borough's second Alcohol Strategy and securing the Alcohol Office for the North East region within Darlington.

### ***Organisational Development and Improvement***

- The effectiveness of the year long debate on the long-term future of Darlington, and the transparent way in which it has informed and shaped the new community strategy, is apparent in the widespread support and approval for the resulting document, 'One Darlington : Perfectly Placed'.
- Development in 2008 of a Tees Valley Multi Area Agreement and a Darlington Local Area Agreement deemed 'transformational' by Government Office North East.
- In the 2007/08 financial year, total joint Leading Edge and procurement savings of over £700,000 were identified. The Council works in partnership to deliver improved procurement, for example as members of NEPO (North East Purchasing Organisation) and by working in partnership with Tees Valley authorities. A total of over £1M of Darlington's spend is now purchased collaboratively;
- The council's successful approach to equalities has led to the consolidation of Level 3 of the Equalities Standard for Local Government. This places the Council in the top third of all authorities.
- 36% of BVPIs in 2007/08 were in the top quartile against a single tier average of 29%.
- Xentrall the groundbreaking partnership made between Darlington and Stockton Borough Councils to deliver some of their shared services jointly is now fully established with a Partnership Manager and teams in place.
- Initial services being delivered jointly by the partnership are ICT, Design and Print, Transactional HR and Transactional Finance. Providing evidence of the authority's desire to streamline its processes and provide more effective service delivery to residents in a cost-effective way, and able to demonstrate how the authority is making best use of partnership working by sharing back office functions and improving value for money.

### **The Leading Edge' Organisational Development Strategy**

Our organisational Development Strategy, 'Leading Edge, is concerned with the development and transformation of the Council to make sure that it not only remains fit for purpose in a changing world, but becomes a leading edge exemplar of a 'place-shaping' local authority. The strategy is described below.

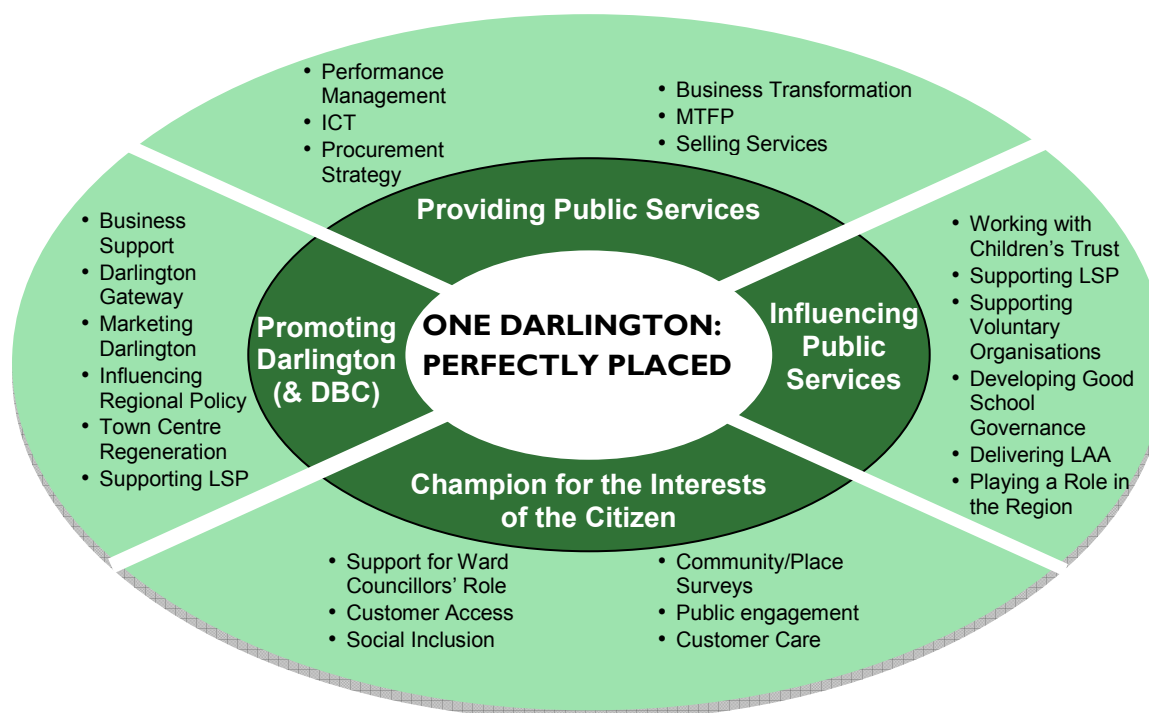
The strategy reflects our understanding of the way that local authorities need to work in future to fulfil the strategic 'place-shaping' role that emerged out of the 2007 Lyons Inquiry into Local Government. The four key ways in which we need to work to embrace place-shaping and play our part in delivering the vision for Darlington are illustrated in the 'egg' diagram on the following page.

These four key ways of working can be summarised as:

- Influencing services outside of those we directly provide to ensure that all organisations in Darlington work together effectively to improve the quality of life of local people in line with the new community strategy vision. In future this way of working will be challenged in the Corporate Area Assessment, which will replace the Comprehensive Performance Assessment from 2009.
- Acting as a champion for the interests of the citizen to respond to changing needs and expectations to provide more personalised services. Our new approach to community engagement is at the heart of this way of working, and the key aspects of the new vision relating to aspiration, personal empowerment and fulfilment must be addressed by it.
- Promoting the borough and the Council is vital to the vision of enhanced prosperity through attracting new businesses to invest in the borough, and making Darlington even more attractive as a place where people want to live and work. We also need to make sure that

Darlington's voice is heard in regional and national decision-making, so that the borough receives the resources and support it needs to realise the vision.

- Providing public services has always been the core business of local government. Increasingly it is forming a smaller part of our overall role, but will always be an important part of what we do. We need to ensure that the services we do deliver directly in future are targeted on identified needs and provide optimum value for money, so that we get the most out of our resources and capacity.



Our Leading Edge Organisational Development Strategy is defined as:

*...a planned and co-ordinated programme of development to ensure that the organisation has the capacity, capability and systems to enable it to achieve our new vision*

It has five strands of strategy and project development required to enable us to work fully in the ways indicated above. The five strands and the main priorities under each of them are listed in the table on the next page.

The priorities have been cross-referenced to the four ways of working, to ensure that progress on the ODS strands is taking us forward in our organisational development. The priorities link together across the strands, and there is shared understanding that no one strand can deliver the Council's long-term ambitions in isolation. Pursuing the strands together in a joined-up and co-ordinated approach will provide the step change needed to create a Leading Edge organisation.

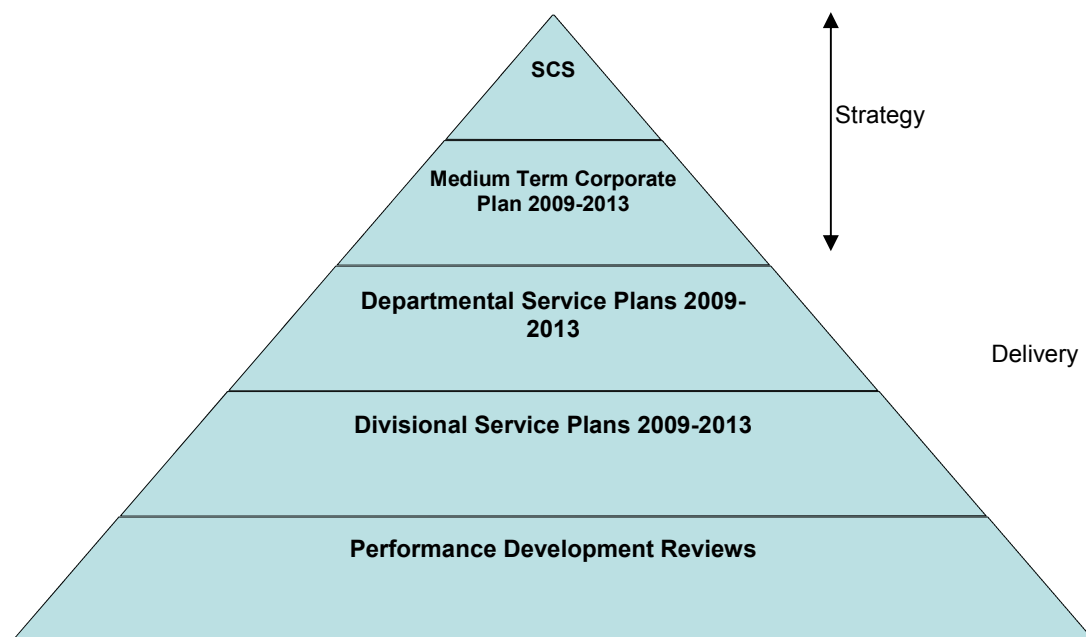
The five ODS strands and their priorities				
Communications	Human Resources	ICT	Community Engagement	Business Transformation
Develop and communicate a shared 'identity' or 'unique selling point' for Darlington	Ensure managers manage and leaders lead	Facilitate first rate intelligence through data and knowledge management	Build capacity in the organisation and communities to translate customer needs into action	Maximise the talents of our staff in the support and delivery of projects and design of services
Foster genuine two-way communication internally, externally and with partners	Empower staff to deliver excellent customer service	Support our staff to help customers through maximising mobile working	Ensure customer services become first class	Eliminate waste, duplication and processes that do not add value or are not necessary for the public
Develop a prioritised, resourced and co-ordinated approach to raise Darlington's and DBC's profile regionally and nationally	Develop relationship management as a core competency	Increase opportunities for self service	Engage staff in the development of plans and services	Transform service areas in priority order of potential to improve value for money

There is regular progress monitoring of work to deliver these priorities. The latest progress report at the time this document was produced shows that the Leading Edge programme as a whole, and the five strands, are on target against action plans. There is regular and ongoing consultation throughout the Council on Leading Edge, and the programme is refreshed and adjusted as appropriate in line with staff views.

Many of the proposals set out in Section 4 of this plan are directed towards delivering components of our Organisational Development Strategy.

### Service Planning and Performance Management

The Council's approach to service planning has been revised to align our plans with the priorities and delivery themes of the One Darlington : Perfectly Placed vision (the SCS in the diagram below). We have now established a four year planning cycle with an approach that combines service and financial planning, monitoring and reporting. Our planning hierarchy, linking the work objectives of individual members of staff to the themes of the vision, is illustrated below.



At the same time, our performance management framework has been overhauled in response to the new national set of performance indicators. Services and accountable officers have been linked to the 196 new indicators, and they have been imported into the PerformancePlus management system. A completely new set of local performance indicators has also been developed with a single corporate reference number system in place of the old departmental references. Department and service plans for 2009 - 13 have been drawn up and utilise this new suite of national and local indicators to measure progress on improvement actions.

This Corporate Plan marks the move to a single co-ordinated planning framework for determining improvement priorities, at corporate, department and service levels, and linking priorities to financial and investment planning. The plan operates on a four year cycle, annually renewed at budget time. This will allow budget approval and setting of Council Tax levels to be co-ordinated with improvement planning.

The single corporate plan is a vital component in the planning hierarchy that provides a clear 'Golden Thread' linking the vision and priorities of the Sustainable Community Strategy through corporate, department and service levels to the work objectives of individual members of staff established through their performance development reviews.

The Council continues to provide high levels of performance:

- 36% of best value performance indicators in the top quartile in 2007/08 compared with all England authorities;
- overall satisfaction with the council remains stable at 62% (2008 Community Survey), also representing top quartile performance.

The Council's excellent performance has also been recognised externally. In the 2008 CPA corporate assessment the Audit Commission confirmed that the Council continues to be a Four Star authority that is performing well, and providing excellent value for money. In particular, the assessment identified that the authority had no significant weaknesses and confirmed the Council's ranking as one of the best unitary authorities in the country.

*(Incorporate 2009 CPA Scorecard, including service area scores, after publication on 26<sup>th</sup> February and revise above paragraph to compare 2008 and 2009 results)*

## Equalities and Social Inclusion

The Council has a well-established approach to promoting equalities and social inclusion, both through its own work and more widely within the community. Darlington's social inclusion strategy 'All Together Now', identifies 13 groups of people within the borough who are most at risk of disadvantage, discrimination and deprivation. Our equalities framework is designed to identify the likely impacts, both positive and negative, of new policies, programmes and proposals on these groups. The objective is, firstly, to ensure that decisions are made taking into account all the potential effects of the design and delivery of everything that the Council does; and, secondly, to seek to maximise the beneficial effects and minimise negative impacts.

The overall purpose of our equalities and social inclusion work, underpinned by statutory responsibilities, is to ensure that everyone in the community has fair access to services and facilities and enjoys fair outcomes, and that people are not disadvantaged or excluded as a result of the Council's work.

**Equalities impact assessment:** the Council uses two assessment tools to identify impacts – the 'multi-strand' equalities impact assessment, which is used to identify impacts across all of the groups; and the Disability Equalities Impact Assessment, developed by local disabled people as part of their Disability Equalities Scheme. These arrangements satisfy current statutory requirements and represent good practice on the part of the Council.

This plan has been developed around the framework of the Sustainable Community Strategy, 'One Darlington : Perfectly Placed'. It is important to emphasise the central role of good practice in assessing the impact of our policies, programmes and proposals to the 'One Darlington' perspective (see Section 2 for a brief summary of that perspective). Whilst 'One Darlington' has wider meaning, in practice its main focus is on ensuring that people are not excluded and that our work serves to narrow the gaps between the most disadvantaged groups and areas (for practical purposes the 13 'All Together Now' groups).

The overall framework of the plan has been subject to equalities impact assessment in the preparation of the Sustainable Community Strategy. The work strands and proposals in the plan will be subject to assessment at a more detailed level of planning, in department and service plans, and in the detailed development of policies and proposals falling out of our high level planning. This is the appropriate level for carrying out assessments, to enable properly detailed consideration of impacts. The role of this plan is to highlight the Council's approach to equalities and emphasise the need for impact assessment to be carried out as an integral part of the development of policies and proposals. Our practice is already good, and we will maintain and enhance it.

These requirements are reiterated in Section 4 of the plan, as part of our proposals for 'Ensuring Access for All'.

**The corporate equalities framework:** the preparation of this plan coincides with a watershed in our approach to both equalities and social inclusion. The social inclusion strategy 'All Together Now' has driven change over the last three years, but implementation is now largely complete, with strong outcomes evident in terms of community cohesion and in areas such as Children's Services with the narrowing of the attainment gap for children from disadvantaged areas. It is timely to review and refocus our priorities for social inclusion.

The Council's progress towards Level 4 of the Equalities Standard for Local Government needs to be reviewed with the imminent replacement of the Standard with a new national framework. Priorities need to be reassessed in relation to the new framework, whilst continuing to drive forward our established practice on Equalities Impact Assessment of policies and proposals, including consolidating implementation of Darlington's innovative Disability Equalities Impact Scheme. A refreshed approach to equalities training for staff will also be rolled out.



## Section 2: The Planning Context

This section of the plan summarises the context of key elements of the strategic planning context providing the framework for the proposals set out in Sections 3, 4 and 5. The full range of 'change drivers' affecting the Council and its services are set out in Departmental and Service Plans.

### One Darlington : Perfectly Placed

The new vision for Darlington, 'One Darlington : Perfectly Placed' (formally the Sustainable Community Strategy), was adopted by the Darlington Partnership Board and by the Council in March 2008. It looks forward to 2021, and all the partner agencies working in the borough have been aligning their plans and delivery programmes to the vision since 1<sup>st</sup> April 2008.

'One Darlington : Perfectly Placed' is the principal driver or generator of the proposals in this Corporate Plan. It is the overall expression of what we want to create for the people of the borough, and therefore everything in this Corporate Plan is concerned either with delivering outcomes that contribute directly to the vision, or with reinforcing the Council's ability to deliver.

The framework of the vision is illustrated below. This has been adopted as the framework for developing our proposals in Section 3 of the plan.

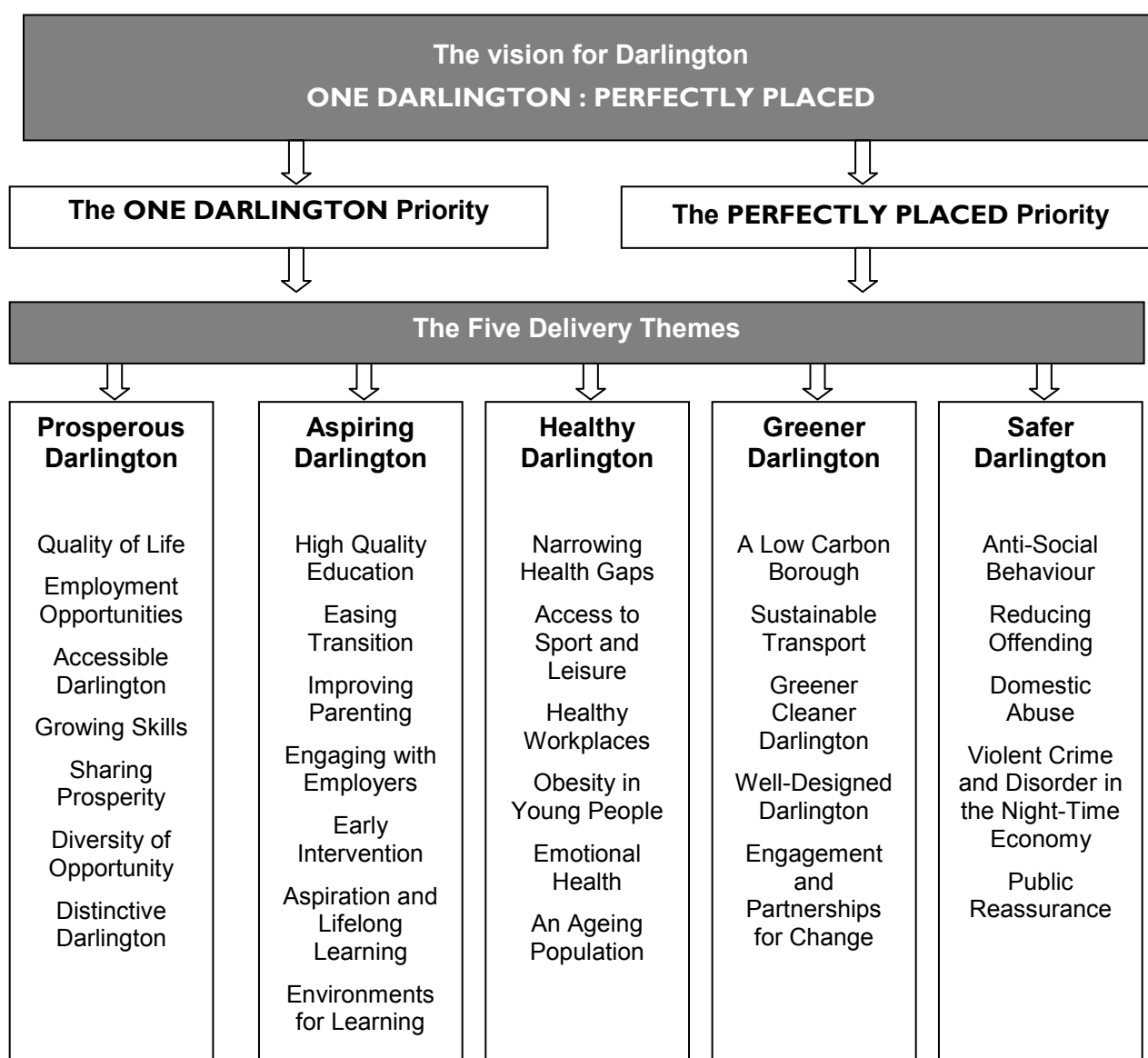


Figure: The One Darlington : Perfectly Placed framework

The vision embraces two broad approaches to improving quality of life in Darlington, 'One Darlington' and 'Perfectly Placed'. These two approaches are embedded as the priorities that carry the vision forward into the five delivery themes. They are outlined below:

- One Darlington – embracing our approach to people, and specifically the need to narrow the gaps in prosperity, attainment, health and well-being, making sure that people are not disadvantaged by their income, where they live or by any other potential disadvantage that could cause them to miss out on the opportunities that will be created by realising our vision
- Perfectly Placed – describing Darlington as a place and helping us shape our investment decisions, spatial planning and care for the environment, and to attract inward investment, reinforcing the qualities that make Darlington a place where people want to live and work.

The five delivery themes focus on particular aspects of living in Darlington: prosperity; aspiration and fulfilment; health and well-being; the environment and sustainability; and safety from crime, anti-social behaviour, accidents and other risks. The One Darlington and Perfectly Placed priorities are intended to ensure that the vision of a cohesive and caring community in which everyone has the opportunity to pursue their aspirations, and of Darlington as a vibrant, attractive, accessible and sustainable place, shapes and conditions all of the work developed under the delivery themes.

### Darlington Partnership – Delivery Structures

Darlington Partnership (the Local Strategic Partnership) has been restructured and aligned to the delivery of the new vision during the past year. The new structure is illustrated below. A key change has been in vesting responsibility for developing action plans and delivering targets that will contribute towards the overall vision in the chairs of the five delivery theme groups, supported by their lead officers.

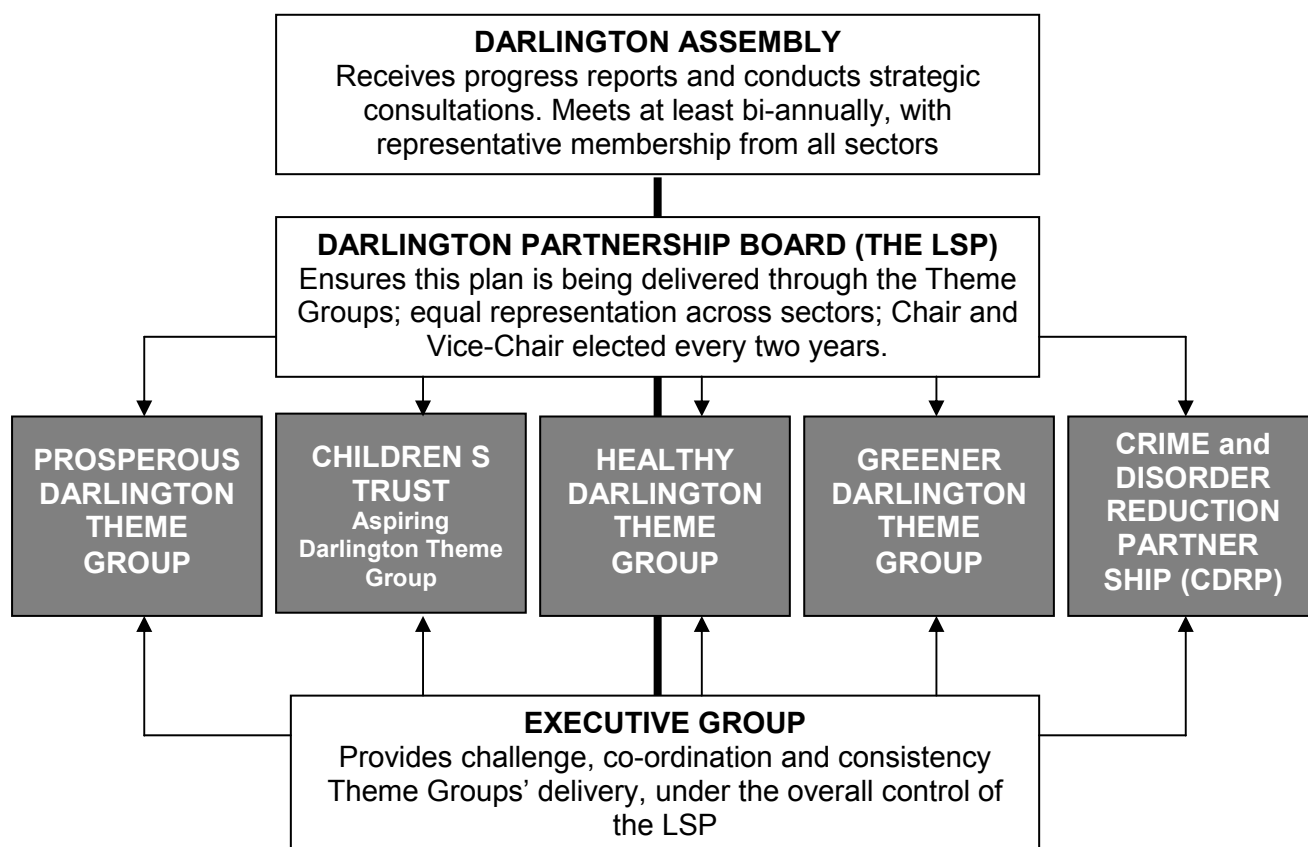


Figure: Darlington Partnership Structure

Three out of the five theme group chairs are not directly connected with the Council; the Healthy Darlington group is chaired by the Director of Public Health, a joint Council/PCT appointment; the chair of the Children's Trust is a Council Member. Four out of five lead officers are Council staff, and the fifth is a PCT officer. It is important that this Corporate Plan recognises the need for the

Council to provide both the leadership and support necessary for these arrangements to work effectively. It is equally important that our delivery proposals align with and help to deliver the theme action plans. Council services particularly need to play their part in achieving the targets set out in the Local Area Agreement (see below); the theme group action plans have been developed around the common focus of securing these targets.

### **Local Area Agreement 2008-11**

Running parallel with the successful completion of the Pilot Local Area Agreement covering the period 2006-2009, focused on the needs of Children and Young People, the new Local Area Agreement (LAA) was signed-off between the Council and central government in June 2008. It runs until March 2011, and is the first of a rolling series of three year 'contracts' between Darlington and the government to deliver specific targets that will help to make progress towards the 'One Darlington : Perfectly Placed' vision. The LAA is the principal short-term delivery vehicle for the long-term vision with partner agencies, as well as the Council, playing their part in delivering the actions and targets agreed with government.

The LAA consists of 35 targets, spread across the five delivery themes of the vision, negotiated and agreed with government. Additionally, it includes 16 statutory education targets that are included in all LAAs across the country. All LAA targets are set against performance indicators selected from the set of 196 National Indicators (NIs). The LAA indicators and targets are identified in the full listing of NIs in Section 6.

The Theme Group action plans referred to above are strongly focused on delivering the LAA targets. The Council has a key role in supporting Chairs and Lead Officers with the 'Achievability Planning' process designed to support LAA action planning, and in delivering its own contributions to the targets.

Although each of the 35 LAA targets are attached to only one of the five themes, with responsibility for action planning and delivery vested in the 'home' theme group, some of them require action across more than one theme, and by more than one agency, to ensure successful achievement. Examples of such targets include those relating to the participation of the Third Sector in delivering the vision: NI7 – environment for a thriving Third Sector, attached to the Prosperous Darlington theme, and NI6 – participation in regular volunteering, attached to Aspiring Darlington; NI5 – overall satisfaction with the local area, attached to the Greener Darlington theme, will also be achieved only by appropriate action across themes and agencies.

These 'cross-cutting' targets are important gauges of overall progress in making the changes Darlington needs. Theme groups have made progress with an 'achievability planning' process, designed to identify cross-cutting links and issues. The Council must ensure arrangements are put in place to secure the required cross thematic and inter-agency working. Proposals are included in Sections 3 and 4.

### **The Corporate Assessment 2008**

The Corporate Assessment carried out by the Audit Commission is a major inspection of how well the Council engages with and leads its communities, delivers community priorities in partnership and ensures continuous improvement across the full range of Council activities.

The assessment, carried out approximately every three years, is a key component of the annual Comprehensive Performance Assessment (CPA) The CPA will give way in 2009 to the new Comprehensive Area Assessment (CAA), which will measure the performance of the area as a whole across all the partner agencies, rather than just the Council. The 2008 Corporate Assessment was therefore the last in that form. Guidance on CAA, and the forms of assessment and inspection to be undertaken as part of CAA, is due to be published at the end of February 2009.

The Audit Commission's report confirms that the Council continues to be a top-rated Four Star authority that is performing well, as reported in Section 1. The report found no significant weaknesses, but identified four areas where performance could be improved. These are:

- To build on the recent initiatives to improve customer access to services with a more ambitious approach utilising the enhanced ICT capacity available through the Stockton/Darlington Partnership
- To demonstrate how the Council's current initiatives on sustainability and climate change are reducing its own impact on the environment and influencing others, and contributing to the sustainability objectives of the sustainable community strategy
- To consider how to increase the pace of change in reducing health inequalities across the borough, including improving the health of the Council's own staff and reducing sickness absence
- To review and evaluate the Talking Together programme to ensure that benefits are being realised in line with the resources expended.

Sections 3 and 4 include appropriate proposals to pursue these improvements, and in some cases progress is already being made to bring about change.

### **Tees Valley Unlimited and the Multi Area Agreement**

Tees Valley Unlimited (TVU) is the structure created by the five Tees Valley local authorities to drive forward improvements to the economic infrastructure and performance of the Tees Valley as a whole. The country's first Multi Area Agreement (MAA) was signed between TVU and government in July 2008. The MAA is concerned with the delivery of major capital schemes for economic regeneration, housing and transport, giving us greater freedoms and flexibilities, working with our Tees Valley partners, to determine locally how funding streams from central and regional government should be allocated to address key strategic issues and needs across the Tees Valley City Region.

Locally the MAA will have a particular impact on the resources available to stimulate further investment through the Darlington Gateway programme, and is also aimed at improving public transport through the development of the Tees Valley Bus Network and the longer-term potential for a rail-based Tees Valley Metro system. The Council is committed to playing its full part in TVU and the MAA, to secure the best possible outcomes for Darlington through this innovative partnership funding mechanism.

### **The Sustainable Communities Act**

Enacted in October 2008, this legislation is highlighted here because of its potential impact on the Council's overall community leadership and 'place shaping' role. It provides local communities with powers to make representations to government about legislative or other changes that would better enable them to secure the sustainable development and improvement of their localities.

The Council, and its partners, are examining the Sustainable Communities Act to see how it can assist in enhancing progress on 'One Darlington : Perfectly Placed'.

## Risk Management

Managing risks to the Council's operation, to minimise or eliminate their occurrence or their impact on service delivery and the implementation of projects and programmes, is an essential part of effective business planning and management. The Council is also expected to have robust risk management arrangements as part of the Use of Resources judgement within the Comprehensive Performance Assessment.

Risk management is integrated within the Council's service planning framework. Departments and service units identify and assess risks in their annual service planning cycle, and incorporate management actions in their service plans to minimise those risks that are considered to have an unacceptably significant likelihood of occurring or an unacceptably high impact on the service (i.e. those risks judged to be 'above the line' in our risk management terminology).

Corporate risks – those that have a potential impact across all of the organisation, or more than one department – are assessed annually by the Corporate Management Team (CMT). Corporate risks and management actions are 'owned' by a lead officer who is a CMT member, and monitored by the Corporate Risk Manager. Corporate risks are documented annually in the Corporate Plan.

All risks, at corporate, departmental and service level, are subject to continuous monitoring and review. Risk registers are used as active management tools to ensure that we identify and respond to emerging risks as well as those identified in the annual planning cycle.

The chart below is our current Corporate 'Risk Map', showing the degree of 'appetite' for the risks posed. The numbers refer to the risks listed in the table below the chart. Those risks within the shaded area are 'above the risk appetite line' and require further action planning to reduce the risk. For those 'below the line' all available risk management actions are in place.

<b>LIKELIHOOD</b>	<b>A Very High</b>				
	<b>B High</b>				
	<b>C Significant</b>			<b>1 6 7 9</b>	
	<b>D Low</b>		<b>5</b>	<b>2 3 4 8</b>	
	<b>E Very Low</b>				
	<b>F Almost Impossible</b>				
		<b>IV Negligible</b>	<b>III Marginal</b>	<b>II Critical</b>	<b>I Catastrophic</b>

Ref	Risk Summary	Description and actions	Score/ Status	Lead Officer
1.	Implementation of recommendations from the Capital Process Review is needed to enable an effective capital project methodology to be in place.	<p>Description: We need to ensure effective project management of this process and full implementation across the authority.</p> <p>Actions: Final recommendations from the Capital Process Review will be fully implemented to enable an effective capital project methodology to be in place.</p>	C2 Above	Cliff Brown
2.	The <i>Leading Edge</i> programme is delivering change to key services and we need to ensure that there is continuing quality of service delivery during reorganisation.	<p>Description: <i>Leading Edge</i> transformational projects are delivering change, requiring effective communication. Efficiency targets have been identified; achieving these is crucial to financial planning</p> <p>Actions: <i>Leading Edge</i> is managed via a Programme Board, with regular monitoring and review mechanisms.</p>	D2 Below	Paul Wildsmith
3.	A flu pandemic could affect delivery of key services and affect business continuity planning.	<p>Description: Flu pandemic can result in key employees, suppliers, partners, etc. being unavailable. This can affect key service provision such as Adult and Children's Social Care.</p> <p>Actions: Prioritisation planning, and planning for such emergencies as flu pandemic are in place to ensure the authority and its partners are prepared for any eventualities</p>	D2 Below	Paul Wildsmith
4.	There is a capacity issue around how the authority can address major change.	<p>Description: Business transformation projects are changing the way the council does business. This requires effective leadership and a committed and appropriately skilled workforce.</p> <p>Actions: The council is implementing a new organisational development strategy, with one of five elements being a revised Human Resources Strategy</p>	D2 Below	Ada Burns
5.	Local government re-organisation taking place in neighbouring authorities in the region could have an adverse impact	<p>Description: The creation of two new large scale unitary authorities within the region may lead to a redistribution of resources to the detriment of existing areas. A considerable pull on funding and staffing can be anticipated.</p> <p>Actions: HR policies and relevant terms and conditions have been reviewed in order to retain key staff groupings. Joint working arrangements are being reviewed to ensure continued vfm and effectiveness. We are playing a full part at a Tees Valley City Region level in an attempt to secure a fair share of resources.</p>	D3 Below	Ada Burns

Ref	Risk Summary	Description and actions	Score/ Status	Lead Officer
6.	The international economic downturn impacts upon the Council's ability to deliver its Corporate Plan and Community Strategy	<p>Description: (see text below) recession is likely to affect the Council's revenue and capital resources through reduced income and increased costs; increased demand for welfare and support services; and reduced investment by the private sector in regeneration projects.</p> <p>Actions: A corporate working group has been formed, to seek to minimise the effects of the downturn. Close working with partners will focus on maintaining progress on regeneration projects and maximising resource.</p>	C3 Below	Ada Burns
7.	Corporate Premises Risks	<p>Description: with over 200 operational premises, there is a need to minimise risks to service delivery arising from the issues relating to the management and maintenance of those risks.</p> <p>Actions: ensuring that every building has a responsible person managing it to agreed corporate protocols and standards, including carrying out all statutory inspections and linked to management of Risk 8 below; establishing a Property Management Working Group and carrying out a property review linked to service delivery needs and Stockton-Darlington Partnership.</p>	C2 Above	Paul Wildsmith
8.	Business continuity plans not in place or tested	<p>Description: plans are not yet in place for all buildings/services to minimise disruption arising from unforeseen events.</p> <p>Actions: a programme of Business Continuity Planning is being led by Corporate Services with support from the Civil Contingencies Unit.</p>	D2 Below	Paul Wildsmith
9.	Council unable to meet its obligations under the information governance agenda	<p>Description: to ensure that effective strategy and policy, guidance and protocols are in place to successfully manage data, records and information within the Council and in its dealings with partnerships.</p> <p>Actions: the Corporate Information Governance Team to oversee delivery of the implementation action plan flowing from the Council's Corporate Information Governance Policy.</p>	C2 Above	Paul Wildsmith

### The Economic Recession

The most challenging risks to delivery of services and of the Council's contribution to One Darlington : Perfectly Placed are undoubtedly those arising from the current global economic

climate. The risk has been assessed alongside other risks, as summarised in the table on the previous page. Whilst at the present time the Council is taking all available steps to seek to minimise the risk it is nevertheless above the 'risk appetite' line in our risk assessment process (see the 'Risk Map' below). Further proposals to address the challenges posed by the downturn are set out in Sections 3 and 4 of the plan, and the financial implications are outlined in Section 5. The impact on the funding of work within each of the five community strategy delivery themes is summarised under the 'Resources' heading for each theme.

With many national economies in recession, or on the brink of recession, we face the prospect of the most difficult economic period, possibly lasting several years, which most of us have lived through. Darlington is not immune from the impact of recession, and the Council is anticipating and planning for its effects in three principal areas:

- The impact on the Council's revenue and capital resources through both reduced income and increased costs is outlined in Section 5. This, together with the resource pressures arising in key service areas, has been the dominant factor in the medium-term financial planning cycle documented in this plan.
- Potential job losses or even wholesale closures amongst local businesses, whether local companies or multi-national concerns, will lead to increased demand on the resources and capacity of support services such as housing, housing benefits, council tax benefits and welfare advice.
- Our work to consolidate and continue the transformation of the local economy through the Darlington Gateway Strategy is being affected by the constraints on borrowing facilities (the credit crunch), which is limiting the capacity of developers to invest in the major development projects that underpin the long-term regeneration strategy.

There will be other ways in which the economic downturn impacts on the Council, but these three prongs cover the key strategic issues. The overall response, detailed in Sections 3, 4 and 5, retains our long-term focus on the One Darlington : Perfectly Placed vision, whilst reorienting our short-term plans to maintain positive progress within our resources and capacity, and particularly to maintain a One Darlington focus on the effects on the most vulnerable people in the community.

As summarised in Section 1, our equalities and social inclusion work is at the heart of the 'One Darlington' perspective. A major concern about the impact of the recession is that, without intervention, it is likely to result in the widening of the gap between the most and least prosperous in the community, with all the concomitant effects on health, well-being and quality of life generally. We will take every available step to seek to avoid the economic climate undermining our 'One Darlington' priority. A Financial Inclusion Strategy is being developed, linked to the Economic Downturn Working Group initiative, to tackle the likely impact of the recession on vulnerable people and communities.

The overall implications for service planning are two fold:

- We must become even more focused on our key priorities, to direct available resources to where they are most needed to contribute to the vision and our corporate objectives;
- We must drive forward to achieve even greater efficiencies in our services, despite being acknowledged as being amongst the best nationally for value for money, both to achieve the savings necessary to deliver our budget proposals and to channel additional resources towards our top priorities.



## The Plan at a Glance

Showing how the main strands of the Council's proposals link to the five themes of the SCS vision, and providing a suggestion (illustrative only) of where our proposals place the themes in relation to the OD & PP priorities



## Section 3: Proposals: Delivering One Darlington : Perfectly Placed

### Introduction

**The Plan at a Glance – Themes, Work Strands and Delivery Proposals:** this section of the plan sets out the Council's overall proposals for contributing to the One Darlington : Perfectly Placed vision over the next four years. The framework of the plan is structured around the five delivery themes of the vision – Prosperous, Aspiring, Healthy, Greener and Safer Darlington.

A series of work strands is set out under each theme as summarised in the coloured boxes in the 'Plan at a Glance' graphic on the previous page. These strands are explained in this section of the plan under each of the theme headings. They describe the Council's main ways of working and making progress towards One Darlington : Perfectly Placed during the next 4 years.

High level 'Delivery Proposals' are set out under each work strand. The proposals provide an overview of what the Council is planning to do and to deliver on the ground to meet the challenges of the vision. This overview is designed to drive detailed action planning in Department and Service Plans, which provide the full picture of the Council's delivery plans.

Underpinning our proposals for delivering One Darlington : Perfectly Placed outcomes are programmes of work directed at the continuing organisational development and improvement of the Council. These programmes are focused on ensuring that the Council continues to have the capacity to deliver outcomes that are relevant and appropriate in a rapidly changing world. Our proposals for 'Enhancing Our Capacity' are set out in Section 4.

**Overarching Priorities - One Darlington and Perfectly Placed:** as explained in Section 2 of the plan, the new vision for Darlington establishes 'One Darlington' and 'Perfectly Placed' as its two key priorities, shaping and steering delivery proposals within the five themes.

In the context of this plan, and the role of the Council, '**One Darlington**' particularly focuses our attention on 'narrowing the gaps' in prosperity, attainment, health and well-being and overall life chances that exist across the borough.

'**Perfectly Placed**' is focused on ensuring that Darlington evolves as a place that provides the foundation for narrowing the gaps in the strength of its economy, quality of schools and education, health and leisure facilities, environment, crime levels and overall culture.

The impact of these priorities on our work within each of the themes is examined under each theme heading.

The Council's approach to equalities, social inclusion, neighbourhood renewal and community engagement is particularly important in contributing to the two priorities. These areas of work, referenced in Section 2, shape and guide how we act in planning and delivering outcomes to ensure that they contribute to 'narrowing the gaps' between different groups and geographical areas within the community. Proposals for their continuing development and improvement are included in Section 4 - 'Enhancing Our Capacity'.

### Delivering the plan – the performance management framework

A simple, high level framework for performance managing the delivery of the Corporate Plan is incorporated in Sections 3 and 4. The purpose is to complement rather than duplicate the performance arrangements for 'One Darlington : Perfectly Placed', the Local Area Agreement and in department and service plans. Accordingly a basket of fifty performance indicators has been selected to provide a composite measure of overall progress on delivering the plan, with five indicators linked to each of the five delivery themes in Section 3, and a similar number to each of the five corporate objectives in Section 4. The complete performance management framework is set out at the beginning of Section 6, and the five performance indicators linked to each theme and corporate objective are included in Sections 3 and 4.

## Prosperous Darlington

### Introduction

The Council's contribution to the Prosperous Darlington theme over the short to medium term will be strongly influenced by the global economic downturn. The credit crunch is causing severe constraints on investment, and the Council is leading efforts across the borough, linked with our Tees Valley and regional partners, to limit the impact of recession on local businesses, employment and services, whilst seeking to keep major development projects on track.

The challenge, in these very difficult circumstances, is to maintain forward momentum on the outstanding progress already achieved through the Darlington Gateway Strategy, in strengthening the local economy, raising economic activity rates and increasing wage levels, as we move forward into the second five year cycle of Gateway. As with the overall vision for Darlington, the long-term strategy remains valid, but we will need to respond and adapt to changing circumstances in our short-term programmes.

The Darlington Gateway strategy was adopted in 2003 with the aim of building a stronger, sustainable local economy. The main objectives included reducing the unemployment gap between Darlington and the rest of the country; tackling the low wage economy by growing higher paid jobs; narrowing the gaps in prosperity between the least and most deprived parts of the borough; and increasing gross value added (GVA) as a measure of prosperity in the local economy.

The second five year cycle of Gateway, developed out of the 'Taking Forward Darlington Gateway' research programme, seeks to continue the programme of economic infrastructure development projects, whilst broadening its scope to embrace 'softer' issues such as business support and skills development. Reducing the number of children living in poorer households is a particularly important focus for our work on narrowing prosperity gaps.

Some of headline achievements in transforming the local economy are listed in section 1.

### The One Darlington and Perfectly Placed Priorities

Our work with partners to build a sustainable local economy contributes to both the One Darlington and Perfectly Placed priorities. Darlington's outstanding place characteristics, notably its quality of life and accessibility, are critical to the Gateway focus on ensuring that the borough is the kind of place that will attract investment and people who want to live and work here.

This 'Perfectly Placed' perspective is about building a platform of prosperity that can enhance our 'One Darlington' aspirations to narrow the gaps in economic well-being across the borough and enable all citizens to enjoy a high quality of life. Stimulating investment in a diverse range of well-paid jobs, and equipping people with the skills to access those jobs, is central to the One Darlington/people focus of our economic work

### Long-term outcomes and short-term targets

The headline outcomes to be delivered over the lifetime of the SCS in order to ensure progress towards the One Darlington : Perfectly Placed vision are as follows:

- To increase average earnings to narrow the gap between Darlington and the rest of the country
- To increase the Darlington employment rate and reduce the gap in unemployment rates between Darlington and the rest of the country
- To increase employment, pay levels and economic prospects for people living in the most deprived neighbourhoods

The Local Area Agreement (LAA) 2008-11 incorporates seven targets related to the local economy and prosperity, agreed with government, to be achieved by March 2011. The targets have been selected to drive progress over the next three years towards the long-term outcomes set out above. The seven LAA targets are included and highlighted in the 'Prosperous Darlington' section of the target tables in Section 6 of this plan.

The Prosperous Darlington Theme Group of the Darlington Partnership has developed its action plan focused on the achievement of the LAA targets. The proposals in this Corporate Plan include the actions that the Council can take to contribute to achieving the LAA. A key action for the Council is to support the Theme Group Chair, through the Lead Officer, on planning and co-ordination of actions across the partner agencies to deliver the LAA.

### Corporate work strands and proposals

The major strands of proposed work within the Prosperous Darlington theme are summarised in the following table, along with key delivery proposals. The measures of progress have been selected to provide an overview of performance on the work strand within our performance management framework. Measures of progress linked to the individual delivery proposals are set out in department and service plans, and are not repeated here.

Work Strand/Proposals
<p><b>Major development projects:</b> work with partners to respond to the effects of the credit crunch and maintain progress on key economic infrastructure investment projects.</p> <ul style="list-style-type: none"> <li>• <b>Delivery Proposals</b> <ul style="list-style-type: none"> <li>– Continue to progress work on the Darlington Local Development Framework</li> <li>– Continue to lead and support major infrastructure development projects to maintain progress, including; <ul style="list-style-type: none"> <li>○ The Oval</li> <li>○ Central Park</li> <li>○ University Campus</li> <li>○ Lingfield Point</li> <li>○ Town Centre Fringe</li> <li>○ Faverdale Strategic Site</li> <li>○ Feethams/Beaumont Street</li> <li>○ Morton Palms</li> </ul> </li> <li>– Economic downturn strategy – work with developers and partners to maintain progress on projects</li> <li>– Transport Strategy development and implementation – tackle accessibility and congestion and prepare business case for upgrading the A66</li> <li>– Deliver the Local Transport Plan 2006-11</li> <li>– Improve the economy – targeted employment</li> </ul> </li> </ul>
<p><b>Business engagement and support:</b> working with local companies and regional partner agencies to identify business needs and signpost support and guidance services and business funding sources.</p> <ul style="list-style-type: none"> <li>• <b>Delivery Proposals</b> <ul style="list-style-type: none"> <li>– Improve the economy – business engagement and signposting of services</li> <li>– Economic downturn – engage with businesses on impacts and responses</li> <li>– Ensure that co-ordinated action planning is progressed across theme groups and partners to engage third sector organisations appropriately in service delivery, and to generally promote a thriving third sector</li> <li>– Support and facilitate partners in promoting ICT development to SMEs and Third Sector organisations</li> </ul> </li> </ul>

Work Strand/Proposals
<p><b>Skills:</b> working with local companies, schools, colleges and other training providers to identify and respond to gaps between skill levels in the local workforce and the evolving needs of local businesses and potential inward investors, with a particular focus on high skill and value sectors such as engineering.</p> <ul style="list-style-type: none"> <li>• <b>Delivery Proposals</b> <ul style="list-style-type: none"> <li>– Extend work placements and work experience for ‘Children Looked After’</li> <li>– Support the LSC to deliver its programmes, including Train2Gain; Apprenticeships; and other provision in 6th forms and colleges</li> <li>– Support the development of the Darlington hub to link with the University of Teesside’s Innovation Connector activities on Digital City</li> <li>– Develop the University Centre at Central Park</li> <li>– Support the 14-19 Trust in developing the new work-related curriculum, including Diplomas</li> <li>– Work with the engineering sector in Darlington to develop a project that encourages young people to consider engineering as a career</li> </ul> </li> </ul>
<p><b>Narrowing the prosperity gap and helping people into work:</b> delivering employment and enterprise programmes to in the more deprived neighbourhoods and with groups of people at risk of economic disadvantage to reduce worklessness and enable all residents to have the potential to share in enhanced prosperity, with a particular focus on tackling child poverty</p> <ul style="list-style-type: none"> <li>• <b>Delivery Proposals</b> <ul style="list-style-type: none"> <li>– Work with partners to provide affordable housing and housing support options</li> <li>– Extend work placements and work experience for ‘Children Looked After’</li> <li>– Provide opportunities for volunteers to gain skills and experience, for those looking to go into work, career change or FE training</li> <li>– Support people into work, particularly in deprived communities: <ul style="list-style-type: none"> <li>○ Include clauses on targeted training and recruitment in development briefs, contracts and other public procurement opportunities</li> <li>○ developing Construction Employment Integrator in Council projects</li> <li>○ Work with construction companies and sub-contractors to implement targeted training and recruitment in public sector capital contracts</li> </ul> </li> <li>– Promote the pre-start offer from BENE – range of packages available up to £10k (lifestyle) and £15k (high growth)</li> <li>– Act on the Child Poverty Declaration and reduce number of children living in poverty (NI 116) <ul style="list-style-type: none"> <li>○ Develop pilot measures to address child poverty in North Road, Northgate, Central and Harrowgate Hill wards</li> </ul> </li> <li>– Support the development of a town-wide credit union</li> </ul> </li> </ul>

Work Strand/Proposals
<p><b>The region and the city region:</b> continue to be an effective partner in the development and implementation of strategies and funding programmes in the north east region and in the Tees Valley City Region, with a particular focus on participating in Tees Valley Unlimited and the Multi-Area Agreement, to secure the best possible outcomes for Darlington.</p> <ul style="list-style-type: none"> <li>• <b>Delivery Proposals</b> <ul style="list-style-type: none"> <li>– Participate in Tees Valley Unlimited and Multi Area Agreement</li> <li>– Participate in regional governance and secure the best possible outcomes for Darlington</li> <li>– Housing Growth Point <ul style="list-style-type: none"> <li>○ Contribute towards the City Region Growth Point Task Group</li> <li>○ promote Darlington's case for resources from the Tees Valley-wide funding allocation</li> <li>○ develop and implement Darlington's package of projects</li> <li>○ develop regional loans policy</li> </ul> </li> <li>– Co-ordinate a working group of interested parties to develop a new brand or identity for promoting Darlington</li> </ul> </li> </ul>
<p><b>Quality of Life:</b> continuing to enhance those aspects of Darlington as a place that contribute to a high quality of life for residents and visitors, in particular by further enhancing the attractiveness and vitality of the town centre, and planning to regenerate the town centre fringe as a vibrant cultural, business and residential quarter.</p> <ul style="list-style-type: none"> <li>• <b>Delivery Proposals</b> <ul style="list-style-type: none"> <li>– Work with partners to develop an independent cultural offer in Darlington</li> <li>– Develop a free events programme</li> <li>– Provide people with pathways to engage in cultural events</li> <li>– Support the development of the Town Centre Fringe Masterplan, securing funding and wider support to actions and outcomes</li> <li>– Progress Civil Parking Enforcement</li> </ul> </li> </ul>

### Prosperous Darlington - performance management

The performance indicators listed below will be utilised to measure the Council's overall progress within the Prosperous Darlington theme. Targets for all these indicators are included in Section 6.

Ref:	Description
NI 116	Proportion of children in poverty
NI 151	Overall employment rate amongst working age people
NI 153	Working age people claiming out of work benefits in the worst performing areas
NI 154	Net additional homes provided
NI 166	Median earnings of employees in the area

### Resources

The record of investment in the local economy over the last five years, through the Gateway strategy, is outstanding. As indicated in the 'Background' section above, the Council's effectiveness in securing public sector 'set-up' funding to lever-in private sector investment is

attracting around £500 million into the local economy to generate new jobs, increasing employment, rising wage levels and narrowing of the unemployment gaps across the borough.

A major concern for the Council at this time, with the Gateway Strategy moving forward into a second cycle of delivery, is that the credit crunch will limit or disrupt further private sector investment in vital infrastructure development projects, and undermine our future targets for business floorspace provision, job creation and wage increases forecast in the Taking Forward Darlington Gateway research. The initial signs are that the strengthened local economy is faring better than other parts of the region in the early stages of the recession, but there are many challenges to come. A corporate group, chaired by the Chief Executive, has been formed to identify ways of working with partners to minimise the effects of the downturn, whilst we are also working directly with developers to seek to maintain progress on development projects.

Increasing emphasis has been given to business engagement in response to the credit crunch and recession. All businesses in Darlington are being visited by the Economic Regeneration Team and supplied with a Business Information Guide. This helps signpost businesses to the sources of help available. It will also lead to the creation of an on-line business directory to encourage trading between Darlington businesses. Similarly strong emphasis is being given to close engagement with town centre business and the Town Centre Management Team is developing projects to encourage town centre trade.

We are also looking to secure further funding from external sources to support other work within this theme, notably under the Skills and Narrowing the Gap work strands. This is new work emerging from 'Taking Forward Darlington Gateway' and is not covered by established revenue budget allocations. Given that there will be opportunities to bid for funding from regional programmes, and the good track record of our External Funding Team in securing resources for economic regeneration work, we consider that it is more effective to use limited revenue resources to support other priorities for which external funding may not be available.

We consider that our case for access to regional regeneration funding within the Tees Valley is strengthened by being the only area in the city region not to receive Working Neighbourhoods Funding. We will engage with our Tees Valley partners to argue Darlington's case for access to regional regeneration funding in order to maintain our effectiveness in contributing to economic programmes within the city region.

The Council's involvement with other Tees Valley Borough's in the Tees Valley Multi-Area Agreement, could in future help to provide better-planned access to a range of funding streams relevant to Prosperous Darlington aims.

There are other ways in which the Council can help the local economy through the downturn, and to prepare to take advantage when circumstances improve. Our plans include the allocation of an additional £0.8M per annum to maintain highways infrastructure, support access to employment via public transport and progress the Local Development Framework.

With Government support, the Council will also invest nearly £12.2m over the lifetime of this plan in capital schemes to improve and maintain transport infrastructure in the borough.

## **Aspiring Darlington**

### **Introduction**

The Council's contribution to progress under the Aspiring Darlington theme is drawn up within the framework of the Children and Young People's Plan (CYPP) developed and 'owned' by the Children's Trust, and takes additional guidance from the findings and recommendations of the 2008 Joint Area Review (JAR). The Trust's vision for children and young people guides the Council's work for children across all its work strands:

*"Darlington's children are its future. We want to help children achieve their potential and enjoy life as active participating citizens free from poverty, ignorance, neglect, crime, harm, abuse and distress. We will achieve this by delivering effective, high quality and integrated services".*

The Children's Trust is the Aspiring Darlington Theme Group within Darlington Partnership. The Council works with a wide range of partners through the Trust to deliver integrated services and projects to meet the challenge of the Trust's vision, and of the wider vision for Darlington set out in One Darlington : Perfectly Placed.

The work strands summarised below, reinforced by the detailed proposals in department and service plans, represent the Council's current commitment to the delivery of the CYPP and to progress within the Aspiring Theme.

The children- related challenges in Darlington have historically focused around attainment, attendance and exclusions, and the cultural undervaluing of education in some parts of the community. There has been a strong focus recently on shifting these difficult areas, accelerated between 2006 and 2009 by dedicating our innovative Pilot Local Area Agreement to the needs of children and young people. The improvements have been outstanding, and some of headline achievements are listed in Section 1.

### **The One Darlington and Perfectly Placed Priorities**

Our work within the Aspiring theme is primarily responsive to the One Darlington priority, but there are clear benefits for Darlington as a place. Ongoing investment in renewing or revitalising local schools provides the setting for improving education and attainment, and also makes Darlington a more attractive place in the Gateway context, offering an enhanced quality of life that can also attract business and jobs. The Darlington University proposal will especially reinforce this offer. Whilst investment in education facilities is not specifically referenced in the work strands below, it is integral at a more detailed level to the high quality teaching and 14-19 agenda strands.

Stimulating aspiration and improving attainment for all of our children and young people is of course fundamental to the One Darlington priority. All of our work strands address aspiration and attainment, with the specific purpose of opening up opportunity and the best possible life chances to all children and young people irrespective of their background or where they live.

### **Long-term outcomes and short-term targets**

The headline outcomes to be delivered over the lifetime of the SCS in order to ensure progress towards the One Darlington : Perfectly Placed vision are set out below.

- Improved educational attainment at all key stages, and ensuring the performance of all schools matches the best
- Making sure that aspiration, attainment and life chances are not dependent on where people live, their economic circumstances or any other factors that might cause them to be disadvantaged
- Increase participation rates in post-16 education

The Local Area Agreement (LAA) 2008-11 incorporates six targets related to children and aspiration, agreed with government, to be achieved by March 2011. The targets have been selected to drive progress over the next three years towards the long-term outcomes set out above. The six agreed LAA targets are included and highlighted in the 'Aspiring Darlington' section of the target tables in Section 6 of this plan.

The LAA also includes sixteen education targets, also identified in Section 6. These additional education targets are statutory, to be included in all LAAs across the country.

The Children's Trust (Aspiring Darlington Theme Group of the Darlington Partnership) has developed its action plan focused on the achievement of the LAA targets. The proposals in this Corporate Plan include the actions that the Council can take to contribute to achieving the LAA. A key action for the Council is to support the Theme Group Chair, through the Lead Officer, on planning and co-ordination of actions across the partner agencies to deliver the LAA.

### **Corporate work strands and proposals**

The major strands of proposed work within the Aspiring Darlington theme are summarised in the following table, along with key delivery proposals. The measures of progress have been selected to provide an overview of performance on the work strand within our performance management



framework. Measures of progress linked to the individual delivery proposals are set out in department and service plans, and are not repeated here..

Work Strand/Proposals
<ul style="list-style-type: none"> <li>• <b>Safeguarding children and young people:</b> working with our partners to ensure that effective arrangements are in place for safeguarding and promoting the welfare of children in Darlington.</li> <li>• <b>Delivery Proposals:</b> <ul style="list-style-type: none"> <li>– Ensure the safety of children and young people</li> <li>– Extend and promote the role of the corporate parent</li> <li>– Reduce number of young people in custody</li> <li>– Develop a robust quality assurance and performance management framework to underpin Every Child Matters outcome</li> </ul> </li> </ul>
<p><b>High quality teaching and learning:</b> giving every child the best start in life through the Early Years Foundation, and continuing to improve attainment across all key stages, with schools improving to good and outstanding categories; continuing the capital investment programmes to create high quality learning environments.</p> <ul style="list-style-type: none"> <li>• <b>Delivery Proposals:</b> <ul style="list-style-type: none"> <li>– Narrow the gap in outcomes and improve life chances for all children and young people including vulnerable groups:</li> <li>– Improve schools to good and outstanding Ofsted categories</li> <li>– Ensure sufficient good quality education and training for young people who offend</li> <li>– Continue to improve attendance and reduce exclusions</li> </ul> </li> </ul>
<p><b>Improving transition across all stages, phases and settings:</b> providing a seamless transition from early years to adulthood to enable all children to achieve their potential at all stages of their development, including the improvement of services for disabled children and their families.</p> <ul style="list-style-type: none"> <li>• <b>Delivery Proposals:</b> <ul style="list-style-type: none"> <li>– Implement the findings of the Director's Transition Commission and broaden the scope of the Transition Action Plan <ul style="list-style-type: none"> <li>○ give every child the best start in life through the Early Years Foundation Stage</li> <li>○ continue to improve attainment across KS 1 &amp; 2</li> <li>○ continue to improve attainment across KS 3 &amp; 4</li> <li>○ improve links with Adult Services for children with complex needs</li> <li>○ - engage more children with LDD in education, employment or training post 16</li> </ul> </li> <li>– Improve services for disabled children and their families</li> </ul> </li> </ul>

Work Strand/Proposals
<p><b>Increasing the engagement of children, young people, their families and carers:</b> ensuring that parents and carers are partners in their children's education, and that the design and delivery of children's services reflects the needs and views of all stakeholders.</p> <ul style="list-style-type: none"> <li>• <b>Delivery Proposals:</b> <ul style="list-style-type: none"> <li>– Provide high quality accessible information, advice and guidance across all services to all users</li> <li>– Increase the engagement of children, young people, their families and carers in the design and delivery of service including those with disabilities and/or learning difficulties</li> <li>– Ensure action planning takes place across themes and partner agencies to promote volunteering</li> </ul> </li> </ul>
<p><b>The 14-19 agenda:</b> improving opportunities and outcomes for the 14-19 age group through education and skills development to facilitate access to employment and higher education</p> <ul style="list-style-type: none"> <li>• <b>Delivery Proposals:</b> <ul style="list-style-type: none"> <li>– Continue to improve opportunities and outcomes for 14-19 age group; ensure there is a job or place for every school leaver</li> <li>– Narrowing the gap – Reduce the number of young people who are NEET at 18</li> <li>– Support the 14-19 Trust in developing the new work-related curriculum, including Diplomas</li> </ul> </li> </ul>
<p><b>Early intervention and Preventative Working:</b> moving resources and people to support new ways of working so that children, young people and their families can benefit from easy access to integrated, universal and targeted services designed to meet their needs.</p> <ul style="list-style-type: none"> <li>• <b>Delivery Proposals:</b> <ul style="list-style-type: none"> <li>– Develop and deliver early intervention and preventative working</li> <li>– Effective commissioning through the Children's Trust</li> <li>– Continue to develop the Children's Workforce to support integrated working</li> </ul> </li> </ul>

### Aspiring Darlington performance management

The performance indicators listed below will be utilised to measure the Council's overall progress within the Aspiring Darlington theme. Targets for all these indicators are included in Section 6.

Ref:	Description
NI 072	Achievement of at least 78 points across Early years Foundation Stage...
NI 073	Achievement at Level 4 or above in both English and Maths at Key Stage 2
NI 074	Achievement at Level 5 or above in both English and Maths at Key Stage 3
NI 075	Achievement of 5 or more A-C* at GCSE or equivalent incl. English and Maths
NI 117	16 to 18 year-olds who are not in education, employment or training (NEET)

### Resources

In relation to the aspiring strand of the Corporate Plan, the service planning process and the medium term financial planning process have been aligned taking account of the main work strands. Specifically this includes the alignment of resources to match priorities.

The work strand of high quality teaching and learning has seen c£20m secured in relation to Primary Capital Programme, which will see significant refurbishment to the majority of the authority's portfolio of primary schools. A Building Schools for the Future bid has been submitted, which if successful will provide significant investment to redevelop/rebuild the remaining three comprehensive schools which have not recently been redeveloped.

The lead officer model is now in place to ensure a robust system for challenge and support to schools. To complement this £0.332m, has been allocated over the life of the MTFP for School Improvement Partners, to provide additional advice and challenge to schools with a view to enhancing high quality teaching and learning.

Resources have been allocated also in relation to improving transition across all stages, phases and settings. Specific responsibility has been allocated to care managers to ensure a smooth transition to adulthood.

Resources have been allocated to parenting officers to increase the engagement of children, young people, their families and carers. A £4.5m Myplace capital bid has been submitted, which if successful will provide a world class youth facility. This bid was submitted with the full engagement of young people including the Authority's Youth MP and has included many young people's proposals.

The 14-19 agenda is a major work strand and resources have been allocated to ensure this major project is implemented in line with government guidelines. A 14-19 Trust has been established, and duties realigned to support this development. Resources of c£0.648m have been secured under the ESF Youth Participation strand for reducing the number of young people Not in Education, Employment or Training (NEET).

The establishment of an Integrated Children's Manager for disabled children has been created to enhance provision for disabled children. This plan includes the allocation of an additional £0.4M per annum to maintain children's social care, with the aim of contributing to narrowing the gaps in life chances for some of our most disadvantaged children.

A major development for the life of the plan is the implementation of locality working, which will see multi-agency services, joined up ensuring that high quality children services are provided in localities.

Efficiency is the key to bridging the gap between ambition to continuously improve services and the reality of the resources available to do so. Over recent years, there has rightly been a focus on improving efficiency of support functions. There is now some change in emphasis in the efficiency agenda, driving value for money improvements in front line services. The financial plan for 2009-13 includes annual efficiency improvements of £1.8M under the Aspiring theme. These are to be achieved by better ways of working, redirecting savings made on insurance and making more effective use of external funding.

## **Healthy Darlington**

### **Introduction**

Local councils have historically enjoyed an important role in improving the health of the local population. Additionally, like the NHS, local councils also employ a large workforce across a variety of occupations and as such have a crucial role in providing leadership through promoting healthy choices and messages through their diverse workforce to their families and wider community at large.

Nationally there is increasing recognition of the changing nature of the public health workforce and the requirement to enhance the public health skills of non public health professionals to build capacity in a variety of different professions and organisations.

The Council has jointly with the Primary Care Trust appointed a Director of Public Health, who has identified three principal causes of inequalities in health: social determinants such as employment and education; lifestyle determinants such as smoking, diet and physical activity; and access to health services. Much as this plan is directed towards outcomes that will have a positive impact on social determinants, for example through regeneration, education and housing improvements. At

the same time the Council has a key role in promoting healthy lifestyles and facilitating easy, affordable access to active leisure, through facilities like the Dolphin Centre, and to walking and cycling as alternative travel modes through the Local Motion programme. Arts and cultural provision can also contribute to mental well-being.

The Council has approximately 5300 employees and is committed to proactively improving the health of the workforce and setting an example as a leading local employer.

Currently there is specific work underway to develop and deliver a strategy and action plan for improving the health of this diverse workforce. This strategy and action plan is being lead by the council's HR department and is supported by a steering group chaired by the relevant Cabinet member with membership from NHS Darlington, staff side representative and key managers and leaders from across all divisions of the council. First steps have included the development and commissioning of a staff questionnaire to assess the health needs of the workforce.

Some of our headline achievements are listed in Section 1.

### **The One Darlington and Perfectly Placed Priorities**

Issues of health and health inequalities are at the heart of the One Darlington priority. The Council will work with the Primary Care Trust and other health partners to address the lifestyle choices underlying the wide disparities in life expectancy between the healthiest parts of the borough and areas with poorer health. Whilst the PCT has the lead role in tackling specific health issues and conditions, the Council has vital strategic and delivery functions in supporting people to make lifestyle choices that support healthy living.

Many Council services have a direct impact on the health of the population at large, ranging from adult and children's social care services, housing and refuse collection, as well as those that have an impact on the wider determinants of health contained within the ethos of 'One Darlington' of such as educational, environmental and enforcement services. The Council's wider responsibilities, particularly in building prosperity, tackling worklessness and improving educational achievement and life chances for everybody, all contribute to strengthening the foundations of good health.

The Council as an employer of around 5,300 people, in a wide range of manual, clerical and management roles, and drawn from across our diverse communities, can make a major contribution to a healthy 'One Darlington'. Its impact as an employer can range from ensuring health and safety at work, and promoting healthy living choices amongst its workforce, their families and communities, to the major contribution to the local economy, and therefore to the health effects of economic well-being, resulting from a large (in the local context) workforce.

Improving health is also important to the 'Perfectly Placed' priority. Decent, affordable housing, access to attractive environments and physical activities like walking and cycling, as well as leisure facilities, and good accessibility to health facilities, are all significant factors in people's health and well-being.

The Council has jointly with the Primary Care Trust appointed a Director of Public Health, who has identified three principal causes of inequalities in health: inequalities in opportunity such as income, employment and education; inequalities in choices such as lifestyle choices including smoking, diet and physical activity; and inequalities in access to services due to race, gender, geography or education.

Much of this plan is directed towards outcomes that will have a positive impact on social determinants, for example through regeneration, education and housing improvements. At the same time the Council has a key role in promoting healthy lifestyles and facilitating easy, affordable access to active leisure, through facilities like the Dolphin Centre, and to walking and cycling as alternative travel modes through the Local Motion programme. Arts and cultural provision can also contribute to mental well-being.

The Council has approximately 5300 employees and is committed to proactively improving the health of the workforce and setting an example as a leading local employer.

Currently there is specific work underway to develop and deliver a strategy and action plan for improving the health of this diverse workforce. This strategy and action plan is being lead by the

council's HR department and is supported by a steering group chaired by the relevant Cabinet member with membership from NHS Darlington, staff side representative and key managers and leaders from across all divisions of the council. First steps have included the development and commissioning of a staff questionnaire to assess the health needs of the workforce.

### Long-term outcomes and short-term targets

The headline outcomes to be delivered over the lifetime of the SCS in order to ensure progress towards the One Darlington : Perfectly Placed vision are set out below.

- Narrowing the gap in life expectancy between different parts of the borough, and narrowing the gap in average life expectancy between Darlington and the rest of the country
- Maximising people's ability to live independently throughout their lives
- Improving the life chances of young people through good health choices

The Local Area Agreement (LAA) 2008-11 incorporates eight targets related to health and well-being, agreed with government, to be achieved by March 2011. The targets have been selected to drive progress over the next three years towards the long-term outcomes set out above. The eight LAA targets are included and highlighted in the 'Healthy Darlington' section of the target tables in Section 6 of this plan.

The Healthy Darlington Theme Group of the Darlington Partnership has developed its action plan focused on the achievement of the LAA targets. The proposals in this Corporate Plan include the actions that the Council can take to contribute to achieving the LAA. A key action for the Council is to support the Theme Group Chair and the PCT Lead Officer on planning and co-ordination of actions across the partner agencies to deliver the LAA.

### Corporate work strands and proposals

The major strands of proposed work within the Prosperous Darlington theme are summarised in the following table, along with key delivery proposals. The measures of progress have been selected to provide an overview of performance on the work strand within our performance management framework. Measures of progress linked to the individual delivery proposals are set out in department and service plans, and are not repeated here.

Work Strand/Proposals
<p><b>Narrowing health gaps:</b> this strand overarches much of our work contributing to health improvement in Darlington, but it specifically addresses the lifestyle choices underlying inequalities in health across the borough, including smoking, alcohol misuse, sexual health, and health in the workplace.</p> <ul style="list-style-type: none"> <li>• <b>Delivery Proposals:</b> <ul style="list-style-type: none"> <li>– Deliver the Council's contribution to the Healthy Darlington Delivery Plan – narrowing the gaps work strand, including components of: <ul style="list-style-type: none"> <li>○ Smoke free Darlington action plan</li> <li>○ Social marketing campaigns to reduce smoking in communities with highest prevalence</li> <li>○ Prevention of Teenage Pregnancy Strategy</li> <li>○ Delivery of Sexual Relationships Education, young parents support and school nursing</li> <li>○ Promote positive sexual health</li> <li>○ Promote/develop workforce skills and capacity in relation to healthy lifestyle choices and behaviours, within Council and amongst partners</li> <li>○ tackle gaps in health service provision for C&amp;YP with disabilities</li> <li>○ Integrate health and social care services</li> </ul> </li> </ul> </li> </ul>

## Work Strand/Proposals

**Improving health and well-being:** this work strand focuses on planning for the needs of an increasing older population, and on providing adult social care services that are fair and accessible to all potential service users whilst providing a level of service that is sustainable in terms of both affordability and in meeting the needs of local people. The strand also embraces our contributions to the Healthy Darlington priorities of tackling obesity in young people and promoting emotional health and well-being.

- **Delivery Proposals:**

- Implement the Personalisation Agenda
- Adapt health and social care provision to meet the diversity of needs of people growing older in Darlington
- Integrating health and social care services to improve access
- Supporting social care service users into paid work and volunteering to improve quality of life and health
- Contribute to tackling obesity in children and young people
  - Healthy schools
  - Children and Young People Plan
  - Physical Activity Strategy
- Promote emotional health and well-being
  - Social prescribing – managed arts on prescription programme
  - Re-establish open arts studio
  - Mental Health First Aid
- Mental health workplace support package

**Improving access to sport and active leisure:** making sure that a good range of accessible, affordable facilities and services is available across the borough to promote and enable people to engage in physical activity to enhance health and physical fitness across the whole community.

- **Delivery Proposals:**

- Contribute to making sport and physical activity aspirational, easy and accessible to all:
  - Community Sports Network action plan
  - Play Strategy
  - Children and Young People's Plan
  - County Durham and Darlington physical activity strategy
  - School sports
  - Local Motion
  - Healthy Schools

Work Strand/Proposals
<p><b>The Council as a healthy employer:</b> ensuring that the Council pursues healthy working practices to secure the health and well-being of its workforce, reduce sickness absence to enhance efficiency and value for money, and demonstrate good practice as an exemplar for other employers in the borough.</p> <ul style="list-style-type: none"> <li>• <b>Delivery Proposals:</b> <ul style="list-style-type: none"> <li>– Contribute to making sport and physical activity aspirational, easy and accessible to all:</li> <li>– Participate in Investors in Health Awards</li> <li>– Adopt principles of healthy workplaces</li> <li>– Promote healthy workplaces through, e.g. Food Hygiene award; Heartbeat</li> <li>– Implement programmes to improve health of staff and reduce sickness absence (CA recommendation)</li> </ul> </li> </ul>

### Healthy Darlington - performance management

The performance indicators listed below will be utilised to measure the Council's overall progress within the Healthy Darlington theme. Targets for all these indicators are included in Section 6.

Ref:	Description
NI 008	Adult participation in sport and active recreation
NI 056	Obesity in primary school age children in year 6
NI 112	Change in under 18 conception rate
NI 136	People supported to live independently through social services (all adults)
NI 142	Percentage of vulnerable people supported to maintain independent living

### Resources

The health challenges faced by Darlington residents will not be met without investment. The investment by the Primary Care Trust of an additional £1.5M in health improvement through partnership working with the Council is very welcome, and the PCT and Council have agreed to work together through the annual corporate and financial planning process to identify further future investment.

The Council is one of only a small number nationally that continues to provide services to meet all four levels of adult social care needs: low, moderate, substantial and critical. Maintaining these high priority services will require substantially more resources to meet the needs of an older population (the over 50s) that is set to increase by 14.3% to 40,000 in 2021. The revised financial plan includes up to £1.2M per annum additional resource allocation to adult social care.

The resources required for the Council to contribute to improving the health of Darlington by promoting and supporting good health in its workforce, and acting as an exemplar employer within Darlington, will mainly come from existing commitments to the Darlington Investors in Health Award Scheme. These commitments include the work through the Environmental Health service with other employers around the foundation award scheme, and the Council as an employer working towards the higher level Bronze Award.

The principal resource requirement for this latter objective will come from existing staff across all departments of the Council, and in particular HR and Occupational Health, as well as NHS staff from Public Health. The NHS has contributed specific non-recurring funding to pump prime and accelerate progress on the delivery of this work.

The Council has a long and proud record of promotion of healthy lifestyles and has consistently allocated more resources to active leisure services than comparable authorities. (Leisure spend

per head from Audit Commission vfm tables shows £20.92 as opposed to unitary Average of £16.18 in 2007/08) The importance of working collaboratively with other agencies is fully recognised and addressed through the LSP Healthy Theme Group. The Council and the Primary Care Trust in particular plan to build on solid foundations by working increasingly closely together to maximise effective and efficient use of their combined resources.

Council financial support to concessionary travel was increased by £0.2M per annum at the start of 2008-09 and by a further £0.2M per annum during the year. Above-inflation increases in costs are expected to further increase resource demands.

## **Greener Darlington**

### **Introduction**

The Council's 'place shaping' role is of central importance to the planning and co-ordination of actions across the partner agencies and the wider community to improve the environment. The Council's own operational activities are also important as an exemplar of good practice.

Our work within this theme has two distinct but interrelated dimensions: on the one hand, seeking to make the local environment attractive and liveable; on the other, taking all available and realistic steps to tackle resource use, energy efficiency and carbon emissions to reduce Darlington's carbon footprint and impact on the global environment.

Spatial land use planning, a statutory responsibility for the Council, is perhaps the overarching strategy for our environmental work. Securing the proper location and design of new development and transport links has a major impact on both the local and global environmental dimensions of our Greener Darlington work. Continuing to make progress with the preparation of the new Local Development Framework, replacing the old Borough of Darlington Local Plan with an up-to-date planning policy framework addressing contemporary environmental issues, is a major priority for the Council.

Four strategic work strands relating to climate change, transport, environmental maintenance and design are all underpinned by the fifth strand reflecting the critical requirement under this theme to win hearts and minds to bring about changes in environmental perception and behaviour. The success of the Local Motion social marketing programme to influence travel choices demonstrates the potential for change, but the challenge for the Council and the Darlington Partnership will be to find ways to fund initiatives at a time of severe resource constraint.

Darlington has strong environmental assets, and the quality of life that the place offers is one of the building blocks of our approach to economic regeneration. We have a record of good practice in maintaining the character of the borough and balancing this with the development needed to achieve a sustainable economy. The green environment network is extensive and the borough boundary includes some distinctive rural landscapes.

The Local Motion and Cycling Demonstration programmes have achieved significant shifts from car to sustainable travel modes, with a 9% reduction in car driver trips, 15% increase in walking and 65% increase in cycling between 2003 and 2006. The effectiveness of the social marketing approach to shifting travel behaviours is being considered in relation to other areas of the Council's work, and the potential for rolling out the approach across the Tees Valley City Region is being considered.

The latest government figures indicate that Darlington's per capita CO<sub>2</sub> emissions average 7.8 tonnes per head. This is amongst the lowest amongst the Tees Valley local authority areas, but earlier data from the Stockholm Institute suggested that the borough's carbon footprint (as distinct from CO<sub>2</sub> emissions) is the highest in the Tees Valley (although well below the national average). The Tees Valley Climate Change Strategy sets challenging targets of 8.75% reduction in CO<sub>2</sub> emissions between 2006 and 2012, and a further 27% reduction from 2012 to 2030.

At the local level, the Darlington Climate Change Strategy sets out a range of actions aimed at both the mitigation of, and adaptation to, the effects of climate change. Waste management is a vitally important environmental function of the Council. The new waste disposal contract due to



start from April 2009 will achieve significant improvements in waste recycling and support work to achieve waste minimisation.

The emerging Local Development Framework and associated supplementary planning documents will establish clear Council planning policies to deliver sustainable development, enhance the physical and natural environment and improve access to local facilities.

A strategy for protecting and enhancing the borough's green infrastructure, embracing the existing Open Spaces strategy and covering countryside, countryside access and allotments is being prepared.

### **The One Darlington and Perfectly Placed Priorities**

Our proposals under this theme respond to both SCS priorities. As with the Prosperous theme, work is primarily focused, through the 'place shaping' role, on strengthening Darlington's place characteristics, but in ways that contribute to narrowing disparities in quality of life.

An attractive, well-maintained environment, a sufficient supply of high quality and affordable housing, and good leisure and cultural facilities help to attract the investment that drives greater prosperity. Sustainable transport choices open up accessibility to jobs and facilities, and potential health benefits. A good network of green spaces, wildlife reserves and rights of way places access to nature on people's doorsteps. Allotments allow people to grow their own food, with both environmental and health benefits.

The 'Perfect Place' in the contemporary world is one which is reducing its carbon footprint and managing waste effectively, for the benefit of the local and global environment and for the long-term well-being of not only 'One Darlington', but 'One Earth'.

### **Long-term outcomes and short-term targets**

The headline outcomes to be delivered over the lifetime of the SCS in order to ensure progress towards the One Darlington : Perfectly Placed vision are set out below.

- Reducing CO<sub>2</sub> emissions in the borough through effective spatial planning, design of new buildings, improved insulation of existing buildings and improved transport networks
- Ensuring that we are prepared to manage risks to individuals, communities and businesses from a changing climate, and to make the most of new opportunities
- Reducing waste generation, and increasing the re-use and recycling of waste

The Local Area Agreement (LAA) 2008-11 incorporates seven targets related to environmental sustainability, agreed with government, to be achieved by March 2011. The targets have been selected to drive progress over the next three years towards the long-term outcomes set out above. The seven LAA targets are included and highlighted in the 'Greener Darlington' section of the target tables in Section 6 of this plan.

The Greener Darlington Theme Group of the Darlington Partnership has developed its action plan focused on the achievement of the LAA targets. The proposals in this Corporate Plan include the actions that the Council can take to contribute to achieving the LAA. A key action for the Council is to support the Theme Group Chair, through the Lead Officer, on planning and co-ordination of

### **Corporate work strands and proposals**

The major strands of proposed work within the Greener Darlington theme are summarised in the following table, along with key delivery proposals. The measures of progress have been selected to provide an overview of performance on the work strand within our performance management framework. Measures of progress linked to the individual delivery proposals are set out in department and service plans, and are not repeated here.

Work Strand/Proposals
<p><b>A low carbon borough tackling climate change:</b> deliver a Climate Change Action Plan, with full stakeholder involvement; reduce Darlington's energy consumption, promote renewable energy, increase resource efficiency through reuse and recycling of waste, and encourage adaptations to alleviate the impact of climate change</p> <ul style="list-style-type: none"> <li>• <b>Delivery Proposals:</b> <ul style="list-style-type: none"> <li>– Implement the Climate Change Action Plan</li> <li>– Deliver Local Development Framework</li> <li>– Implement the new waste disposal contract to achieve targets for landfill reduction</li> <li>– Core Strategy</li> <li>– Review Council energy use to reduce costs and environmental impacts</li> <li>– Assess and reduce the Council's impact on the environment from operational activities, and influence others to adopt good practice (CA recommendation)</li> <li>– Contribute to making Darlington sustainable through design, layout and location of new development</li> <li>– Investigate funding resource availability and accessibility for LSP initiatives to implement Climate Change Action Plan</li> <li>– Develop energy efficiencies within housing stock</li> </ul> </li> </ul>
<p><b>A sustainable transport network:</b> ensure that transport networks support sustainable economic growth and regeneration by tackling congestion, improving accessibility for all and promoting alternative modes of transport to reduce vehicle use and emissions.</p> <ul style="list-style-type: none"> <li>• <b>Delivery Proposals:</b> <ul style="list-style-type: none"> <li>– Develop and implement the new Transport Strategy</li> <li>– Progress the preparation of the third Local Transport Plan (LTP3) to incorporate Greener Darlington principles, and implement</li> <li>– Roll-forward and further develop the Local Motion and Cycle Town sustainable development programmes</li> <li>– Implement Tees Valley Bus Network improvements</li> </ul> </li> </ul>
<p><b>Greener, cleaner Darlington:</b> improve the green infrastructure, enhance biodiversity and promote enjoyment of the environment. Land, air, water and noise pollution will be managed and reduced.</p> <ul style="list-style-type: none"> <li>• <b>Delivery Proposals:</b> <ul style="list-style-type: none"> <li>– Continue to deliver and improve services to provide a clean, green safe environment</li> <li>– Develop and implement the Green Infrastructure Strategy</li> <li>– Improve ownership and pride in local environment through Street Champions and increase overall satisfaction with local area (NI 005)</li> <li>– Promote initiatives across theme groups and partner agencies to increase overall satisfaction with Darlington</li> </ul> </li> </ul>

Work Strand/Proposals
<p><b>Well-designed Darlington:</b> ensure that the location and design of development contributes to sustainability and enhances the quality of the built environment. Ensure that housing development meets local needs and aspirations and promote regeneration of run-down areas.</p> <ul style="list-style-type: none"> <li>• <b>Delivery Proposals:</b> <ul style="list-style-type: none"> <li>– Deliver the Local Development Framework</li> <li>– Complete the Design of New Development Supplementary Planning Document (SPD)</li> <li>– Secure the best possible design of new development, including exemplar incorporation of sustainable design features, particularly through the opportunities provided by: <ul style="list-style-type: none"> <li>▪ Northern Housing Growth Point status</li> <li>▪ Housing improvement schemes</li> <li>▪ Major regeneration projects, including Central Park, the Town Centre Fringe and Lingfield Point</li> </ul> </li> </ul> </li> </ul>
<p><b>Engagement and partnerships for change:</b> pursue programmes to raise awareness and promote sustainable business practices and lifestyle choices, including promotion of long-term behavioural changes, to achieve community support and buy-in to sustainable environmental benefits.</p> <ul style="list-style-type: none"> <li>• <b>Delivery Proposals:</b> <ul style="list-style-type: none"> <li>– Lead the development of an awareness raising programme for all sectors of the community</li> <li>– Review</li> <li>– Stage a Green Fair, potentially as an annual event</li> <li>– Establish a match funding grant scheme to support delivery of awareness raising projects (e.g. GONE Sustainable Schools)</li> <li>– Residents' access to energy efficiency information</li> <li>– Share energy efficiency good practice through Street Champions</li> </ul> </li> </ul>

### Greener Darlington - performance management

The performance indicators listed below will be utilised to measure the Council's overall progress within the Greener Darlington theme. Targets for all these indicators are included in Section 6.

Ref:	Description
NI 169	Non-principal classified roads where maintenance should be considered
NI 175	Access to services and facilities by public transport, walking and cycling
NI 188	Planning to adapt to climate change
NI 192	Percentage of household waste sent for re-use, recycling and composting
NI 195	Improved street and environmental cleanliness

### Resources

Greener theme priorities require action across partner agencies and the wider community, as well as Council departments and services to deliver long-term improvements in environmental sustainability. The Council has a key role in leading and promoting action across the community to

bring about the behavioural changes required in all of us to make a difference. At least over the lifecycle of this plan, this will have to be achieved with existing staffing, and the emphasis in the short-to-medium term will be on promotional work, rather than service or project developments requiring major additional funding. We will work with our External Funding Team to pursue the resources required from potential external funding streams as programmes are developed.

A major Council initiative in 2009-10 will be the start of the new waste management contract that will significantly increase recycling in the Borough. The contract, awarded in November 2007 with a 16-month lead-time, will initially cost £0.5M per annum more than the previous arrangements. With rapidly escalating costs of landfill disposal, including strong tax incentives to move to more sustainable waste management, the new arrangements will save the Council an estimated £18m to 2020.

## **Safer Darlington**

### **Introduction**

The Council is committed to continuing to work with partners through the Crime and Disorder Reduction Partnership to make Darlington even safer. During the last few years the Council has made significant headway in supporting the community safety agenda, driving forward and managing a range of ground breaking initiatives. These include the Family Intervention Project and Safer Schools Project, as well as a host of other initiatives to support communities.

We have a proven track record of working in partnership to tackle the root causes of crime, anti-social behaviour, and the harm caused by substance misuse including alcohol. During the last twelve months crime has reduced. We are not complacent, however, and recognise that much more needs to be done to address a range of issues including domestic abuse, alcohol misuse and those relatively low level anti-social behaviour problems which impact significantly on the everyday lives of residents.

Crime in Darlington continues to fall and the numbers of young people entering the criminal justice system for the first time is reducing. However the council is aware that residents remain concerned about anti-social behaviour and its impact on both themselves and the wider community. We will continue to work with communities and partners to implement a range of new initiatives through the Youth Crime Action Plan to address these concerns.

The impact of alcohol on communities remains a key priority. This year the Borough's alcohol strategy was refreshed and Darlington was successful in bidding to host the North East Regional Alcohol Office within the Borough, led through the Drug and Alcohol team.

Domestic Abuse remains a key concern. More people are coming forward to report incidents. This is a positive result, but the number of people being subject to repeat incidents remains at unacceptable levels. In response to this we have established a Multi-Agency Risk Assessment Conference (MARAC) which brings together a range of partners to develop interventions to support those individuals, predominately women, who are most at risk of repeat victimisation

Progress over the past year includes:

- An 11% reduction in total crime for the 12 months up to October 2008.
- Resources have been secured to develop our approach to tackling anti-social behaviour in local communities, with staff being deployed to address problems at the heart of local communities.
- The Borough's Domestic Abuse Team gave support to over 700 victims of domestic violence.
- A Multi-Agency Risk Assessment Conference (MARAC) has been established to support victims of domestic abuse.
- A range of initiatives and activities have been delivered through the Youth Service to deter young people from engaging in crime and anti-social behaviour

- Darlington was successful in bidding to host the North East Regional Alcohol Office

### **One Darlington and Perfectly Placed Priorities**

Reducing crime and making people feel safer underpins the “One Darlington and Perfectly placed priorities. The “One Darlington” priority is about making people feel safer and addressing the underlying causes linked to offending behaviour. The Safer theme has clear linkages to the Aspiring theme. We need to ensure that young people have opportunities to thrive in life, so reducing the likelihood of them becoming involved in crime; and we need to support and provide holistic interventions to support both young people and adults already in the criminal justice system to reduce the chances of them reoffending.

Creating communities where there is less crime and anti-social behaviour clearly contributes to the “perfectly placed “theme. Within the Borough some communities suffer higher levels of crime than others. Through the work of the Crime and Disorder Reduction Partnership we will reduce the gap between those wards suffering the highest levels of crime and those wards with less crime, thus making communities safer.

### **Long-term outcomes and short-term targets**

The headline outcomes to be delivered over the lifetime of the SCS in order to ensure progress towards the One Darlington : Perfectly Placed vision are set out below.

- Dealing effectively with offenders to minimise the number who go on to commit repeat offences
- Tackling domestic violence to minimise repeat incidents, and reducing the number of alcohol-related violent incidents
- Reducing the fear of crime and anti-social behaviour, and narrowing the gap between people’s perceptions and actual levels of offending behaviour in Darlington

The Local Area Agreement (LAA) 2008-11 incorporates seven targets related to crime and disorder, agreed with government, to be achieved by March 2011. The targets have been selected to drive progress over the next three years towards the long-term outcomes set out above. The seven LAA targets are included and highlighted in the ‘Safer Darlington’ section of the target tables in Section 6 of this plan.

The Crime and Disorder Reduction Partnership (Safer Darlington Theme Group of the Darlington Partnership) has developed its action plan focused on the achievement of the LAA targets. The proposals in this Corporate Plan include the actions that the Council can take to contribute to achieving the LAA.

### **Corporate work strands and proposals**

The major strands of proposed work within the Safer Darlington theme are summarised below, along with key delivery proposals. Tackling drug and alcohol abuse is integral to all of the work strands, as a major causative factor underlying much crime and disorder in the borough. this strand is actually woven through the other five strands – reducing the harm caused by illegal drugs and alcohol cuts across all our Safer Darlington work.

Work Strand/Proposals
<p><b>Violent crime and disorder in the night-time economy:</b> working with partners to implement the Borough's Alcohol Strategy to reduce the prevalence of alcohol-related crime and disorder which occurs primarily within Darlington Town Centre.</p> <ul style="list-style-type: none"> <li>• <b>Delivery Proposals:</b> <ul style="list-style-type: none"> <li>– Co-ordinate and monitor improvement actions to be led by the Darlington Drug and Alcohol Action Team, Durham Constabulary and Darlington Primary Care Trust, including the implementation of the Darlington Alcohol Strategy</li> <li>– Improve information sharing with Health Partners including introduction of the 'Cardiff Model'</li> <li>– Promote Responsible Drinking codes and the Responsible Alcohol Sales Code</li> </ul> </li> </ul>
<p><b>Reducing offending:</b> working with partners to prevent and deter those individuals on the cusp of offending or engaging in anti-social behaviour; ensuring support services are available to young people and their families to improve their life chances and opportunities, including addressing the part played by drug and alcohol misuse in offending behaviour.</p> <ul style="list-style-type: none"> <li>• <b>Delivery Proposals:</b> <ul style="list-style-type: none"> <li>– Continue to develop the work of the Crime and Disorder Reduction Partnership to ensure effective delivery at both strategic and operational levels</li> <li>– Complete the Joint Strategic Intelligence Assessment, refresh and implement the Community Safety Plan and linked delivery plans</li> <li>– Continue to develop a robust partnership approach to the effective management of offenders within the Criminal Justice System and Community</li> </ul> </li> </ul>
<p><b>Domestic Abuse:</b> raising awareness of the impact of domestic abuse and reducing its prevalence, ensuring children and families kept safe and supported; raising awareness of the impact of domestic abuse, increasing reporting rates and ensuring appropriate intervention against perpetrators; and working with partner agencies and the voluntary sector to ensure support services are available to support victims of domestic abuse and serious violent crime.</p> <ul style="list-style-type: none"> <li>• <b>Delivery Proposals:</b> <ul style="list-style-type: none"> <li>– Review existing multi-agency service provision to maximise effectiveness and make best use of resources</li> <li>– Establish and develop links with business and industry to raise awareness of domestic abuse, developing policy and procedures to protect workforces</li> <li>– Explore the potential for engaging diverse communities to raise awareness of the domestic abuse and the available support services</li> <li>– Continue to develop effective means of raising awareness of the harm caused by domestic abuse through a range of media</li> <li>– Develop and support a women's group, bringing together survivors of domestic abuse to help shape and inform future service delivery</li> </ul> </li> </ul>

<b>Work Strand/Proposals</b>	
<p><b>Anti-social behaviour:</b> working with the community and partners to develop sustainable solutions to persistent anti-social behaviour problems, maximising opportunities within communities to work with residents in developing shared actions.</p> <ul style="list-style-type: none"> <li>• <b>Delivery Proposals:</b> <ul style="list-style-type: none"> <li>– Implement the Youth Crime Action Plan</li> <li>– Develop the Safer Streets Initiative, ensuring those communities suffering from ASB receive support and visible action</li> <li>– Raise public confidence by ensuring communities receive feedback, via a range of mediums, on actions taken to tackle ASB</li> <li>– Launch the ‘Think Families’ programme, ensuring families and children at risk of offending or engaging in ASB receive additional specialist support based on need</li> <li>– Develop a programme of evening activity to divert young people away from ASB</li> <li>– Develop a reparation programme for young people who commit environmental crime</li> </ul> </li> </ul>	
<p><b>Public reassurance:</b> working with partners and the community to improve support to victims, promoting public confidence and improving people’s feeling of safety; continuing to develop local mechanisms for engaging and communicating with communities about issues of concern.</p> <ul style="list-style-type: none"> <li>• <b>Delivery Proposals:</b> <ul style="list-style-type: none"> <li>– Develop appropriate local responses to the Government’s proposals arising from the “Neighbourhood to the National” Green Paper, particularly in relation to developing confident communities</li> <li>– Manage the partnership communications network to the best effect, making good use of all available media/outlets to communicate positive reassurance about crime and safety in our communities</li> <li>– Ensure diverse groups are included in community safety activity to improve engagement and ensure all have the opportunity to inform, influence and shape service delivery</li> <li>– Ensure victims of crime receive appropriate support; improve and build the capacity of Victim Support within the borough and develop stronger links between the CDRP and Victim Support</li> </ul> </li> </ul>	

### **Safer Darlington - performance management**

The performance indicators listed below will be utilised to measure the Council's overall progress within the Safer Darlington theme. Targets for all these indicators are included in Section 6.

<b>Ref:</b>	<b>Description</b>
NI 016	Serious acquisitive crime rate
NI 017	Perceptions of anti-social behaviour
NI 032	Repeat incidents of domestic violence
NI 040	Number of drug users recorded as being in effective treatment
NI 047	People killed or seriously injured in road accident casualties

## **Resources**

The Council has for many years allocated significant levels of resources to promote community safety and reduce fear of crime. Direct Council spending on services within the Safer theme is largely non-statutory. The Council's strong commitment to this theme is evidenced through the maintenance of discretionary services entering a period of extreme pressure on councils' funding and services. Efficiency improvements of £0.1M per annum are planned, without detrimental impact on front-line services.



## Section 4: Enhancing Our Capacity

### Introduction

Section 3 is about what the Council will do to play its part in achieving the 'One Darlington : Perfectly Placed' vision over the next four years. Section 4 focuses what we will do to continue developing the Council's organisation and capacity so that we are able to deliver our commitments to the vision.

'Enhancing our capacity' revolves around the continuing implementation of our 'Leading Edge' Organisational Development Strategy, although some of the proposals included in this section fall outside the scope of 'Leading Edge'.

The Council's five corporate objectives provide the overall framework for the section. These are:

- **Shaping a Better Darlington** – focusing on delivering strategic outcomes for the borough
- **Providing Excellent Services** – focusing on improving service delivery and outcomes
- **Putting the Customer First** – focusing on quality and responsiveness to customers
- **Ensuring Access for All** – focusing on equalities, fair access and fair outcomes
- **Enhancing our Capacity to Improve** – focusing on efficiency and value for money

**One Darlington and Perfectly Placed Priorities:** the One Darlington and Perfectly Placed priorities have been designed to shape and guide work within the themes, and their influence is outlined under each theme heading in Section 3.

There are also numerous ways in which the Council's decisions about how it operates and continues to improve as an organisation can progress the two priorities. For example:

- with a revenue budget of £135.5 million for 2009/10, the Council's procurement decisions on goods and services can have a significant impact on retaining and generating prosperity in the local economy;
- fair recruitment policies and practices are designed to ensure that people from all parts of the community have equality of opportunity in gaining employment with the Council, helping to narrow the employment and prosperity gaps across the community
- procurement and contract requirements related to targeted employment can benefit workless people and disadvantaged groups or neighbourhoods through employment and skills training;
- other financial policies and decisions have a big impact on quality of life for people on lower incomes, such as the affordability of healthy leisure activities;
- the impact of HR policies and practices on the skills, culture and ethos of the Council's 5,300 staff have a major effect on everything from attracting investment and jobs into the borough, to engagement with local people through front-line staff.

The Council recognises that its organisational development programmes can have major effects on the well-being of the wider community, and takes these effects into consideration.

**Background and current position:** the key components of our approach to ongoing organisational development have been described in Sections 1 and 2. At the heart of our approach is the Leading Edge Organisational Development Strategy, which recognises the four main ways in which the Council needs to work to fulfil its 'place-shaping' role are illustrated in the 'egg' diagram in Section 1.

'Place shaping', leading change and service provision across all the agencies working in Darlington through the Darlington Partnership, will become even more central to our progress and reputation when the Comprehensive Performance Assessment gives way in 2009/10 to the Comprehensive Area Assessment. This key audit of progress will focus, not on the Council, but on Darlington as a whole.

The current focus of the place-shaping role revolves around providing leadership and support, through theme group chairs and lead officers, for the achievability analysis, action planning and inter-agency co-ordination required to deliver the Local Area Agreement and make progress towards the One Darlington : Perfectly Placed vision.

The Leading Edge Strategy is being pursued through five main strands of work – these are:

- Community Engagement
- Communications
- Human Resources
- ICT
- Business Transformation

These five strands consolidate the planning framework provided by the corporate objectives in this section. Most of the proposals are linked to the five strands. There are, however, other aspects of our capacity building work that do not fall readily within the scope of 'Leading Edge'. These include the continuing development of our equalities and social inclusion programmes, and initiatives to address the impact of the economic downturn on our resources and services. A sixth strand, 'Supporting Proposals', accommodates these aspects in the planning framework.

#### Corporate work strands and proposals

Work Strand
<b>Community engagement:</b> building the capacity within the organisation and within neighbourhoods and communities of interest to translate customer needs into action, ensuring customer services become first class, and engaging staff in the development of plans and services.
<b>Communications:</b> developing and communicating a shared and compelling unique selling point for Darlington, fostering genuine two-way communication internally, externally and with partners, and raising the profile of Darlington and the Council regionally and nationally; proposals relating to the development of the 'place-shaping' role are included within this strand.
<b>Human resources:</b> ensuring managers manage and leaders lead, empowering staff to deliver excellent customer services and developing relationship management as core competency, driven by the corporate HR Strategy 2007-12, 'Leading Edge – Leading People'.
<b>ICT:</b> facilitating first rate intelligence through data and knowledge management, supporting our staff to help customers through maximising mobile working, and increasing opportunities for self service.
<b>Business transformation:</b> maximising the talents of our staff in the support and delivery of projects and design of services, eliminating waste, duplication and processes that do not add value or are not necessary for the public, and transforming service areas in priority order of potential to improve value for money; the impact of the economic downturn on services is a key current driver within this strand.
<b>Supporting proposals:</b> covering the continuing development of our approach to equalities and social inclusion in accordance with the 'One Darlington' perspective on 'narrowing the gaps'; fulfilling the Council's 'place-shaping' role to provide leadership and support to the LSP on delivery of One Darlington : Perfectly Placed through the Local Area Agreement; and responses to the economic downturn.

## Delivery Proposals

Shaping a Better Darlington		
<b>Community Engagement</b>	<ul style="list-style-type: none"> <li>Democratic engagement – improve engagement in democratic processes and introduce participatory budgeting</li> <li>Update and deliver the Third Sector Strategy</li> </ul>	Corporate Chief Executive
<b>Business Transformation</b>	<ul style="list-style-type: none"> <li>Review and implement energy efficiencies to reduce environmental impacts and costs</li> <li>Complete on the closure of the Pilot Local Area Agreement</li> </ul>	Corporate Chief Executive
<b>Supporting Proposals</b>	<ul style="list-style-type: none"> <li>Work with partners and stakeholders to pursue measures to limit the detrimental impacts of economic recession and the credit crunch on the local economy and on regeneration programmes and projects</li> <li>Work with partners across all LSP theme groups to support planning for achievement of LAA targets</li> <li>Provide Lead Officer and other support to the LSP Theme Group Chairs to ensure co-ordinated action focused on achieving the targets for the in the Local Area Agreement 2008-11</li> </ul>	Chief Executive Children's Community Corporate

## Shaping a better Darlington - performance management

The performance indicators listed below will be utilised to measure the Council's overall progress against the Shaping a Darlington objective. Targets for these indicators are included in Section 6.

Ref:	Description
NI 003	Civic participation in local area
NI 159	Supply of ready to develop housing sites
LI 0001	Percentage of new homes built on previously developed land
LI 0004	Average unemployment rate of 5 wards with highest rates compared to 5 lowest
LI 0302	Percentage of trips by Darlington residents made by car
LI 0814	Percentage of residents saying their neighbourhood has got better in last 2 years

Providing Excellent Services		
<b>Community Engagement</b>	<ul style="list-style-type: none"> <li>Improve customer satisfaction across all work strands</li> <li>Improve welfare benefit take-up</li> </ul>	Corporate

Providing Excellent Services cont.		
<b>Business Transformation</b>	<ul style="list-style-type: none"> <li>• Support the delivery of departmental service improvement projects</li> <li>• Explore feasibility/value of developing a corporate debt policy</li> <li>• Carry out a project to align the Local Taxation and Housing Benefits services</li> <li>• Review and refocus all services to take account of the increasingly older age profile of the population, to ensure the needs and aspirations of older people are considered</li> <li>• Reduce avoidable contact time (NI 014)</li> <li>• Implement the Corporate Information Governance Action Plan</li> <li>• Progress and implement the Capital Projects Review across all service areas</li> </ul>	Corporate Community Children's Chief Executive
<b>Supporting Proposals</b>	<ul style="list-style-type: none"> <li>• Progress the renewal of the corporate Performance Management Framework, including completing collection of the first full year of National Indicator data; review protocols with partners; and establishing effective quarterly review process for the renewed framework</li> <li>• Follow-up on the completion of the first Place Survey with analysis, dissemination and review of performance/engagement issues and targets</li> <li>• Maintain the capacity and effectiveness of services, working with partner agencies, to meet the additional demands of local people and businesses affected by economic circumstances</li> </ul>	Chief Executive Children's Community Corporate

### Providing excellent services - performance management

The performance indicators listed below will be utilised to measure the Council's overall progress against the Providing Excellent Services objective. Targets for these indicators are included in Section 6.

Ref:	Description
NI 157	Processing of planning applications – major/minor/other
NI 183	Impact of Council trading standards services on fair trading environment
LI 0400	Percentage of citizens satisfied with the overall service provided by the Council
LI 0408	Percentage of complaints that go from Stage 1 to Stage 2
LI 3011	Percentage of invoices paid on time

Putting the Customer First		
<b>Communications</b>	<ul style="list-style-type: none"> <li>Develop social marketing initiatives to communicate key issues</li> </ul>	Chief Executive
<b>Community Engagement</b>	<ul style="list-style-type: none"> <li>Roll out a programme of Talking Together events, supporting the use of the brand across the Council</li> </ul>	Chief Executive Corporate Community Children's
<b>Business Transformation</b>	<ul style="list-style-type: none"> <li>Continue to develop and improve contact arrangements for access to services, making use of the ICT capability available through Xentrall</li> </ul>	Corporate

### Putting the customer first - performance management

The performance indicators listed below will be utilised to measure the Council's overall progress against the Putting the Customer First objective. Targets for these indicators are included in Section 6.

Ref:	Description
NI 004	Percentage of people who feel they can influence decisions in their locality
NI 005	Overall/general satisfaction with the local area
NI 014	Reducing avoidable contact: minimising low/no value customer contact
LI 0810	Percentage of people who feel they can influence community partnerships decisions

Ensuring Access for All		
<b>Human Resources</b>	<ul style="list-style-type: none"> <li>Deliver enhanced training equalities training</li> </ul>	Chief Executive Corporate
<b>Community Engagement</b>	<ul style="list-style-type: none"> <li>Engage with older people around the issue of 'age-proofing' of services to ensure that the needs and aspirations of an increasing older population are addressed</li> <li>Enhance engagement with children, young people, families and carers</li> </ul>	Chief Executive Community Children's
<b>Communications</b>	<ul style="list-style-type: none"> <li>Provide improved information, advice and guidance to children and young people</li> </ul>	Chief Executive Children's
<b>Supporting Proposals</b>	<ul style="list-style-type: none"> <li>Deliver exemplary work on social inclusion, equalities and customer focus</li> <li>Narrow the inequalities gaps in disadvantaged communities</li> </ul>	

Ensuring Access for All cont.		
<b>Supporting Proposals – cont.</b>	<ul style="list-style-type: none"> <li>• Ensure that Equalities Impact Assessment is carried out effectively and reported to fully inform decisions on all policy and programme development</li> <li>• Review and refocus equalities priorities in relation to the new national Equalities Framework</li> <li>• Review and refocus priorities for social inclusion, building on the success of 'All Together Now' to address current local issues and needs</li> </ul>	Chief Executive Children's Community Corporate

### One Darlington – assessing the equalities impact of improvement proposals

In Section 1 of this plan we highlighted the Council's approach to ensuring that the impact of new policies and proposals, both positive and negative, on the interests of those groups in the community at risk of disadvantage, discrimination and deprivation are identified in the planning process and reported to Members in the decision-making process.

The above table of proposals for 'Ensuring Access for All' references our plans to review and overhaul our equalities framework in line with anticipated national changes and the 'narrowing the gaps' driver embedded in the One Darlington perspective. We also need to ensure that in our department and service planning, and in the development of detailed policies and proposals, the potential impact on people most at risk of disadvantage is assessed and reported through the decision-making process. We have developed good practice in impact assessment, but it must be maintained and enhanced, with consideration given to equalities impacts as an integral part of the development of proposals from first steps, and not only as consultation on draft proposals.

It is not appropriate to carry out impact assessment on the proposals in this plan, as they will all be given more detailed consideration in service plans and in detailed designs/specifications. The role of this plan is to emphasise that all of the proposals in Sections 3 and 4, and the budget savings proposals in Section 5, will be subject to assessments, either as part of a service plan or as detailed specifications are drawn-up.

### Ensuring access for all - performance management

The performance indicators listed below will be utilised to measure the Council's overall progress against the Ensuring Access for All objective. Targets for these indicators are included in Section 6.

Ref:	Description
NI 001	Percentage of people who believe people from different backgrounds get on well
NI 140	Fair treatment by local services
LI 0802	Number of racial incidents recorded by the Council per 100,000 population
LI 3007	Ethnic minority representation in the workforce - employees

Enhancing Our Capacity to Improve		
<b>Community Engagement</b>	<ul style="list-style-type: none"> <li>Evaluate community engagement to establish benefits and VfM</li> </ul>	Chief Executive
<b>Human Resources</b>	<ul style="list-style-type: none"> <li>Progress review of accommodation and modern ways of working</li> <li>Reduce sickness absence</li> </ul>	Corporate
<b>ICT</b>	<ul style="list-style-type: none"> <li>Carry out a fundamental review of ICT infrastructure</li> </ul>	Corporate
	<ul style="list-style-type: none"> <li>Examine ICT requirements for review of accommodation and modern ways of working</li> </ul>	
<b>Supporting Proposals</b>	<ul style="list-style-type: none"> <li>Implement the Comprehensive Area Review within Darlington</li> </ul>	Chief Executive
<b>Business Transformation</b>	<ul style="list-style-type: none"> <li>Deliver the efficiency savings identified in the 2009-13 medium term financial planning process</li> <li>Relocate public protection services out of Houndgate</li> <li>Deliver the Xentrall Transition Plan to achieve savings and risk management benefits</li> <li>Improve awareness and application of recognised procurement practices to enhance value for money</li> <li>Effectively co-ordinate consistent and regular reporting on project progress and status to the Leading Edge Programme Board</li> <li>Continue to deliver internal Project Management and Change Management training to the wider organisation</li> <li>Effectively challenge and prioritise potential areas of business improvement across the organisation</li> <li>Promote cross-departmental working to help maximise potential efficiencies opportunities</li> <li>Develop and implement an agreed approach to the realisation of efficiency savings</li> <li>Identify and develop further opportunities for savings within the Council's administrative services</li> </ul>	Corporate Chief Executive Community Children's

## Enhancing our capacity to improve - performance management

The performance indicators listed below will be utilised to measure the Council's overall progress against the Enhancing Our Capacity to Improve objective. Targets for these indicators are included in Section 6.

Ref:	Description
NI 179	VfM– total net value of ongoing cash releasing gains impacting since 2008/09
LI 0003	Darlington's share of external funding awarded to Tees Valley boroughs
LI 0412	Overall percentage improvement in National Performance Indicators
LI 0417	Data Quality – score from Audit Commission (PwC) under Data Quality KLOE
LI 0504	Value of cashable savings identified & delivered through Leading Edge projects
LI 0601	Actual spend committed against pre-established contracts as % non-pay spend
LI 3005	Working days lost due to sickness absence

## Resources

In overall terms our organisational development work will continue to be delivered from within existing resources. The principal resource requirements relate to staffing, and the establishment in recent years of the small Leading Edge Programme Office and the Procurement Team has provided the secured the skills and capacity needed to lead and co-ordinate work on the five strands of the Leading Edge strategy. This investment in organisational development was consolidated in 2007/08 by bringing together staff from elsewhere in the organisation to create the Connecting With Communities Team to drive forward the Council's commitment to enhanced community engagement at the heart of its planning and decision-making.

In general any significant financial investment in organisational development will be secured through 'Invest to save' proposals. The more significant resource perspective relating to this theme is that its work, particularly through the Business Transformation strand, is aimed at delivering new ways of working and efficiencies that generate savings and free-up resources for re-investment in accordance with priorities.

This efficiencies and value for money dimension of Leading Edge is particularly under the spotlight in the current medium-term planning cycle. Section 4 of this plan describes the substantial efficiency savings that are required as result of the effects of the economic downturn on the Council's resources, in order to deliver a budget within the available resources that nevertheless remains focused on delivering our key priorities. The work to deliver these savings, amounting to around £4.7M over the four year planning cycle, will be managed through the Leading Edge programme.



## Section 5: Resourcing Our Services

### The Financial Context

This section of the plan presents our medium-term financial plan (MTFP) for 2009-13. It sets out both revenue and capital allocations to fund our work within the five themes of the sustainable community strategy, and complements the 'Resources' content under each theme heading in Section 3. It also summarises budget allocations by Council department and provides an overview of funding sources.

The Council's financial plans are driven by its long-term vision and strategic objectives, and follow the same four-year cycle, with annual renewal, as its service plans.

This plan has been developed against the backdrop of the most severe global economic downturn for many years, and the Government's financial strategy for responding to medium-term economic projections. The main challenge for the Council is to balance service provision and longer-term ambitions with the level of resources available, including Council Tax.

Sustaining delivery of the vision with fewer resources requires even greater focus on efficiency. The Council's top rating of 4 for value for money indicates a successful track record of delivering high quality services with the lowest council tax in the North East region. The challenge now is to further accelerate the achievement of efficiency improvements.

The Council's main sources of revenue income are Government grants (including National Non-Domestic Rates (business rates), which are pooled nationally and redistributed to local authorities), Council Tax and charges for services. Government grants provide around two-thirds of the Council's total revenue.

The resources available to the Council are therefore heavily influenced by Government fiscal policy. It is clear that the next Comprehensive Spending Review, which will allocate grant and non-domestic rates to councils for the three year period from 2011/12, will place severe pressure on local government spending. Grant income is likely to increase at a much slower rate than in previous years, although funding for education is likely to fare better than other areas. Fees and charges income will remain under pressure and a range of other impacts on income and costs is anticipated. In brief, the medium term scenario for the Council is one of constraints and pressures on its sources of funding at levels not experienced for many years.

The full range of projected pressures is summarised below:

- **Financing costs** – a combination of loss of income from investments due to the recent large reductions in interest rates; the inability to generate capital receipts from asset disposals, due to the credit crunch-induced collapse of the property market; and the cost of increased prudential borrowing required to fund urgent capital schemes. £2.0M
- **Increasing service costs** – including rising energy costs and national insurance increases; and increasing costs within particular services, notably concessionary fares, supported bus services, and contracts with residential care homes. £0.9M
- **Reduced income** – arising from changes in patterns of consumer spending, including car parking revenue and use of arts and leisure facilities; the impact of reduced programmes of engineering work on staff costs; and reduced commercial sponsorship. £1.1M
- **Increased demand for services** – the most prominent in this category include children's transition placements into adult care, the demand for Adult Social Services from an increasingly ageing population; young adults with mental health difficulties; and Darlington Bowls Club. £2.4M

- **Reduction or cessation of external grants** – this category relates to the loss of grant support for services that must nevertheless be maintained, and includes electoral registration, the Fair Share and Supporting People programmes, highways work and reduced turnover in the Building Maintenance service £0.5M

## Revenue MTFP

The initial budget position, based on existing service levels and ambitions set against these projected pressures on resources, is summarised in the following table.

	2009/10 £m's	2010/11 £m's	2011/12 £m's	2012/13 £m's
Total Expenditure	140.468	145.912	150.996	155.826
Total Income	135.501	140.730	145.422	149.985
Initial Gap	4.967	5.182	5.574	5.841

Our principal strategy to close the budget gap has involved a rigorous review of priorities and services to secure savings through efficiencies. Despite the severity of the initial position the objective has been to ensure that sufficient funds are allocated to key priorities and to meet unavoidable pressures, whilst balancing the budget.

## Planning, Prioritisation and Value for Money

The prioritisation that shapes the financial plan is ultimately a decision for the Council's 53 elected Members, who must decide the total budget, Council Tax and allocation of resources to services. Decisions are influenced by the manifesto of the ruling political Group, the democratic mandate and engagement with stakeholders. In this context engagement includes the year-long programme of enquiry, discussion and consultation leading to the development of 'One Darlington : Perfectly Placed', as well as the established annual Community Survey, 'Talking Together' consultations on a wide range of topics (including the budget) and internal scrutiny and challenge.

The Council has a good record, acknowledged by the Audit Commission in the 2008 Corporate Assessment, of establishing and resourcing its priorities. We have developed a creative approach to securing and joining-up external funding sources to address priorities, in the absence of the major additional funding, through the Working Neighbourhoods Fund, that other authorities in the city-region and region receive. We are also recognised as having an excellent approach to use of resources and to providing value for money.

These qualities have been put to the test, and raised to a new level, by the planning and prioritisation process for this MTFP. The challenge has been to ensure that our financial planning continues to address the Council's priorities and to support positive progress towards the long-term vision for Darlington, whilst producing a balanced budget within the sudden and severe constraints on resources.

The overall priorities driving the financial plan are:

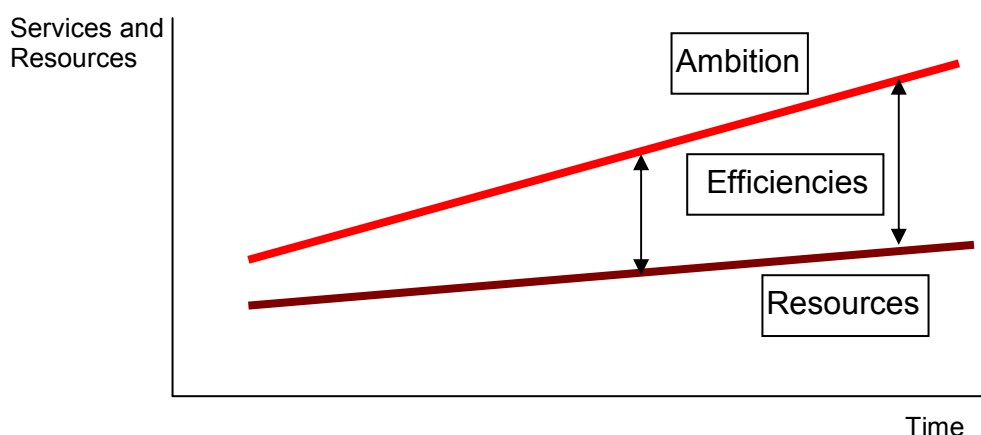
- Maintaining essential services, particularly to the most vulnerable, including those likely to be hardest hit by the economic downturn;
- Setting charges at levels that support strategic aims by encouraging targeted use of services and providing income to help fund services;
- Keeping Council Tax at a level amongst the lowest in the region, balanced against the need to fund essential services;
- Continuing to strive for greater efficiency to bridge the gap between ambition for continuous improvement and resources available;

- Maintaining sound financial management, including safeguarding resources for future service delivery.

Value for money is always a high priority, and the Council is recognised as being amongst the best in the country. The latest available Audit Commission assessment ranks Darlington as one of only two unitary councils across the country with the top rating of 4 out of 4 for value for money. Nevertheless the current situation demands more: efficiency improvements are the key to bridging the between the resources needed to fully fund our ambitions for continuous service improvement and the reality of the resources available to do so. As the simple graph below illustrates, the gap between ambition and resources will continue to widen if we do not take action to achieve efficiencies.

The Council's approach to VfM is two-pronged:

- Large scale initiatives identified through the Leading Edge Organisational Development Strategy and delivered as projects
- Smaller scale initiatives identified through integrated department management of services and resources, delivered as a routine business function.



Our top Value for Money rating, referred to above, reflects the £10M of efficiency improvements achieved over the last four years, helping to ensure that our services are high performing and low cost relative to other local authorities. This plan proposes further efficiency improvements of up to £5M per annum over its four year life cycle, representing 6.5% of the net revenue budget.

These efficiency savings have been identified through a rigorous and iterative process of analysis and challenge across the organisation. They will be extremely difficult to deliver and will involve significant changes to working practices and staffing. The following table summarises the proposed package of savings, which will involve the deletion of some 60 posts over the life cycle of the plan, of which approximately 35 are filled at present.

<b>Efficiency Package Analysis by Department</b>	<b>2009/10 £m's</b>	<b>2010/11 £m's</b>	<b>2011/12 £m's</b>	<b>2012/13 £m's</b>
Children's Services	1.493	1.656	1.668	1.681
Community Services	0.515	1.060	1.268	1.268
Chief Executive's	0.306	0.893	1.144	1.344
Corporate Services	0.350	0.653	0.653	0.648
<b>Total Efficiencies</b>	<b>2.664</b>	<b>4.262</b>	<b>4.733</b>	<b>4.941</b>

The efficiency programme makes significant inroads into the budget gap, but further measures are required to bridge it. The search for efficiencies within existing policy and service levels has therefore been complemented by proposals that will impact on policy and or service levels. The proposals have a total value of around over £0.5M in 2009/10.

The overall result of the proposed efficiency savings and the above changes to services on the budget position is summarised in the table below.

	<b>2009/10 £m's</b>	<b>2010/11 £m's</b>	<b>2011/12 £m's</b>	<b>2012/13 £m's</b>
Original gap	4.928	5.142	5.534	5.801
Less				
Efficiency programme	2.664	4.262	4.733	4.941
Changes to services	0.449	0.588	0.515	0.501
Use of balances	1.814	0.292	0.286	0.359
Revised gap	0.000	0.000	0.000	0.000
Closing Revenue Balances	7.099	6.806	6.521	6.162

### Revenue Budget Allocations

The following table summarises the Council's revenue budget allocations for the period 2009-13 against the five delivery themes of One Darlington : Perfectly Placed. It is important to remember that the Council's funding allocations to the delivery themes are reinforced by allocations from partners. This is particularly the case with the Healthy and Safer Darlington Themes, and the 'Resources' content under each theme heading in Section 3 provides a fuller picture of the funding position.

	<b>2009/10 £m</b>	<b>2010/11 £m</b>	<b>2011/12 £m</b>	<b>2012/13 £m</b>
Prosperous Darlington	10.795	12.697	14.865	16.779
Aspiring Darlington	77.313	78.664	79.408	79.867
Healthy Darlington	34.882	36.410	37.798	39.667
Greener Darlington	8.410	8.891	9.349	9.742
Safer Darlington	4.101	4.068	4.002	3.930
<b>Total</b>	<b>135.501</b>	<b>140.730</b>	<b>145.422</b>	<b>149.985</b>

The above table is a translation of how our revenue budgets will support the community strategy themes. This is because funds are allocated to Council departments to deliver the services and proposals that will contribute to progress within the themes, rather than the themes themselves. Revenue allocations to departments and services are show in the following table.

## Medium Term Financial Plan

	2009/10	2010/11	2011/12	2012/13
	£m	£m	£m	£m
Childrens Services	70.918	72.864	75.252	77.774
Community Services	45.941	47.326	48.963	51.079
Chief Executive	6.947	6.759	6.707	6.659
Corporate Services	9.254	9.046	9.376	9.624
Pre Budget Report National Insurance	0.000	0.000	0.300	0.300
Joint bodies and levies	0.641	0.635	0.605	0.625
Financing costs	3.954	4.851	4.984	4.811
Headroom	0.000	0.250	0.250	0.250
Change Fund	0.100	0.000	0.000	0.000
Leading Edge Efficiencies	(0.440)	(0.709)	(0.729)	(0.778)
Contribution to/(from) revenue balances	(1.814)	(0.292)	(0.286)	(0.359)
<b>Total Expenditure</b>	<b>135.501</b>	<b>140.730</b>	<b>145.422</b>	<b>149.985</b>
<b>Total Resources</b>	<b>135.501</b>	<b>140.730</b>	<b>145.422</b>	<b>149.985</b>
<b><u>Table of Resources</u></b>				
RSG/NNDR	37.784	38.832	39.609	40.401
Council Tax	39.634	41.589	43.613	45.218
DSG	57.983	60.109	62.200	64.366
LABGI	0.100	0.200		
	<b>135.501</b>	<b>140.730</b>	<b>145.422</b>	<b>149.985</b>
<b><u>Balances</u></b>				
<b>Opening balance</b>	<b>8.913</b>	<b>7.099</b>	<b>6.807</b>	<b>6.521</b>
<b>Contribution to/(from) balances</b>	<b>(1.814)</b>	<b>(0.292)</b>	<b>(0.286)</b>	<b>(0.359)</b>
<b>Closing balance</b>	<b>7.099</b>	<b>6.807</b>	<b>6.521</b>	<b>6.162</b>

Council Tax				
<b>Council Tax %</b>	<b>3.5%</b>	<b>4.9%</b>	<b>4.9%</b>	<b>4.9%</b>
<b>Weekly Band A Increase</b>	<b>0.50</b>	<b>0.72</b>	<b>0.76</b>	<b>0.80</b>

## Capital MTFP

This section of the plan concentrates on our proposals for one-off investment in assets (for example, school buildings or road infrastructure) to enable the Council to deliver its contributions to 'One Darlington : Perfectly Placed' more effectively.

The economic recession, referred to extensively at the beginning of this section and elsewhere in the plan, impacts on capital investment at least as severely as on revenue spending because of the specific phenomenon of the 'credit crunch' that lies at the heart of the recession.

Loss of confidence in the credit markets restricts the capacity of business to borrow and invest. The local impact, in relation to the delivery of our vision for Darlington, is complex and multi-faceted. Particularly serious for our capital investment programme is the collapse of the property market, and the consequent inability to generate capital receipts from asset sales to reinvest in capital projects.

The sale of land and property is also a vital component in our economic regeneration strategy to facilitate major development projects bringing private sector investment in economic infrastructure. Looking at the bigger picture of capital investment in Darlington over the last five years, beyond the Council's own programme, this has been by far the biggest component. In the current climate there is considerable uncertainty about the extent to which such investment will continue in the short-to-medium term, although as indicated in the Prosperous Darlington theme content in Section 3, the Council is doing all it can to minimise adverse trends.

However, despite the trends and impacts associated with the credit crunch, and the uncertainties around the overall picture of capital investment in the borough, this Corporate Plan includes a significant Capital MTFP funded by central government. The full details of our plans are set out in the Council's Capital Strategy and in the Departmental Budget Reports incorporated in the MTFP annexe/Budget Book

Most of the Council's capital funding comes from government for investment in specific assets, mainly in accordance with national priorities such as Transport, Children's Services and Housing. Funding is allocated in line with agreed local programmes and subject to the delivery of outcomes. Our programmes and targets are put forward to government through such planning processes as the Local Transport Plan, Schools Asset Management Plan and the Housing Business Plan.

The 'Resources' content under each theme heading in Section 3 gives a brief overview of capital funding. The following table summarises the allocation of the capital resources expected to be available over the planning cycle by community strategy theme.

Heading	2009/10	2010/11	2011/12	2012/13	Total
<b>PROSPEROUS DARLINGTON</b> <span style="float: right;">All figures: £'000s</span>					
● Highway maintenance	1,395	1,530	1,530	1,530	<b>5,985</b>
● Integrated transport	1,582	1,534	1,534	1,534	<b>6,184</b>
● Single Programme schemes:					
○ Town Centre Fringe phase 1	1,500	1,000			<b>2,500</b>
○ Town Centre Fringe phase 2	1,000	1,500	2,500	2,500	<b>7,500</b>
○ Town Centre Fringe phase 3			200		<b>200</b>
○ Faverdale Logistics	300	2,000	1,825	1,825	<b>5,950</b>
○ University	600	475			<b>1,075</b>
○ Northern Cross			1,500	3,350	<b>4,850</b>
<b>Prosperous Darlington Programme Total</b>	<b>6,377</b>	<b>8,039</b>	<b>9,089</b>	<b>10,739</b>	<b>34,244</b>

**Northern Housing Growth Point:** Government has allocated £5.74M of capital (with £446,000 revenue) for schemes within the Tees Valley Housing Growth Point Programme of Delivery in 2009/10 and 2010/11. At the time this plan was prepared, the funding had not yet been disaggregated to local areas within Tees Valley, but additional capital funds will be available for investment, with a likely focusing on facilitating housing development within Central Park, in 2009/10 and 2010/11.

Heading	2009/10	2010/11	2011/12	2012/13	Total
<b>ASPIRING DARLINGTON</b> All figures: £'000s					
● Schools devolved schemes	858	1,398	1,398	1,398	<b>5,052</b>
● Capital improvements to schools	187	187	187	187	<b>748</b>
○ Access initiative			487	748	<b>1,235</b>
○ Other school improvements					
● Major capital projects					
○ Hummersknott					
○ Eastbourne Academy					
○ North Road Primary					
○ Children's centres	381	226			<b>607</b>
○ Private nursery improvements	315	440			<b>755</b>
○ Extended schools		100			<b>100</b>
○ Short breaks for families with disabled children	49	114			<b>163</b>
○ 14-19 diplomas/SEN & disabilities	2,000	6,000			<b>8,000</b>
● Primary Strategy for Change	4,492	7,752	300		<b>12,544</b>
● Schools Planning Team & support costs	243	248	253	258	<b>1,002</b>
● Temporary accommodation	58	58			<b>116</b>
● Children's play programme	1				<b>1</b>
<b>Aspiring Darlington Programme Total</b>	<b>8,150</b>	<b>15,702</b>	<b>2,671</b>	<b>2,671</b>	<b>29,194</b>
<b>GREENER DARLINGTON</b> All figures: £'000s					
● Housing					
○ Energy efficiency	200	200	200	200	<b>800</b>
○ Environmental works		98		767	<b>865</b>
<b>Greener Darlington Programme Total</b>	<b>200</b>	<b>298</b>	<b>200</b>	<b>967</b>	<b>1,665</b>
<b>SAFER DARLINGTON</b> All figures: £'000s					
● Road Safety	37	36			<b>73</b>
<b>Safer Darlington Programme Total</b>	<b>37</b>	<b>36</b>			<b>73</b>

Heading	2009/10	2010/11	2011/12	2012/13	Total
<b>HEALTHY DARLINGTON</b> <span style="float: right;">All figures: £'000s</span>					
<ul style="list-style-type: none"> <li>● Housing <ul style="list-style-type: none"> <li>○ Adaptations 350 360 371 382 <b>1,463</b></li> <li>○ Disabled facility grants 250 250 250 250 <b>1,000</b></li> <li>○ Dinsdale Court 1,660 <b>1,660</b></li> <li>○ Windsor Court IPM 1,000 1,600 <b>2,600</b></li> <li>○ Rockwell House 1,200 <b>1,200</b></li> <li>○ Branksome Hall Drive IPM 1,450 <b>1,450</b></li> <li>○ Ted Fletcher Court 1,400 <b>1,400</b></li> <li>○ Warden Link &amp; sheltered housing 200 200 200 200 <b>800</b></li> <li>○ Private sector improvements 261 261 261 261 <b>1,044</b></li> <li>○ Council housing improvements and planned maintenance 3,842 4,916 4,436 4,570 <b>17,764</b></li> <li>○ Professional fees 250 250 250 250 <b>1,000</b></li> </ul> </li> <li>● Carefirst programme 83 83 83 83 <b>332</b></li> </ul>	<b>10,546</b>	<b>7,920</b>	<b>7,251</b>	<b>5,996</b>	<b>31,713</b>
<b>Healthy Darlington Programme Total</b>					
<b>COUNCIL CAPITAL PROGRAMME TOTAL</b>	<b>25,310</b>	<b>31,995</b>	<b>19,211</b>	<b>20,373</b>	<b>96,889</b>

It is important to emphasise again that the above table shows the Council's planned capital investment, and it is not the complete picture of capital investment in Darlington. Partner agencies have their own investment plans, and these will be particularly significant within the Healthy Darlington and Safer Darlington themes.

As has been previously noted, the Council's contributions to the Greener and Safer themes are primarily revenue-based. The limited capital investment proposals included above reflects the nature of the Council's work in these themes rather than a lack of commitment to delivering outcomes.

The sources of capital funding for the above programme are summarised in the following table.

Funding Source	2009/10	2010/11	2011/12	2012/13	Total
<b>All figures are £'000s</b>					
Capital grants	18,351	24,680	13,483	15,173	<b>71,687</b>
Supported borrowing	4,048	3,615	2,843	2,843	<b>13,349</b>
Departmental Prudential Borrowing	3,870	1,424	459	-	<b>5,753</b>
Housing Revenue Account capital receipts	860	450	450	450	<b>2,210</b>
Revenue Contributions to Capital Outlay	2,189	1,826	1,976	1,907	<b>7,898</b>
Capital receipts	2,097	3,900	3,808	-	<b>9,805</b>
<b>Total Resources</b>	<b>27,010</b>	<b>32,495</b>	<b>19,211</b>	<b>20,373</b>	<b>99,089</b>
Variance	<b>2,200</b>				



## Section 6: Additional Information

### Performance Management

The fifty performance indicators selected to measure progress on delivering the Corporate Plan are listed below and illustrated as a framework overleaf. This framework is designed to give a simple high level view of progress, and to avoid duplicating the detailed arrangements for measuring progress on individual actions set out in department and service plans.

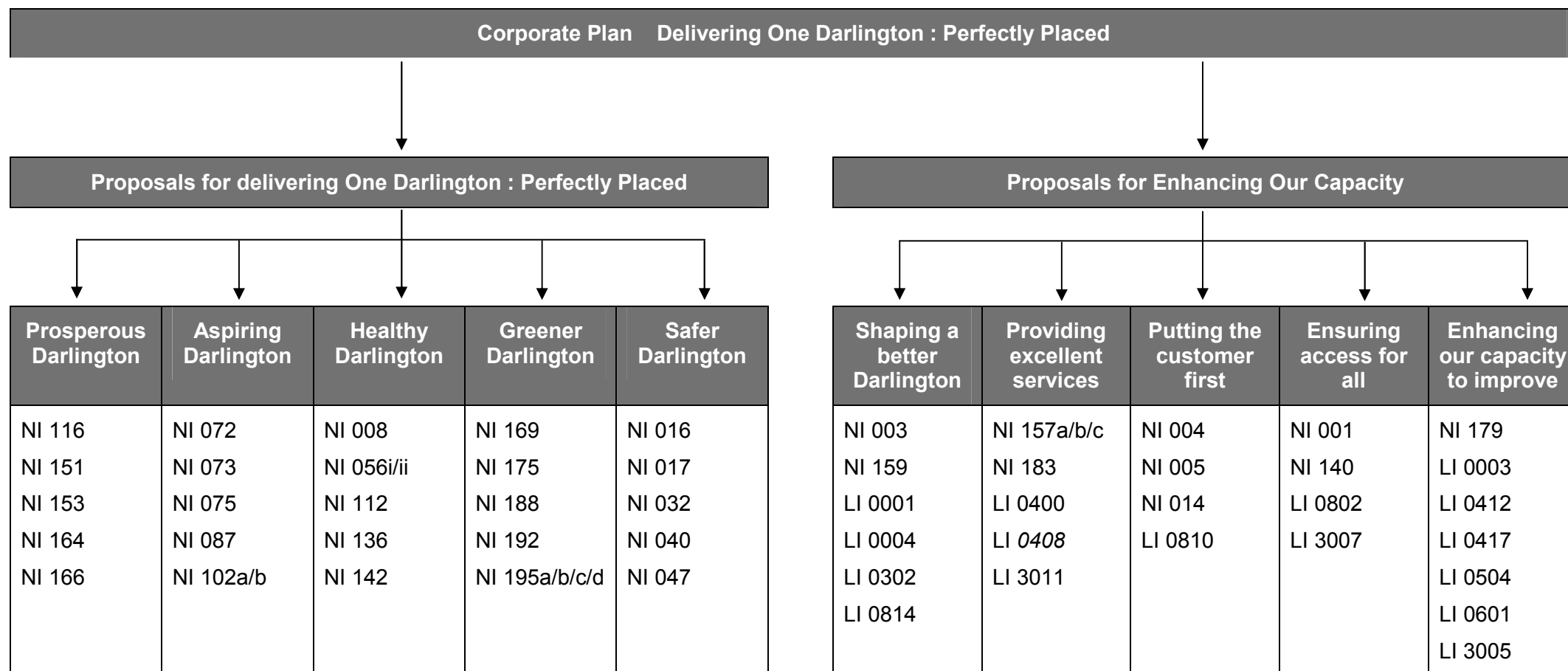
One Darlington : Perfectly Placed		Enhancing Our Capacity	
Prosperous Darlington		Shaping a Better Darlington	
NI 116	Children in poverty	NI 003	Civic participation in local area
NI 151	Overall employment rate	NI 159	Supply of housing sites
NI 153	Out of work claimants in worst areas	LI 0001	New homes built on brownfield land
NI 154	Net additional homes provided	LI 0004	Unemployment – best 5/worst 5 wards
NI 166	Average earnings	LI 0302	Percentage of residents' trips by car
		LI 0814	Residents saying neighbourhood better
Aspiring Darlington		Providing Excellent Services	
NI 072	Early years points achieved	NI 157	Processing planning applications
NI 073	KS2 – level 4+ in English & Maths	NI 183	Fair trading impact/regulatory services
NI 074	KS3 – level 5+ in English and Maths	LI 0400	Citizens satisfied with overall service
NI 075	5+ A-C* GCSE incl. English & Maths	LI 0408	<i>Complaints going from Stage 1 to 2</i>
NI 117	16-18 year-olds who are NEET	LI 3011	Invoices paid on time
Healthy Darlington		Putting the Customer First	
NI 008	Adult participation in sport	NI 004	People feel they can influence decisions
NI 056	Obesity in primary children in year 6	NI 005	Overall satisfaction with local area
NI 112	Change in under 18s conceptions	NI 014	Avoidable contact
NI 136	People supported/live independently	LI 0810	Can influence community partnerships
NI 142	Vulnerable/independent living		
Greener Darlington		Ensuring Access for All	
NI 169	Non-principal roads – maintenance	NI 001	People from diff. Backgrounds get on
NI 175	Non-car access to facilities	NI 140	Fair treatment by local services
NI 188	Adapting to climate change	LI 0802	Recorded racial incidents
NI 192	Household waste sent for re-use	LI 3007	Ethnic minority employees
NI 195	Improved street cleanliness		
Safer Darlington		Enhancing Our Capacity to Improve	
NI 016	Serious acquisitive crime	NI 179	VfM cash releasing gains
NI 017	Perceptions of anti-social behaviour	LI 0003	Share of Tees Valley external funding
NI 032	Repeat domestic violence	LI 0412	Improvement in National Indicators
NI 040	Drug users in effective treatment	LI 0417	Audit Commission Data Quality score
NI 047	Road accident casualties KSI	LI 0504	Leading Edge savings delivered
		LI 0601	Procurement against pre-contracts
		LI 3005	Sickness absence

# Corporate Plan 2009-13: Delivering One Darlington : Perfectly Placed

## Performance Management

Note for Planning and Performance Network, 23<sup>rd</sup> January

The performance management arrangements included in the circulated draft of the next Corporate Plan have been further developed and the following is proposed.



**Performance Targets**

(Targets for all national indicators (NIs), and for those Local Indicators (LIs) included as measures in this plan will be added to the final document following target setting during February. Annual targets for the period 2009-2013 will be set out all NIs and LIs)

## APPENDIX 2

### REVENUE BUDGET MANAGEMENT 2008/09 JANUARY

#### **Projected General Fund Reserve at 31st March 2009**

<b>Medium Term Financial Plan (MTFP) :-</b>	£000	
MTFP Planned Opening Balance 1/4/2008	9,226	
Approved net contribution from balances 2007/08	(1,641)	
Planned Closing Balance 31/03/09	7,585	
Decrease in opening balance from 2007/08 results	(296)	(1)
Additional resource allocation approvals 2008/09		
2007/08 Additional Procurement Savings	(68)	(2)
Concessionary Fares Scheme	(200)	(3)
Darlington & District Bowls Club	(38)	(4)
Revitalisation of Covered Market	(29)	(5)
Projected corporate underspends / (overspends) :-		
Joint Board & Levies	(26)	
Financing Costs	144	
Reduced Superannuation Rate	208	
Energy Costs	(287)	
Support Service Recharges to HRA	156	
Leading Edge Savings	(122)	
LABGI Grant received Feb 09	463	
	7,490	
Additional Departmental Resources Revised MTFP	(586)	
Projected General Fund Reserves at 31st March 2009	6,904	
Corporate Balances Transferred to General Fund Reserves		
Insurance Reserve	1,000	
Pensions Reserve	700	
Various Small Balances	260	
Increased Area Based Grants	49	
<b>Revised Projection of General Fund Reserve available 31/03/2009</b>	<b>8,913</b>	

1. Reported in 2007-08 Out-turn to Cabinet 8th July
2. Approved in 2007-08 Out-turn Report, Cabinet 8th July
3. Approved by Cabinet 8th July
4. Approved by Cabinet 22nd September
5. Approved by Cabinet 4th November

	Additional Resources MTFP Feb 2009	Projected Variance at 31/03/09
Children Services	36	0
Community Services	575	0
Chief Executive	(31)	0
Corporate Services	6	0
<b>TOTAL</b>	<b>586</b>	<b>0</b>

# APPENDIX 3

## MEDIUM TERM FINANCIAL PLAN 2009-13 RISK ASSESSMENT TO DETERMINE MINIMUM PRUDENT GENERAL RESERVE

Type	Risk	Consequence	Scale	Financial loss £M	Likelihood %	Annual risk £M	Period (years)	Where provided	Reserve required £M
Economy	Deeper / longer recession	No growth in Council Tax base	£0.4M per 1% reduction	0.4	80	0.320	4	Base revenue budget	
	Deeper / longer recession	Lower Council Tax base	£0.4M per 1% reduction	0.4	10	0.040	3	Reserves	0.120
	Deeper / longer recession	Lower collection of Council Tax;	£0.4M per 1% reduction	0.4	25	0.100	3	Reserves	0.300
	Deeper / longer recession	Reduced revenue income: - Leisure Parking Planning Property	£0.075M per 1%; assess risk of further 10% (£0.2M reduction in base budget)	0.8	15	0.120	3	Reserves	0.360
	Deeper / longer recession	Failure of significant service-provider contractors	£20M p.a. corporately; assess risk of 2.5% increase	0.5	20	0.100	4	Reserves	0.400
	Deeper / longer recession	Unable to realise capital receipts	£11M	1.1	90	1.000	4	Base revenue budget	
	Interest rates reduce	Lower investment interest	£0.4M per 1% reduction	0.4	90	0.360	2	Base revenue budget	
	Interest rates reduce further than budgeted	Lower investment interest	£0.4M per 1% reduction	0.4	10	0.040	2	Reserves	0.080
	Break insurance long term agreement	Increase in revenue costs		0.5	50	0.250	4	Reserves	1.000

### APPENDIX 3

Type	Risk	Consequence	Scale	Financial loss £M	Likelihood %	Annual risk £M	Period (years)	Where provided	Reserve required £M
	Energy costs significant further increases	Higher annual revenue costs		0.4	20	0.080	3	Reserves	0.240
	Reduced Government grants	Lower annual revenue resources	£0.360M per 1%	0.4	25	0.100	2	Reserves	0.200
Employment	Higher pay settlements	Higher costs across all services;	General Fund exc. Schools £0.5M per 1%	0.5	20	0.100	4	Reserves	0.400
	Single Status potential claims	One-off costs	£10M	10	10	1.000	1	Reserves	1.000
	Flu pandemic or similar event	Increased employee absence requiring cover at extra cost	£0.5M per 1% of employee costs	0.5	15	0.075	1	Reserves	0.075
Services	New Children's care packages	Higher costs	Average £0.1M per case; 5 cases	0.5	20	0.100	4	Reserves	0.400
	Social care overspends	Higher annual revenue costs		1.0	15	0.150	3	Reserves	0.450
	Other revenue overspends	Higher annual revenue costs		0.5	10	0.050	3	Reserves	0.150
	Capital overspends	Fund from revenue (no capital resources available)	One-off	3.0	10	0.300	1	Reserves	0.300
General	Planned savings not achieved	Higher annual revenue costs	£0.6M per 10%	0.6	15	0.090	4	Reserves	0.360
	Corporate manslaughter	Unlimited fine	Assess risk of £10M fine	10.0	1	0.100	1	Reserves	0.100
Total General Reserve requirement									5.935

**The recommended Prudent Minimum General Reserve Required to Meet Assessed Financial Risks is £6M**

## APPENDIX 4

### KEY ASSUMPTIONS USED IN PROJECTED RESOURCES AND EXPENDITURES 2009-13

<b>Factor</b>	<b>Assumption</b>
<b>Resources</b>	
Council Tax base	No growth in Council Tax base in 2010/11, 2011/12 & 2012/13
Council Tax base	Council Tax base for 2009/10 as per Report to Cabinet
Council Tax	Council Tax increases 3.5% in 2009/10 and 4.9% per annum thereafter.
Council Tax collection	99% collected
Government Grants	Government grants for 2010/11 as indicated in 3 year settlement
Government Grants	Increase in general government grant of 2% in 2011/12 & 2012/13
Government Grants	Direct Schools Grant 3.5% increase in 2011/12 & 2012/13
<b>Expenditure</b>	
Pay inflation	2.5% in 2009/10 and 2.25% per annum thereafter
	Only contractual inflation on running costs
Local Government Pension Scheme	Employers contributions 18.5% of pensionable pay – the current rate
Energy costs	Gas 15% increase from 2008-09 to 2009-10; 2.5% p.a. 2010-11 to 2012-13 Electricity 20% increase from 2008-09 to 2009-10; 5.0% p.a. 2010-11 to 2012-13
<b>Treasury Management</b>	
Interest rates payable	Existing debt 4.4%
Interest rates payable	New debt 4.0%
Interest rates receivable Investment 1 year rates	2009/10 – 1.8%; 2010/11 – 2.8%; 2011/12 and 2012/13 – 3.8%.
Interest rates receivable	Cash-flow interest 2009/10 1.2%, 2010/11 – 1.9%, 2011/12 – 2.8%, 2012/13 – 3.1%.
Borrowing	£1M per annum capital expenditure financed by prudential borrowing
<b>Income</b>	
Economic forecast	Reductions in Parking (£0.130M per annum), Planning (£0.040M p.a.), Building Services (£0.325M p.a.), Engineering (£0.484M p.a.) and sponsorship (£0.040M p.a.); no further reductions assumed
Inflationary increases	Various based on individual service considerations
Capital Receipts	No future receipts to be committed to financing capital expenditure

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**CHIEF EXECUTIVE'S DEPARTMENT  
BUDGET REVIEW  
MEDIUM TERM FINANCIAL PLAN 2009/10 TO 2012/13**

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**Purpose of Report**

1. To review the medium term financial plan for the Chief Executives Department.

**Service Outline**

2. The Chief Executives department is responsible for the provision of a wide range of services, a description of which and the estimates for 2009/10 are given below.

<b>Budget Area</b>	<b>Proposed budget £000</b>
<b>Chief Executive and Administration</b> Head of Paid Service and Administrative Support	305
<b>Policy Unit</b> Statutory requirement to publish national indicators. Co-ordination of planning and performance management arrangements within the organisation. Complaints management. LAA management and support to LSP on community planning. Management of CPA and CAA.	552
<b>Leading Edge Programme</b> Identification of efficiency gains/service improvement opportunities and provision of business change support to release Gershon savings	171
<b>Procurement Unit</b> Development and Implementation of the procurement strategy to improve value for money on the procurement of all goods and services	93
<b>Procurement Efficiency savings</b> Savings identified within the procurement unit from procurement strategies impacting across the whole Council	(200)
<b>Communications Unit</b> Coordination and production of information to the public, workforce and partner organisations. Corporate press office and information campaigns	137
<b>Community partnerships and Engagement</b> Provides development and support to community and voluntary sector and promotes social inclusion and a closer working relationship between residents and the LSP	545
<b>Welfare Rights Unit</b> This service provides independent advice to the community and promotes the uptake of benefits to residents to ensure they are receiving their full entitlement	53
<b>Darlington Partnership</b> Darlington's local strategic partnership.	56
<b>Safer Communities Co-ordination Unit</b> Coordinates and supports the Crime and Disorder Reduction Partnership	130



<b>Assistant Chief Executive Regeneration &amp; Admin Support</b> Management and administration support for the regeneration division	363
<b>Planning &amp; Economic Strategy</b> Planning Policy , economic and climate change strategy, corporate external funding team and management of the Housing & Planning Delivery grant	511
<b>Development</b> Provision of development control, development and regeneration projects, design and conservation	342
<b>Economic Regeneration</b> Economic development services, business engagement, economic development projects, marketing, town centre management and town centre projects.	542
<b>Transport Policy</b> Staff engaged in the development, management and delivery of the local transport plan, transport policy, Council travel plan and sustainable travel promotion	242
<b>Supported Transport Services</b> Public transport services that are subsidised for social and economic reasons	282
<b>Concessionary Fares</b> The Council's concessionary scheme	3,003
<b>Shop Mobility</b> Grants to DAD to maintain the premises and to support their shop mobility service.	68
<b>Residual Costs of the Transport Act</b> Costs associated with previous employees who were part of Darlington Transport when it was privatised in 1986	43
<b>Council Wide Savings</b> Savings from procurement and communication efficiencies across the Council led by Chief Executives Department	(220)
<b>TOTAL</b>	<b>7,018</b>

## Service Planning

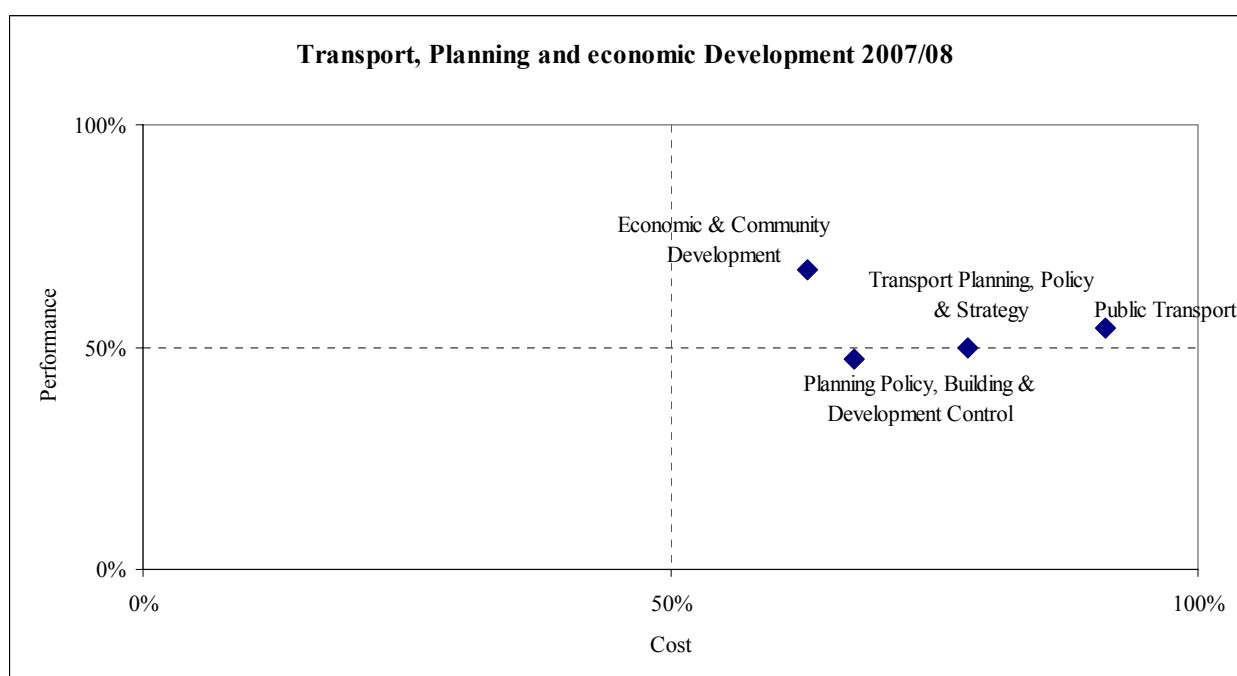
3. The Chief Executives Department has eight key objectives with a series of improvement priorities below as follows:
  - (a) Improving Engagement
    - (i) Placing stakeholders and communities central to the organisation
  - (b) Strengthening the local economy
    - (i) Engage and support business
    - (ii) Secure inward investment
    - (iii) Improve skills
    - (iv) Develop key economic drivers
    - (v) Promote the town centre
  - (c) Place Shaping
    - (i) Promote Darlington
    - (ii) Secure successful external partnerships, strategies and programmes

- (iii) Destination Darlington
- (d) Transport
  - (i) Tackling congestion
  - (ii) Improve public transport
  - (iii) Promote sustainable travel
- (e) Environment
  - (i) Create an attractive environment
  - (ii) Pursue environmental sustainability
  - (iii) Climate change strategy
  - (iv) Local development framework
- (f) Safer Communities
  - (i) Making Darlington a safer place to live, work and visit
- (g) Social Inclusion
  - (i) Equal opportunities for all citizens
  - (ii) Reduce economic and health inequalities
- (h) Organisational Development
  - (i) Build capacity for change management
  - (ii) Deliver the organisational development strategy
  - (iii) Promote health improvement as an employer
  - (iv) Deliver procurement savings
  - (v) Deliver savings through efficiency and effectiveness improvements
  - (vi) Introduce a new performance management framework reflecting the place shaping role of the council

## **Value for Money**

4. The Audit Commission data comparing cost and performance that is used to indicate VFM across the Council's services is primarily concerned with 'front-line' services that are delivered direct to the public. With regard to the Chief Executive's Department, these cover services classified by the Audit Commission as Planning Policy, Building & Development Control, Transport Planning, Policy & Strategy, Public Transport and Economic & Community Development. A model has been developed within the Council that presents the published data graphically. Comparison is made with all unitary councils and Darlington's position relative to others is expressed as percentile.
5. The charts below are indicators, prompting questions that may lead to management action rather than providing definitive answers. The latest data available is for 2007/08, commentaries on services provided by Chief Executive's are given, with particular reference to those in the bottom right of the chart (where appropriate). Cost data is provided from revenue estimates for 2007/08.
6. Public Transport remains in the top quartile for performance and costs. The cost has seen a decrease between 2006/07 and 2007/08, but still remains high to reflect the better than minimum concessionary fare scheme.

7. Economic and Community Development is rated in the top quartile for both performance and cost. Although the cost of the service remains in the top quartile, this has seen a decrease from the position in 2006/07 whilst seeing an increase in the performance rating.
8. Transport Planning, Policy and Strategy has seen an increase in cost from 2006/07 to 2007/08 which reflects the additional spend through the externally-funded Local Motion and Cycle England schemes.
9. Planning Policy, Building and Development Control, the planning policy and development control elements of this indicator saw a significant increase in investment within the service as a result of the restructure of the former Development & Environment department and continuing Planning Delivery Grant investment. Although performance has improved from the 2006/07 position this still falls into the lower quartile. It is the case however that the restructure of the service took place late in the 2007/08 financial year and hence the investment in the service has as yet not fed through fully to the performance as this was only for a part year. Performance has continued to improve and it is anticipated that the performance will see a move into the top quartile within 2008/09.



10. The above tables provide limited data for a department that is also responsible for providing support to other services. Benchmarking is used to provide more information about comparative cost and performance for these support services, using data gathered by professional institutes.

## Pressures

11. The following pressures have been included in the budget figures in paragraph 2 as unavoidable growth. The major pressure areas are described below, with the following table summarising all the pressures.
12. Concessionary Fares and Supported bus budgets are seeing pressures from increased demand following the introduction of the new nation wide scheme and maintaining the current bus network. Cabinet approved an extension to the statutory minimum scheme in July 2008 providing free concessionary travel all day every day. The full year effect of the change is approximately £300,000 (at 08/09 prices.) Additionally both budget areas are seeing increased costs from increased fuel price rises. Supported bus services are also supported through developer contributions from Section 106 agreements, one of the current agreements is due to end in 2009/10.
13. Each local authority is required under the statutory Local Development Framework (LDF) process to hold a Public Examination into the various aspects of the LDF, including Inspectors costs, venue, documents and Programme Officer.
14. The current economic climate has already produced a decrease in income received from planning fees as development has dropped throughout the borough. It is expected that planning applications will continue to be lower than previous levels across the next two years.
15. The table below summaries the pressures included.

Budget Area	2009/10 £'000's	2010/11 £'000's	2011/12 £'000's	2012/13 £'000's
Concessionary fares	597	609	621	633
Local Development Framework costs	50	130	90	0
Reduced Planning fee income	40	40	0	0
Continuation of procurement activities previously funded from the Change Fund	0	74	78	81
Changes to charges for public documents as a result of the 'Markinson' case.	12	12	12	12
Continuation of Voluntary Services post previously funded through LAA grant	48	48	48	48
Reduction in developer contributions to bus services	0	34	34	34
Fair Share Project, possible loss of grant	0	38	48	50
<b>TOTAL</b>	<b>747</b>	<b>985</b>	<b>931</b>	<b>858</b>

## Efficiency Gains

16. One of the Departments main objectives is to help drive efficiency improvements across the whole organisation. Demonstrable procurement savings across the Council in the current year are estimated at approximately £300,000 from the renegotiation of a number of supplier contracts (stationery, consumable, agency workers stores tender etc.), however as a number of savings are made against non general fund budget areas (i.e. HRA, capital, specific grants etc.) the general fund will not benefit to the full value of this saving. Current

year general fund savings are still being realised to hit the current year target of £200,000. This focus will continue to be a key priority for the Unit in order to deliver the additional procurement savings over the life of this MTFP.

17. The net budgets included within paragraph 2 (of this report) are the proposed to balance to the allocated resource for 2009/10. This resource allocation has been revised to take account of the following budget reductions undertaken to contribute towards Council wide budget efficiencies. The following table summaries the proposed reductions, including efficiencies, reduction in service and proposed increased income.

Action – to contribute to corporate resources	Financial effect 2009/10 £000s	Financial effect 2010/11 £000s	Financial effect 2011/12 £000s	Financial effect 2012/13 £000s
<b>Requiring Member Decision</b> (detailed in the body of the main report)				
Economic Regeneration, restructure/reduction of team	45	55	56	58
Town Centre and Business promotion and projects: reduce expenditure budgets by 20% for three years **	16	16	16	0
Re-focus skills project for two years, replacing with other external funding	35	35	0	0
<b>Efficiencies</b>				
Community Engagement, review of service delivery	30	45	45	45
Community Partnerships, restructure of team	20	35	35	35
Communications, review of the production of the Town Crier and advertising income	20	30	30	30
Communications, consolidation of marketing and publicity budgets across the Council	20	30	30	30
Amalgamation of marketing with Community Services marketing team **	16	23	24	24
Development, restructure of team	0*	30	30	30
Policy & performance, review of structures across the Council	0*	200	200	200
Transport Policy, restructure of team, allowing for possible need to re-introduce later **	9	39	0	0
Procurement savings across the Council	200	400	600	800
Leading Edge savings across the Council	0*	75	75	75
<b>Increased Income</b>				
Introduce charges for pre- application planning advice	0*	10	10	10
<b>TOTAL</b>	<b>411</b>	<b>1,023</b>	<b>1,151</b>	<b>1,337</b>

\* Savings in 2009/10 are offset by one off implementation costs or a time delay in introduction

\*\* details in main report

18. In addition to the above, future years savings are proposed in the contribution to the Tees Valley Joint Strategy Unit and Tees Valley Regeneration (TVR is due to cease March 2010). These budgets are managed through the Assistant Chief Executive (Regeneration)

and are included within the detailed figures for Joint Bodies and Levies within the appendices of the MTFP report.

19. Efficiencies included within the MTFP from procurement (£200k in 2009/10) and leading edge (£75k in 2010/11), impact upon budgets across the whole Council. The lead on identifying these savings falls on the Chief Executives department, in conjunction with service departments.

## **Risk Management**

20. Through the service-planning process, risks are identified and assessed in terms of probability and potential consequence. Arrangements are made to manage risks within acceptable levels with the aims of minimising losses and maximising opportunities.
21. Where risks are assessed as being above acceptable levels, action plans are put in place to reduce exposure by either reducing the likelihood of an event occurring or lessening the impact. Each action plan is assigned to and managed by a senior officer of the Department.
22. Departmental risks that have been assessed as requiring action plans are:-
  - (a) Failure to meet targeted efficiencies and procurement savings
  - (b) Changes to the statutory minimum bus concession in England, were introduced from April 2008 which increased cost burden on Council for administering the concession. Whilst additional funding has been allocated to this budget in 2008/09 both from Central Government and the Council, the budget is facing significant pressures. Additional resource has been built into the 2009/10 budget to reflect this pressure, however uncertainties still exist over demand until a full year data of usage has been collected and the continuing uncertainty over fuel prices.
  - (c) Potential pressures to support additional bus services if the operator contracts services from the commercial network and continuing uncertainty over fuel prices for the supported network.
  - (d) Financial impacts of grant funding expiring on Transport Policy delivery from 2011/12. Additionally Development and Strategy sections face potential shortfalls in funding from 12/13 dependent on future receipts of Housing and Planning Delivery Grant.

## **Departmental Medium Term Financial Plan**

23. Detailed estimates have been prepared for the next four years for services of the Chief Executive's Department, in line with corporate guidelines.
24. Detailed estimates include:-
  - (a) Provision for annual pay award at 2.5% and specific price inflation where appropriate (2.25% salary inflation from 2010/11)
  - (b) Unavoidable pressures
  - (c) Reductions in net expenditure resulting from management actions to improve efficiency, cost reductions and increased income
  - (d) Service Planning Implications
25. The proposed Medium Term Financial Plan for the Chief Executives Department is summarised in the table below

	2009/10 £000s	2010/11 £000s	2011/12 £000s	2012/13 £000s
<b>Resources</b>				
Resource Allocation for year	6,593	6,847	6,977	7,188
Unavoidable growth (Pressures)	747	985	931	858
Corporate budget savings	(411)	(1,023)	(1,151)	(1,337)
<b>Total resources available</b>	<b>6,929</b>	<b>6,809</b>	<b>6,757</b>	<b>6,709</b>
<b>Budgets</b>				
Detailed Estimates	7,478	7,899	7,975	8,113
Less Corporate Savings	(411)	(1,023)	(1,151)	(1,337)
Less Departmental Savings	(67)	(67)	(67)	(67)
<b>Revised Detailed Estimates</b>	<b>7,000</b>	<b>6,809</b>	<b>6,757</b>	<b>6,709</b>
Less brought forward budget	(71)			
<b>Proposed budget</b>	<b>6,929</b>	<b>6,809</b>	<b>6,757</b>	<b>6,709</b>

### Management Action to Achieve Balanced Budget

26. The table within paragraph 12 above shows proposed efficiency savings tabled to balance the 2009/10 Council budget to resource.
27. Additionally a number of efficiencies have been achieved to balance departmental budget to resource as follows.
- removal of non committed inflation from budget estimates to the value of £23,000
  - use of Housing & Planning Delivery Grant (HPDG) accumulated surpluses to continue to fund planning posts
  - use of grant funding to offset existing commitments
  - securing of external funding (Intereg ERDF and Cycle England funding) to contribute towards Transport Policy posts previously funded through Local Motion
  - removal of vacant project officer post within development section
  - transfer of funding one leading edge post from the Change Fund into a vacant mainstream funded post (deletion of Change Fund post)
  - Planned carry forward of £71,000 of Change Fund money to fund two posts for an additional year
  - Budget allowance for staff turnover, approx. £44,000
28. The following additional actions have been taken to produce a balanced budget for years 2010 to 2012/13 as follows:-
- 4.5 of 12 posts within the Transport Policy section were previously externally funded from the national Sustainable Travel Demonstration Town (Local Motion) project which ceases in March 2009. Funding of these posts has been continued in 2009/10 and 2010/11 through the allocation of Local Transport Plan and Cycle England monies and additionally funding was secured from the European Union in December 2008 for a series of sustainable transport measures. No allocation has been made within the budget from April 2011 for this work area, work is ongoing to secure future years funding and an exit/succession strategy should funding not be secured.
  - The provision of GIS services is an area that is to be looked at corporately for future funding. GIS staffing included within the Development section has provisionally been funded by HPDG grant over the period of the MTFP.

- (c) Removal of non committed inflation

### **Proposed Charges**

29. The proposed charges for 2009/10 are listed in **Annex 1**.

### **Recommendation**

30. It is recommended that Members approve:-

- (a) The detailed estimates for the Chief Executives Department for 2009/10
- (b) The proposed charges for 2009/10

**Lorraine O'Donnell**  
**Assistant Chief Executive**

**Richard Alty,**  
**Assistant Chief Executive (Regeneration)**



**CHIEF EXECUTIVE'S DEPARTMENT - SCHEDULE OF CHARGES 2009/10**

<b>Service</b>	<b>Existing Charge £</b>	<b>New Charge £</b>	<b>Financial Effect £</b>
<b>PLANNING – SUPPLEMENTARY ITEMS</b>			
* Items inclusive of VAT			
Weekly list - yearly *	<b>175.00</b>	<b>N/A</b>	
Decision*/Approval Notice*	<b>18.00</b>	<b>0.10</b>	
Letter confirming completion*	<b>18.00</b>	<b>25.00</b>	
Letter confirming enforcement action will not be taken *	<b>18.00</b>	<b>25.00</b>	
Site inspection to determine info. *	<b>18.00</b>	<b>25.00</b>	
A4 Photocopy (ex plans) – first page *	<b>1.00</b>	<b>0.10 **</b>	
Subsequent pages *	<b>0.30</b>	<b>0.10</b>	
A3 Photocopy (ex plans) – first page *	<b>2.00</b>	<b>0.20 **</b>	
Subsequent pages *	<b>0.50</b>	<b>0.20</b>	
A2 Photocopy (ex plans) – first page *	<b>7.50</b>	<b>1.50 **</b>	
A1 Photocopy (ex plans) * - per page	<b>8.50</b>	<b>2.00 **</b>	
A0 Photocopy (ex plans) * - per page	<b>9.50</b>	<b>3.00 **</b>	
O.S. Sheets – up to 6 copies	<b>23.00</b>	<b>15.00</b>	
Local plan	<b>53.00</b>	<b>18.00</b>	
Local plan – postage	<b>4.00</b>	<b>4.00</b>	
Local plan – alterations	<b>2.00</b>	<b>2.00</b>	
Invoicing	<b>9.00</b>	<b>9.00</b>	
		<b><u>£12,000</u></b>	
		<b><u>decrease</u></b>	

\*\* Excluding Postage

## CHILDREN'S SERVICES DEPARTMENT BUDGET REVIEW MEDIUM TERM FINANCIAL PLAN 2009/10 TO 2012/13

### Purpose of Report

1. To review the Medium Term Financial Plan for the Children's Services Department.

### Service Outline

2. To assist Members the following section explains the services provided by the department and shows the proposed budget for 2009/10 for each area.

Service Description	Proposed Budget 2009/10 £000
<b>Individual Schools Budget (net of devolved specific grant income)</b> The aggregate amount of budgets delegated to schools through Darlington Borough Council's Scheme for Financing Schools, funded through the ring-fenced Dedicated Schools Grant (DSG). The DSG and other funding changes are explained in more detail later in this report.	<b>51,761</b>
<b>Partnerships: Pupil Support Services</b> This budget covers the staffing, management and running costs of Pupil Support Services and Contact Point.	<b>541</b>
<b>Partnerships: Early Years</b> This budget covers the Nursery Education Grant, staffing and management of the team who work with early years settings, providers and parents in order to ensure high quality childcare and to ensure sufficient places for three and four year olds are resourced efficiently. Also included is the net cost of the Council's own provision of childcare and early education (Kids & Co).	<b>1,600</b>
<b>Partnerships: Children's Centres</b> Grant-funded budget which covers the staffing, management and running costs associated with the Children's Centres. Children's Centres bring together early education, childcare, health and family support to children under five years old and offer both a universal and targeted service.	<b>1,133</b>
<b>Partnerships: Libraries and Community Learning</b> This budget covers the staffing, management and running costs of the libraries, community learning and work based learning services within Darlington.	<b>2,106</b>
<b>Partnerships: Youth Service &amp; Connexions</b> This budget covers the staffing, management and running costs of the youth service and Connexions service within Darlington. The youth service works with young people aged 11-25, providing a wide programme of personal development activities. Connexions is a statutory service for 13-19 year olds that provides confidential	<b>2,265</b>

<b>Service Description</b>	<b>Proposed Budget 2009/10 £000</b>
advice, information and support to young people on their decisions and choices.	
<b>Partnerships: Extended Services &amp; Commissioning Priorities</b> This budget covers the strategic management cost of the Partnerships team and also Extended Schools, Children Trust Commissioning, and Play Strategy.	<b>1,068</b>
<b>School Improvement &amp; Development</b> This budget covers the staffing, management and running costs of the teams whose prime function is to challenge and support schools in achieving high standards. The budget also includes expenditure funded by Standards Fund grants which are targeted grants towards achieving developments and improvements in teaching, learning and educational attainment. The budget also includes the staffing, management and running costs of the Pupil Referral Unit and 14-19 development.	<b>6,420</b>
<b>Children &amp; Families: Children's Commissioning:</b> Included within this budget is the management cost of the children & families service. Additionally this budget covers the staffing and running costs of Harewood Lodge, a short break centre for physically disabled children, and Harewood House, a joint base with Barnardos for family support. Also covered are the children and families teams including leaving care, care planning, children with a disability, and the duty team.	<b>3,083</b>
<b>Children &amp; Families: Children's Accommodation</b> The budget covers staffing, management and running costs of the children's residential service and the costs of the fostering, adoption and intensive support teams. Also included is the provision of in-house foster care and the cost of placing children in agency placements e.g. residential, fostering, secure accommodation and special residential schools.	<b>4,292</b>
<b>Children &amp; Families: Special Educational Needs Inclusion Services &amp; Educational Psychology Service</b> This budget covers the staffing, management and running costs of the SEN and Educational Psychology services. In addition to the costs associated with running these services are costs of SEN placements, e.g. in other local authorities and special residential schools.	<b>2,498</b>
<b>Children &amp; Families: Youth Offending Service</b> This budget covers the staffing, management and running costs of the Youth Offending Service.	<b>1,014</b>
<b>Planning &amp; Resources – Support Services</b> This budget represents the management of support services within the department – directorate, finance, administrative support services, performance management, policy development, workforce development, capital project management.	<b>2,062</b>
<b>Planning &amp; Resources – PFI</b> Included within this budget are the PFI costs relating to the Educational Village and Harrowgate Hill Primary.	<b>3,718</b>
<b>Planning &amp; Resources – Transport</b> This budget represents the cost of the children services transport, including home to school transport, transport for out of authority placements and post 16 transport.	<b>1,566</b>
<b>Planning &amp; Resources – Departmental Costs</b>	

<b>Service Description</b>	<b>Proposed Budget 2009/10 £000</b>
This budget also includes costs such as printing, telephones, postages, equipment and stationery that relate to the function of the department as a whole and which are not charged to individual services for internal budget management purposes.	<b>1,388</b>
<b>Specific Grant Income (excluding specific grant income devolved to schools)</b>	<b>(15,597)</b>
<b>Total</b>	<b>70,918</b>

## Service Planning

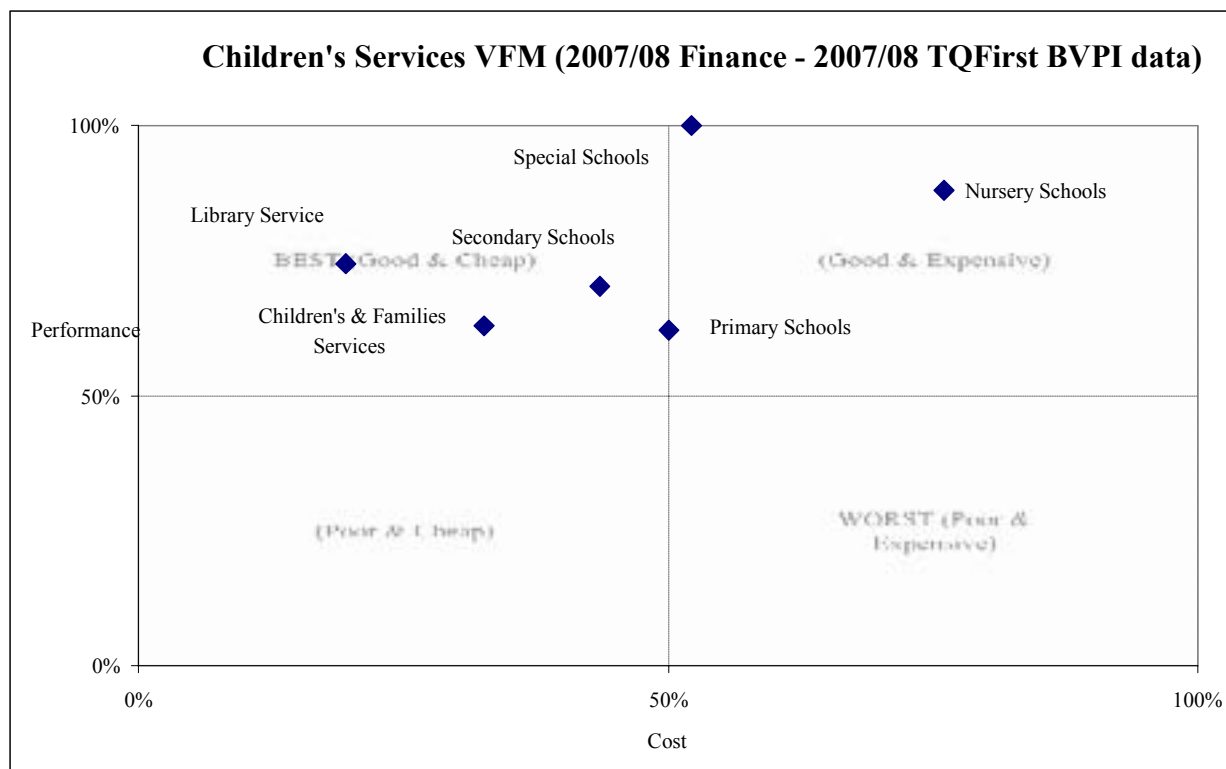
3. The Department has undertaken an extensive review of its service plan and MTFP. This has involved the determination of priorities through the service planning process and linkage to required improvement in performance.
4. Earlier in 2008 the 2008-11 Children & Young People's Plan was produced, following extensive consultation. The plan sets the strategic aims for the Children's Trust and also the Children's Services Department. As a result of the Children's Trust developing knowledge about what works to improve outcomes, a number of resourced strategies have been agreed. These are summarised below:-
  - (a) Parenting Strategy
  - (b) Locality Strategy
  - (c) Common Assessment Framework and Integrated Processes
  - (d) Getting the right services through commissioning
  - (e) Workforce Development Strategy
  - (f) Engagement with Schools
  - (g) Young People as Service Planners
  - (h) A strategy for Children with a Disability in Darlington
5. The Children & Young People's plan aims to enable all children and young people to enjoy happy, healthy and safe childhoods to be prepared for adult life. It wishes to build on the ambitions set out in every child matters. The five priorities are aligned to both the Sustainable Community Strategy and to Every Child Matters. These are summarised below:-
  - (a) Promote positive health and well-being.
  - (b) Ensure the safety of children and young people.
  - (c) Enable children and young people to aspire, to have fun and maximize their full potential through learning.
  - (d) Enable children and young people to contribute to their community and environment.
  - (e) Ensure children and young people are prepared for and prosper in adult life.
6. In March 2008, the Council was inspected under the Joint Area Review (JAR) framework. This included a review of the Local Authority and all partner organisations dealing with Children's Services within the Borough. The JAR found Darlington to be providing good services to children and young people and rated the capacity to improve in the future as good. It acknowledged that Darlington has many significant strengths in many areas and the review has further focused priorities to improve those services that require development

and strengthening. Although the feedback from the review was very positive the main areas of improvement are as detailed below:-

- (a) Work in partnerships with the local health commissioners to tackle gaps in health service provision for children and young people with disabilities.
  - (b) Improve the links with adult services to ensure that all young people with complex needs moving into adult life have good outcomes which meet their needs.
  - (c) Ensure that there is sufficient good quality education and training for young people who offend.
  - (d) Clarify strategies and implement the actions required to engage more young people with difficulties and/or disabilities in education, employment or training post-16.
  - (e) Reduce the number of young people who are not involved in education, employment or training at age 18.
  - (f) Provide greater opportunities for young people who are looked after and those with learning difficulties and/or disabilities to influence the shape of services they use.
  - (g) Implement the Children with Disability Strategy and monitor its impact
  - (h) Implement the 14-19 strategy fully and monitor its impact.
7. As part of the budget setting process and mindful of the above strategic objectives senior managers have met and identified the vision and objectives of the department and within those, specific challenges for the coming years and ensured that resources have been directed towards key improvement priorities and significant savings achieved in non priority areas.

### **Value for Money**

8. Providing value for money (VFM) is a core value for the Department. Data published by the Audit Commission comparing cost and performance has been used to provide indications of VFM across the Council's services, primarily with regard to 'front-line' services that are delivered direct to the public. A model has been developed within the Council that presents the published data graphically and which is shown in the charts below.
9. Comparison is made with all unitary councils and Darlington's position relative to others is expressed as a percentile. In some cases the measures of performance that are available do not provide a rounded balanced view and need further development over time. Additionally, while the latest cost and performance data available for all authorities is used in the charts, it represents 2007/08 out-turn and is therefore out of date. Consequently any new initiatives or changes that have been introduced within the last year to improve Darlington's relative position will not be reflected in the charts.
10. The charts should therefore be regarded as indicators, prompting questions that may lead to management action, rather than providing definitive answers. The top left-hand corner of the chart is the optimum position indicating high performance at low cost.



11. The School position shows above average performance in all phases. The cost position in relation to Nursery schools appears high but this is possibly skewed because of the relatively small number of Nursery schools as Darlington only has two. This will form the basis of the early years funding reform, which will radically review how all nurseries are funded from 1<sup>st</sup> April 2010.
12. The Children's and Families indicator demonstrates high performance and low cost in comparison to other authorities. The service has maintained this high level of performance this year and it is anticipated that this will continue for next year.
13. The library service also demonstrates high performance and low cost in comparison to other authorities. This is an improvement from the previous year's figures, predominately due to the temporary closure of the town centre library during refurbishment that took place during the previous year.
14. VFM will be continuously scrutinised and reviewed by embedding it into the management and culture of the department. This enables a holistic and consistent approach to service management across the department, increase accountability and lead to improvements in service delivery and efficiency. An example of this is quarterly budget clinics which occur with each Assistant Director, where performance and finance are reviewed extensively at the same meeting ensuring that resources are match to priorities with in the financial year.

## Pressures

15. The Department faces significant challenges in meeting some identified pressures, in priority areas, within existing resources. Therefore additional corporate resources have been recommended by CMT, which are detailed below:-

Action	Financial effect £000
SEN External Placement Costs	200
Social Care External Placement Costs	140
Carers/Special Guardianship	100
School Improvement & Development Review	300
Proposed additional resources	740

16. Special Educational Needs/Social Care External Placements, relate to the cost of providing children with additional needs, in external placements. These are highly volatile budgets and are outside the full control of the Local Authority, as many decisions are made via tribunals. Additionally if a family move to the Authority, the department has the responsibility for the cost of any external placements currently in place. To put this in context one additional placement could cost c£200k per annum. This additional pressure covers all existing placements, any additional placements will need to be managed within existing resources.
17. The additional pressure relating to Carers/Special Guardianship consists of additional cost pressures facing Local Authorities due to recent ruling increasing the level of payments made to Carers and Special Guardians.
18. The School Improvement & Development Review is a significant restructure of this service which will make significant savings in the future, however in the first instance there are significant costs to be covered.

#### **Efficiency gains to assist with corporate financial pressures**

19. Given the current economic climate, a detailed review of all Children Services budgets has been undertaken, with a view to produce savings in non-priority areas, whilst still ensuring that areas of priority are sufficiently resourced. This has produced an extensive list of savings, which will reduce the Department's existing resource allocation thereby freeing up resources corporately. The savings resulting from staffing re-organisation within the named service areas are expected to have no impact on service delivery.

Action	Financial effect £000
<i>Support Services Savings</i>	
Deletion of Nursery Admission Post	25
Administration Rationalisation	50
Support Services Review	50
Increase Capital contribution towards Capital Team	50
Area Based Grants Efficiencies	150
Commissioning Efficiency Target	40
Mainstreaming of Insurance Fund	300

Action	Financial effect £000
Library Service Review	146
Mainstreaming of Anticipated External Grants	100
<i>Total Support Services Savings</i>	<i>911</i>
<i>More efficient working</i>	
Locality Working	40
Early Years, Service Efficiencies	100
One-off efficiency saving 2009/2010	370
Children's & Families Review	72
<i>Total more efficient working</i>	<i>582</i>
Total Savings	1,493
£1,493,000 meet 'Gershon' definition of Efficiency Gains	

20. The majority of the savings are within support services, which will have no direct effect on front line services. Although some of these savings are high risk, they will be managed tightly throughout the year to ensure that a balanced position is achieved.
21. In relation to more efficient working savings these are front line savings, where through more efficient working savings will be achieved with no effect to services. The saving relating to Locality Working has seen high level proposals for the locality working strategy approved by the Children's Trust and an update is to be presented to the Children's Trust in January 2009. The ongoing project will, ultimately, produce a new staffing structure for localities with the aim of delivering local authority and health functions in an integrated and more efficient way. This will also cover the mainstreaming, if applicable, of temporary posts funded through the Local Area Agreement and, the full integration of Connexions and the Youth Service.
22. Early Years Service Efficiency is a reduction in the funding available for both Children Centres and Private Voluntary and Independent Nurseries. The One-off efficiency saving 2009/10, is an efficiency target relating to the utilisation of external funding.
23. The Children's & Families Review relates to a review of the Children's & Families staffing structure. It is anticipated that this will have no effect on front line services.

#### **Efficiency gains to stay within existing resources**

24. To improve efficiency, deliver a budget within the proposed resource allocation, offset pressures and enable reallocation of resources to areas of increased demand within the Department, the following reductions in budgeted net expenditure have been made through management action.



<b>Action</b>	<b>Financial effect £000</b>
Allowance for staff turnover	400
Efficiency savings – centralised procurement processing	50
Cash limit supplies and services budgets where no contractual information	50
Total	500
<i>£500,000 meet 'Gershon' definition of Efficiency Gains</i>	

## **Risk Management**

25. Through the service planning process, risks are identified and assessed in terms of probability and potential consequence. Arrangements are made to manage risks within acceptable levels of tolerance with the aims of minimising losses and maximising opportunities. None of the proposed savings present risk to service users.

## **School Funding**

26. Schools are funded through the Dedicated Schools Grant (DSG) which is a ring-fenced grant and can only be used in support of the Schools Budget. The Schools Budget contains elements of retained central departmental expenditure on pupils, as well as the amount that is delegated to schools, otherwise known as the Individual Schools' Budget (ISB). Local authorities are responsible for determining the split of the DSG between the centrally retained expenditure and the ISB, and then allocating the ISB to individual schools in accordance with the Authority's Scheme for Financing Schools. If centrally retained expenditure increases faster than the ISB, this must be approved by the Schools Forum.
27. The DCSF announced the school funding settlement for 2008-09 to 2010-11 on 12th November 2007, which was not amended in the recent Pre Budget Report. Some of the key points to absorb are:-
- (a) The overall school funding increase of 2% in real terms, this is substantially smaller than the increases over the last spending review period.
  - (b) Indicative allocations for DSG for 08/09, 09/10 and 10/11 for all authorities were announced and schools received three year budgets in March 2008. Updated budgets for 09/10 and 10/11 will be provided in March 2009.
  - (c) School budgets for 2009/10 will be based on the January 2009 pupil count
  - (d) A basic per pupil increase of 3.59% for Darlington in 09/10 and 4.1% for 10/11
  - (e) This represents headroom of 1% in 2009/10 over the Minimum Funding Guarantee (MFG) of 2.1%
  - (f) The MFG reflects a 1% assumption on schools' efficiencies and is therefore lower than cost pressures.
28. The DSG is calculated by multiplying the number of full-time equivalent pupils aged 3-15 by an amount per pupil. Darlington will receive DSG for 2009/10 at £4,085 per pupil (except for pupils registered at Eastbourne CE Academy). This equates to an overall 3.59% increase in the amount per pupil. The table below shows increases in DSG for the next two years.

	2008/09	2009/10	2010/11
DSG amount per pupil	£3,943	£4,085	£4,255
DSG annual increase per pupil	4.3%	3.6%	4.1%
<i>Of which:-</i>			
Basic increase	3.1%	2.9%	2.9%
Top-up for personalisation	1.2%	0.7%	1.2%
Top-up for personalisation	£627,000	£390,000	£717,000
Indicative total DSG	£56.571	£57.983	£60.309

29. The total DSG used to calculate budgets shown elsewhere in this report is based upon the indicative Department for Children, Schools & Families (DCSF) allocation. The final DSG will be based upon the January 2009 pupil count that will not be finalised by the DCSF until June 2009 at the earliest. Therefore all local authorities have to set school budgets prior to knowing the final DSG allocation.
30. The latest information suggests that actual pupil numbers in the January 2009 count will be slightly higher although the number of three years olds accessing Nursery Education is highly volatile. Therefore, to be prudent, the Department assumes DSG at this level rather than over-estimate the level of resources available to schools.
31. The Department, in consultation with the schools and Schools Forum, will decide on the distribution of the whole of the DSG locally, including the split between centrally retained expenditure and the ISB, subject to meeting the minimum funding guarantee, and taking into account local circumstances as well as the government's priorities.

### **Departmental Budget**

32. Detailed estimates have been prepared for the next four years, based on current service levels and in accordance with corporate guidelines. Detailed estimates include: -
- (a) Provision for annual pay awards of 2.5% and no inflation for general price inflation,
  - (b) Unavoidable pressures;
  - (c) Reductions in net expenditure resulting from management actions to improve efficiency, cost reductions and increased income;
  - (d) Service planning implications, specifically additional resources that have been approved;
  - (e) Additional income generated by proposed increases in charges (these require Member approval)
33. Employee costs account for approximately 70% of the Department's gross expenditure budget. These are projected to rise more quickly than increases in resources as a result of increments and grant allocations, particularly Standards Fund, frozen at the same level as 2008/09.
34. The Department expects to manage any additional pressures within existing resources as additional resources have been allocated to areas of greatest need as detailed above. There maybe additional pressures relating to Corporate Legal Fees, Children Homes and Transport, but it is envisaged that these costs are managed within existing resources.

35. The proposed resource allocation and Departmental MTFP is shown in the following table.

	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000
<b>Resources</b>				
Initial resource allocation	71.671	74.170	76.620	79.155
Pressures	0.740	0.350	0.300	0.300
Savings for Corporate use				
- Efficiencies	-1.493	-1.656	-1.668	-1.681
- Member decisions	0	0	0	0
Resource Allocation	<b>70.918</b>	<b>72.864</b>	<b>75.252</b>	<b>77.774</b>
<b>Estimates</b>				
Initial Estimates	72.911	75.020	77.420	79.955
Savings for corporate use	-1.493	-1.656	-1.668	-1.681
Departmental savings	-0.500	-0.500	-0.500	-0.500
Proposed budget	<b>70.918</b>	<b>72.864</b>	<b>75.252</b>	<b>77.774</b>

### Proposed Charges

36. The schedule of charges for services provided by the Department has been reviewed, taking account of strategic objectives, efficiency, the cost of services and income generation. The proposed charges for 2009/10 are listed in **Annex 1**. The amendments in Library charges have been considered in relation to both the current economic and the proposed throughput for this service. The proposed increase relating to the Work Place Nursery is 4%. This increase is line with the local private nursery market.

### Recommendations

37. Members are requested to approve:

- (a) The detailed estimates for Children's Services department for 2009/10.
- (b) The proposed schedule of charges for Children's Services department for 2009/10 at **Annex 1**.

**Murray Rose**  
**Director of Children's Services**

**CHILDREN'S SERVICES DEPARTMENT - SCHEDULE OF CHARGES 2009/10**

<b>Description</b>	<b>Existing Charge</b>	<b>New Charge</b>	<b>Financial Effect</b>
<b>LIBRARIES</b>			
<u>Fines On Overdue Books &amp; Spoken Word</u>			
Adults – per day	<b>0.12</b>	<b>0.15</b>	
Maximum charge per book	<b>4.00</b>	<b>5.00</b>	
Senior Citizens – per day	<b>0.06</b>	<b>0.08</b>	
Maximum charge per book	<b>2.00</b>	<b>3.00</b>	
Children – per day	<b>No charge</b>	<b>No charge</b>	
<u>Fines On Overdue CDs, DVDs, DAB</u>			
Adults – per day	<b>0.15</b>	<b>0.15</b>	
Senior Citizens – per day	<b>0.08</b>	<b>0.08</b>	
Children – per day	<b>No charge</b>	<b>No charge</b>	
<u>Reservation Fees for books and Audio Materials</u>			
Adults	<b>0.80</b>	<b>0.80</b>	
Senior Citizens	<b>0.40</b>	<b>0.40</b>	
Children/Unemployed	<b>No charge</b>	<b>No charge</b>	
<u>Reservation Fees for Books Obtained from Outside the Authority</u>			
Adults ( <i>single charge for all books obtained from other libraries</i> )	<b>4.00</b>	<b>4.00</b>	
Senior Citizens	<b>4.00</b>	<b>4.00</b>	
Children/Unemployed	<b>4.00</b>	<b>4.00</b>	
<u>Repeat Fee for Renewal of Books from Outside the Authority</u>			
Adults ( <i>for all books obtained from other libraries</i> )	<b>2.00</b>	<b>2.00</b>	
Senior Citizens	<b>2.00</b>	<b>2.00</b>	
Children/Unemployed	<b>2.00</b>	<b>2.00</b>	
<u>Replacement Tickets</u>			
Adults	<b>1.00</b>	<b>1.00</b>	
Senior Citizens	<b>1.00</b>	<b>1.00</b>	
Children/Unemployed	<b>0.50</b>	<b>0.50</b>	
<u>Loan Charges for Audio Materials (1 week)</u>			
CDs	<b>0.75</b>	<b>0.85</b>	
DVDs	<b>1.50</b>	<b>1.50</b>	

<b>Description</b>	<b>Existing Charge £</b>	<b>New Charge £</b>	<b>Financial Effect £</b>
<u>Spoken Word and Language Courses</u>			
<b>Cassettes &amp; CDs (3 Week Loan)</b>			
Adults ( <i>who are not exempt</i> ) each	<b>1.25</b>	<b>1.30</b>	
Children each	<b>No charge</b>	<b>No charge</b>	
Language Courses per element ( <i>subscription for whole course to be paid in advance</i> )	<b>1.20</b>	<b>1.30</b>	
<u>Spoken Word and Language Courses</u>			
<u>Local History Research</u>			
Standard charge	<b>2.00</b>	<b>2.50</b>	
Specialist Research – per hour ( <i>new service</i> )	<b>22.00</b>	<b>22.00</b>	
<u>Photocopies</u>			
A4 B&W	<b>0.10</b>	<b>0.15</b>	
A3 B&W	<b>0.20</b>	<b>0.50</b>	
A4 colour	<b>0.30</b>	<b>0.30</b>	
A3 colour	<b>0.60</b>	<b>1.00</b>	
<u>Printing</u>			
Text Printouts			
A4 B&W	<b>0.10</b>	<b>0.15</b>	
A3 B&W	<b>0.20</b>	<b>0.50</b>	
A4 colour	<b>0.30</b>	<b>0.30</b>	
A3 colour	<b>0.60</b>	<b>1.00</b>	
Image Printouts			
A4 B&W	<b>0.50</b>	<b>0.75</b>	
A3 B&W	<b>1.00</b>	<b>1.50</b>	
A4 colour	<b>1.00</b>	<b>1.50</b>	
<u>Reproduction of Images from Stock</u>			
Photographic copies for Private/Study purposes	<b>Cost + VAT + 12%</b>	<b>Cost + VAT + 12%</b>	
Photographic copies for commercial use	<b>Cost + VAT + 12% (+ £20 per photo + copy of publication)</b>	<b>Cost + VAT + 12% (+ £20 per photo + copy of publication)</b>	
Digital copies for Private/Study purposes - per photo	<b>5.00</b>	<b>5.00</b>	
Digital copies for <b>local</b> commercial use – per photo	<b>15.00 + copy of book</b>	<b>10.00 + copy of book</b>	
Digital copies for national/international commercial	<b>N/A</b>	<b>100.00</b>	
Copies of oral recordings	<b>5.00</b>	<b>5.00</b>	
	<b>Description</b>	<b>New Charge £</b>	<b>Financial Effect £</b>
<u>Hire of Locker</u>	<b>0.50</b>	<b>0.50</b>	

Internet Use

First half hour free within one day – per hour 50% discount for Leisure saver	<b>2.00</b>	<b>2.00</b>
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Computer Consumables

Floppy disk	<b>N/a</b>	<b>N/a</b>
CD	<b>Current price</b>	<b>Current price</b>
CD RW	<b>Current price</b>	<b>Current price</b>
Memory sticks	<b>Current price</b>	<b>Current price</b>

Lost & Damaged Items

<b>Full current Replacement Cost (non-refundable)</b>	<b>Full current Replacement Cost (non-refundable)</b>
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Fax

Outgoing Transmission		
United Kingdom – per sheet	<b>1.40</b>	<b>1.40</b>
Europe – per sheet	<b>2.20</b>	<b>2.20</b>
USA/Canada – per sheet	<b>2.70</b>	<b>2.70</b>
Rest of the World – per sheet	<b>3.70</b>	<b>3.70</b>
Incoming Transmission – per sheet	<b>0.40</b>	<b>0.40</b>

Fax by Satellite

Atlantic Ocean/Indian Ocean/Pacific Ocean – per sheet	<b>12.00</b>	<b>12.00</b>
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General (*Any postage costs to be recovered in full*)

**Total financial effect for Libraries****Nil**

N.B. There has been no increase in library charges as Darlington currently charges at the top of the range within Tees Valley Authorities

Description	Existing Charge £	New Charge £	Financial Effect £
<b>WORKPLACE NURSERY</b>			
Full-time place – All Users, charges per week			
Children aged under 2	162.00	168.50	
Children aged 2-4	147.50	153.50	
Full-time place – extended users, charge per day			
Children aged under 2	N/A	N/A	
Children aged 2	N/A	N/A	
Children aged 3 to school age	N/A	N/A	
Provision of mid-day meal (i.e. morning sessions)	1.40	1.45	
Provision of mid-day meal for staff	1.40	1.45	
Provision of mid-day dessert for staff	0.30	0.35	
Flexi Childcare (per hour)	15.90	16.55	
<b>Total financial effect for Workplace Nursery</b>			
<b>LIFELONG LEARNING</b>			
Adult and Community Learning			
Adult per hour	2.00	2.00	
OAP per hour	1.00	1.00	
Reduced rates for the following applies			
Under 18	2.00	2.00	
Income Support	Free	Free	
Student over 19	2.00	2.25	
Council Tax Benefit	2.00	1.12	
Over 60	2.00	1.12	
Housing benefit	2.00	1.12	
WF tax credit	2.00	1.12	
Job Seekers Allowance	2.00	10.00	Admin Fee only
Hire of Community Room – per hour	10.00	15.00	
<b>Total financial effect for Lifelong Learning</b>			Nil

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**COMMUNITY SERVICES DEPARTMENT  
BUDGET REVIEW  
MEDIUM TERM FINANCIAL PLAN 2009/10 TO 2012/13**

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**Purpose of Report**

1. To review the Medium Term Financial Plan (MTFP) for the Community Services Department.

**Background**

2. The department, like all others, operates in a Medium Term Financial Plan environment. This enables medium term planning as budgets and indicative resource allocations are pre-signalled three to five years in advance. This report will concentrate on 2009/10, but will also have regard to the following years.

**Service Outline**

3. Set out below for Members information is a review of the Department's budget heads with the estimates for 2009/10.

<b>SERVICE OR ACTIVITY</b>	<b>DESCRIPTION</b>	<b>2009/10 £000</b>
Art Centre and Civic Theatre	The Arts Centre is a comprehensive facility with a 230-seat theatre/film studio, ballroom, dance studio, bar and cafe. The Civic Theatre has a capacity of 900 and a turnover of around £2.1 million. The budget also includes a significant amount of work in the Community. This budget also includes the Borough Arts Collection	1,455
Building and Design Services	Design and management of building projects for the Council	(50)
Darlington Bowls Club	Premises rental for the Bowls club	24
CCTV	Annual running costs associated with the Council's CCTV service.	378
Cemeteries and Crematoriums	Service to provide for burials at 3 cemeteries and operation of the Crematorium and associated service.	(453)
Countryside and Allotments	Costs of administering and maintaining countryside and countryside access and the	395



<b>SERVICE OR ACTIVITY</b>	<b>DESCRIPTION</b>	<b>2009/10 £000</b>
	maintenance of the Council's 14 allotment sites	
Dolphin Centre	The Dolphin Centre provides a full range of wet and dry sports facilities for the town as well as accommodation for meetings and events.	2,130
Eastbourne Complex	Sports complex providing all-weather track, pitch and gym facilities.	123
Grants / Voluntary Sector Payments.	Grant funding for Voluntary and Community Sector including the Media Workshop and the Community Carnival	34
Highways, Engineering, street lighting and winter maintenance	Management of the highways asset including maintenance of approximately 500km of roads within the borough, highways design and traffic management, maintenance of approximately 11,500 street lights and other traffic signals and winter gritting.	4,807
Markets	The Covered and Open Market and the Cattle Market	(157)
Outdoor Events	Net cost of providing outdoor events, the main events being the Summer Festival, Fireworks Display and the Rhythm and Blues Festival.	301
Performance Development and Service Planning	Management and coordination departmental performance, strategy development and service planning for community services	130
Public Conveniences	Maintenance and cleaning of public conveniences.	107
Property and Premises Support	Property and Premises support for client departments including guidance for building repairs and maintenance, electrical checks, quality standards etc.	114
Railway Museum	The operation of the Railway	310

SERVICE OR ACTIVITY	DESCRIPTION	2009/10 £000
	Centre and Museum	
Street Scene	For the collection of household, clinical and bulky household waste, the cleaning of roads, pavements and precincts, along with gully cleaning, maintenance and cleaning of litter bins and weed killing. The maintenance of all the Council's parks and open spaces, including grounds maintenance, playground equipment, and the upkeep of cemeteries and crematoriums.	5,404
Sports Development	Development of sports provision through out the borough, mainly funded by grants.	144
Control of Stray Dogs	Catching of stray dogs, education, dog fouling enforcement and placing micro-chips.	65
Stressholme	The Council's Golf Course and Driving Range.	37
Tourist Information	The provision of a Tourist Information Service. The standards and logo are a national brand. The service provides information and a booking service for local people and visitors of around 100,000 per annum.	92
Transport	For the management and provision of all transport across the authority.	(327)
Waste Management	The disposal of all household and recycling waste, including the management of the Waste Disposal Contract.	3,055
Works Property & Other Expenses	Early retirement pension payments for past employees.	109
Christmas Lights	Provision and erection of Christmas decorations in the town centre.	31
Community Wardens	The Wardens are actively engaged with other Partnership Agencies in providing support for the local community, including issuing fines and formal warnings for anti-social behaviour, i.e. littering, dog fouling, youth annoyance	478

<b>SERVICE OR ACTIVITY</b>	<b>DESCRIPTION</b>	<b>2009/10 £000</b>
Improvement Grants Administration	To pay the Home Improvement Agency for the Administration of Renovation Grants and Disabled Facilities Grants to the private sector. DFG's are statutory and renovation grants discretionary but play a key role in meeting BVPI targets in relation to Unfitness and empty homes.	21
Housing Renewal Team	To undertake the Council's regulatory role in relation to the condition of private sector housing.	149
Land Rental/Leasing Income	Income received from the leasing of housing land.	(19)
Housing Benefits Administration/Verification Framework	Administration of Rent Rebates, Rent Allowances and Council Tax Benefit.	297
Community Housing Service	This includes grounds maintenance work to open spaces on Council housing estates and a proportion of the expenditure incurred on general queries not related to Council housing i.e. street lighting, repairs, anti social behaviour.	225
Homelessness	The net cost of placements in bed and breakfast accommodation whilst assessing applications under homeless persons legislation.	171
Welfare Services	The net cost of the care/welfare element of the Housing Warden Service that falls outside the scope of the HRA definition.	165
Northumbria Water Commission	Commission received for collecting water rates on behalf of NWA.	(130)
Service Strategy and Regulation	Providing advice and guidance on strategy and regulation to the private sector.	76
Citizens Advice Bureau	Grant funding to the Citizens Advice Bureau.	90

<b>SERVICE OR ACTIVITY</b>	<b>DESCRIPTION</b>	<b>2009/10 £000</b>
Supporting People	Net cost of administration of the Supporting People Programme grant	51
DLO profits	Total profits generated by the contracting divisions of Community Services.	(766)
Purchase of External Care	Independent Sector provision of residential, domiciliary and day care services. Also included is the cost of direct payments covering payments made to individuals to purchase their own packages of home and personal care.	16,632
Older People	Commissioning, contracting and reviewing of services for older people with mental health difficulties along with the net cost of providing frozen meals.	2,412
Learning Disability	Learning Disability Commissioning Team and the costs associated with the staffing, management and maintenance of learning disability day centres, community houses and supported tenancies.	779
Mental Health	Covers the commissioning of mental health services.	801
Disability & Intermediate Care Services	Intermediate Care, Occupational Therapy, Physical & Sensory Impairment and the provision of the in-house Home Care Service.	3,425
Service Development and integration	Management and support services to the Adult Social Services provision, including management information, finance, ICT, workforce development and transport.	2,824

## **Service Planning**

4. Service Planning for the department's services for 2009-10 and onwards commences prior to the completion of the detailed budget estimates and is used to inform the allocation of

resources through the budget setting process. In addition to the Departmental Service Plan there are ten individual service plans covering the following:-

- (a) Adult Social Care and Health
- (b) Environmental Services
- (c) Street Scene, a cleaner, greener, safer environment
- (d) Building Services
- (e) Culture
- (f) Housing
- (g) Housing Benefits
- (h) Supporting People
- (i) Highways
- (j) Technical Services

5. Community Services has set 13 high level priorities for 2009/10 and they are shown below with key service actions to be taken under each high level priority.

### **Departmental Priorities for 2009 – 2012**

#### ***Deliver on the health and well-being agenda***

- Develop and implement a range of activities to increase access to sport and leisure.
- Increase Parks and Countryside Rangers role in developing green exercise agenda.
- Continue to improve Children's play areas.
- Support people into paid work and volunteering opportunities.

#### ***Provide high quality, value for money services***

- ***Implementation of capital review project.***
- Develop and implement markets appraisal.
- Manage use of framework partners.
- Develop and implement business recovery plan.
- Continue to monitor and improve reporting mechanisms for national indicator set.
- Take a proactive approach to income generation.
- Design and manage the new Community Services depot accommodation project.
- Implement the outcome of the Transport Review.
- ***Explore possibility of Trust status for Culture venues.***

#### ***Assist in the regeneration of Darlington***

- Contribute to feasibility study on town centre fringe / cultural quarter

#### ***Ensure our services are accessible to all***

- New equalities framework – action plan.

#### ***Implement the outcome of the Housing Growth Bid***

- Contribute towards the Housing Growth Point.

***Work with partners to provide affordable housing and a range of housing support options***

- Maximise Planning Powers.
- Maximise investment through the National Affordable Housing programme (NAHP).
- Deliver on key Housing Corporation protocol actions.
- Review the Housing Business Plan to reflect the outcome of the changes to the HRA.

***Support the development of the workforce and staff well-being***

- Ensure Community Services comply with health and safety requirements.
- Deliver the Community Services Workforce Plan.

***Continue to strengthen our approach to community consultation and engagement***

- Continue to engage with service users to shape delivery.
- Explore new innovative methods of tenant participation.
- Continue to strengthen our approach to community consultation and engagement.

***Ensure a clean, green and safe environment***

- Implement new waste treatment and disposal contract.
- Implement Tees Valley Waste Strategy in Darlington.
- Develop and implement plans to address the new Mercury Abatement regulation.
- Improve the quality of the cemeteries infrastructure.
- Contribute to tackling climate change.
- Ensure biodiversity continues to increase to more sustainable levels.
- Promote energy efficiency across all tenures of the Borough.
- Continue to deliver on Street Scene services.
- Continue to improve Darlington's green infrastructure.
- Continue to develop and strengthen our approach to tackling anti social behaviour.
- Implement the Speed Management Strategy and the Casualty Reduction Strategy.

***Tackle the Congestion Agenda***

- Implement Traffic Management Act requirements.
- Deliver highways schemes as alternative to the car and improve traffic flow.
- Deliver the Tees Valley Major Bus Scheme.
- Deliver the Cycle England Programme.
- Implement outcomes of the Transport Review.
- Deliver highway schemes as alternatives to the car and improve traffic flow (Local Transport Plan and other funding).

***Business transformation and Integration with the PCT***

- Integrate Council and PCT commissioning
- Integrate Council and PCT provider services
- Develop the personalisation agenda within Adult Social Care .

### ***Introduce Civil Parking Enforcement***

- Progress proposals for Civil Parking Enforcement and transfer of Police enforcement powers to the Council.

### ***Deliver successful outcomes for Supporting People funded services***

- Undertake the strategic review of Supporting People services in accordance with Commissioning Strategy.
6. These key priorities have been taken into account when setting the MTFP and detailed action plans have been developed to meet these objectives.

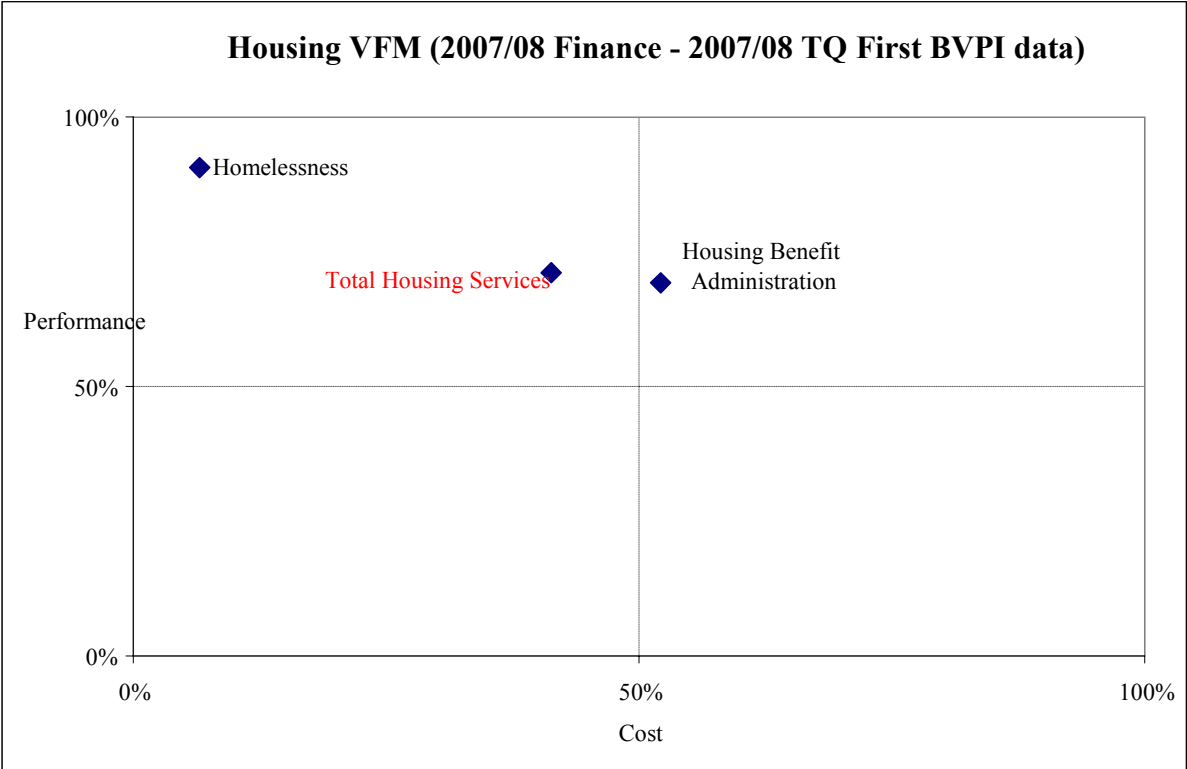
### **Risk Management**

7. On a continuous basis and throughout the service-planning process, risks to the achievement of objectives are identified and assessed in terms of probability and potential consequence. Arrangements are made to manage risks within acceptable levels to minimise losses and maximise opportunities.
8. Where risks are assessed as being above acceptable levels, action plans are put in place to reduce exposure by either reducing the likelihood of an event occurring or lessening the impact. Action plans have been drawn up where the risks are above the acceptable levels to minimise the risk and it is not envisaged that these will impact on resource planning.

### **Value for Money (VFM)**

9. Providing value for money is a core value of the department. Data published by the Audit Commission comparing cost and performance has been used to provide indications of VFM across the Council's services, primarily with regard to front-line services that are delivered direct to the public. A model has been developed within the Council that presents the published data graphically and this is shown in the following charts.
10. The methodology for the model takes the cost per head of population percentile and places these costs against the relevant national indicators. For each of these performance indicators the percentile is worked out and compared to all unitary authorities. In some cases the measures of performance that are available do not provide a balanced view and need further development over time. Additionally the cost and performance data relate to 2007/08, being the latest available at this point in time and is therefore out of date. Consequently any new initiatives or changes that have been introduced within the last year to improve Darlington's position will not be reflected in the charts.
11. The charts should therefore be regarded as indicators, prompting questions that may lead to management action, rather than providing definitive answers. The narrative alongside the graphs will explain areas where events during the year would change the position shown. The top left hand quadrant of the chart is the optimum position indicating high performance at low cost.

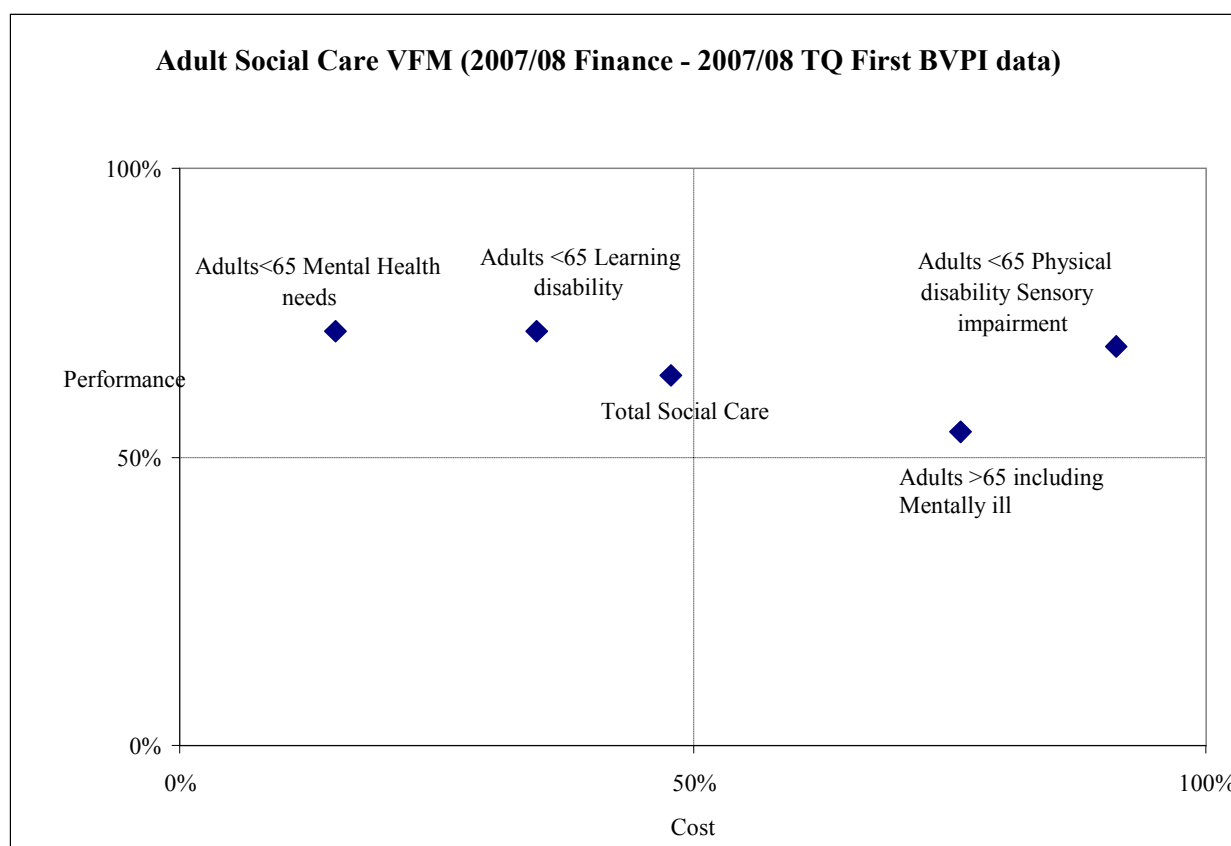
Housing General Fund Services



12. The Housing graph shows that overall, Housing General Fund services perform to a high standard and at low cost. Housing Benefit administration consistently performs well and is only slightly above average cost. This year a review of Housing Benefits is being completed with the aim of improving the services provided and producing efficiencies. It is, therefore, anticipated that the cost percentile will have a positive moved by the end of the financial year.
13. The Division has performed very well during the year and received an excellent rating in the Comprehensive Performance Assessment earlier in the year. The team have also received a Customer Services Excellence Award from EMQC Ltd (formally Chartermark).

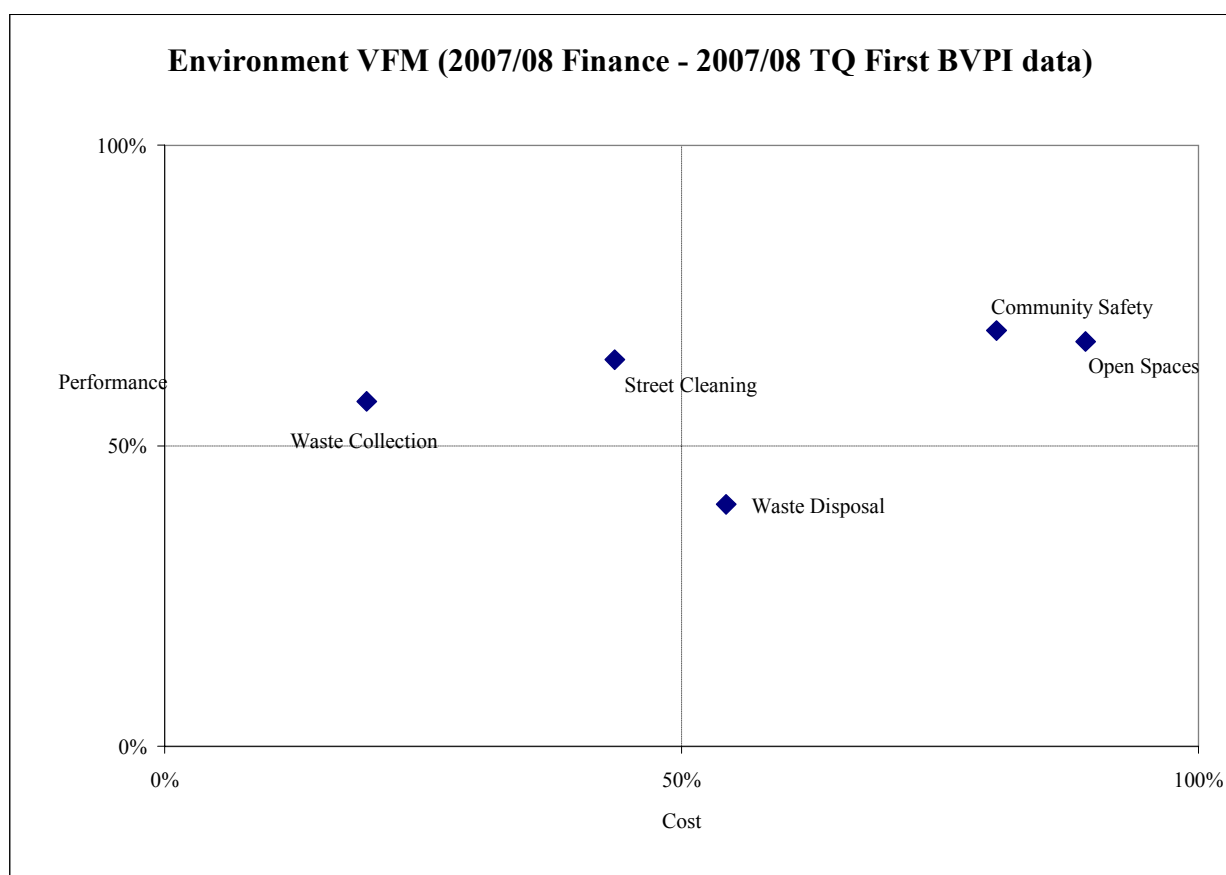


## Adult Social Care



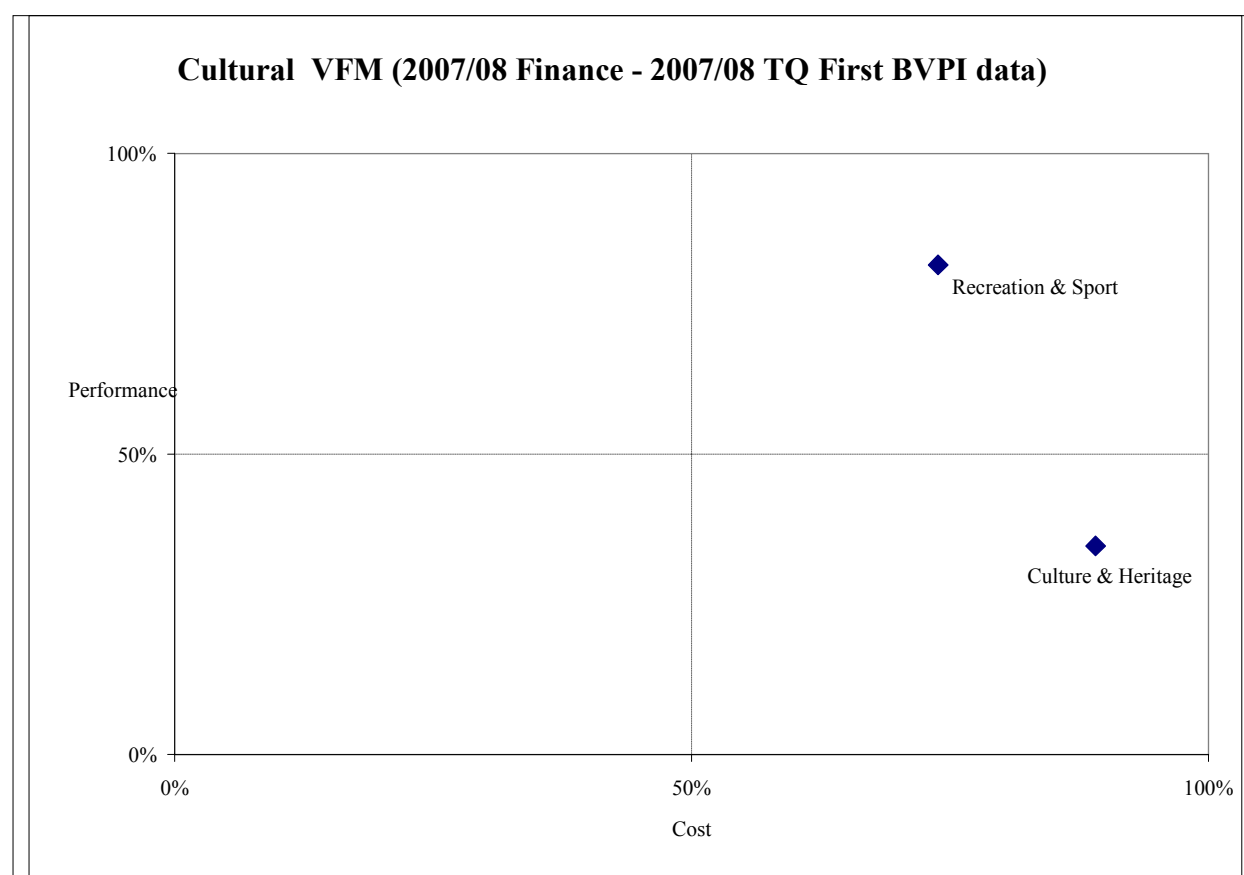
14. The Adult Services graph shows all the services to be high performing which is reflected in the Commission for Social Care (CSCI) Annual Performance Assessment of three stars (the highest available), which has been awarded for the third year running. The in house Homecare Team also received the Customer Service Excellence award from EMQC Ltd (formerly known as Chartermark).
15. Overall Total Adult Social Care is shown to be below average on cost. While the services provided to adults under 65 years with a physical disability is high performing but above average cost, the overall position is moving in the right direction and has improved during the year.
16. Service provision for Adults over 65 years, including those mentally ill, is high performing but above average cost. This is due to Darlington providing four levels of access to care for vulnerable people ( low, moderate, substantial and critical). Darlington is only one of four councils who meet all the bands of need. The majority of councils, around 70%, only meet the assessed needs of those judged to be in the categories 'substantial' and above. This commitment to providing fair access to care for all elderly persons subsequently places Darlington in a higher than average cost position.

## Environmental Services



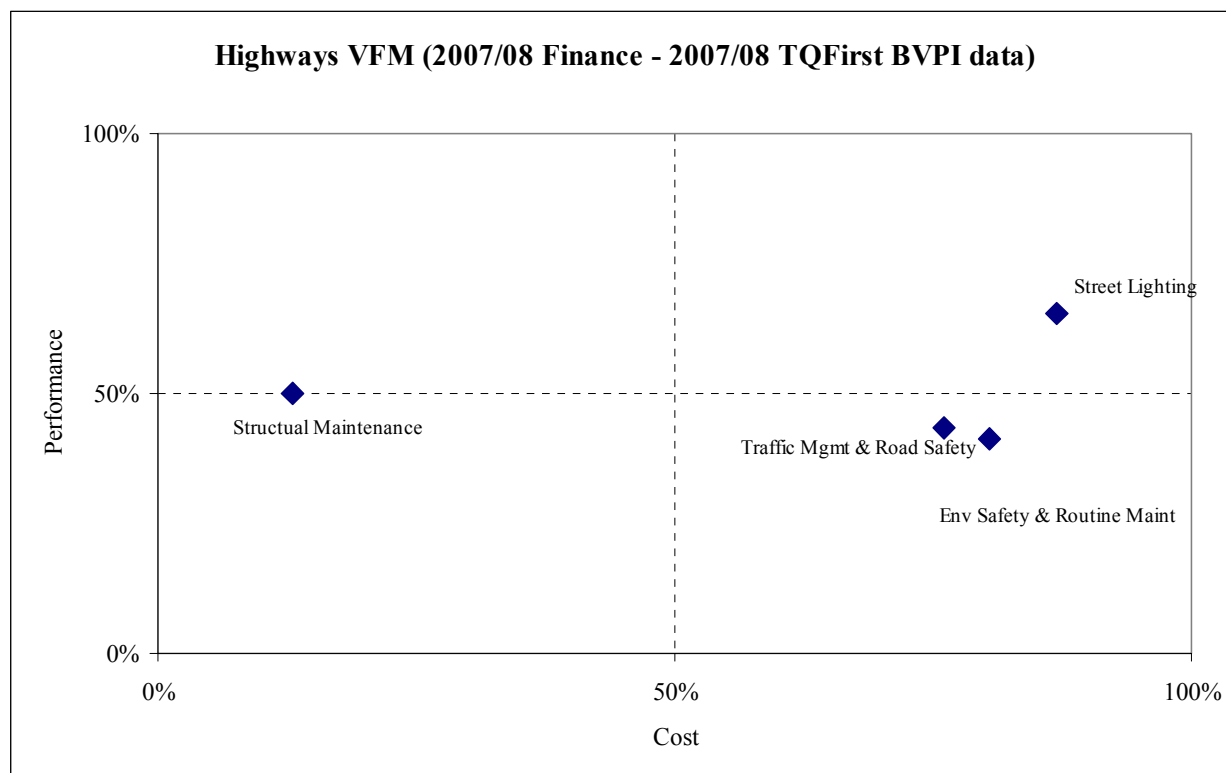
17. The VFM graph shows that with the exception of waste disposal all areas are performing well and above average. There has also been an improvement in the cost percentile year on year for Waste Collection and Street Cleaning which is due to the Street Scene initiative brought in during 2006/2007 where the efficiencies identified are beginning to feed through.
18. Waste Disposal also includes recycling and shows the Council to be above average cost and below average performance. To a large extent our cost and performance are tied into the Waste Disposal Contract inherited from Durham County Council in 1997. This contract has been retendered and the new contract will begin during April 2009 and it is anticipated performance will improve significantly which will improve our VFM scores next year
19. Community Safety is also in the high performance high cost quartile and this recognises the Council's investment in Community Safety across the borough.
20. Open Spaces which includes parks is shown to be high performing with high satisfaction levels. The higher than average cost is due to the large number of parks and open spaces within Darlington and the commitment to keeping these areas well maintained.
21. The Environmental Services Division has achieved a number of externally recognised successes during the year which highlights the high performance of the service including a Beacon Status award in the Better Public Places category, a Green flag award at South Park and a Silver Gilt award in Northumbria in Bloom.

## Culture



22. Recreation and Sport scores highly in both the performance and cost percentiles. With regard to cost, the position has improved from the previous year. However, Darlington provides a diverse range of high quality cultural facilities. This is considerably more than the average unitary authority. For instance the Civic Theatre, Head of Steam and Arts Centre are of sub regional importance and contribute to both economic development and tourism. Over the last 2 years the Dolphin Centre, Arts Centre and Railway Museum have had significant capital investment to improve and update the facilities, which will improve the customer experience and subsequently satisfaction.
23. Culture and Heritage is in the high cost and lower performance quadrant. This indicator mainly relates to visits to and satisfaction with the Railway Museum. The Railway Museum was closed for refurbishment throughout 2007/08 which is reflected in the low performance score. However, since the Museum re-opened in April 2008, as Head of Steam, we have had record numbers of visitors which will significantly improve the financial and performance position next year.
24. The Cultural Services section has achieved a number of external recognition awards this year which highlight the provision of high performing services including the Market of the Year (Markets Attraction) Award by the National Association of British Market Authorities (NABMA), first place in the DAD Darlington Access for all Award and the Customer Service Excellence awarded by EMQC Ltd (formerly known as Chartermark).

## Highways and Transport



25. Street lighting has significantly improved performance year on year with faults repair time falling. This is a high cost areas as a number of lighting columns are beyond their expected life and requiring repairs.
26. Environmental safety and routine maintenance along with traffic management are shown to be poor performing. A major indicator used in the calculations is the amount of time temporary traffic controls are in operation. During 2007/08 two major schemes impacted significantly on this figure:-
  - (a) the construction of a new junction on B6279 Houghton Road for the new Darlington Eastern Transport Corridor where traffic lights were required continuously for 43 days.
  - (b) A68 West Auckland Road scheme requiring traffic signal control to allow safe construction.
27. The number of road casualties impact on the Traffic Management and Road Safety calculation. The figures used in the calculation were taken from the calendar year 2006 when Darlington suffered from an unexplainable 'spike' in accidents in the killed or seriously injured category. From an average of around 40 accidents a year in previous years 2006 saw it rise significantly to 66. Investigation could not highlight any particular reason. However, 2007 and 2008 (to date) are showing a significant reduction down to early 30's. In general, the Council is ahead of target for hitting the governments 2010 national targets by a combined approach of engineering solutions at problem locations, training to improve life skills of children and education to raise awareness of road safety.

Another factor used in this calculation is the number of signal controlled crossings meeting criteria for disabled users. Darlington has a local policy developed with Darlington

Association on Disability (DAD) which means poor performance against the national standard. This means we have a local solution that the users support but affects the calculation. This indicator has been dropped from the national indicator set and this combined with the accident data reflecting a more accurate picture of what is happening in Darlington should show significant improvement in the VFM.

28. As mentioned earlier, the performance and expenditure are related to 2007/08 and in some indicators 2006/07 and this value for money assessment does not reflect the Council's outstanding performance in delivering the Local Transport Plan (LTP), as judged by Government Office North East where the delivery of the second LTP covering 2006 to 2011 was judged as 'Good', the highest rated in the region.

### **Budget Pressures**

29. Despite the department undertaking a vigorous analysis of the detailed estimates to ensure there is no inefficiency and implementing a number of in year efficiencies, there still remains significant pressure on resources for 2009/10 and the following years. The change in economic climate has impacted on budgets beyond expectation and the pressures that cannot be contained fall into 4 categories:
- (a) High inflationary rises on service costs of £0.341m. This pressure includes increases in power costs and residential home inflation.
  - (b) Reduced income and cessation of external grants of £1.019m. This significant pressure is mainly due to a reduction in income for the Building and Highways Divisions. In both areas the economic climate has reduced the availability of large capital contracts to tender for and the reduced turnover has directly impacted on the profits of the divisions. This pressure is being reported in the 2007/08 MTFP monitoring reports and is unlikely to change in the next few years. There is also pressure on our sponsorship budget as large companies who were previously relied are also under pressure and are cutting their budgets.
  - (c) We have also had a reduction in external grants the most significant being Supporting People income which was used to fund clients with learning disabilities.
  - (d) Increases in service demand, £0.457m. This pressure relates to Adult Social Care and the increase in older people requiring services. This trend is seen across the country with demographics changing generally towards an ageing population. We are also seeing a significant increase in young adults with learning difficulties accessing our service.
  - (e) Other, £0.247m. The other pressures are of a varied nature and include required works for health and safety, for example safety barrier checks on our highways and increased driver training due to legislation changes.

### **Efficiency gains to assist with Corporate Financial Pressures**

30. A high level review of Adult Social Care is taking place and the initial estimate for savings in 2009/10 is £0.257m increasing to £0.670m in 2011/12. The review will challenge and improve current commissioning practices, whilst reviewing systems and processes within the division.

31. The department has or is in the process of reviewing working methods to improve efficiency, this includes mobile working where technology is changing and improving the way we are providing services. This technology is being used in Adult Social Care and Building Services and will be rolled out to Environmental Services during 2009/10. Further efficiencies will be made by reducing overtime and reconfiguring the Warden Service where some of the staff will be based in a mobile unit in the community providing a more effective responsive service

<b>Action</b>	<b>Financial effect £000</b>
High level review of Adult Social Care	257
Efficiencies from improved working methods and structure changes	258
<b>Total</b>	<b>515</b>

### **Efficiency gains to help stay within existing resources**

32. The department is constantly looking to make efficiency gains and this has been mainstreamed into all operations. To improve efficiency, offset pressures and enable reallocation of resources to areas of increased demand the following reductions in net expenditure have been made through management action.

<b>Action</b>	<b>Financial effect £000</b>
Allowance for staff turnover	256
Deleting non contractual inflation	87
<b>Total</b>	<b>343</b>

33. As with any large organisation there is an element of staff turnover with a gap between a member of staff leaving and the replacement joining. The department has made an allowance for this in the 2009/10 estimates, along with taking out any allowance for non contractual inflation.

### **Proposed Savings to assist with Corporate Financial pressures**

34. To assist with the corporate financial pressures Cabinet and CMT have considered and supported the following proposed savings. These savings will reduce the department's existing resource allocation thereby freeing up corporate resources to fund pressures. The proposed savings will have an impact on service provision details of which are identified in the main body of the report.

<b>Action</b>	<b>Financial effect £000</b>
Close Public conveniences	25
Reduce opening hours at the Head of Steam	48
Reduce opening hours at Eastbourne Sports Complex.	88
<b>Total</b>	<b>161</b>

N.B the savings in the first year are reduced by £64,000 due to redundancy and demolition costs.

### Departmental MTFP 200/09 – 2011/12

35. The department's detailed estimates were prepared on the basis of existing levels of service taking into account known pressures and savings. Having done this the position for the next four years is set out in Table 1 below:-

<b>Table 1</b>				
<b>Departmental MTFP 2009/10 - 2012/13</b>				
	<b>09/10 £000</b>	<b>10/11 £000</b>	<b>11/12 £000</b>	<b>12/13 £000</b>
<b>Resources</b>				
Initial resource allocation	44.524	46.102	47.603	49.202
Pressures	2.064	2.480	2.824	3.341
Savings for Corporate use				
- Efficiencies	-0.515	-1.060	-1.268	-1.268
- Member decisions	-0.103	-0.161	-0.161	-0.161
Resource Allocation	45.970	47.361	48.998	51.114
<b>Estimates</b>				
Initial Estimates	46.931	48.925	50.770	52.886
Savings for corporate use	-0.618	-1.221	-1.429	-1.429
Departmental savings	-0.343	-0.343	-0.343	-0.343
<b>Proposed budget</b>	<b>45,970</b>	<b>47,361</b>	<b>48,998</b>	<b>51,114</b>

N.B. the draft estimates for 2009/10 are net of the corporate savings identified in the main body of the report which are being consulted upon. The draft estimates also include the efficiency savings identified previously in the departmental report.

## **Charges**

36. From the end of December 2012, the Council has a legal duty to abate 50% of mercury emissions from the Crematorium. There are two ways of achieving this, either by paying into a burden sharing scheme or abating our own cremators. Out of the 252 local authorities who have crematoria, 136 are charging an environmental surcharge. 69 of the 136 are charging the Federation of British Cremator Authorities (FBCA) charge and 67 are using another rate. The recommended charge for 2008 by the FBCA is £40.00.
37. It is proposed that for 2009/10, Darlington charge an additional £50.00 per cremation and the income from this surcharge is put into a sinking fund to go towards the costs of abating our own cremators. The cost of a new mercury abatement plant will be funded by the sinking fund and prudential borrowing, which will be covered by the ongoing environmental surcharge.
38. Proposals for the 2009/10 charges are shown in **Annex 1**. These charges take account of the temporary VAT reduction.

## **Recommendations**

39. Members are asked to approve :-
  - (a) The detailed estimates for Community Services Department.
  - (b) The proposed schedule of charges for Community Services.

**Cliff Brown**  
**Director of Community Services**

EJD : Extension 4447



## COMMUNITY SERVICES - SCHEDULE OF CHARGES 2009/10

SERVICES	EXISTING CHARGE £	NEW CHARGE £	FINANCIAL EFFECT £
<b>DOLPHIN CENTRE</b>			
<b>Swimming</b>			
Adult Swim	2.90	2.95	
Concession	2.20	2.25	
Junior Swim	2.10	2.15	
Concession	1.55	1.60	
Family Swim (up to 4 children accompanying 1 adult)	1.55	1.60	
<b>Fitness Areas</b>			
Pulse Suite	3.60	3.65	
Concession	2.75	2.80	
Junior Pulse Suite	2.80	2.85	
Concession	2.10	2.20	
<b>Health &amp; Fitness Classes</b>			
Health & Fitness Classes	3.20	3.25	
Concession	2.40	2.45	
<b>Multi Activity Sessions</b>			
Badminton Daytime Session	3.10	3.15	
Concession	2.35	2.40	
<b>Half Main Hall</b>			
Adult	38.20	38.80	
Junior (1 hour courts only)	25.80	26.20	
Weekday lunchtime	32.00	32.50	
<b>Badminton/ Short - Tennis Court</b>			
Adult	6.50	6.60	
Concession	4.90	5.00	
Junior (1 hour courts only)	3.30	3.35	
Concession (1 hour courts only)	2.50	2.60	

SERVICES	EXISTING CHARGE £	NEW CHARGE £	FINANCIAL EFFECT £
<b>DOLPHIN CENTRE, continued</b>			
<b>Squash Courts</b>			
Adult	5.80	5.90	
Concession	4.35	4.45	
Junior (up to 5.00pm on weekdays only)	3.10	3.15	
Concession (up to 5.00pm on weekdays only)	2.35	2.40	
<b>Equipment Hire</b>			
Footballs	FREE	FREE	
Footballs - Deposit	5.00	5.00	
Badminton	1.95	2.00	
Badminton - Deposit	5.00	5.00	
Squash Racquets	1.95	2.00	
Squash Racquets - Deposit	5.00	5.00	
Table Tennis Bats	1.35	1.40	
Table Tennis Bats - Deposit	5.00	5.00	
Pram Lock	FREE	FREE	
Pram Lock – Deposit	5.00	5.00	
<b>Children's Activities</b>			
Crèche	2.10	2.15	
Soft play admissions Monday to Friday	2.85	2.90	
Soft play admissions Weekends	3.10	3.15	
Sensory Room Monday to Friday	2.85	2.90	
Sensory Room Weekends	3.10	3.15	
Parent/toddler (Soft play)	2.85	2.90	
<b>Other Activities</b>			
Climbing Wall	3.80	3.85	
Concession	2.85	2.90	
Junior Climbing Wall	3.00	3.05	
Concession	2.25	2.30	
Showers	1.10	1.15	

SERVICES	EXISTING CHARGE £	NEW CHARGE £	FINANCIAL EFFECT £
<b>DOLPHIN CENTRE, continued</b>			
<b>Fit 4 Life Packages</b>			
Platinum Package	32.50	32.50	
<b>Swimming Pools</b>			
Main Pool - per hour	38.50	68.90	
Diving Pool - per hour	38.50	39.10	
Teaching Pool - per hour	38.50	39.10	
Gala - per hour			
Swimming Galas - whole complex			
Normal opening hours - per hour	220.00	223.40	
Outside normal opening hours - per hour	115.00	117.10	
Swimming Galas - Schools, Junior Clubs and Organisations			
Main Pool - Peak	157.50	159.45	
Main Pool - Off Peak	106.50	108.25	
Main Pool and Teaching Pool - Peak	219.00	222.40	
Main Pool and Teaching Pool - Off Peak	136.00	137.80	
Electronic Timing	60.00	61.05	
<b>Dry Sports Hall</b>			
Main Sports Hall - per hour	75.00	76.30	
Special Events - per hour Monday to Friday	225.00	N/A	
Special Events - per hour Weekends	240.00	241.10	
Preparation - per hour Monday to Friday	120.00	N/A	
Preparation - per hour Weekends	127.50	129.90	
Special Events - Schools - per hour off peak	35.00	35.45	
Meeting Room	16.00	16.75	
Seminar Room/Stephenson Suite	23.50	24.60	

SERVICES	EXISTING CHARGE £	NEW CHARGE £	FINANCIAL EFFECT £
<b>DOLPHIN CENTRE, continued</b>			
Central Hall			
All Events (except commercial, exhibitions and local societies)	75.00	78.75	
Exhibitions - commercial - per hour	100.00	103.35	
Local Societies event - per hour	52.50	54.15	
			<b>20,511</b>
<b>PARKS</b>			
Bowls Season Ticket	23.00	23.80	
Concession	17.00	17.60	
Football - Hire of Hundens Park Pitch			
Seniors' Match	33.00	33.00	
Juniors Match	18.00	18.00	
			<b>280</b>
<b>EASTBOURNE SPORTS COMPLEX</b>			
Adult Track	3.00	3.10	
Concession	2.25	2.30	
Junior Track	1.80	1.85	
Concession	1.40	1.45	
Adult Artificial Pitch 1/3 (45 mins)	37.00	38.15	
Junior Artificial Pitch 1/3 (45 mins)	22.00	22.70	
Adult Full Artificial Pitch	66.00	68.00	
Junior Full Artificial Pitch	37.00	38.10	
Full Pitch Lights	9.50	N/A	
1/3 Pitch Lights	3.60	N/A	
Pulse 3	3.60	3.65	
Concession	2.75	2.80	
Junior Pulse Suite	2.80	2.85	
Concession	2.10	2.20	
Function Room/Community Pavilion - per hour	10.00	14.00	
			<b>2,211</b>

SERVICES	EXISTING CHARGE £	NEW CHARGE £	FINANCIAL EFFECT £
<b>STRESSHOLME GOLF CENTRE</b>			
<b>Green Fees</b>			
Monday - Friday	14.95	15.25	
Concession	11.25	11.45	
Junior (up to 18 years)	11.25	11.45	
Concession	8.50	8.65	
Twilight	8.25	8.40	
Concession	6.30	N/A	
Twilight Junior	8.25	8.40	
Concession	6.30	N/A	
<b>Weekends &amp; Bank Holidays</b>			
Adult	17.00	17.25	
Concession	12.80	13.00	
Junior	12.80	13.20	
Concession	9.60	N/A	
Twilight	9.10	9.25	
Concession	6.80	N/A	
Twilight Junior	9.10	9.25	
Concession	6.80	N/A	
<b>Day Tickets</b>			
Monday - Friday	23.40	23.75	
Concession	17.55	17.85	
Junior	17.55	17.85	
Concession	13.30	N/A	
Weekends and Bank Holidays	29.00	29.45	
Concession	21.75	22.05	
Junior	21.75	22.05	
Concession	16.50	N/A	
<b>Driving Range</b>			
Large Basket (75 balls)	3.70	3.75	
Medium Basket (50 balls)	3.00	3.05	
Small Basket (25 balls)	1.70	1.75	

**SERVICES**

<b>EXISTING CHARGE</b>	<b>NEW CHARGE</b>	<b>FINANCIAL EFFECT</b>
<b>£</b>	<b>£</b>	<b>£</b>

**STRESSHOLME GOLF CENTRE, continued****Annual Season Tickets**

7 Days	423.00	423.00
7 Days Youths (18-21 years)	186.00	186.00
7 Days Juniors (under 18 years)	100.00	100.00
5 Days (Monday- Friday)	296.00	296.00
Couples	789.00	789.00

Social subject to approval by Durham	28.00	28.55
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Stressholme Board Room – per hour	10.00	11.85
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**Nil**

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A £5.00 administration fee will be charged in addition to the Green Fees for non-payment.

**REFUSE COLLECTION AND DISPOSAL**

Refuse sacks (per 25) (Exclusive of VAT)	64.25	74.60	<b>560</b>
Garden waste sacks (Non Vatable)	6.90	7.10	<b>130</b>

**CEMETERIES**

**Burial fees without exclusive right of burial (these fees will be tripled where the deceased is a non resident of Darlington at time of death).**

Individual foetal remains	No Charge	No Charge	)
Stillborn or child not exceeding 12 months	No Charge	No Charge	)
Person over 12 mths up to 18 years	150.00	150.00	)
Person over 18 years	435.00	457.00	)
			)

SERVICES	EXISTING CHARGE £	NEW CHARGE £	FINANCIAL EFFECT £
<b>Burial fees with exclusive right of burial (these fees will be doubled where the deceased is a non resident of Darlington at time of death).</b>			)
Individual foetal remains	No Charge	No Charge	)
Child not exceeding 12 months	No Charge	No Charge	)
Person over 12 mths up to 18 years	150.00	150.00	)
Person over 18 years	435.00	457.00	)
Cremated remains	85.00	90.00	)
			)
<b>Exclusive rights of burial (these fees will be doubled if the purchaser is a non resident of Darlington if not purchased at time of first interment).</b>			)
			)
Exclusive burial rights (50 years)	445.00	465.00	)
Exclusive burial rights for a bricked grave	900.00	930.00	)
			)
<b>Other charges</b>			)
			)
Scattering of cremated remains	40.00	40.00	)
Indemnity form (to produce duplicate grant	35.00	40.00	)
Use of Cemetery Chapel	60.00	60.00	)
After post mortem remains	70.00	90.00	)
Evergreens (including grass mats)	60.00	60.00	)
Exhumation of a body (excl. re-interment)	770.00	810.00	)
Exhumation of cremated remains (excl. re-interment)	165.00	173.00	)
			)
<b>Grave Maintenance (inclusive of VAT)</b>			)
Initial payment	38.00-50.00	40.00-50.00	)
Annual Maintenance	26.00	27.55	)
			)
			)
<b>Memorials (fees will be doubled where the deceased to whom the memorial/inscription refers was non resident of Darlington at time of death)</b>			)

SERVICES	EXISTING CHARGE £	NEW CHARGE £	FINANCIAL EFFECT £
Memorial rights including first inscription (30 years)	160.00	160.00	)
Provision of kerbs – traditional sites only)	50.00	50.00	)
Vases not exceeding 300mm	60.00	60.00	)
Additional inscription	60.00	60.00	)
<b>Total financial effect for Cemeteries</b>			<b><u>6338</u></b>

## CREMATORIUM

**Crematorium fees (inclusive of certificate of cremation, medical referee fees, use of organ and scattering of remains in Gardens of Remembrance at an unreserved time)**

Individual foetal remains	No charge	No charge	)
Hospital arrangement – foetal remains	75.00	79.00	)
Stillborn or child not exceeding 12 months	No charge	No charge	)
Person over 12 mths up to 18 years	150.00	150.00	)
Person over 18 years	435.00	457.00	)
After post mortem remains	75.00	90.00	)
			)
<b>Other charges</b>			)
			)
Environmental Surcharge – New Charge for mercury abatement to be added to crematorium charges.	n/a	50.00	
Postal Carton	10.00	12.00	)
Metal Urn	30.00	30.00	)
Wooden Casket	40.00	40.00	)
Baby Urn	10.00	10.00	)
Crematorium Chapel	60.00	63.00	)
Scattering of remains at reserved time	40.00	40.00	)
Medical Referee Fee	10.00	18.50	)



SERVICES	EXISTING CHARGE £	NEW CHARGE £	FINANCIAL EFFECT £
<b>Book of Remembrance (inclusive of VAT)</b>			
Single Entry (2 lines)	50.00	51.70	)
Double Entry (3 or 4 lines)	85.00	88.60	)
Additional lines	20.00	20.00	)
Crest or floral emblem	95.00	95.00	)
<b>Memorial Cards (inclusive of VAT)</b>			
Single entry card (2 lines)	15.00	15.00	)
Double entry card (3 or 4 lines)	22.00	22.00	)
Additional lines	5.00	5.00	)
Crest of floral emblem	35.00	35.00	)
Personal photographs – set up	20.00	20.00	)
Additional photographs – after set up	10.00	10.00	)
<b>Memorial Books (inclusive of VAT)</b>			
Single entry book (2 lines)	40.00	40.00	)
Double entry card (3 or 4 lines)	46.00	46.25	)
Additional lines	5.00	5.00	)
Crest of floral emblem	35.00	35.00	)
Personal photographs – set up	20.00	20.00	)
Additional photographs – after set up	10.00	10.00	)
<b>Triptych (inclusive of VAT)</b>			
Single entry card (2 lines)	25.00	25.00	)
Double entry card (3 or 4 lines)	32.00	32.00	)
Additional lines	5.00	5.00	)
Crest of floral emblem	35.00	35.00	)
Personal photographs – set up	20.00	20.00	)
Additional photographs – after set up	10.00	10.00	)

SERVICES	EXISTING CHARGE £	NEW CHARGE £	FINANCIAL EFFECT £
<b>Other memorial schemes</b>			
Replacement kerb vase plaque	180.00	187.00	)
Replacement flower holder	5.00	5.00	)
Wall plaques	From 180.00	From 187.00	)
Planter plaques	From 270.00	From 280.45	)
<b>Lease of space for memorial plaques (per annum)</b>	<b>20.00</b>	<b>20.70</b>	
<b>Total financial effect for Crematorium</b>			<b><u>49,000</u></b>

## Markets

### Covered Market

Butchers stalls	(	Five year	No change
Fruiterers and perishable food	( stalls	Lease	No change
Other Stalls	(	In	No change
Cellars	(	operation	No change
Shops		Three - Five year leases	No change
Trade Refuse Removal (per week including VAT)		11.00	11.85

**Nil**

### Cattle Market

Tolls			
Cattle		13.30	Index linked
Sheep, pigs, calves		4.35	and auto-
Levies			matically
Cattle		10.64	variable
Sheep, pigs, calves		3.48	under
			the terms
			of the
			lease
Rent		4,000	4,000

**Nil**

SERVICES	EXISTING CHARGE £	NEW CHARGE £	FINANCIAL EFFECT £
<b>Other Markets</b>			
West Row – Per 3m x 3m Gazebo	20.00	N/A	
West Row – Per 3m x 4.5m Gazebo	25.00	30.00	
Tubwell Row– Per 3m x 3m Gazebo	15.00	20.00	
Horsemarket– Per 3m x 3m Gazebo	15.00	20.00	
Horsemarket– Per 3m x 4.5m Gazebo	20.00	25.00	
Blackwellgate Per 3m x 3m Gazebo	N/A	20.00	
All the above to include lighting when supplied			
Car Boot Licence (for more than 30 stalls) Per stall	N/A	4.00	
Council operated Car Boot Sale - vehicle entrance fee	N/A	10.00	
Council operated Car Boot Sale - pedestrian entrance fee (10 years & over)	N/A	1.00	
Charitable per day (or part day) (charge per market) - subject to a maximum of 30 stalls -	50.00	50.00	
Non Charitable 1 - 10 stalls (minimum charge)	80.00	80.00	
11 - 30 stalls (per stall) - subject to a maximum of 30 stalls	8.00	8.00	
Large scale market events i.e. Summer Spectacular. Subject to negotiation with the Operator(s)			
Craft Market – Per 3m x 3m Gazebo	20.00	30.00 for a bi- monthly offer	
Farmers Market – Per 3m x 3m Gazebo	20.00	25.00	
Food Fayre – per 3m x 3m Gazebo	N/A	25.00	
NB Craft, Food and Farmers Market charges include lighting when supplied + tables			
			<hr/> <b>3,000</b> <hr/>

SERVICES	EXISTING CHARGE £	NEW CHARGE £	FINANCIAL EFFECT £
<b>ALLOTMENTS</b>			
Rent per year	43.00	45.20	)
Rent per year for Leisuresavers	20.48	22.60	)
			<b>420</b>
<b>Head of Steam</b>			
<b>Entrance Fees</b>			
Adults	4.95	4.95	
Concessions	3.75	3.75	
Children (6-16 years old)	3.00	3.00	
Children (under 6)	No charge	No charge	
Single Membership	10.00 per annum	10.00 per annum	
Family Day Pass (2 adults, 2 children)	10.00	10.00	
Family Membership (2 adults, 4 children)	15.00 per annum	15.00 per annum	
Organised School Visits	No charge	No charge	
Lectures	2.50 per person	2.50 per person	
Live Darlington	See note	See note	
Live Darlington - 25% discounts for eligible persons (discount also applies to members of the Friends of Darlington Railway Museum and the Darlington Railway Preservation Society, and FREE admission to their committee members)			<b>Nil</b>
<b>Family History Research</b>			
Family/Railway History Research (for personal use only) via letter, email or phone	First half hour no charge then 6.00 per half hour. Personal Visits to the Ken Hoole Study Centre are at no charge	20.00 (first hour) 20.00 per additional hour. Personal Visits to the Ken Hoole Study Centre are at no charge	
Family/Railway History Research Agents	N/A	30.00 (first hour) 30.00 per additional hour	<b>1,000</b>

SERVICES	EXISTING CHARGE £	NEW CHARGE £	FINANCIAL EFFECT £
<b>Historical Research</b>			
Current Affairs and Documentaries	N/A	60.00 per hour	
TV Dramas and Films	N/A	120.00 per hour	
			<b>240</b>
<b>Photocopying</b>			
A4	20p	20p	
A3	40p	40p	
			<b>Nil</b>
<b>Personal photographic reproduction</b>			
Photographic reproduction: max size A4	N/A	4.50 per hard copy image (exc. Postage) 6.50 for digital copy (exc. postage)	
Scans – CD	2.00	N/A	
Image	2.00	N/A	
Photographic Paper Image	1.00 per page + extra 2.00 per image	N/A	
Plan Copies	4.00 per metre	6.00 per metre	
			<b>165</b>
<b>Commercial photographic reproduction</b>			
Regional newspapers	N/A	Free	
National newspapers	N/A	35.00 per image	
Specialist Journals, Newsletters and Magazines	N/A	15.00 per image	
National, Journals, Newsletters and Magazines	N/A	25.00 per image	
Television and Film Productions	N/A	50.00 per image	

SERVICES	EXISTING CHARGE £	NEW CHARGE £	FINANCIAL EFFECT £
Publishing fee – Image for book or magazine	10.00 per image	N/A	
Image for television, on top of copying fees	40.00 per image	N/A	
			<b>170</b>
<b>Photographic reproduction in Books</b>			
Less than 6,000 runs	N/A	20.00 per image	
Less than 6,000 runs (cover image)	N/A	25.00 per image	
Over 6,000 runs	N/A	40.00 per image	
Over 6,000 runs (cover image)	N/A	60.00 per image	
Discount for 10 images or more	N/A	10%	
			<b>795</b>
<b>Filming Fees</b>			
Student Productions (interiors/exterior)	N/A	Free but donation welcome	
Small Productions (interiors/exterior) e.g. TV shows and Documentaries	N/A	300.00 per day (including setting up and de-rigging days)	
Large Productions (interiors/exterior) e.g. Films	N/A	500.00 per day (including setting up and de-rigging days)	
			<b>800</b>
<b>Conference Facilities</b> (use of room and access to facilities but excludes Catering)			
During Opening Hours – per hour (Non Commercial Organisation use only 2008/09)	18.67	25.00	

<b>SERVICES</b>	<b>EXISTING CHARGE £</b>	<b>NEW CHARGE £</b>	<b>FINANCIAL EFFECT £</b>
Outside Opening Hours – per hour (Non Commercial Organisation use only 2008/09)	38.63	32.50	
Use by Commercial Organisations	23.50	N/A	
Use by Museum Friends, DRPS, NELPG, NERA, A1 Trust, DMRC and GLAD – During Opening Hours (with an understanding that paying users have priority booking)	No charge	No charge	
Use by Museum Friends – Outside Opening Hours (providing nominated persons are responsible for securing premises when vacated)	No charge	No charge	
			<b>265</b>
<b>Use of Museum Field</b>			
Caravan Users	6.00 per Caravan per night	6.00 per Caravan per night	
Educational Use	No charge	No charge	
Corporate Events	Negotiated on an individual basis	Negotiated on an individual basis	
			<b>Nil</b>
<b>Paranormal Investigation Groups</b>			
Non commercial organisations	200.00	200.00	
Commercial organisations	500.00	500.00	
			<b>Nil</b>
<b>Adult Services</b>			
Day Care Charge – per day	10.00	10.00	<b>Minimal</b>
Refreshments ad Day Care Facilities			
Lunch, morning and afternoon refreshments	3.50	3.60	<b>Minimal</b>
Additional Services – at Residential Establishments			
Breakfast	1.20	1.23	
High Tea	1.20	1.23	<b>Minimal</b>
Frozen Meals	3.00	3.09	<b>Minimal</b>
Home Care Service	9.77	10.51	<b>40</b>

## CORPORATE SERVICES DEPARTMENT BUDGET REVIEW MEDIUM TERM FINANCIAL PLAN 2009/10 to 2012/13

### Purpose of the Report

1. To review the Medium Term Financial Plan for the Corporate Services department.

### Service Outline

2. Corporate Services department is responsible for the provision of a wide range of services, a description of which and the estimates for 2009/10 are given below. The department provides, support services to departments across the Council, front line services direct to the public and costs that relate to the function of the Council as a democratically elected, multi-purpose organisation with community-leadership responsibilities. Support services are recharged to receiving departments, front line and democratic services are not recharged to individual services but are separately identified as front line and Corporate and Democratic Core costs respectively.

Budget Area	Proposed budget £000
<b>Director and Secretarial Support</b> The Director, all secretarial support for the department and some departmental budgets which are held centrally.	369
<b>Accounting and Financial Services</b> The central accounting functions which deal with the Authority's accounting, budgeting, financial reporting, Capital Programme, Treasury Management, VAT and financial planning. The budget includes the cost of the Corporate Financial and Payroll Systems.	263
<b>Council Tax and National Non Domestic Rates Collection</b> The cost of collecting of £39m of Council Tax from 48,000 properties and £32m NNDR from 3,300 properties in Darlington.	317
<b>Community Grants</b> Grants to Parish Councils; Financial Assistance and Discretionary Rate Relief to individuals and organisations.	93
<b>Corporate Assurance</b> Ensures the Council's Section 151 Statutory Financial Officer fulfils his duties. The service area conducts audits and provides consultancy support to departments. This area also deals with Risk Management and Insurance and Information Governance (incl. Freedom of Information) as well as the Archive service.	463
<b>Assistant Director Corporate Services</b> Management of Performance, Property and Darlington & Stockton Partnership	110
<b>Xentrall Services (Darlington &amp; Stockton Partnership)</b> Provision of shared services for Darlington and Stockton Borough Council's, including transactional HR (recruitment, payroll etc.) transactional finance (payment and debtors ledger, systems etc.) ICT and design & print services.	2,321



<b>Property Management</b> The Council has a wide range of property and this service undertakes the management of key aspects of its portfolio. The service also acquires land and property (voluntarily or by Compulsory Purchase) for key Council projects.	309
<b>Land and Property</b> Covers the maintenance and operation of the Council's land and property portfolio,	513
<b>Performance and Development</b> Performance and Development management for Corporate Services department.	71
<b>Borough Solicitor &amp; Legal Services</b> The budget includes the Monitoring Officer role, all legal advice, conveyance, contracts and searches.	488
<b>Registrars of Births, Deaths and Marriages</b> The cost to the Council of providing the registration service.	11
<b>Town Hall</b> The total cost of operating the Town Hall buildings and telephones.	767
<b>Democratic</b> Administrative support to the Council's democratic decision making processes and the costs of Register of Electors.	453
<b>Corporate Management</b> All elected Members' costs and subscriptions to national and regional associations. Also certain defined expenditure required to be excluded from front-line services, principally external audit and inspection fees and bank charges.	2,128
<b>Customer Services</b> Provides the Council's principle first contact for a range of services	889
<b>Assistant Director Public Protection</b> Management of Building Control, parking, Environmental Health, Licensing and Trading Standards	116
<b>Building Control</b> Service dealing with statutory building control function, dangerous structures, access (disability) issues and provision of advice.	67
<b>Parking</b> The operation and day to day management of the Borough's Pay and Display Car Parks, on-street parking and Resident's Parking Zones.	(1,909)
<b>Environmental Health</b> Staff engaged in pollution control, food hygiene inspections and Health and Safety Enforcement.	591
<b>Pest Control</b> Pest Control and pest eradication.	37
<b>Emergency Planning</b> From the Civil Contingencies Act, new responsibilities on Local Authorities regarding Emergency Planning.	118
<b>Hackney Carriages</b> Licensing and control of standards of taxis and private hire vehicles.	0
<b>Licensing</b> Administering the granting and renewal of all licences (excluding Taxis).	10
<b>Trading Standards</b> Weights and measures service, enforcement of product and services standards and consumer advice.	407
<b>Human Resources</b> The cost of the centralised HR service including Health and Safety, the Occupational Health service and the Corporate Training Budget.	492

<b>Proposed corporate savings</b> relating to workforce development, training budgets and centralisation of telephone services.	(90)
<b>TOTAL</b>	<b>9,404</b>

### **Darlington & Stockton Partnership**

3. May 2008 saw the commencement of the Darlington & Stockton Partnership undertaking 'shared services' together with Stockton-On-Tees Borough Council to provide a range of Corporate and Transactional Services to each Council. The partnership has taken the identity of "Xentrall Services" and includes the following services
  - (a) **Design and Print** – This service is located in the main at Stockton Municipal Buildings (a small presence remains in Darlington);
  - (b) **ICT** – mainly located at Lingfield Point Darlington (with a new computer room being built within the lower ground floor of the Town Hall at Darlington), though once again there will be a satellite presence at the Town Hall, Darlington and at various sites within Stockton (as at present);
  - (c) **Transactional Finance** (Payment & Sales ledger, income & banking and system & business support) – This service is located in Bayheath House Stockton along with;
  - (d) **Transactional HR** (Recruitment & Selection, Payroll, Absence Processing, Contracts and system & business support).
4. The business case outlines net savings of £7.4m that can be delivered over the life of the partnership, these savings will be split 61.8/38.2 between Stockton and Darlington based on the initial costs of services at both Councils.
5. There are also planned service improvements in all areas and, in particular a fundamental change in the delivery of ICT by utilising some of the efficiency savings for reinvestment in ICT to deliver improvements / efficiency gains for other services within the council.

### **Service Planning**

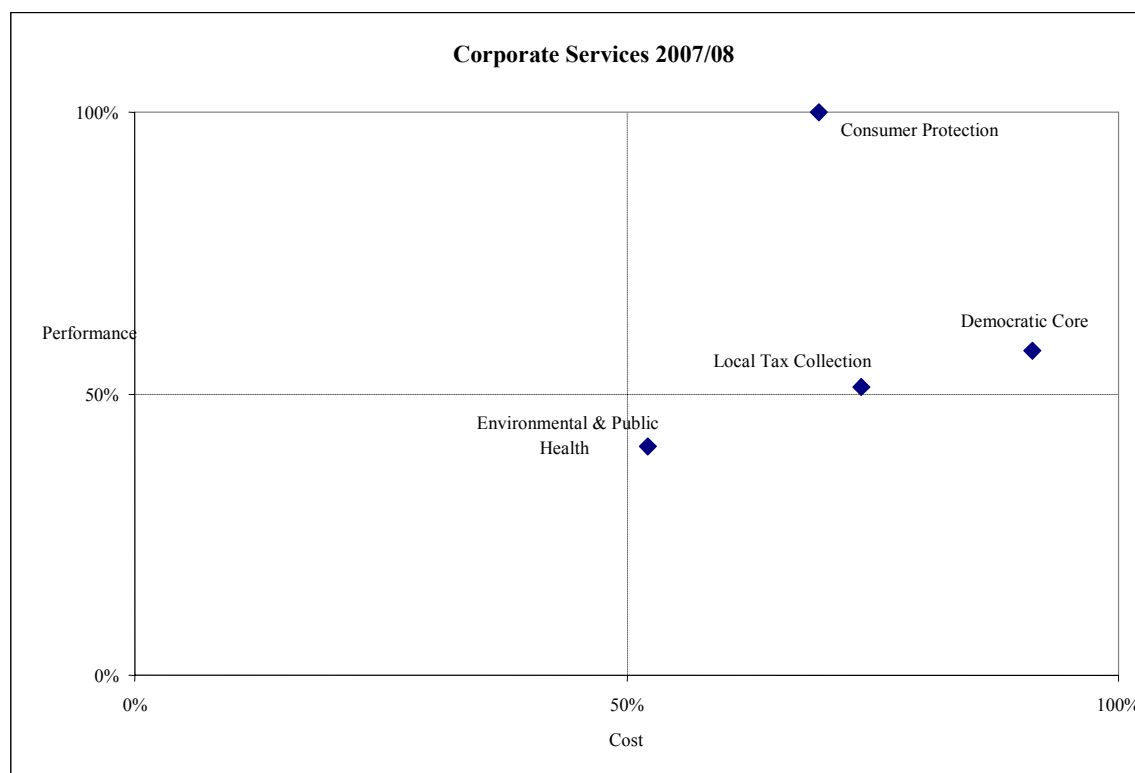
6. Planning of the Department's services for 2009/10 onwards commences prior to the compilation of detailed estimates and informs the allocation of resources through the budget setting process. In addition to the departmental plan, there are seven service plans covering the Department's major service groupings: -
  - (a) Resources (incorporating Finance & Estates)
  - (b) Legal and Democratic
  - (c) Human Resource Management
  - (d) Darlington & Stockton Partnership
  - (e) Customer Services
  - (f) Public Protection
  - (g) ICT
7. The following key priorities have been identified for 2009/10 onwards: -
  - (a) Implement an action plan to meet the requirements of the new use of resources assessment
  - (b) Develop and commence plans for better utilisation of office accommodation and modern ways of working
  - (c) Produce options for implementing a corporate landlord approach

- (d) Review corporate debt collection procedures
- (e) Reduce sickness absence
- (f) Reduce avoidable contact across the council and specifically with Customer Services to deliver improved performance
- (g) Complete ICT infrastructure review and establish the new joint data centre
- (h) Implement Corporate Governance action plan
- (i) Review Emergency Planning
- (j) Review efficiency of services

### Value for Money (VFM)

8. The Audit Commission data comparing cost and performance that is used to indicate VFM across the Council's services is primarily concerned with 'front-line' services that are delivered direct to the public. This provides limited data for a department that is largely responsible for providing support to other services. Benchmarking is used to provide more information about comparative cost and performance for these support services, using data gathered by professional institutes. Indications of VFM, actions taken to achieve improvements and future plans are detailed below, together with the sources of benchmarking data where this has been used.
9. The chart below is a indicator of VFM, prompting questions that may lead to management action rather than providing definitive answers. The latest data available is for 2007/08, commentaries on services provided by corporate services are given below. Cost data is provided from revenue estimates for 2007/08.

### Audit Commission VFM data:



10. Local Taxation - performance is indicated by a combination of council tax and non domestic rates (NDR) in-year collection. Taking council tax and NDR together, Local Taxation collection was above median performance for unitary authorities in 2006/07. The cost indicator uses a combination of collection and benefit administration cost. Costs are also above the median and have increased from 2006/07 with additional resources being allocated to improve front end service via call and contact centres.
11. Local taxation received a significant improvement in rating within the community survey from 2006 to 2007. This improved rating has been sustained within the 2008 survey.
12. Collection of council tax as measured by BV9 remained at 96.6% in 2007/08, the same level as the previous year. The PI measures in-year collection however, ultimate collection is in excess of 99%.
13. Performance on NDR collection as measured by BV10 declined marginally from 99.1% in 2006/07 to 99.0% in 2007/08. In comparison with other unitary authorities our performance was second quartile. NDR collection performance is more volatile than council tax as there is fewer but larger individual value accounts.
14. The service is performing well, though further improvement is possible. Costs are also slightly higher than may be achievable. A review of Local Taxation, Benefits and Customer Services will target improvement in collection performance and customer focus, combined with cost reductions.
15. ***Corporate and Democratic Core (CDC)*** – The costs of CDC include all Member-related expenditure, the Policy Unit and corporate activity such as preparation and approval of the revenue budget and capital programme. As these costs tend to vary according to type of authority (Unitary, County, district etc) rather than size of authority, the relatively high per-capita cost of CDC is to be expected of a small unitary authority. A range of corporate PI's measures performance. Overall performance is indicated to be slightly above the unitary authorities average. The Council's overall 4 Star Comprehensive Performance Assessment rating also indicates very effective corporate and democratic leadership.
16. ***Environmental and Public Health Services*** – This service shows as being just short of medium performing and at medium cost in comparison with other unitary authorities. Performance has moved up in the table from the 2006/07 position, falling just short of the upper quartile, whilst cost has fallen in the same period. Costs will fall further in line with budget efficiencies made in 2008/09 and additionally the cost figures included in the tables are from 2007/08 RA forms which were submitted prior to the restructuring of departmental management costs from the former D&E department which were top heavy in allocation to environmental health and trading standards areas. Environmental Health is only measured against 2 indicators which are BV166a "Environmental Health Checklist" and BV217 %age of pollution control improvements completed on time.
17. ***Consumer Protection*** – This service shows as being high cost but with maximum performance in comparison with other unitary authorities. Again, costs will fall further in line with budget efficiencies made in 2008/09 and with the restructuring of departmental management costs from the former D&E department. This service is only measured against one indicator which is BV166b "Trading Standards Checklist".

## **Benchmarking: -**

### ***Finance***

18. Costs and performance are compared using the Chartered Institute of Public Finance and Accountancy (CIPFA) benchmarking service, comparing this Council with other unitary authorities. Financial management is indicated by a range of measures to be high performing. The CPA Use of Resources score of 3 out of 4 was further strengthened in 2008. Management are hopeful that the 2008 score, due to be released in February 2009, will confirm further improvement. Costs are relatively cost in comparison with other single-tier councils. The relative high cost is explained by the relatively small size of the Authority in comparison to others in the group but having to undertake the same statutory functions irrespective of size. This is further evidenced when comparing unit cost to revenue turnover, where Darlington sits under the average for the group. Elements of the finance function have transferred into Xentrall services which should increase economies of scale and efficiencies for this authority.

### **Human Resource Management**

19. Costs and performance of the HR service are compared using the Chartered Institute of Public Finance and Accountancy (CIPFA) benchmarking service, comparing this Council with other Unitary authorities. Within this tool the service is compared both to a full range of Authorities of differing sizes and types and with a smaller group of Authorities similar to Darlington in size and HR service delivery model. When compared with both these groups HR performs well against a number of indicators.
20. With regard to cost HR is performing well when compared to other authorities in the group, as Darlington falls below the average (mean) for total HR cost per employee and at average for total cost per HR staff. There is no specific HR overall performance measure, performance is measured for functions such as sickness absence. The performance of HR is included in the overall assessment of the Council; no authority can achieve a four star rating without a well performing HR department, which suggests that Darlington's HR is performing well. With the transfer of elements of the HR functions to Xentrall Services, efficiencies are expected across both partner authorities, which should further enhance benchmarking performance.

### **Information and Communications Technology**

21. Performance of the ICT Service is measured using a range of indicators. Local indicators are used to measure and report in Customer satisfaction and performance of the ICT service Desk. In addition, the ICT Service periodically benchmarks its performance against a range of indicators developed by the Society of Information Technology Managers (Socitm).
22. The IT function moved into Xentrall Services in May 2008, within the business case for the partnership there are a number of efficiencies designed to improve the performance and cost of the ICT service across both partner Councils.
23. ICT will no longer be benchmarked for each Council, instead Xentrall services will be monitored as a separate entity in its own right. Evaluations will take place both for CIPFA VFM and SOCITM measures.

## Legal and Democratic Services

24. There is a lack of comparative information about other authorities' costs and performance for legal and democratic services. In 2000 the Legal Services Section in Darlington was the first of the Tees Valley Authorities to gain Lexcel accreditation. Lexcel is the Law Societies Legal Practice Management Standard. The quality of the legal work is recognised by colleagues in other authorities. Since 2005 Darlington has provided legal advice and assistance to Teesdale District Council and since 2008 has also undertaken some work for Richmondshire District Council.

## Customer Survey

25. In August the Support Service area of Corporate Services undertook a survey of its internal customers to find their views on the services provided. Two questionnaires were carried out one to senior managers that focused on satisfaction, responding to need, supporting objectives of DBC, represents value for money and accurate, timely information. The second questionnaire targeted users of the services focusing on satisfaction, contact, staff treatment, ease of procedures and accurate, timely information. The average score from both managers and service users was 3.7 out of 5. Overall the scores are encouraging and reflect satisfaction with the service provided across the Council. Individual sections within the department have assessed their own scores and have written action plans to continue to improve service provision to client needs, in order to further increase service satisfaction amongst the users of the service.

## Budget Pressures

26. The department is facing a number of budget pressure areas where additional resources have been approved in order to achieve a balanced budget as per the following table

Pressure	2009/10 £'000s	2010/11 £'000s	2011/12 £'000s	2012/13 £'000s
Car parking income	130	130	130	130
Car parking running costs	30	33	36	39
Ending of the electoral register grant	35	35	35	35
<b>TOTAL</b>	<b>195</b>	<b>198</b>	<b>201</b>	<b>204</b>

## Efficiency Gains

27. The net budgets included within paragraph 2 (of this report) are those proposed budgets to balance to the allocated resource for 2009/10. This resource allocation has been revised to take account of the following budget reductions undertaken to contribute towards Council wide budget efficiencies. The following table summaries the proposed reductions, including, efficiencies, reduction in service and proposed increased income.

Action to contribute to corporate resources	Financial effect 2009/10 £'000s	Financial effect 2010/11 £'000s	Financial effect 2011/12 £'000s	Financial effect 2012/13 £'000s
<b>Requiring member decision</b> (detailed in the body of the main report)				
Mayor Charity shop, vacate and rent commercially	0*	25	25	25
Car Parking increased charges	185	185	185	185
<b>Efficiencies</b>				
Trading Standards, removal of a post	0*	20	20	20
Legal services, reduced expenditure through joint purchasing across the Tees Valley	5	5	5	5
Register office, deletion of admin post	5	5	5	5
Secretarial support, review of structure	0*	21	21	21
Review of workforce development	0*	35	35	35
Reduced expenditure on training across the Council	65	65	65	65
Reduced expenditure on recruitment advertising across the Council	25	25	25	25
Trading Standards, reduction in budgets	5	5	5	5
Building Control, removal of part time consultant	5	5	5	5
Reduction in corporate training	26	26	26	26
Mayoral Support, reduction in budget	2	2	2	2
Scrutiny, reduction in budget	2	2	2	2
Centralisation of telephony budgets	0*	30	30	30
Reduction in members training budgets	13	13	13	13
Remove members PC budgets for one year	20	0	0	0
Local taxation, savings in running costs	38	38	38	38
Review of Local Taxation & Customer Services	0*	200	200	200
Town Hall, savings in printing, postage and other running costs	50	50	50	50
Democratic Services, restructure of support staff	10	10	10	10
Corporate Supplier & Services	0	14	14	14
Pest Control & Environmental Health, reduced running costs	20	20	20	20
<b>Increased income</b>				
Trading Standards, additional grant income to fund standards work in tobacco control	5	5	5	0
Introduction of charges for skips and scaffolding licenses	27	27	27	27
Funding from PCT for healthy workforce initiatives	50	50	50	50
Local taxation, increased summons charges	4	7	7	7
<b>TOTAL</b>	<b>562</b>	<b>890</b>	<b>890</b>	<b>885</b>

\* savings in 2009/10 are offset by one off implementation costs or a time delay in introduction

## Risk Management

28. Through the service-planning process, risks are identified and assessed in terms of probability and potential consequence. Arrangements are made to manage risks within acceptable levels with the aims of minimising losses and maximising opportunities.
29. Where risks are assessed as being above acceptable levels, action plans are put in place to reduce exposure by either reducing the likelihood of an event occurring or lessening the impact. Each action plan is assigned to and managed by a senior officer of the Department.
30. Departmental risks that have been assessed as requiring action plans are:
  - (a) Delivery of targeted efficiencies
  - (b) Accommodation strategies
  - (c) Receipt of income from Building Control and car parking

## Departmental Medium Term Financial Plan

31. Detailed estimates have been prepared for the next four years for services of the Corporate services department in line with corporate guidelines.
32. Detailed estimates include:-
  - (a) Provision for annual pay award at 2.5% and specific price inflation where appropriate (2.25% salary inflation 2010/11 onwards)
  - (b) Unavoidable pressures
  - (c) Reductions in net expenditure, resulting from management actions to improve efficiency, cost reductions and increased income.
  - (d) Service Planning Implications

The proposed medium term Financial Plan for Corporate Services department is summarised in the table below

	2009/10 £000's	2010/11 £000's	2011/12 £000's	2012/13 £000's
<b>Resources</b>				
Resource Allocation for the year	9,621	9,738	10,065	10,305
Corporate Savings	(562)	(890)	(890)	(885)
Unavoidable growth (Pressure)	195	198	201	204
<b>Total resources available</b>	<b>9,254</b>	<b>9,046</b>	<b>9,376</b>	<b>9,624</b>
<b>Budgets</b>				
Detailed Estimates	10,071	10,096	10,446	10,689
Less Corporate Savings	(562)	(890)	(890)	(885)
Less Departmental Savings	(105)	(160)	(180)	(180)
<b>Revised detailed Estimates</b>	<b>9,404</b>	<b>9,046</b>	<b>9,376</b>	<b>9,624</b>
Less brought forward budget	(150)			
<b>Proposed budget</b>	<b>9,254</b>	<b>9,046</b>	<b>9,376</b>	<b>9,624</b>



## **Management Action to Achieve Balanced Budget**

33. The table within paragraph 25 above shows proposed efficiency savings tabled to balance the 2009/10 Council budget to resource.
34. Additionally a number of efficiencies have been achieved to balance departmental budget to resource as follows:-
  - (a) removal of non committed inflation from budget estimates to a value of £55,000
  - (b) planned carry forward of £150,000 to fund rental of the Studios until other occupied properties come off lease
  - (c) Budget allowance of £50,000 for staff turnover
35. The following additional actions have been taken to produce a balanced budget for years 2010/11 to 2012/13 as follows:-
  - (a) Removal of running costs budgets for properties that are due to come off lease or surplus to Council needs. Where properties are owned by the Council the inclusion of future rental income has also been budgeted for.
  - (b) Removal of non committed inflation from budgets in 10/11 to a value of £55,000

## **Proposed Charges**

36. **Annex 1** details the proposed charges for 2009/10 for services provided by Corporate Services for which charges are made. The financial effects of the proposed charges are included in detailed estimates.

## **Recommendations**

37. Members are asked to approve: -
  - (a) The detailed estimates for Corporate Services Department for 2009/10
  - (b) The proposed schedule of charges for Corporate Services for 2009/10.

**Paul Wildsmith**  
**Director of Corporate Services**

## CORPORATE SERVICES DEPARTMENT – SCHEDULE OF CHARGES 2009/10

	Existing Charge	New Charge 09/10	Financial Effect
	£	£	£
<b>Cost of Revenue Collection</b>			
<u>Council Tax</u>			
Issue of Summons for Liability Order	33.00	No Change	} £12,500
Issue of Liability Order	34.00	39.00	
Issue of Summons for Committal Hearing	80.00	No Change	
Issue of Statutory Demand	157.50	No Change	
<u>Business Rates (NNDR)</u>			
Issue of Summons for Liability Order	37.00	No Change	} £500
Issue of Liability Order	40.00	45.00	
Issue of Summons for Committal Hearing	80.00	No Change	
Issue of Statutory Demand	157.50	No Change	
<b>Town Hall</b>			
<u>Hire of Committee Rooms per Session</u>			
Public and Statutory Authorities	75.00	80.00	Minimal
Voluntary Organisations	11.00	12.00	Minimal
<b>Registration of Births, Deaths, Marriages And Civil Partnerships</b>			
<u>Marriages</u>			
Entering a Notice of Marriage or Civil Partnership	30.00	No Change	Nil
For a Registrar to Attend a Marriage at the Register Office	40.00	No Change	Nil
Civil Partnership Registration	40.00	No Change	Nil
Incumbents for every Entry Contained in Quarterly Certified Copies of Entries of Marriage	2.00	No Change	Nil
For a Registrar to Attend a Marriage at a Registered Building or at the Residence of a Housebound or Detained Person	47.00	No Change	Nil

	Existing Charge	New Charge 09/10	Financial Effect
	£	£	£
For a Superintendent Registrar to Attend Outside his Office to Attend a Marriage or Civil Partnership at the Residence of a Housebound or Detained Person	47.00	No Change	Nil
<u>Certification for Worship and Registration for Marriages</u>			
Place of Meeting for Religious Worship	28.00	No Change	Nil
Registration of Buildings for Solemnisation of Marriage	120.00	No Change	Nil
<u>Certificates Issued from Local Offices</u>			
Standard Certificate (SR)	7.00	No Change	Nil
Standard Certificate (RBD)	3.50	No Change	Nil
Short Certificate of Birth (SR)	5.50	No Change	Nil
Short Certificate of Birth (RBD)	3.50	No Change	Nil
Certificates of Civil Partnership (at time of ceremony)	3.50	No Change	Nil
Certificates of Civil Partnership (at later date)	7.00	No Change	Nil
General Search Fee	18.00	No Change	Nil
Each Verification	No Charge	No Change	Nil
<u>Register Office</u>			
Civil Partnership / Marriage Ceremony	43.50	No Change	Nil
<u>Citizenship Ceremonies (Private)</u>	100.00	No Change	Nil
<u>Civil Funerals</u>	135.00	150.00	Minimal
<u>All Ceremonies – Backhouse Hall</u>			
Monday to Friday	60/75.00	85.00	Minimal
Saturday (until 1:00pm)	100.00	150.00	Minimal
Saturday (after 1:00pm)	175.00	200.00	Minimal
Sundays and Bank Holidays	200.00	225.00	Minimal
<u>All Ceremonies – Approved Premises</u>			
Application Fee (3 years)	1,435.00	1,600.00	Minimal
Fee for Attendance Monday to Friday	225/250.00	275.00	Minimal
Fee for Attendance Saturday	300.00	325.00	Minimal
Fee for Attendance Sunday	400.00	425.00	Minimal
Fee for Attendance Bank Holiday	400.00	425.00	Minimal
<u>Certificates</u>			
Walk in Certificates	10.00	No Change	Nil

	Existing Charge	New Charge 09/10	Financial Effect
	£	£	£
<b>Register of Electors – Sale</b>			
Register – Printed Form	10.00	No Change	Nil
Per 1,000 Names - Printed	5.00	No Change	Nil
Register – Data Form	20.00	No Change	Nil
Per 1,000 Names - Data	1.50	No Change	Nil
<b>Land Charges (revised 15<sup>th</sup> December 2008)</b>			
<u>Search Fees</u>			
Standard Search (post or DX)	129.00	No Change	Nil
Standard Search (electronic)	127.00	No Change	Nil
<u>Con 29 Required</u>			
One Parcel of Land	123.00	No Change	Nil
Several Parcels of Land – 1 <sup>st</sup> Parcel	123.00	No Change	Nil
Each Addition	25.00	No Change	Nil
<u>Con 29 Optional</u>			
Each Printed Enquiry	10.00	No Change	Nil
Own Questions	20.00	No Change	Nil
Official Search - LLCI	6.00	No Change	Nil
Official Search – NLIS (National Land Information Service)	4.00	No Change	Nil
Expedited Search	170.00	No Change	Nil
Personal Search	11.00	No Change	Nil
Additional Written Enquiries Received After a Search has			
Been Completed	20.00	No Change	Nil
Faxing Searches	10p per A4 Copy	No Change	Nil
Requesting Photocopy of a Search	10p per A4 Copy	No Change	Nil
Copy Documents (each)	10p per A4 Copy	No Change	Nil
<b>Licensing</b>			
<u>General Licensing</u>			
Pavement Café Licence	150.00	160.00	
Pavement Display Licence	150.00	No Change	
Pet Shops	100.00	110.00	
Animal Boarding	100.00	110.00	

	Existing Charge	New Charge 09/10	Financial Effect
	£	£	£
Dog Breeding	100.00	110.00	}
Riding Establishments	200.00	220.00	
Sex Shop Grant	3,200.00	3,500.00	
Sex Shop Renewal	1,000.00	1,100.00	
Sex Shop Transfer	1,000.00	1,100.00	}
Skin Piercing (Premises) Grant	255.00	270.00	
Skin Piercing (Personal) Grant	55.00	60.00	
Skin Piercing Variation	55.00	60.00	
			£750
Motor Salvage Operators (3 year)	70.00	70.00	Nil
<u>Street Trading</u>			
November / December – Full Calendar Month	850.00	900.00	Minimal
Week	300.00	350.00	Minimal
Day (minimum 4)	60.00	75.00	Minimal
January / October – Full Calendar Month	550.00	600.00	Minimal
Week	220.00	250.00	Minimal
Day (minimum 4)	45.00	50.00	Minimal
Animal Consents (food – fixed pos)	6300.00	*See note below	
If paid monthly	+525.00		
Admin fee per month	+35.00		
<i>*Note:-The above to apply to itinerant traders. For regular all year round traders the individual days and differential months to be removed and replaced with fees as follows:-</i>			
Annual Consent		6,600.00	}
If Paying Monthly		+580.00	
If Paying Weekly		+150.00	
			£500 decrease
Buskers Selling CDs Half day	25.00	No Change	Nil
Full day	45.00	No Change	Nil
Mobile Vehicles (moving or layby)	225.00	240.00	}
New Vendor Permits	30.00	35.00	
Duplicate Licences	15.00	No Change	
Administration Charge per hour or part thereof	35.00	No Change	
			£250
Skip Hire License	N/A	15.00	
Hoarding/Scaffold License	N/A	50.00	£27,000

	<b>Existing Charge</b>	<b>New Charge 09/10</b>	<b>Financial Effect</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<i>Statutory Fees</i>			
Adult Gaming Centres – Annual Fee	500.00	No Change	Nil
New Application		1,100.00	Nil
Variation		1,000.00	Nil
Transfer		1,100.00	Nil
Provisional Statement		1,100.00	Nil
Licence Re-instatement		1,100.00	Nil
Betting Shops - Annual Fee	500.00	No Change	Nil
New Application		1,100.00	Nil
Variation		1,100.00	Nil
Transfer		1,100.00	Nil
Provisional Statement		1,100.00	Nil
Licence Re-instatement		1,100.00	Nil
Bingo Halls - Annual Fee	500.00	No Change	Nil
New Application		1,100.00	Nil
Variation		1,100.00	Nil
Transfer		1,100.00	Nil
Provisional Statement		1,100.00	Nil
Licence Re-instatement		1,100.00	Nil
Family Entertainment Centres – Annual Fee	500.00	No Change	Nil
New Application		1,100.00	Nil
Variation		1,000.00	Nil
Transfer		950.00	Nil
Provisional Statement		1,100.00	Nil
Licence Re-instatement		950.00	Nil
Betting (tracks) - Annual Fee	500.00	No Change	Nil
New Application		1,100.00	Nil
Variation		1,100.00	Nil
Transfer		950.00	Nil
Provisional Statement		1,100.00	Nil
Licence Re-instatement		950.00	Nil
Gaming Machine Permits	500.00	No Change	Nil
Society Lotteries	500.00	No Change	Nil
Lotteries - New	40.00	No Change	Nil
Annual Fee	20.00	No Change	Nil

	Existing Charge	New Charge 09/10	Financial Effect
	£	£	£
Machines on Alcohol Premises - Notification	50.00	No Change	Nil
More than 2 Machines	100.00	No Change	Nil
Annual Fee	50.00	No Change	Nil
<i>N.B – In 2007 the charges for lotteries, gaming permits and track betting were replaced by fees set in accordance with the Gambling Act 2005. The fees were grouped into fee bands with some small discretion for local authorities to determine where in the band the fees were set.</i>			
<u>Petroleum Stores</u>			
<2500 litres	37.00	39.00	Minimal
2,500 – 50,000 litres	52.00	54.00	Minimal
>50,000 litres	105.00	111.00	Minimal
Transfer / variation	8.00	8.00	Minimal
<b>Licensing Act 2003</b>			
Band A (RV £0 - £4,300) – Initial Fee	100.00	No Change	Nil
Annual Fee	70.00	No Change	Nil
Band B (RV £4,300 - £33,000) – Initial Fee	190.00	No Change	Nil
Annual Fee	180.00	No Change	Nil
Band C (RV £33,001 - £87,000) – Initial Fee	315.00	No Change	Nil
Annual Fee	295.00	No Change	Nil
Band D (RV £87,000 - £125,000) – Initial Fee	450.00	No Change	Nil
Annual Fee	320.00	No Change	Nil
Band E (RV > £125,000) - Initial Fee	635.00	No Change	Nil
Annual Fee	350.00	No Change	Nil
<u>Alcohol Multiplier</u>			
Band D Premises Initial Fee	900.00	No Change	Nil
Annual Fee	640.00	No Change	Nil
Band E Premises Initial Fee	1,905.00	No Change	Nil
Annual Fee	1,050.00	No Change	Nil
<u>Additional Capacity Fee</u>			
5,000 – 9,999 Initial Fee	1,000.00	No Change	Nil
Annual Fee	500.00	No Change	Nil
10,000 – 14,999 Initial Fee	2,000.00	No Change	Nil
Annual Fee	1,000.00	No Change	Nil

		<b>Existing Charge</b>	<b>New Charge 09/10</b>	<b>Financial Effect</b>
		<b>£</b>	<b>£</b>	<b>£</b>
15,000 – 19,999	Initial Fee	4,000.00	No Change	Nil
	Annual Fee	2,000.00	No Change	Nil
20,000 – 29,999	Initial Fee	8,000.00	No Change	Nil
	Annual Fee	4,000.00	No Change	Nil
30,000 – 39,999	Initial Fee	16,000.00	No Change	Nil
	Annual Fee	8,000.00	No Change	Nil
40,000 – 49,999	Initial Fee	24,000.00	No Change	Nil
	Annual Fee	12,000.00	No Change	Nil
50,000 – 59,999	Initial Fee	32,000.00	No Change	Nil
	Annual Fee	16,000.00	No Change	Nil
60,000 – 69,000	Initial Fee	40,000.00	No Change	Nil
	Annual Fee	20,000.00	No Change	Nil
70,000 – 79,999	Initial Fee	48,000.00	No Change	Nil
	Annual Fee	24,000.00	No Change	Nil
80,000 – 89,999	Initial Fee	56,000.00	No Change	Nil
	Annual Fee	28,000.00	No Change	Nil
> 90,000	Initial Fee	64,000.00	No Change	Nil
	Annual Fee	32,000.00	No Change	Nil
Personal Licence (10 years)		37.00	No Change	Nil
Provisional Statement		315.00	No Change	Nil
TEN		21.00	No Change	Nil
Theft / Loss of Licence / Notice		10.50	No Change	Nil
Variation of DPS		23.00	No Change	Nil
Transfer of Premises Licence		23.00	No Change	Nil
Interim Authority		23.00	No Change	Nil
Change of Name / Address		10.50	No Change	Nil
Freeholder / Leaseholder Register of Interest		21.00	No Change	Nil
Administration Charge (per hour or part thereof)		35.00	No Change	Nil
<i>NB – All the statutory charges listed above that are increased (i.e. from Central Government) will be subject to change as soon as they are known.</i>				
<b>Hackney Carriages</b>				
<u><i>Taxi Licensing</i></u>				
Driver Licence (single)		70.00	No Change	}
Driver Licence (combined)		110.00	No Change	
Hackney Carriage Vehicle Licence (excluding plate fee)		380.00	400.00	}
Private Hire Vehicle Licence (excluding plate fee)		345.00	365.00	
Operator Levy		35.00	No Change	£4,700



	<b>Existing Charge</b>	<b>New Charge 09/10</b>	<b>Financial Effect</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Private Hire Operator Licence (operating levy in addition to vehicle licence fee)	250.00	275.00	Minimal
<u>Additional Charges</u>			
Knowledge / Regs Test (re-sits only)	25.00	No Change	Nil
Taxi Meter test	20.00	No Change	Nil
Plate (rear)	15.00	No Change	Nil
Plate (front)	10.00	No Change	Nil
Door Discs (each)	5.00	No Change	Nil
Tariff Card	2.00	No Change	Nil
Duplicate Driver Badge	10.00	No Change	Nil
Administration Charge (per hour or part - all applicants)	35.00	No Change	Nil
<b>Environmental Health</b>			
<u>Pest Treatment Charges (exclusive of VAT)</u>			
Insects – per treatment	55.35	57.00	Minimal
Rodents in Industrial Premises – per treatment	64.14	66.06	Minimal
Rodents in Private Premises	No Charge	No Charge	Minimal
<u>Home Safety</u>			
Microwave Testing (exclusive of VAT)			
Domestic	8.86	9.13	Minimal
Commercial	18.23	18.78	Minimal
<b>Trading Standards</b>			
<u>Measures</u>			
Linear Measures Not Exceeding 3m or 10ft each scale	11.00	12.00	Minimal
<u>Weighing Instruments (instruments calibrated to weigh only in Imperial or metric units)</u>			
Not Exceeding 15kg or 34lbs	31.50	33.00	Minimal
Exceeding 15kg (34lb) but not exceeding 100kg (224lb)	45.50	48.00	Minimal
Exceeding 100kg (224lb) but not exceeding 250kg (560lb)	66.50	70.00	Minimal
Exceeding 250kg (560lb) but not exceeding 1 tonne (2,240lb)	114.00	119.50	Minimal
Exceeding 1 tonne (2,240lb) but not exceeding 10 tonne (22,400lb)	184.00	193.00	Minimal
Exceeding 10 tonne (22,400lb) but not exceeding 30 tonne (67,200lb)	385.00	404.50	Minimal
Exceeding 30 tonne (67,200 lb) but not exceeding 60 tonne (134,400lb)	573.00	601.50	Minimal

	Existing Charge	New Charge 09/10	Financial Effect
	£	£	£
Charge to cover any additional costs involved in testing instruments calibrated to weigh in both metric and imperial units or incorporating remote display or printing facilities – basic fee plus additional cost per person per hour on site (minimum charge ½ hour)	87.00	91.50	Minimal
<i>NB – Additional charge may be made where officers are requested</i>			
<i>To work outside normal office hours</i>			
<u>Measuring Instruments for Intoxicating Liquor</u>			
Not Exceeding 5fl oz or 150ml	18.00	19.00	Minimal
Other	21.00	22.00	Minimal
<u>Measuring Instruments for Liquid Fuel and Lubricants</u>			
Container Type (un- subdivided)			
Multi-grade (with price computing device) – Single Outlets	79.00	83.00	Minimal
Adjustment Solely Price	109.00	114.50	Minimal
Adjustment Otherwise	198.50	208.50	Minimal
Other Types - Single Outlets			
Adjustment Solely Price	87.00	91.50	Minimal
Adjustment Otherwise	118.50	124.50	Minimal
Other Types – Multi-outlets 1 Meter Tested	126.50	133.00	Minimal
2 Meters Tested	208.00	218.50	Minimal
3 Meters Tested	284.50	298.50	Minimal
4 Meters Tested	362.00	380.00	Minimal
5 Meters Tested	438.00	460.00	Minimal
6 Meters Tested	514.50	540.00	Minimal
7 Meters Tested	581.00	610.00	Minimal
8 Meters Tested	672.00	705.50	Minimal
Charge to cover any additional costs involved in testing ancillary equipment which requires additional testing on site, such as credit card acceptors, will be based on the basic fee plus additional cost per person per hour on site (minimum charge ½ hour)	87.00	91.50	Minimal

	Existing Charge	New Charge 09/10	Financial Effect
	£	£	£
<u>Special Weighing and Measuring Equipment</u>			
For all specialist work undertaken by the department which is not included in lines 99 to 123 a charge per man per hour on site (minimum charge ½ hour) plus cost of provision of testing equipment	87.00	91.50	Minimal
<u>Certification and Calibration (Section 74 Weights &amp; Measures Act 1985)</u>			
In situ tests – cost of provision of testing equipment, plus a charge per man on site (minimum charge ½ hour)	87.00	91.50	Minimal
<i>NB – Additional charge may be made where officers are requested to work outside office hours</i>			
<u>Licensing – VAT Not Applicable</u>			
<u>Poisons Act</u>			
Initial Registration	34.00	35.50	Minimal
Re-registration	18.00	19.00	Minimal
Change in Details of Registration	10.00	10.50	Minimal
<u>Explosive Act (Statutory Fee)</u>			
Registration of Premises	31.50	**	
Licensing of Explosive Stores	63.00	**	
Sale of Fireworks – Licensing	525.00	**	
<u>Prosecution Costs</u>			
Hourly Rate for Preparation of Case Reports	32.50	34.00	Minimal
** these are statutory rates that are set centrally in April.			
<u>Discounts</u>			
Fees from Measures to Certification Calibration will be discounted as follows: -			
a) Where more than a single item is submitted on one occasion the second and subsequent fees will be reduced by 25%			
b) Where tests are undertaken using appropriately certified weights and equipment not supplied by the Borough Council the fees will be reduced by 25%			
c) Special rates can be negotiated for multiple submissions or where assistance with equipment or labour is provided			

	Existing Charge	New Charge 09/10	Financial Effect
	£	£	£
<i>NB – Where different fees are involved the highest fee will be charged in full and any discounts calculated from the remaining lesser fees</i>			
<b>Parking (Price increase wef 30/3/09)</b>			
Chesnut Street Lorry Park – per day	2.00	No Change	Nil
- per week	7.50	No Change	Nil
<u>Car Parks – Premium Rate</u>			
Abbotts Yard up to one hour	1.00	No Change	Nil
Abbotts Yard each additional hour	1.50	No Change	Nil
<u>Car Parks – Short Stay (per hour)</u>			
Archer Street (Saturday only)	0.80	1.00	
Barnard Street / Winston Street	0.80	1.00	
Beaumont Street	0.80	1.00	
Commercial Street	0.80	1.00	
Garden Street (Saturday only)	0.80	1.00	
Kendrew Street East (Saturday only)	0.80	1.00	
Town Hall	0.80	1.00	
Covered Market (30 minutes only)	0.80	1.00	£185,000
<u>Car Parks – Long Stay</u>			
Park Place East / West per hour	0.80	1.00	See above
per day	4.00	No Change	Nil
per week	15.00	No Change	Nil
Hird Street per hour	0.80	1.00	See above
per day	4.00	No Change	Nil
per week	15.00	No Change	Nil
St. Hildas per hour	0.80	1.00	See above
per day	4.00	No Change	Nil
per week	15.00	No Change	Nil
Archer Street (Monday to Friday) per day	4.00	No Change	Nil
per week	15.00	No Change	Nil
Central House (Saturday and Bank Holiday) per day	4.00	No Change	Nil

		<b>Existing Charge</b>	<b>New Charge 09/10</b>	<b>Financial Effect</b>
		<b>£</b>	<b>£</b>	<b>£</b>
Garden Street (Monday to Friday)	per day	4.00	No Change	Nil
	per week	15.00	No Change	Nil
Kendrew Street East (Monday to Friday)	per day	4.00	No Change	Nil
	per week	15.00	No Change	Nil
Kendrew Street West	per day	4.00	No Change	Nil
	per week	15.00	No Change	Nil
Chesnut Street	per day	4.00	No Change	Nil
	per week	15.00	No Change	Nil
<u>Car Parks – Daily Charge</u>				
Park Lane		7.00	No Change	Nil
<u>Car Parks – Contract Car Parking</u>				
Per Calendar Month		57.50	60.00	Minimal
<u>Car Parks – Staff and Members Passes (per year)</u>				
Central House		173.00	No Change	Nil
Houndgate		173.00	No Change	Nil
Town Hall		173.00	No Change	Nil
<b>Building Control Supplementary Items</b>				
<b>(* denotes those items which include VAT)</b>				
Letter confirming exemption *		18.00	3.00	Minimal
Letter confirming enforcement action will not be taken *		18.00	3.00	Minimal
Decision * / Approval Notice * (Building Control)		18.00	See below	Minimal
Letter confirming completion *		18.00	3.00	Minimal
Site inspection to determine information *		18.00	14.50	Minimal
Responding to request for historical information from electronic databases (email response) *			4.20	Minimal
Responding to request for historical information from electronic databases (letter response) *			5.20	Minimal
Responding to request for historical information from manually recorded data (email response) *			12.50	Minimal
Responding to request for historical information from manually recorded data (letter response) *			13.50	Minimal

	Existing Charge	New Charge 09/10	Financial Effect
	£	£	£
Expediting search for historical information		10.00	Minimal
<i>Copy Documents – Monochrome</i> - (Exclusive of Postage)			
A4 Photocopy (excluding plans) – first page *	0.10	0.10	Minimal
subsequent pages *	0.30	0.10	Minimal
A3 Photocopy (excluding plans) – first page *	2.00	0.20	Minimal
subsequent pages *	0.50	0.20	Minimal
A2 Photocopy (excluding plans) – first page *	7.50	1.50	Minimal
A1 Photocopy (excluding plans) *	8.50	2.00	Minimal
A0 Photocopy (excluding plans) *	9.50	3.00	Minimal
<i>Copy Documents – Colour</i> – (Exclusive of Postage)			
A4 Photocopy (excluding plans) – first page *		1.00	Minimal
subsequent pages *		1.00	Minimal
A3 Photocopy (excluding plans) – first page *		2.00	Minimal
subsequent pages *		2.00	Minimal
A2 Photocopy (excluding plans)		6.00	Minimal
A1 Photocopy (excluding plans)		10.00	Minimal
A0 Photocopy (excluding plans)		12.00	Minimal
<i>N.B. – These charges have been subject to compliance with a High Court ruling advising authorities to only charge to recover actual costs incurred. This will result in a negative financial effect. All charges include VAT</i>			

		Building Regulation Fees – Schedule of Charges 2009/10								
		Existing Fees				New Charges 09/10				
Schedule 1 – Small Domestic Buildings and Connected Work (all fees exclude VAT)										
		Plan fee		Inspection Fee		Plan Fee		Inspection Fee		
	<i>Number of Dwellings</i>	Basic	Additional	Basic	Additional	Basic	Additional	Basic	Additional	
	1	160.00		395.00		162.00		400.00		
	2	230.00		548.00		No change		No change		
	3	295.00		695.00		No change		No change		
	4	355.00		805.00		No change		No change		
	5	405.00		890.00		No change		No change		
	6	475.00		1,010.00		No change		No change		
	7	495.00		1,130.00		No change		No change		
	8	515.00		1,250.00		No change		No change		
	9	535.00		1,370.00		No change		No change		
	10	540.00		1,541.00		No change		No change		
	11	545.00		1,688.00		No change		No change		
	12	550.00		1,834.00		No change		No change		
	13	555.00		1,982.00		No change		No change		
	14	560.00		2,103.00		No change		No change		
	15	565.00		2,249.00		No change		No change		
	16	570.00		2,395.00		No change		No change		
	17	575.00		2,541.00		No change		No change		
	18	580.00		2,687.00		No change		No change		
	19	585.00		2,800.00		No change		No change		
	20	590.00		2,944.00		No change		No change		
	21 and over	600.00	10.00	3,011.00	102.00	No change		No change		
	31 and over	700.00	5.00	3,990.00	75.00	No change		No change		

		Existing Fees				New Charges 09/10			
<i>Schedule 2 – Small Buildings, Extensions, Alterations (all fees include VAT)</i>									
		Plan Fee	Inspection Fee	Notice or Reversion	Regularisation Fee	Plan Fee	Inspection Fee	Notice or Reversion	Regularisation Fee
A	Erection – detached garage/carport less than 40m2	141.91		141.91	148.08	146.80		146.80	153.19
B	Erection – detached garage/carport between 40m2–60m2	141.91	141.91	283.82	285.96	146.80	156.60	303.40	316.60
C	Extension less than 10m2	141.91	141.91	283.82	296.16	146.80	156.60	303.40	316.60
D	Extension between 10m2 – 40m2	141.91	288.72	430.62	449.34	146.80	298.51	4454.31	464.68
E	Extension between 40m2 – 60m2	141.91	425.74	567.65	592.34	146.80	440.42	587.22	612.77
<i>Schedule 3- Other Work</i>									
<u>Minor Works – Applies to new or replacement windows, boilers and cylinders to dwellings and changes to thermal elements of a dwelling by replacement, alteration to, or addition of, an element</u>									
	1,000 or less	73.40		73.40	76.60	No change		No change	
	1,001 – 2,000	137.02		137.02	142.98	No change		No change	
	2,001 – 5,000	225.10		225.10	234.88	No change		No change	
	5,001 – 20,000	225.10		225.10	234.88	No change		No change	



		Existing Fees				New Charges 09/10			
		Plan Fee	Inspection Fee	Notice or Reversion	Regularisation Fee	Plan Fee	Inspection Fee	Notice or Reversion	Regularisation Fee
	Plus every £1,000 or part over £5,000	2.29	7.00	9.29	9.49	No change		No change	
	20,001 – 100,000	93.00	282.00	375.00	382.98	No change		No change	
	Plus every £1,000 or part over £20,000	2.47	7.05	9.52	9.72	No change		No change	
	100,001 – 1,000,000	293.75	857.75	1,151.50	1,176.00	No change		No change	
	Plus every £1,000 or part over £100,000	1.08	3.28	4.36	4.45	No change		No change	
	1,000,000 – 10,000,000	1,272.53	3,830.50	5,103.03	5,211.97	No change		No change	
	Plus every £1,000 or part over £1,000,000	0.86	2.56	3.42	3.49	No change		No change	
	Over 10,000,000	9,257.24	27,772.00	37,029.24	37,817.01	No change		No change	
	Plus every £1,000 or part over £10,000,000	0.59	1.76	2.35	2.40	No change		No change	

		Existing Fees				New Charges 09/10			
		Plan Fee	Inspection Fee	Notice or Reversion	Regularisation Fee	Plan Fee	Inspection Fee	Notice or Reversion	Regularisation Fee
<u>Reduction to Domestic Multiple Works</u>									
When building work is carried out on a dwelling at the same time in Schedule 2 – category C, D and E and Schedule 3 - £2,000 and £2,001 - £5,000 a reduction of the fee is applicable. The fee applicable will be the costs incurred in Schedule 2 together with 50%									
The fees shown on Schedules 2 and 3 only covers the costs incurred for carrying out building work when an electrical certificate is issued by a competent electrician or is registered with an approved body. If the electrical work is to be inspected and certified by the Local Authority you will incur an additional charge which will be made available on request.									

## Revenue Estimates 2009/10

### Chief Executives

	2008/09	2009/10			
	Net Budget	Gross Budget	Income	Grants	Net Budget
	£000	£000	£000	£000	£000
Chief Executive & Administration	276	305			305
Policy Unit	542	552			552
Leading Edge Programme	270	224	(53)		171
Procurement Unit	93	93			93
Procurement Efficiency Savings	(132)	(200)			(200)
Communications Unit	173	318	(181)		137
Community Partnership & Engagements	543	697	(15)	(137)	545
Welfare Rights	65	80		(27)	53
Darlington Partnership	59	102	(46)		56
Safer Communities Co-ordination Unit	127	263	(13)	(120)	130
Assistant Chief Exec. Regeneration	336	363			363
Strategy	451	592	(1)	(80)	511
Development	260	925	(480)	(103)	342
Economic Regeneration	642	542			542
Transport Policy	255	660	(168)	(250)	242
Supported Buses	432	420	(47)	(109)	264
Concessionary Fares	2,418	3,497		(494)	3,003
Shop Mobility	68	68			68
Residual Costs of Transport Act	42	43			43
Council Wide Savings	0	(220)			(220)
<b>In year spend</b>	<b>6,920</b>	<b>9,324</b>	<b>(1,004)</b>	<b>(1,320)</b>	<b>7,000</b>
Planned brought forward resources	0	(71)			(71)
<b>Total Chief Executives</b>	<b>6,920</b>	<b>9,253</b>	<b>(1,004)</b>	<b>(1,320)</b>	<b>6,929</b>

**Revenue Estimates 2009/10**  
**Children's Services**

	2008/09	2009/10			
	Net Budget	Gross Budget	Income	Grants	Net Budget
	£000	£000	£000	£000	£000
Schools Budget	50,771	59,768	0	(8,007)	51,761
School Improvement & Development	4,213	7,236	(816)	(3,166)	3,254
Partnerships Budget	9,831	8,769	(55)	(6,205)	2,509
Children's & Families Budget	10,392	11,783	(897)	(1,691)	9,195
Planning & Resources	6,143	8,734		(4,535)	4,199
Specific Grants	(11,130)				
<b>Total Children's Services</b>	<b>70,220</b>	<b>96,290</b>	<b>(1,768)</b>	<b>(23,604)</b>	<b>70,918</b>

**Revenue Estimates 2009/10*****Community Services Department Estimates 2009/10***

<b><i>Community Services General</i></b>	<b>2008/09 Revised</b>	<b>Gross Budget</b>	<b>Income</b>	<b>Grants</b>	<b>Net Budget</b>
	£000	£000	£000	£000	£000
Art Centre, Civic Theatre & Art Collection	1,425	4,696	(3,106)	(135)	1,455
Building Design Services	(26)	354	(404)		(50)
Indoor Bowls Club	38	24			24
CCTV	400	596	(218)		378
Cemeteries and Crematorium	(618)	599	(1,052)	0	(453)
Countryside & Allotments	286	405	(10)	0	395
Dolphin Centre	2,003	3,765	(1,635)		2,130
Eastbourne Sports Complex	154	270	(147)		123
Grants	34	34			34
Highways	3,932	5,462	(418)	(237)	4,807
Markets	(164)	459	(616)		(157)
Outdoor Events	185	319	(18)		301
Performance Development	126	171	(41)		130
Public Conveniences	168	107			107
Property and Premises support	88	215	(101)		114
Railway Museum	308	356	(46)		310
Street Scene	5,604	6,836	(1,466)		5,433
Sports Development	81	257	(8)	(105)	144
Stray dogs	58	67	(2)		65
Stressholme Golf Course and Club House	32	478	(441)		37
Tourism	59	122	(30)		92
Transport	31		(327)		(327)
Waste Management	2,898	3,230		(175)	3,055
Works Property and Other Expenses	92	109			109
Christmas Lights	30	31			31
Community Safety Wardens	472	502	(24)		478
<b><i>Total Community Services - General</i></b>	<b>17,696</b>	<b>29,527</b>	<b>(10,110)</b>	<b>(652)</b>	<b>18,765</b>
<b><i>Community Services Housing</i></b>					
Improvement Grants Admin.	30	52	(31)		21
Housing Renewal Team	148	149			149
Land Rental/Leasing Income & Housing Act advances	(18)	3	(22)		(19)
Housing Benefits Administration	282	1,398	(70)	(1,031)	297
Community Housing Services	221	225			225

## APPENDIX 9

<b>Community Services General</b>	<b>2008/09 Revised</b>	<b>Gross Budget</b>	<b>Income</b>	<b>Grants</b>	<b>Net Budget</b>
Homelessness	159	242	(31)	(40)	171
Welfare Services	176	165			165
Northumbrian Water Commission	(129)	0	(130)		(130)
Service Strategy & Regulation	76	76			76
Voluntary Sector Payments	90	90			90
Supporting People	18	184		(133)	51
<b><i>Total Community Services Housing</i></b>	<b>1,053</b>	<b>2,584</b>	<b>(284)</b>	<b>(1,204)</b>	<b>1,096</b>
<b><i>DLO profits</i></b>	<b>(753)</b>		<b>(764)</b>		<b>(764)</b>
<b><i>Community Services Adult Services</i></b>					
<i>Purchase of External Care</i>	16,015	26,922	(9,127)	(1,203)	16,592
<i>Learning Disability</i>	2,430	3,031	(458)	(121)	2,452
<i>Mental Health</i>	685	998	(81)	(138)	779
<i>Older People</i>	838	902	(101)		801
<i>Disability and Intermediate Care Services</i>	3,387	3,883	(366)	(92)	3,425
<i>Service Development and Integration</i>	2,785	3,775	(80)	(871)	2,824
<b><i>Total Community Services Adults Services</i></b>	<b>26,140</b>	<b>39,511</b>	<b>(10,213)</b>	<b>(2,425)</b>	<b>26,873</b>
<i>Planned b/fwd from previous year</i>	0	0			
<i>Planned c/fwd to following year</i>	0				
<b><i>Total Community Services</i></b>	<b>44,136</b>	<b>71,622</b>	<b>(21,371)</b>	<b>(4,281)</b>	<b>45,970</b>

## Revenue Estimates 2009/10

### Corporate Services

	2008/09	2009/10			
	Net Budget	Gross Budget	Income	Grants	Net Budget
	£000	£000	£000	£000	£000
Director and Secretarial Support	353	381	(12)		369
Accounting and Financial Services	358	477	(214)		263
Council Tax and NNDR Collection	336	718	(246)	(155)	317
Community Grants	93	93			93
Corporate Assurance	441	531	(68)		463
AD Corporate Services	85	110			110
Xentrall Services (D & S Partnership)	2,387	3,188	(867)		2,321
Property Management	288	421	(112)		309
Land and Property	465	1,023	(510)		513
Performance and Development	69	71			71
Borough Solicitor and Legal Services	482	787	(299)		488
Registrars of births, deaths and marriages	20	194	(183)		11
Town Hall	750	890	(123)		767
Democratic	452	468	(2)		466
Corporate Management	2,135	2,115			2,115
Customer Contact Centre	907	989	(100)		889
Public Protection Management & Admin	113	116			116
Building Control	101	474	(407)		67
Car Parking	(1,878)	845	(2,754)		(1,909)
Environmental Health	600	622	(31)		591
Pest Control	57	50	(13)		37
Emergency Planning	114	118			118
Hackney Carriages	0	140	(140)		0
Licensing	22	146	(136)		10
Trading Standards	410	452	(3)	(42)	407
Human Resources	569	1,374	(882)		492
Proposed Corporate savings	0	(90)			(90)
<b>In year spend</b>	<b>9,729</b>	<b>16,703</b>	<b>(7,102)</b>	<b>(197)</b>	<b>9,404</b>
Planned brought forward resources	(19)	(150)			(150)
					0
<b>Total Corporate Services</b>	<b>9,710</b>	<b>16,553</b>	<b>(7,102)</b>	<b>(197)</b>	<b>9,254</b>

## Revenue Estimates 2009/10

### Joint Boards & Levies

	2008/09	2009/10			
	Net Budget	Gross Budget	Income	Grants	Net Budget
	£000	£000	£000	£000	£000
Coroners Service	133	137			137
Environment Agency Levy	57	66			66
Tees Valley Development Company	75	76			76
Joint Strategy Unit	257	260			260
Tees Valley Urban Regeneration Company	100	102			102
					0
<b>In year spend</b>	<b>622</b>	<b>641</b>	<b>0</b>	<b>0</b>	<b>641</b>
Planned brought forward resources	0	0			0
<b>Total Chief Executives</b>	<b>622</b>	<b>641</b>	<b>0</b>	<b>0</b>	<b>641</b>



Capital Medium Term Financial Plan - 2009/10 - 2012/13					
	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000	Total £'000
<b>Resources</b>					
Capital Grants	14,973	24,680	13,483	15,173	<b>68,309</b>
Supported Borrowing	4,048	3,615	2,843	2,843	<b>13,349</b>
Revenue Contributions	2,189	1,826	1,976	1,907	<b>7,898</b>
Departmental Prudential Borrowing	3,740	1,424	459	-	<b>5,623</b>
HRA Capital Receipts	360	450	450	450	<b>1,710</b>
General Fund Capital Receipts	1,700	500	-	-	<b>2,200</b>
<b>Total Resources</b>	<b>27,010</b>	<b>32,495</b>	<b>19,211</b>	<b>20,373</b>	<b>99,089</b>
<b>Commitments - see below</b>	<b>25,310</b>	<b>31,995</b>	<b>19,211</b>	<b>20,373</b>	<b>96,889</b>
<b>Resources Available for Investment</b>	<b>1,700</b>	<b>500</b>	<b>-</b>	<b>-</b>	<b>2,200</b>
<b>Children's Services</b>					
Primary Strategy for Change	4,492	7,752	300	-	<b>12,544</b>
Schools Devolved Schemes					
- DFC Allocation	858	1,398	1,398	1,398	<b>5,052</b>
- Less allocated to Primary Strategy for Change	(508)	(878)	(34)	-	<b>(1,420)</b>
School Capital Improvements					
- Schools Access Initiative	187	187	187	187	<b>749</b>
- Various School Improvements	-	-	487	748	<b>1,235</b>
Other Expenditure					
- School Planning Team	243	248	253	258	<b>1,001</b>
- AMP Support Costs	74	57	80	80	<b>291</b>
- Temporary Accommodation	58	58	-	-	<b>116</b>
- Childrens Play Programme	1	-	-	-	<b>1</b>
Major Capital Developments					
- Childrens Centres	380	226	-	-	<b>606</b>
- Private Nursery Improvements	315	440	-	-	<b>755</b>
- Extended Schools	-	100	-	-	<b>100</b>
- Short breaks for families with disabled children	49	115	-	-	<b>164</b>
- 14-19 Diplomas / SEN & Disabilities	2,000	6,000	-	-	<b>8,000</b>
	<b>8,150</b>	<b>15,702</b>	<b>2,671</b>	<b>2,671</b>	<b>29,194</b>
<b>Housing</b>					
Adaptations	350	360	371	382	<b>1,463</b>
Dinsdale Court	1,660	-	-	-	<b>1,660</b>
Windsor Court IPM	1,000	1,600	-	-	<b>2,600</b>
Rockwell House	1,200	-	-	-	<b>1,200</b>
Branksome Hall Drive IPM	1,450	-	-	-	<b>1,450</b>
Ted Fletcher Court	-	-	1,400	-	<b>1,400</b>
Digital Television aerials	50	50	50	-	<b>150</b>
Energy Efficiency Works	200	200	200	200	<b>800</b>
Disabled Facility Grants	250	250	250	250	<b>1,000</b>
Fencing	400	400	400	400	<b>1,600</b>
Footpaths/Construction	500	500	500	500	<b>2,000</b>
Garage Improvements	150	150	150	150	<b>600</b>
Heating Replacement including redecoration	872	896	750	1,340	<b>3,858</b>
Internal Planned Maintenance including redecoration	1,200	2,250	1,916	1,510	<b>6,876</b>
Prepaint Joinery	150	150	150	150	<b>600</b>
Private Sector	261	261	261	261	<b>1,044</b>
Roofwork	400	400	400	400	<b>1,600</b>
Structural Repairs	120	120	120	120	<b>480</b>
Warden Link & Sheltered Housing	200	200	200	200	<b>800</b>
Environmental works	-	98	-	767	<b>865</b>
Professional Fees	250	250	250	250	<b>1,000</b>
	<b>10,663</b>	<b>8,135</b>	<b>7,368</b>	<b>6,880</b>	<b>33,046</b>
<b>Transport</b>					
Highway Maintenance	1,395	1,530	1,530	1,530	<b>5,985</b>
Integrated Transport	1,582	1,534	1,534	1,534	<b>6,184</b>
Road Safety Grant	37	36	-	-	<b>73</b>
	<b>3,014</b>	<b>3,100</b>	<b>3,064</b>	<b>3,064</b>	<b>12,242</b>
<b>Other Capital Programmes</b>					
Single Programme Schemes	3,400	4,975	6,025	7,675	<b>22,075</b>
Carefirst Mental Health	83	83	83	83	<b>332</b>
	<b>3,483</b>	<b>5,058</b>	<b>6,108</b>	<b>7,758</b>	<b>22,407</b>
<b>Total Spending Plans</b>	<b>25,310</b>	<b>31,995</b>	<b>19,211</b>	<b>20,373</b>	<b>96,889</b>

Building	Scheme /Project	Comments	Proposed Bid
Skerne Park Community Centre	New Community Centre		£700,000
CCTV	Various CCTV Installations	This capital budget is for the continuing rolling programme of installing CCTV cameras within parks and open spaces	£50,000
Town Centre	Town Centre Guardrails	Replacement and refurbishment of pedestrian guardrails in the Inner Ring Road	£75,000
Skerne Valley Recreational route	Cycleways /Footpaths along the Skerne Valley in the Haughton area		£35,000
North Lodge Park	Northlodge Bandstand	This capital budget of £45,000 is the Council's contribution to the refurbishment of the bandstand.	£45,000
Crematorium	Crematorium Improvements	Major improvements to update the facilities at the Crematorium including the provision of velocity probes and security of room/cabinets	£60,000
Environmental Improvements	Various works to Council buildings and assets	This scheme was proposed to provide funding for local environmental works	£400,000
Town Centre	Town Centre improvements	Environmental improvements to Signage etc. in the Town Centre	£84,000
<b>Total Deferred Schemes</b>			<b>£1,449,000</b>
<b>Other Works</b>			
Eastbourne school	Demolition of existing building	When the scope of the Eastbourne Academy project was initially set, the decision was made that the demolition of the existing building was not included within the project. It was anticipated that demolition costs would be funded from the sale of the site. Due to the economic climate this is not possible in the short term.	£400,000
Street Lighting	Street Lighting Columns - Replacement of 475 concrete Street Lighting Columns	COP recommends replacement of street lighting columns after 40 years. Manual inspections have shown cracks and spalling in the concrete column stock.	£475,000
<b>Capitalised Repairs</b>	Various works to Council buildings and assets	There are a number of schemes required to meet the Council's statutory requirements many of which relate to the Health and Safety of employees and the public	£220,000
<b>Disability Discrimination Act Works</b>	Works to Council buildings	Adaptations required to various buildings to meeting DDA requirements	£25,000
			<b>£2,570,449</b>

**Medium Term Financial Plan**

	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Childrens Services	70.918	72.864	75.252	77.774
Community Services	45.970	47.361	48.998	51.114
Chief Executive	6.929	6.809	6.757	6.709
Corporate Services	9.254	9.046	9.376	9.624
Pre Budget Report National Insurance	0.000	0.000	0.300	0.300
Joint bodies and levies	0.641	0.635	0.605	0.625
Financing costs	3.954	4.851	4.984	4.811
Headroom	0.000	0.165	0.165	0.165
Change Fund	0.100	0.000	0.000	0.000
Leading Edge Efficiencies	(0.440)	(0.709)	(0.729)	(0.778)
Contribution to/(from) revenue balances	(1.825)	(0.292)	(0.286)	(0.359)
<b>Total Expenditure</b>	<b>135.501</b>	<b>140.730</b>	<b>145.422</b>	<b>149.985</b>
<b>Total Resources</b>	<b>135.501</b>	<b>140.730</b>	<b>145.422</b>	<b>149.985</b>
<b><u>Table of Resources</u></b>				
RSG/NNDR	37.784	38.832	39.609	40.401
Council Tax	39.634	41.589	43.613	45.218
DSG	57.983	60.109	62.200	64.366
LABGI	0.100	0.200	0	0
	<b>135.501</b>	<b>140.730</b>	<b>145.422</b>	<b>149.985</b>
<b><u>Balances</u></b>				
<b>Opening balance</b>	<b>8.913</b>	<b>7.088</b>	<b>6.796</b>	<b>6.510</b>
<b>Contribution to/(from) balances</b>	<b>(1.825)</b>	<b>(0.292)</b>	<b>(0.286)</b>	<b>(0.359)</b>
<b>Closing balance</b>	<b>7.088</b>	<b>6.796</b>	<b>6.510</b>	<b>6.151</b>

<b>Council Tax</b>				
<b>Council Tax %</b>	<b>3.5%</b>	<b>4.9%</b>	<b>4.9%</b>	<b>4.9%</b>
<b>Weekly Band A Increase</b>	<b>0.50</b>	<b>0.72</b>	<b>0.76</b>	<b>0.80</b>

# Section 1

## General Fund Revenue & Capital Budget

Setting the Council Tax for 2009/10

- report to Council 26<sup>th</sup> February 2009

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**SETTING THE COUNCIL TAX FOR 2009/10**

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**Responsible Cabinet Member – Councillor Stephen Harker,  
Resource Management Portfolio**

**Responsible Director – Paul Wildsmith , Director of Corporate Services**

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**SUMMARY REPORT**

**Purpose of the Report**

1. The Local Government Finance Act 1992 (referred to as “the Act” in this report) requires the Council to set its council tax for 2009/10 before 11<sup>th</sup> March 2009.

**Summary**

2. The budget recommended to Council by Cabinet on 17<sup>th</sup> February will result in Band D council tax of £1151.03, if approved by Council. County Durham and Darlington Fire and Rescue Authority have set a band D council tax of £85.41. Durham Police Authority have set a band D council tax of £147.51. There will also be an additional council tax in any parish area where a precept has been issued.

**Recommendation**

3. It is recommended that :-

- (a) that the following amounts be calculated by the Council for 2009/10 in accordance with sections 32 to 36 of the Act and relevant regulations:-

- |       |   |              |
|-------|---|--------------|
| (i)   | being the aggregate of the amount which the Council estimates for the items set out in Section 32(2) (a) to (e) of the Act, which is its expenditure    | £233,023,253 |
| (ii)  | being the aggregate of the amounts which the Council estimates for the items set out in Sections 32(3) (a) to (c) of the Act, which is its income       | £155,544,000 |
| (iii) | being the amount by which (i) exceeds (ii) calculated by the Council for the year in accordance with Section 32(4) of the Act as its budget requirement | £77,479,253  |

- (iv) being the aggregate of the sums which the Council estimates will be payable into the General Fund in respect of Revenue Support Grant £7,085,570 and redistributed Business Rate Grant £30,698,327 increased by the amount the Council estimates will be transferred from the Collection Fund to the General Fund £37,783,897
- (v) being the amount calculated by the Council in accordance with Section 33 of the Act, as the basic amount of council tax for the year £1152.80
- (vi) being the aggregate amount of all special items referred to in Section 34(1) of the Act £61,253
- (vii) being the basic council tax for 2009/10 calculated in accordance with Section 34(2) for dwellings in those areas that have no parish precepts or other special items £1151.03
- (viii) the basic council tax for 2009/10 calculated in accordance with Section 34(3) for dwellings in those areas that have parish precepts be as set out in **Appendix 2**, column 5.
- (ix) the amounts of council tax at items (vii) and (viii) multiplied by the proportion set out in paragraph 17 which is applicable to each category of dwelling in its area, in accordance with Section 36 of the Act be as set out in **Appendix 3**
- (b) That it be noted that for the year 2009/10 Durham Police Authority has stated the following amounts in the precept issued to the Council, in accordance with Section 40 of the Act, for each of the categories of dwellings shown : -

	A	B	C	D	E	F	G	H
	£ p	£ p	£ p	£ p	£ p	£ p	£ p	£ p
Police Authority	98.34	114.73	131.12	147.51	180.29	213.07	245.85	295.02

- (c) That it be noted that for the year 2009/10 County Durham and Darlington Fire and Rescue Authority has stated the following amounts in the precept issued to the Council, in accordance with Section 40 of the Act, for each of the categories of dwellings shown: -

	A	B	C	D	E	F	G	H
	£ p	£ p	£ p	£ p	£ p	£ p	£ p	£ p
Fire Authority	56.94	66.43	75.92	85.41	104.39	123.37	142.35	170.82

- (d) That the Council, in accordance with Section 30(2) of the Act hereby sets the amounts set out in **Appendix 4** as the amounts of council tax for 2009/10 for each of the categories of dwellings.

### Reasons

4. The recommendations are supported to set the Council Tax for the Council's area in accordance with statutory requirements.

**Paul Wildsmith**  
**Director of Corporate Services**

### Background Papers

- (i) Local Government Finance Settlement 2009/10
- (ii) Police Authority Precept notification.
- (iii) Fire Authority Precept notification.
- (iv) Parish Council Precept notification.

David Hall : Extension 2303

S17 Crime and Disorder	The report does not contain any Crime and Disorder implications
Health and Well Being	The report does not contain any proposals relating to the health and well being of residents
Sustainability	There are no sustainability implications in this report
Diversity	There are no diversity implications in this report
Wards Affected	All Wards are affected equally
Groups Affected	All Groups are affected equally
Budget and Policy Framework	This report must be considered by council
Key Decision	This is a key decision
Urgent Decision	The Council's Medium Term Financial Plan, Budget and Council Tax require approval by full Council
One Darlington: Perfectly Placed	This report follows from the Corporate Plan and Financial Plan and budget reports, which specifically addresses key issues involved in the Council's contribution to delivering the Sustainable Community Strategy vision.

## MAIN REPORT

### Information and Analysis

5. In setting the council tax, the Council is required to make certain calculations and to approve a number of resolutions in accordance with the Act. The detailed calculations are set out in **Appendices 1 to 4**. The recommended basic council tax including Fire and Police Precepts for a Band D property is £1383.95. County Durham and Darlington Fire and Rescue Authority have set a band D council tax of £85.41. Durham Police Authority have set a band D council tax of £147.51. There will also be an additional council tax in any parish area where a precept has been issued.
6. The Act requires authorities to calculate their net budget requirement for the coming financial year and to determine the demand on the Collection Fund, from which council tax levels are calculated. The details of these calculations are set out in **Appendix 1**.
7. Cabinet considered the draft Corporate Plan and Medium Term Financial Plan (MTFP) on 14<sup>th</sup> January 2009 and approved both plans for consultation. Resources Scrutiny Committee considered those draft plans through a Task & Finish Review Group, and approved the Review Group's recommendations on 10<sup>th</sup> February 2009. Cabinet considered the MTFP again on 17<sup>th</sup> February 2009.
8. The total budget requirement for 2009/10 is £77,479,253. This figure includes parish precepts of £61,253. The budget is due to be confirmed by this Council meeting prior to the setting of the council tax contained in this report.
9. The Government has announced the level of grant support for 2009/10 and notified the authority that the Revenue Support Grant will be £ 7,085,570 and the Business Rate Grant will be £30,698,327.
10. The Council also has to determine the estimated surplus or deficit on its Collection Fund at 31st March 2009. The Act requires authorities to transfer the estimated surplus or deficit to the General Fund and to include it in the calculation of the council tax. The estimated surplus/deficit for the council tax is shared between this Council, the Police Authority and the Fire Authority in proportion to the 2008/09 demands/precepts. For this financial year it is estimated that there will not be a surplus or deficit on the Collection Fund at 31st March 2009.
11. The Council's demand on the Collection Fund for council tax purposes for 2009/10, as calculated in accordance with Section 32 of the Act, is £39,695,356.



## The Council Tax Calculations

### Basic Council Tax

12. The Council set its tax base at 34,433.73 at the meeting on 29th January 2009 along with the tax bases for various parish councils and meetings. These are shown in **Appendix 2** (column 2).
13. The basic council tax must first be calculated by dividing the demand on the Collection Fund by the approved tax base as follows:-

$$\frac{£39,695,356}{34,433.73} = £1152.80$$

14. From this figure the parish precepts, which the Act refers to as special items, are deducted as follows:-

$$\frac{£61,253}{34,433.73} = £1.77$$

15. The basic council tax for those areas of the Borough Council where there are no special items is, therefore, £1151.03 (£1,152.80 - £1.77). This also excludes the Police Authority and Fire Authority precepts. It represents an increase of £38.94 (or 3.5%) compared with the council tax in 2008/09.

### Parish Council Taxes

16. The calculation of the additional tax for areas where special items, i.e. parish precepts, apply is based on the precepts submitted by each parish council and parish meeting divided by the tax base approved at the Council meeting on 29th January 2009. The council tax in relation to the parish precepts is shown in **Appendix 2** (column 3). When added to the basic council tax, as calculated in paragraph 15, this provides the Billing Authority's council tax for each parish area (**Appendix 2**, column 5).
17. Section 30(1) of the Act requires a council tax to be set for each category of dwelling for its area. This is the Billing Authority's council tax for each parish area and the basic council tax for the rest of the authority's area, multiplied by the ratio of each band using the following: -

Band	A	B	C	D	E	F	G	H
Proportion	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9

18. The council tax set will relate to band D which is 9/9 or 1. For other bands the above proportions will apply. For example, band A properties will be charged 6/9 or two thirds whilst band H will be double the charge.
19. The Billing Authority's council taxes for each band of property are shown in **Appendix 3**.

## Police and Fire Authority Council Taxes

20. The Durham Police Authority is a separate body responsible for its own financial affairs. The council tax for the Durham Police Authority has increased by £5.04 (or 3.54%) compared with 2008/09 and was confirmed on 26<sup>th</sup> February 2009: -

	A	B	C	D	E	F	G	H
	£ p	£ p	£ p	£ p	£ p	£ p	£ p	£ p
Police Authority	98.34	114.73	131.12	147.51	180.29	213.07	245.85	295.02

21. County Durham and Darlington Fire and Rescue Authority is also a separate body responsible for its own financial affairs. The council tax for the Fire and Rescue Authority has increased by £2.79 (or 3.38%) compared with 2008/09 and was confirmed on 17<sup>th</sup> February 2009: -

	A	B	C	D	E	F	G	H
	£ p	£ p	£ p	£ p	£ p	£ p	£ p	£ p
Fire Authority	56.94	66.43	75.92	85.41	104.39	123.37	142.35	170.82

## Overall Council Tax

22. The total council tax for each of the parish areas and the remaining area of the Borough is calculated by adding the charges for the Billing Authority to those of the Fire Authority and the Police Authority. The overall council tax for each category of dwelling in each parish area and the remaining areas of the Borough where there are no parish precepts is set out in **Appendix 4**. The overall increase in council tax next year for a Band D property is £46.77 (or 3.5%), the attribution of the increase is set out below:-

	£'s	%
Darlington Borough Council	38.94	2.91
Durham Police Authority	5.04	0.38
County Durham and Darlington Fire and Rescue Authority	2.79	0.21
Total	46.77	3.50

## Consultation

23. The content of this report was not subject to consultation. Extensive consultation has, however, taken place with a wide range of stakeholders, during which all households in the Borough have had the opportunity to comment, in preparing the Corporate Plan and Medium Term Financial Plan. The results of consultation are included in those plans.

**APPENDIX 1****DEMAND ON THE COLLECTION FUND 2009/10**

	£
(a) Council's Net Spending	77,418,000
(b) Add Parish Precepts	61,253
(c) Net Budget Requirement	<u>77,479,253</u>
Deduct	
(d) Revenue Support Grant	7,085,570
(e) Business Rate Grant	30,698,327
(f) Estimated Surplus on Collection Fund	0
(g) <b>DEMAND ON COLLECTION FUND</b>	<u><b>39,695,356</b></u>

## COUNCIL TAX FOR PARISH AUTHORITIES 2009/10

	Precept	Parish Tax Base	Parish Council Tax	Basic Council Tax	Billing Authority's Council Tax
	(1)	(2)	(3)	(4)	(5)
	£		£ p	£ p	£ p
<b>Archdeacon Newton</b>	809	334.13	2.42	1151.03	1153.45
<b>Bishopton</b>	4,600	166.82	27.57	1151.03	1178.60
<b>Heighington</b>	12,002	920.04	13.05	1151.03	1164.08
<b>High Coniscliffe</b>	269	110.95	2.42	1151.03	1153.45
<b>Hurworth</b>	20,000	1213.57	16.48	1151.03	1167.51
<b>Low Coniscliffe / Merrybent</b>	1,245	275.19	4.52	1151.03	1155.55
<b>Low Dinsdale</b>	1,650	281.34	5.86	1151.03	1156.89
<b>Middleton St. George</b>	15,488	1406.69	11.01	1151.03	1162.04
<b>Neasham</b>	940	160.27	5.87	1151.03	1156.90
<b>Piercebridge</b>	550	61.63	8.92	1151.03	1159.95
<b>Sadberge</b>	1,500	293.45	5.11	1151.03	1156.14
<b>Walworth</b>	-	39.90	0.00	1151.03	1151.03
<b>Whessoe</b>	2,200	566.25	3.89	1151.03	1154.92

## APPENDIX 3

### BILLING AUTHORITY'S COUNCIL TAXES FOR EACH PROPERTY BAND 2009/10

	A £ p	B £ p	C £ p	D £ p	E £ p	F £ p	G £ p	H £ p
Archdeacon Newton	768.97	897.13	1,025.29	1,153.45	1,409.77	1,666.09	1,922.42	2,306.90
Bishopton	785.73	916.69	1,047.64	1,178.60	1,440.51	1,702.42	1,964.33	2,357.20
Heighington	776.05	905.40	1,034.74	1,164.08	1,422.76	1,681.45	1,940.13	2,328.16
High Coniscliffe	768.97	897.13	1,025.29	1,153.45	1,409.77	1,666.09	1,922.42	2,306.90
Hurworth	778.34	908.06	1,037.79	1,167.51	1,426.96	1,686.40	1,945.85	2,335.02
Low Coniscliffe /								
Merrybent	770.37	898.76	1,027.16	1,155.55	1,412.34	1,669.13	1,925.92	2,311.10
Low Dinsdale	771.26	899.80	1,028.35	1,156.89	1,413.98	1,671.06	1,928.15	2,313.78
Middleton St. George	774.69	903.81	1,032.92	1,162.04	1,420.27	1,678.50	1,936.73	2,324.08
Neasham	771.27	899.81	1,028.36	1,156.90	1,413.99	1,671.08	1,928.17	2,313.80
Piercebridge	773.30	902.18	1,031.07	1,159.95	1,417.72	1,675.48	1,933.25	2,319.90
Sadberge	770.76	899.22	1,027.68	1,156.14	1,413.06	1,669.98	1,926.90	2,312.28
Walworth	767.35	895.25	1,023.14	1,151.03	1,406.81	1,662.60	1,918.38	2,302.06
Whessoe	769.95	898.27	1,026.60	1,154.92	1,411.57	1,668.22	1,924.87	2,309.84
All other parts of the Council's area	767.35	895.25	1,023.14	1,151.03	1,406.81	1,662.60	1,918.38	2,302.06

## APPENDIX 4

### OVERALL COUNCIL TAX FOR EACH PROPERTY BAND 2009/10

	A	B	C	D	E	F	G	H
	£ p	£ p	£ p	£ p	£ p	£ p	£ p	£ p
Archdeacon Newton	924.25	1,078.29	1,232.33	1,386.37	1,694.45	2,002.53	2,310.62	2,772.74
Bishopton	941.01	1,097.85	1,254.68	1,411.52	1,725.19	2,038.86	2,352.53	2,823.04
Heighington	931.33	1,086.56	1,241.78	1,397.00	1,707.44	2,017.89	2,328.33	2,794.00
High Coniscliffe	924.25	1,078.29	1,232.33	1,386.37	1,694.45	2,002.53	2,310.62	2,772.74
Hurworth	933.62	1,089.22	1,244.83	1,400.43	1,711.64	2,022.84	2,334.05	2,800.86
Low Coniscliffe / Merrybent	925.65	1,079.92	1,234.20	1,388.47	1,697.02	2,005.57	2,314.12	2,776.94
Low Dinsdale	926.54	1,080.96	1,235.39	1,389.81	1,698.66	2,007.50	2,316.35	2,779.62
Middleton St. George	929.97	1,084.97	1,239.96	1,394.96	1,704.95	2,014.94	2,324.93	2,789.92
Neasham	926.55	1,080.97	1,235.40	1,389.82	1,698.67	2,007.52	2,316.37	2,779.64
Piercebridge	928.58	1,083.34	1,238.11	1,392.87	1,702.40	2,011.92	2,321.45	2,785.74
Sadberge	926.04	1,080.38	1,234.72	1,389.06	1,697.74	2,006.42	2,315.10	2,778.12
Walworth	922.63	1,076.41	1,230.18	1,383.95	1,691.49	1,999.04	2,306.58	2,767.90
Whesoe	925.23	1,079.43	1,233.64	1,387.84	1,696.25	2,004.66	2,313.07	2,775.68
All other parts of the Council's area	922.63	1,076.41	1,230.18	1,383.95	1,691.49	1,999.04	2,306.58	2,767.90

## Section 2

# Housing Revenue Account

## Section 2

# Housing Revenue Account

Housing Revenue Account - Revenue Budget 2009/10

- report to Cabinet 17<sup>th</sup> February 2009 & Council 26<sup>th</sup>  
February 2009



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**HOUSING REVENUE ACCOUNT – REVENUE BUDGET 2009/10**

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**Responsible Cabinet Member - Councillor Bill Dixon,  
Neighbourhood Services and Community Safety Portfolio**

**Responsible Director – Cliff Brown, Director of Community Services**

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**Purpose of Report**

1. To consider Cabinet’s proposals for the revenue budget, rent levels and service charges for the Council’s Housing Revenue Account (HRA) for the financial year 2009/10.

**Summary**

2. The report considers in particular the impact of the Government’s Rent Restructuring Policy, the HRA Subsidy determination and the proposed increase in rent and service charges.

**Recommendation**

3. Cabinet have considered these proposals and recommended to Council that:-
  - (a) An average weekly rent increase of 6.02% (£3.21) be implemented in line with the Government rent restructuring model.
  - (b) Service charges for Extra Care and Sheltered Housing Scheme be increased as shown in Table 3.
  - (c) All other service charges be increased as detailed in Table 4.
  - (d) The budget at **Appendix 1** be approved.
  - (e) Council approve the contents of the report.

**Reason for Recommendation**

4. The recommendations are supported by the following reason:-
  - (a) To enable the Council to deliver an appropriate level of service to tenants.

**Cliff Brown**  
**Director of Community Services**

## Background Papers

### The Government's Rent Restructuring Policy and HRA Subsidy Determination.

Pauline Mitchell : Ext 2505 - JW

S17 Crime and Disorder	The contents of this report have been considered in the context of the requirements placed on the Council by Section 17 of the Crime and Disorder Act 1998, namely, the duty on the Council to exercise its functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area. It is not considered that the contents of this report have any such effect.
Health and Well Being	There are no issues relating to health and well-being which this report needs to address
Sustainability	There are no sustainability issues
Diversity	There are no diversity issues
Wards Affected	This will have an effect on the majority of the Wards in the Borough.
Groups Affected	All Council Tenants and Lifeline Service Users
Budget and Policy Framework	The issues contained within this report require Council approval and therefore is being submitted to this meeting accordingly.
Key Decision	This is a key decision because agreement to the recommendations will result in the Local Authority incurring expenditure which is significant. There will also be a significant effect on the communities living or working in an area comprising two or more wards within the area of the local authority.
Urgent Decision	The issues contained within this report require Council approval and therefore is being submitted to this meeting accordingly.
One Darlington: Perfectly Placed	The report has no particular implications for the Sustainable Community Strategy.

## MAIN REPORT

### Information and Analysis

5. The proposed Housing Revenue Account budget for 2009/10 is shown at **Appendix 1**. The principal factors and key elements taken into account in the draft budget are:-
  - (a) The impact of the Government's Rent Restructuring Policy
  - (b) The HRA Subsidy determination
  - (c) A review of garage rents and service charges
  - (d) The programme of repairs and maintenance detailed in the Housing Business Plan.

### Rent Restructuring

6. The main objective of the Government's policy on rent restructuring is that rents should be fair and affordable for tenants in the social rented sector. The policy sets out a common basis on which all rents in the social sector should be set. This means that the rent for a house or flat (known as the formula rent) is linked to its capital value, size, location, condition and local earnings so that tenants can make a proper choice between how much they pay and the size and quality of the property they live in.
7. Rents and service charges have traditionally been considerably lower for local authority housing than for housing associations and these proposals are intended to create greater standardisation of charges throughout the social housing sector. Originally rent convergence for both sectors should have been by 2011/12 but the Government intend to use fixed increases for 2009/10 and 2010/11. This is to protect tenants from both high and variable increases due to inflation, while continuing to deliver their rent convergence policy. Therefore the rent convergence date will become fluid depending on the inflation rate.
8. The impact on tenants of the continuing implementation of the rent restructuring policy, fixed increases for 2009/10 and 2010/11 and increases to existing service charges have been assessed for all properties to ensure that the impact on individual property rent levels is limited. The increase in weekly rents is notified to local authorities by the Government through the Housing Subsidy determination and the effect of the proposed increase for 2009/10 is that average weekly rents increase by 6.02% (or £3.21) from £53.34 in 2008/09 to £56.55 in 2009/10. The financial impact of the proposed increase in charges is included in the draft budget shown at **Appendix 1**. Examples of the proposed weekly rent increases for 2009/10 are shown at **Appendix 2**.

## Housing Subsidy

9. There were some slight changes to the subsidy system for 2009/10 to try and remove some volatility in allowances between years. These changes were to the way that the individual elements of subsidy are calculated. This has resulted in some gains and some losses. Management has increased by £39.48 per property, maintenance has remained the same while MRA has fallen by £8.39 per property. These changes are detailed in Table 1. It should be noted that we received substantial increases in maintenance and Major Repairs Allowance last year.

**Table 1: Housing Subsidy 2009-10**

Subsidy Element	2008/09	2009/10	Change	
	£M	£M	£M	%
Management	2.782	2.96	+0.178	+6.4%
Maintenance	5.866	5.789	-0.077	-1.3%
Major Repairs Allowance	3.859	3.763	-0.096	-2.5%
Capital Financing	1.603	1.614	+0.011	+0.7%
Notional Income	-14.678	-15.265	-0.587	-4.0%
Total Subsidy	-0.569	-1.14	-0.571	-100.5%

## Review of Service Charges

10. Members agreed as part of the Housing Revenue Budget 2004/05 to amend the arrangements for services charges in Sheltered Housing, Extra Care Housing and blocks of flats to allow for full recovery of costs over a five-year period. 2008/09 was the fifth year of this process. Prior to commencing this process, Lifeline Services, Building Cleaning and Grounds Maintenance Services were considerably subsidised, with the balance of costs being met by other tenants through rent pooling arrangements. Table 2 below shows that Grounds Maintenance and Building Cleaning – Flats now have full costs recovered while Lifeline Services and Building Cleaning – Sheltered Schemes continue to be subsidised but to a lesser extent than in previous years. This is due to additional facilities in the Extra Care Schemes and an increase in staffing and utility costs in 2008/09 following job evaluation and the overall increase in energy charges.

**Table 2: Service Charges 2009/10**

Service Charge	Total Cost £	Total Income £	Net Cost 2009/10 £	Net Cost 2008/09 £
Lifeline Services	864,861	849,290	15,571	23,246
Building Cleaning – Comprehensive Sheltered Schemes	86,040	76,924	9,116	11,104
Building Cleaning – Flats	58,730	58,730	nil	nil
Grounds Maintenance – All	374,160	374,160	nil	nil
<b>Total</b>	<b>1,383,791</b>	<b>1,359,104</b>	<b>24,687</b>	<b>34,350</b>

11. Details of the proposed service charges for individual Extra Care and Sheltered Housing Schemes based on the actual costs of the work undertaken in individual schemes are shown in Table 3 below. The additional costs for Building Cleaning in Extra Care Schemes reflects the additional facilities available

**Table 3: Proposed Service Charges for Extra Care and Sheltered Schemes 2009/10**

<b>Scheme</b>	<b>Ground Maintenance £</b>	<b>Building Cleaning £</b>	<b>Lifeline Service (1) £</b>	<b>Total Charge (2) £</b>	<b>Total Increase £</b>
<b>Extra Care Housing</b>					
Dalkeith House	1.69	8.21	10.24	20.14	0.97
Oban Court	1.35	9.27	10.24	20.86	2.48
Rosemary Court	1.85	11.05	10.24	23.14	2.54
<b>Sheltered Housing</b>					
Branksome Hall	2.13	1.67	10.24	14.04	0.87
Dinsdale Court	2.94	3.17	10.24	16.35	0.90
Windsor Court	1.35	2.29	10.24	13.88	0.80
Rockwell House	1.35	2.84	10.24	14.43	0.84
Ted Fletcher Court	1.35	2.12	10.24	13.71	0.80
Roxby Court	1.35	5.32	10.24	16.91	0.88
Linden Court	1.35	4.88	10.24	16.47	0.67

12. Almost 70% of tenants claim Housing Benefit, which will cover the additional cleaning and grounds maintenance charges and 61% of the cost of the Lifeline charges. The other Lifeline costs have traditionally been covered by Supporting People Grant. However all Older Persons services funded by Supporting People Grant are currently being reviewed and the outcome will not be known until March 2009.

### **Garage Rents and Service Charges**

13. The increase in the heating charge reflects the increase in fuel costs during the year that have always been passed on in full to the tenants. The budget at **Appendix 1** includes the financial effect of the proposed increases. The proposed service charges for the Lifeline Response, Building Cleaning (flats) and Grounds Maintenance provide for achieving full recovery of costs from tenants of the schemes concerned. For the Lifeline Response Service there is a similar issue regarding Supporting People funding as for the residents of sheltered housing schemes. The amounts involved however are very small for both services, ranging from between three and eleven pence per week depending on the level of service provided.

**Table 4: Garage Rents and Service Charges**

Description	Current Weekly Charge	Proposed Weekly Charge
	£	£
Garage Rents	5.59	5.76
Building Cleaning – Flats	1.45	1.49
Grounds Maintenance – General Housing	1.32	1.35
Grounds Maintenance – Blocks of Flats	1.32	1.35
Heating	9.28	10.57
Furnishings and Fittings – Comprehensive Schemes	1.39	1.43
Furnishings and Fittings – Good Neighbour Schemes	0.63	0.65
Lifeline Response	4.37	4.57
Lifeline Premier Response (Sheltered Housing)	9.52	10.24
Lifeline Response Plus	10.50	11.17
Pavement Crossings and Hardstandings	3.00	3.10
Mid-day Meal – Extra Care (Residents only)	24.50	26.25
Mid-day Meal – Extra Care (Non-Residents only)	27.44	29.40
Furnished Tenancies - Flat	23.98	24.70
Furnished Tenancies - 2 Bed House	38.67	39.83
Furnished Tenancies - 3 Bed House	40.46	41.67
Furnished Tenancies - White Goods	5.10	5.25

### Value for Money

14. Providing value for money is an essential element of departmental management. An assessment has been made of the Housing Performance Indicators for 2007/08 and this shows that the service is once again in the upper threshold for 13 out of 17 indicators. These include key value for money indicators such as the percentage of rent collected and the average relet times. The remaining 4 indicators are in the lower threshold with none in the bottom threshold. This means that the Housing Service will retain its previous score of 4 out of 4 in the CPA Service block.

### Budget Pressures

15. The Housing Revenue Account subsidy determination decreased the resources for 2009/10 by £200,000 more than was originally anticipated but there are no un-resourced pressures on the account. There are however constant demands on the HRA as it is self-financing which will need to be managed.

## **Outcome of Consultation**

16. Throughout the year the Tenants Board and Housing Executive Committee have met regularly and reviewed various service areas within the HRA. Details of some of the key areas covered are set out below:
- (a) Performance and Work Programme in respect of Grounds Maintenance and Tree work. This led to the establishment of a Task and Finish group which will report in the next few months. The remit of the group is to review the specification of the work, making best use of the resources available.
  - (b) Reviewed the job description of the Tenant Empowerment Manager and involved in the recruitment and selection process.
  - (c) Monitored progress and challenged performance on the procurement partnerships for Painting, Environmental Improvements and Internal Planned Maintenance works.
  - (d) A Task and Finish Group is currently reviewing the specification for materials and the scope of work in respect of the capital programme.
  - (e) Involved in the implementation of the Choice Based Lettings Scheme.
  - (f) Reviewed the providers for the Home Contents Insurance Scheme.
  - (g) Reviewed the new Reward and Recognition Scheme and currently developing phase 2.
  - (h) Continued Mystery Shopping of the Customer Services Centre, which has led to feedback on areas for improvement
  - (i) Detailed consultation has been held with residents in sheltered housing schemes affected by major works to enable them to give feedback on the scheme designs as well as the furnishings and fittings.
17. This report was considered by the Tenant's Board on 21 January 2009 and obtained their support.

## **Financial Implications**

18. Under Part 2 of the Local Government Act 2003 the Director of Corporate Services as the Council's Responsible Financial Officer is required to inform Members of the robustness of the proposed estimates and the appropriateness of the level of projected Housing Revenue Account balances.
19. The Director of Corporate Services has confirmed that the estimates have been prepared on the most up to date information available and within the guidance he has set out. For 2009/10, he is satisfied that these represent a fair view of the Council's ongoing plans and commitments, although Members will need to appreciate that some budgets more than others are subject to volatility and will, therefore, continue to be monitored closely and remedial action taken when appropriate.

20. He is also satisfied that the level of revenue balances in the Housing Revenue Account projected at 31 March 2009 (£0.5 M) are adequate particularly given the Council's track record in budget management and taking remedial action when necessary to correct variances from approved financial plans.



	2008/09		2009/10
	Budget	Projection	Budget
	£000	£000	£000
<b><u>INCOME</u></b>			
Rent of HRA Dwellings (Gross)	(14,550)	(15,106)	(15,599)
Sundry Rents (including Garages & Shops)	(365)	(367)	(370)
Charges for Services & Facilities	(1,589)	(1,617)	(1,629)
Contribution towards Expenditure	(434)	(419)	(413)
Interest Receivable	(62)	(42)	(42)
<b>Total Income</b>	<b>(17,000)</b>	<b>(17,551)</b>	<b>(18,053)</b>
<b><u>EXPENDITURE</u></b>			
Management	5,128	5,018	5,028
Maintenance - Revenue Repairs	3,379	3,394	3,509
Revenue Contribution to Capital	1,871	2,940	2,208
Housing Subsidy	4,428	4,428	4,903
Capital Financing Costs	2,074	1,773	2,255
Increase in Bad Debt Provision	120	150	150
Contribution to/(from) balance	0	(152)	0
<b>Total Expenditure</b>	<b>17,000</b>	<b>17,551</b>	<b>18,053</b>
<b>(Surplus) / Deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>
Opening Balance	500	652	500
Contribution to / (from) balance	0	(152)	0
Closing Balance	500	500	500
Estimated Closing Dwelling Numbers	5,338	5,446	5,386
Closing Balance per Dwelling	93.67	91.82	92.85

Examples of Weekly Rent Increases for 2009/10					
Area	Property Type	Rent 2008/09 £	Proposed Rent 2009/10 £	Increase between 08/09 & 09/10 £	Increase between 08/09 & 09/10 %
<b><u>Middleston St George</u></b>	1 Bedroom Bungalow	53.97	57.08	3.11	5.8%
	2 Bedroom House	58.08	61.48	3.40	5.9%
	3 Bedroom House	63.93	67.85	3.92	6.1%
<b><u>Cockerton</u></b>	1 Bedroom Flat	49.00	51.80	2.80	5.7%
	2 Bedroom House	56.51	59.80	3.29	5.8%
	3 Bedroom House	58.84	62.41	3.57	6.1%
<b><u>Haughton</u></b>	1 Bedroom Flat	49.21	52.03	2.82	5.7%
	2 Bedroom Flat	54.92	58.13	3.21	5.8%
	1 Bedroom Bungalow	54.15	57.26	3.11	5.7%
	2 Bedroom House	58.43	61.79	3.36	5.8%
	3 Bedroom House	61.90	65.71	3.81	6.2%
<b><u>Branksome</u></b>	1 Bedroom Flat	49.00	51.80	2.80	5.7%
	1 Bedroom Bungalow	54.04	57.14	3.10	5.7%
	2 Bedroom House	56.33	59.54	3.21	5.7%
	3 Bedroom House	61.44	65.13	3.69	6.0%
	4 Bedroom House	64.11	68.02	3.91	6.1%
<b><u>Lascelles</u></b>	1 Bedroom Flat	48.44	51.70	3.26	6.7%
	2 Bedroom Flat	50.72	53.85	3.13	6.2%
	2 Bedroom House	52.75	55.96	3.21	6.1%
	3 Bedroom House	56.84	60.42	3.58	6.3%
<b><u>Bank Top</u></b>	1 Bedroom Flat	49.23	52.05	2.82	5.7%
	3 Bedroom House	61.45	65.09	3.64	5.9%
<b><u>Redhall</u></b>	1 Bedroom Flat	45.83	48.55	2.72	5.9%
	2 Bedroom Flat	49.85	52.85	3.00	6.0%
	1 Bedroom Bungalow	48.50	51.39	2.89	6.0%
	2 Bedroom House	52.51	55.56	3.05	5.8%
	3 Bedroom House	55.96	59.32	3.36	6.0%
<b><u>Eastbourne</u></b>	1 Bedroom Flat	44.30	46.99	2.69	6.1%
	2 Bedroom Flat	49.59	52.58	2.99	6.0%
	2 Bedroom House	51.56	54.68	3.12	6.1%
	3 Bedroom House	54.10	57.50	3.40	6.3%
<b><u>Skerne Park</u></b>	2 Bed House	50.97	54.13	3.16	6.2%
	3 Bed House	54.40	57.83	3.43	6.3%