

CONTENTS

	EXECUTIVE SUMMARY	1
1.0	INTRODUCTION.....	5
2.0	STRATEGIC CONTEXT	7
3.0	A PROFILE OF THE AREA	13
4.0	THE ROLE OF GROUNDWORK.....	18
5.0	OPERATIONS PLAN	22
6.0	ORGANISATION PLAN	35
7.0	INCOME AND EXPENDITURE.....	38

Appendix 1 – Areas of Deprivation Map

Appendix 2 – Example Service Level Agreement

Appendix 3 – Groundwork Outputs

EXECUTIVE SUMMARY

Introduction

- i) Darlington Borough Council, in conjunction with Groundwork UK, commissioned BE Group to research the feasibility of establishing a Groundwork Trust in Darlington.
- ii) The research has been undertaken in two phases throughout 2004 and 2005. Phase 1 addressed the potential role and niche for Groundwork; establishing levels of in principle support with the Local Authority Officers and Members as well as the wider community and voluntary sectors.
- iii) Following receipt of a positive report in September 2004 the consultants were recommissioned in January 2005 to prepare detailed proposals, leading to the submission of this document. Both phases have involved widespread discussion, investigation and consultation amongst the public, private, community and voluntary sectors.
- iv) It was agreed that the most appropriate means of delivering Groundwork in Darlington, both in terms of financial and human resources, and immediacy of impact, would be the extension of Groundwork West Durham.

Profile of the area

- v) The Borough of Darlington has a population of 97,878 and is dominated by the town of Darlington. The town grew on the back of the railway, however the town has successfully diversified its employment base into telecommunications, Orange is now the Borough's largest employer.
- vi) Darlington is ranked 90 out of 384 local authorities, the Borough has high levels of deprivation in 11 of its wards but has missed out on regeneration funding to catalyse improvements in these areas. The Borough is also characterised by low pay, with the lowest wages in the Tees Valley for people who work there.

Role of Groundwork

- vii) In response to the Borough's high levels of deprivation, Community Partnerships have been set up. Action plans for the most deprived areas have been created,

however there is a need for a voluntary sector partner to help build the capacity of the community sector and to deliver projects.

- viii) The key role of a Groundwork Trust in Darlington will be to work with Darlington Borough Council, Darlington Partnership and the community sector to tackle deprivation and build capacity in the community sector through the design and implementation of sustainable environmental projects.

Operations Plan

- ix) Groundwork West Durham & Darlington will work within the six themes of Groundwork UK. Indicative project ideas have been identified for the first three years of the Trusts operation, and a summary of these against the Groundwork themes is shown in Table ES1 below.

Table ES1: Indicative Project Ideas by Groundwork Theme

Theme	Indicative Project Ideas
Communities	<ul style="list-style-type: none"> • Seat on the Environment and Economy Sub-Group of the Darlington Partnership • Identify and deliver projects through the Environment Forum • Assist and support 'Friends of' groups • Raise the profile of Groundwork as a potential deliverer of community consultation work for Tees Valley strategic projects • Support the CVS to develop and strengthen the community and voluntary sector • Work with community partnerships to deliver their action plans • Upgrade allotments and develop allotment associations • Work with the community to identify locations for cycle routes • Develop a cycling ranger scheme • Develop small scale public art schemes along existing and planned cycle routes • Work with partners in the development of a cycle park and 'wheels to work' scheme • Develop the capacity of community groups to engage them in the long term maintenance of projects
Education	<ul style="list-style-type: none"> • Deliver a Green Start project • Partner in sustainable transport education

Theme	Indicative Project Ideas
	<ul style="list-style-type: none"> • Increase levels of environmental education available across the Borough • Develop heritage education and trails • School grounds improvement • Programme of healthy walks in the urban fringe
Land	<ul style="list-style-type: none"> • Improve existing cycle routes and develop long term maintenance schemes • Delivery of a project under the Barclays Sport Savers programme • Environmental improvements to land around the Railway Museum • Landscape appraisals • Middleton St George environmental improvements around reservoirs • Improvements to play areas and actions identified in the green space strategy • Improvements to West Park and the development of a comprehensive design and implementation package • Improvements to parks and open spaces • Environmental improvements to privately owned industrial estates across the Borough • With Darlington Borough Council develop a network of Countryside Buildings to provide a focus for visitors
Youth	<ul style="list-style-type: none"> • Young Voices

Organisational Plan

- x) The existing Groundwork West Durham will be extended to form Groundwork West Durham & Darlington. The staffing structure will see the existing Groundwork West Durham Executive Director assume responsibility for the extended organisation. In addition to the existing staff of Groundwork West Durham, a full time senior project officer and part time junior project officer will be recruited to work specifically in the Darlington area. Premises in Darlington will also be sought.

- xi) The Groundwork West Durham board will grow to encompass two members from Darlington Borough Council and the Chair of the Local Advisory Group.

Income and Expenditure

- xii) To ensure a stable financial base contributions of £180,000 over the six year period are sought from Darlington Borough Council and £270,00 from the ODPM. To supplement this, income sponsorship will also be sought from local businesses.
- xiii) The extended Trust will grow over the first six years so that overall turnover is significantly greater than the core cost contribution.

1.0 INTRODUCTION

- 1.1 This document sets out the proposal to extend the existing Groundwork West Durham into the adjoining local authority area of Darlington. The extended Trust will be called Groundwork West Durham & Darlington with a local branding of Groundwork in Darlington.
- 1.2 Darlington Borough Council, in conjunction with Groundwork UK, initially commissioned consultants (BE Group) to research the feasibility of establishing a Groundwork Trust in Darlington.
- 1.3 The research has been undertaken in two phases throughout 2004 and 2005. Phase 1 addressed the potential role and niche for Groundwork; establishing levels of in principle support with the Local Authority Officers and Members as well as the wider community and voluntary sectors.
- 1.4 Following receipt of a positive report in September 2004 the consultants were recommissioned in January 2005 to prepare detailed proposals, leading to the submission of this document. Both phases have involved widespread discussion, investigation and consultation amongst the public, private, community and voluntary sectors.
- 1.5 A range of delivery options for Groundwork in Darlington have been evaluated. Some such as a stand alone Trust for Darlington were immediately discounted (due to the cost of doing so). However the strategic importance of the Tees Valley, and the benefits of working with an established Trust, meant the feasibility of the following options was more carefully considered:
- Stand alone North Tees Trust incorporating Darlington and Hartlepool
 - Restructuring Groundwork South Tees and forming a Tees Valley Trust
 - Extension of Groundwork West Durham.
- 1.6 Extensive discussion highlighted that the first two options were unfeasible. Without the Borough of Stockton, a North Tees Trust would be operating without contiguous borders between local authorities and without the most deprived area in North Tees. It was felt necessary to re-engage Stockton if this option was to be chosen, which would significantly delay Groundwork delivery in Darlington. Meanwhile a Tees Valley Trust would mean restructuring Groundwork South Tees for a second time to extend

it simultaneously in two directions. This was not considered to be a feasible option for a still relatively young Trust whose first restructuring was in 2003.

- 1.7 As such it was agreed that the most appropriate means of delivering Groundwork in Darlington, both in terms of financial and human resources, and immediacy of impact, would be the extension of Groundwork West Durham. This conclusion has been endorsed by Tees Valley JSU, Darlington Borough Council and the Board of Groundwork West Durham.
- 1.8 Throughout the process there has been close liaison with, and support from, Groundwork's North East regional office, who are keen to see Groundwork in Darlington. A steering group, including representatives from Tees Valley JSU, Darlington Borough Council and Groundwork have met regularly with the consultants to drive the process forward and develop this detailed proposal.
- 1.9 This proposal document sets out how the extended Trust will work in practice.

2.0 STRATEGIC CONTEXT

Introduction

- 2.1 This section sets out the strategic backdrop into which Groundwork fits. This includes regional and local strategies, reference to the Groundwork North East Regional Strategy and the ODPM Grant Memorandum, as well as considering how Darlington sits in the wider regional context.

Darlington in Context

- 2.2 The North East of England comprises the counties of Durham and Northumberland, the metropolitan authorities of Newcastle, North Tyneside, South Tyneside, Gateshead and Sunderland; and Hartlepool, Stockton-on-tees, Middlesborough, Redcar & Cleveland and Darlington unitary authorities.
- 2.3 The region covers an area of some 3,282 square miles with a population of 2.5 million people. It shares boundaries with two other English regions, the North West and Yorkshire & Humber, as well as the Scottish Borders Council area.
- 2.4 Darlington itself is an area of contrast with a heavily populated town housing around 90 percent of the population, and a more sparsely habited rural area. North Yorkshire lies to the south, Durham to the north and Teesdale to the west.

Regional and Sub-Regional Plans and Strategies

Regional Economic Strategy – Unlocking Our Potential, One North East - 1999

- 2.5 The Regional Economic Strategy includes a number of strategic priorities which aim to strengthen the position of the region in the global economy. There are a number of priorities with references to areas of activity Groundwork is capable of delivering or influencing. It is worth noting these represent long term opportunities for both Groundwork West Durham & Darlington and Groundwork North East.
- Empowering local communities to expand the community sector, through community based businesses and enhanced programmes of intermediate labour market initiatives
 - Supporting the reengagement of individuals in learning and employment
 - Integrating physical and social investment
 - Strengthening the environmental performance of businesses and organisations.

Regional Planning Guidance for the North East RPG1, Office of the Deputy Prime Minister - 2004

Tees Valley Structure Plan, Tees Valley JSU - 1999

- 2.6 This sets out the area's (including Darlington's) overall land use strategy. It directs how balance will be struck between development, conservation and regeneration, the essence of which is that development will be concentrated within the built-up area, with emphasis given to the regeneration of older, urban areas.
- 2.7 The main objectives of the Structure Plan are to 'cater for the needs and aspirations of local residents and businesses; to encourage physical and social regeneration; to improve poor environments.'
- 2.8 The Structure Plan also states that priority is to be given to improving the environment in the more run down industrial and commercial areas. It also recognises the importance of a high quality environment to the local economy stating 'a good quality environment is essential and a healthy economy provides the best prospect for creating and maintaining an attractive environment. A high quality environment is more likely to encourage new employers to locate in the area.'
- 2.9 Groundwork operating in Darlington would contribute to the Structure Plan aims.

Local Plans and Strategies

The Borough of Darlington Local Plan, Darlington Borough Council - 1997

- 2.10 The Local Plan sets out the key land uses for the Borough as well as setting out the key aims and objectives for the Borough and how the planning process will help these be achieved. Whilst Groundwork can also contribute to specific policies and aims we have summarised the areas where Groundwork could have an impact in Table 1 below.

Table 1: Darlington Local Plan - Potential Groundwork Opportunities

Topic Area	Objectives
Environment	<p>Ensure that the Borough provides an attractive environment for Darlington residents and visitors, including tourists and business people</p> <p>Preserve and, where appropriate, enhance the key archaeological, architectural, historic and natural features of the Borough</p> <p>Ensure protection from all forms of pollution</p> <p>Protect and enhance ecological diversity</p>
Housing	<p>Improve the environment and housing conditions of older housing areas</p>
Recreation, Leisure & Tourism	<p>Meet the needs of all residents for recreation and community facilities</p> <p>Continue to promote and develop Darlington's role as a sub-regional centre for recreation and leisure provision; protect and improve existing facilities</p> <p>Identify and respond to shortfalls in provision in relation to perceived local needs</p> <p>Create a safe and attractive environment for all members of the community</p> <p>Ensure that the needs of children, the elderly and people with disabilities are satisfied</p> <p>Improve access to the countryside for informal recreation</p> <p>Ensure that the environmental impact of recreation, leisure and community provision is sustainable</p>
Transport	<p>To improve conditions for pedestrians, pedal cyclists and people with disabilities</p>

Darlington Community Strategy, Darlington Partnership – 2003

2.11 The Community Strategy is the key document for the Borough. It is the document into which all other plans and strategies must feed. The Strategy identifies eight themes:

- Improving the local economy
- Raising educational achievement
- Promoting community safety
- Enhancing the local environment
- Promoting inclusive communities
- Stimulating leisure activities
- Improving health and well being
- Developing an effective transport system.

2.12 For the 2004 to 2005 Action Plan, three of these themes were prioritised: improving the local economy, raising educational achievement and promoting inclusive communities. The work is to be targeted at three key groups: children and young people, older people and those living in the most deprived wards. Groundwork has the potential to help realise objectives under all these themes, and in particular promoting inclusive communities and facilitating work with young people.

A Town on the Move. Creating a Sustainable Travel Demonstration Town, Darlington Borough Council - 2005

2.13 The document outlines the key indicators and headline targets for Darlington to become a sustainable travel demonstration town. This formed part of a successful bid to the Department for Transport.

2.14 The project vision is to 'create a safe, accessible and sustainable environment and a flourishing local economy to enable all people to enjoy a high quality of life'.

2.15 The project outcomes are:

- Enhancing the environment
- Improving health and well-being
- Promoting inclusive communities
- Promoting community safety
- Developing an effective transport system.

2.15 Groundwork can have a role helping to realise these project outcomes through a variety of projects, discussed further in Section 5.

Darlington Local Neighbourhood Renewal Strategy, Darlington Partnership

2.16 The document outlines the approach for tackling deprivation on a neighbourhood-by-neighbourhood basis. 88 of the most deprived local authorities around the country qualified for Neighbourhood Renewal Funding (NRF), Darlington as the ninetieth did not. However the Darlington Partnership recognised the value of such an approach and has set out an action plan for tackling the severe deprivation in some wards of the Borough.

2.17 The Neighbourhood Renewal Strategy has close synergy and can be viewed as an extension of the Community Strategy, however the focus is on the eleven most

deprived wards which would have received NRF funding, had the Borough as a whole qualified.

- 2.18 The document sets out the key issues faced by each of the eleven wards and provides a broad overview of each neighbourhood's needs.
- 2.19 This is a key strategy that Groundwork could help deliver, working with the communities, the Darlington Partnership and Darlington Borough Council to reduce levels of deprivation.

Groundwork Plans and Strategies

Groundwork North East - Regional Strategy

- 2.20 The strategy for the North East sets out some of the key challenges faced by Groundwork in the region. It focuses on the need for a more regional approach to working, so making it easier for Groundwork to operate in areas without a formal Trust.
- 2.21 The extension of Groundwork West Durham into Darlington will help facilitate this aim. The corresponding extension from Groundwork East Durham into Hartlepool, and Groundwork South Tees bring together a partnership of three Trusts at the sub-regional level. Those boroughs without Groundwork within the Tees Valley will benefit from the range of expertise this set up brings as well as a more coordinated approach at the sub-regional level.
- 2.22 Furthermore, this partnership between the Trusts will allow for other regional objectives to be achieved. The three Trusts will cover a large part of the region and will be a more coordinated force to help partners at the regional level such as One North East, Government Office North East and the North East Regional Assembly see the potential for Groundwork as a regional deliverer. The more coordinated approach will also help raise Groundwork's profile and generate more funding from within the region, another aim of the regional strategy.

ODPM Grant Memorandum

- 2.23 The extension of Groundwork West Durham into Darlington will meet the criteria set out in Paragraph 50 of the ODPM Grant Memorandum in the following way:

- i. Groundwork in Darlington will improve the quality of life for people through working with established groups such as the Community Partnerships, Environment Forum, Darlington Partnership and 'Friends of' groups to deliver environmental improvements and build capacity. Groundwork will also help facilitate the strengthening of relationships between the public, private and voluntary sector.
- ii. Darlington has not benefited from major regeneration initiatives in recent years, despite high levels of deprivation affecting 45 percent of the Borough's population. There is little existing provision beyond the public sector and their work would be greatly enhanced through a voluntary sector partner. Existing partnerships and organisations would benefit from the expertise and knowledge the extended Groundwork West Durham Trust would bring.
- iii. The extension of Groundwork West Durham provides an experienced base through which funding can be secured. In addition it provides a resource of landscape architects and senior project staff that can be used to provide resources in Darlington. Groundwork West Durham is already diversifying into the management of buildings providing a long term income from the private sector.

Summary

- 2.24 Groundwork will contribute to strategic aims and objectives at the regional and sub-regional level including those found in the Regional Economic Strategy, Regional Planning Guidance and Tees Valley Structure Plan.
- 2.25 Groundwork will have the most impact at the local level, being a key partner for delivering aims and objectives of the Community Strategy and Neighbourhood Renewal Strategy.
- 2.26 A Groundwork Trust in Darlington will meet the requirements of the ODPM Grant Memorandum Paragraph 50, as well as helping to deliver aims set out in the Regional Strategy for Groundwork North East.

3.0 A PROFILE OF THE AREA

Introduction

- 3.1 This section sets out a profile of the Darlington Borough. It covers its background and geographical context, the key economic, social and environmental factors the Borough has to address as well as looking at the existing partnerships and initiatives and the key areas of opportunity for Groundwork.

Background

- 3.2 Darlington is a Borough of 198 square kilometres (76 square miles) lying to the North of the River Tees. It has a population of 97,878 (2001 census). Prior to local government re-organisation in April 1996 Darlington was within County Durham.
- 3.3 The Borough is well served by transport infrastructure. It is three miles from the A1(M) running north south and adjacent to the A66 running east west. Durham Tees Valley International Airport is less than ten miles away and it is located on two major rail routes, London to Edinburgh and Manchester to Newcastle.
- 3.4 The Borough is dominated by the town of Darlington, around 90 percent of the Borough's residents live there and it is the location for the majority of the Borough's employment.
- 3.5 The iron and steel industries that developed in the nineteenth century gave the Borough an important place in the economic life of the North East. It became a focal point for linking the collieries across the North East with the ports in Stockton, and in 1825 the Darlington to Stockton railway became the first passenger line in Great Britain. This has left a strong engineering legacy, however more recently the town has successfully diversified its economy into telecommunications. Orange is now the Borough's main employer.
- 3.6 The Quakers were heavily involved in the development of the railway and they have also left a substantial legacy in Darlington. The town has a number of parks and leafy suburbs as well as grand town houses. The town, whilst managing the transition from heavy industry to the service sector more successfully than some of its neighbours in the Tees Valley, still suffers from high levels of deprivation and has substantial need for regeneration initiatives.

Economic, Environmental and Social Challenges

- 3.7 Although experiencing high levels of deprivation, with 45 percent of the population living in wards that are ranked within the worst 25 percent in the country, it has the lowest unemployment levels in the Tees Valley at only 2.7 percent. This compares to 6 percent for the North East and 4.8 percent for England and Wales. However the Borough’s employment is characterised by being of lower value.
- 3.8 Table 2 below highlights the socio-economic breakdown of Darlington compared to regional and national averages. If the traditional indicators of lower value employment are considered, (‘routine’ or ‘semi routine’ occupations) it can be seen that Darlington is significantly above the national average and on a par with the regional average. However the high levels of deprivation experienced across the North East make the national comparisons more appropriate.

Table 2: Breakdown of Households by Socio-economic Class, 2001

Sector	Area, Percentage		
	Darlington	North East	England & Wales
Large employers and higher managerial occupations	3.0	2.3	3.4
Higher professional occupations	3.7	3.3	5.0
Lower managerial and professional occupations	17.4	15.1	18.6
Intermediate occupations	9.7	8.8	9.4
Small employers and own account numbers	5.7	4.8	7.0
Lower supervisory and technical occupations	8.1	7.9	7.2
Semi routine occupations	13.3	12.7	11.7
Routine occupations	10.3	11.2	9.1
Never worked	2.8	3.3	2.7
Long term unemployed	1.4	1.6	1.0
Full time students	4.6	6.8	7.0
Not classifiable for other reasons	20.1	22.1	17.9

3.9 Darlington has been relatively successful at diversifying its economy away from heavy industry, as illustrated in Table 3. There are high levels of employment within the service sector particularly ‘public administration, education and health’ as well as in ‘transport and communications’ but lower than national averages for the private sector service sector, ‘banking, finance and insurance, etc’ and ‘other services’

Table 3: Standard Industrial Classification Breakdown

Sector	Darlington	North East	England & Wales
Agriculture, forestry and fishing	1.7	0.8	1.1
Energy and water	0.7	1.5	0.8
Manufacturing	14.5	15.7	14.1
Construction	6.5	7.8	7.8
Distribution, hotels and restaurants	19.4	18.8	19.6
Transport and communications	8.9	6.9	6.9
Banking, finance and insurance, etc	11.9	11.1	15.8
Public administration, education & health	31.0	31.6	27.5
Other services	5.4	5.1	6.1

3.10 Whilst this employment has diversified away from heavy industry, it remains low paid. Darlington has the lowest wage levels in the Tees Valley for people who work there (shown in Table 4), although wage levels increase if all people who live in the Borough are considered.

Table 4: Average weekly earnings, throughout the Tees Valley

Earnings	Darlington	Hartlepool	Middlesborough	Redcar & Cleveland	Stockton-on-tees	North East	England & Wales
Average Weekly earnings based on place of work	382.8	407.7	404.9	429.4	406.8	402.1	475.8
Average weekly earnings based on place of residence	390.8	391.3	369.1	386.5	446.6	402.9	475.8
Difference	-8.0	+16.4	+35.8	+42.9	-39.8	-0.8	0

3.11 Darlington ranks 90 out of 384 local authorities throughout the country, in terms of deprivation. This has meant that despite 11 of its wards falling within the worst 25 percent in the country and seven within the 10 percent most deprived it did not qualify for Neighbourhood Renewal Funding (the worst 88 received funding). The wards are shown below, ranked in order of deprivation, with the most deprived first:

- Central
- Cockerton West
- Bank Top
- Eastbourne
- Lascelles
- Park East
- Northgate
- Haughton East
- North Road
- Lingfield
- Cockerton East.

3.12 The Indices of Multiple Deprivation are shown by Super Output Area mapped in Appendix 1.

Existing Organisations, Initiatives and Partnerships

Darlington Partnership

3.13 As the Borough's Local Strategic Partnership the Darlington Partnership acts as a forum for bringing together the public, private and voluntary sectors. It has a strategic overview of much of the activity in the town. Consultation has highlighted a lack of organisations who can implement projects and a need to further strengthen the community and voluntary sector. Groundwork will complement the Darlington Partnership, helping to bridge these gaps, and adding an additional environmental voice to their Economy and Environment sub-group.

Town on the move

3.14 As discussed in Section 2, Darlington has received funding to become a sustainable travel demonstration town. This includes a wide variety of initiatives which are aimed at encouraging people to use more sustainable forms of transport. Darlington Borough Council have been very successful at delivering the project, however their

work would be complemented by a voluntary sector partner, such as Groundwork, to help create stronger links with the community and provide a delivery partner for some of the schemes initiatives.

Community Partnerships

- 3.15 The community partnerships form a key component of delivering the Local Neighbourhood Renewal Strategy. They have created action plans to address some of the issues faced by their local communities. Groundwork will be a key partner in converting these action plans into projects. They will provide the relevant expertise in accessing funding and project management.

Opportunities Groundwork will Address

- 3.16 Darlington's position as neither one of affluence, nor one of severe deprivation has severely hampered access to regeneration funding. As well as the obvious effect of less financial investment at the community level in the area, this has also had a knock on effect on the strength of the community and voluntary sector.
- 3.17 Without regeneration initiatives, and the associated community development support that this brings, it is difficult to build communities that have a strong involvement in the development and regeneration of their area. There is a need for a voluntary sector partner to directly help in strengthening the community sector and increasing its role in the delivery and management of a wide range of projects, from the very local to the Borough wide.

Summary

- 3.12 Employment in Darlington is characterised by low pay. Darlington has the lowest wages in the Tees Valley for people who work in the Borough.
- 3.13 Ranked 90 out of 384 local authorities, the Borough also has high levels of deprivation in 11 of its wards but has missed out on regeneration funding to catalyse improvements in these areas.
- 3.14 Groundwork will complement existing partnerships and organisations and add value to their objectives rather than conflicting or overlapping with them.
- 3.15 Groundwork in Darlington will help address the lack of a voluntary sector partner in delivering community engagement and development work.

4.0 THE ROLE OF GROUNDWORK

Introduction

- 4.1 This section sets out the gaps in local activity that Groundwork will fill, it sets out how Groundwork will work with existing organisations and how it will add value. It also includes the outcomes of the consultation with key stakeholders.

Consultation

- 4.2 Research and consultation have concluded there is both need and support for a Groundwork Trust in Darlington. This is equally the view of regional and sub-regional organisations, as it is of Darlington based agencies and interest groups.
- 4.3 A recurring theme throughout has been the observation that the Borough needs to build capacity at the community level. There is insufficient resource within existing structures to deliver the levels of community building required to ensure a more democratic approach to services. In addition there is a need to address deprivation in particular meeting the needs of young people, fear of crime and community empowerment.
- 4.4 The research concluded that the most appropriate solution to involving Groundwork in Darlington, would be through an extension of Groundwork West Durham – to be known as Groundwork West Durham & Darlington, with a local physical presence in addition to the existing Groundwork office in Bishop Auckland. To ensure representation across the Tees Valley sub-region Groundwork West Durham & Darlington will work in partnership with Groundwork South Tees and Groundwork East Durham & Hartlepool.
- 4.5 The introduction of Groundwork into Darlington is seen as complementing and adding value to the work of existing organisations. It will have a role implementing Government regeneration objectives, the North East's Regional Economic Strategy and Planning Guidance, the Tees Valley Structure Plan, Darlington's Local Plan and numerous other local strategies.
- 4.6 The need for Groundwork to work in partnership, in particular with the local authority, is seen as a key issue for the extended Trust. To ensure effective partnership working a Local Advisory Group will be established and if required a service level

agreement will be drawn up between Groundwork and Darlington Borough Council, an example of which is given in Appendix 2.

Thematic Framework

- 4.7 The extended Trust will continue to be part of the national federation of Groundwork Trusts, recognising that Groundwork's purpose is to build sustainable communities through joint environmental action. The Trust will reflect the national mission of working towards a society made up of sustainable communities, which are vibrant, healthy and safe, which respect the local and global environment and where individuals and enterprise prosper.
- 4.8 Groundwork West Durham & Darlington's approach to achieving its mission will be to develop and deliver programmes focused on the three key themes adopted by the national network:
1. For people – creating opportunities for people to learn new skills and take local action
 2. For places – creating better, safer and healthier neighbourhoods
 3. For prosperity – helping businesses and individuals fulfil their potential.
- 4.9 People, places and prosperity are inextricably linked. Groundwork recognises that an integrated approach is required to tackle the economic, social and environmental dimensions of regeneration. It is also recognised that there are existing organisations already active in Darlington, working in each of these three areas. However consultations with these organisations revealed a clear belief that Groundwork could assist, and more importantly, add value to the programme of activities and the expertise needed to deliver them.
- 4.10 Groundwork West Durham & Darlington activities will therefore fill gaps and add value to current initiatives, without generating overlaps and potential conflict. In addressing these, the Trust will have regard to Groundwork's six strategic programmes of work, which aim to cut across the themes of people, places and prosperity – but adjusted to meet the identified needs of Darlington.
- 4.11 The six strategic programmes of work are:

- Communities – building stronger neighbourhoods
- Land – reconnecting people with their surroundings
- Employment – training for work and stimulating enterprise
- Education – learning, citizenship and sustainability
- Business – integrating the economy and the environment
- Youth – realising young peoples potential.

4.12 It is recognised that it will be a matter of local judgement as to what priority should be given to each of the six strategic themes – and how that support should be expressed. This is reinforced by the consultation process findings. Whilst some programmes may be delivered directly through Groundwork West Durham & Darlington, it makes sense to deliver others through those who may be better placed to deliver them, with the active support of Groundwork.

Groundwork West Durham & Darlington's Role

4.13 The proposed role is underpinned by the findings of the consultation process, both Phase 1 and 2, that has led to the concept of a Groundwork West Durham & Darlington operating in Darlington.

4.14 As discussed in the previous section, the Borough has missed out on numerous regeneration funding streams. The legacy of this has been a weakened community and voluntary sector. This is, in part, being addressed by Darlington Borough Council as Community Partnerships have been formed and action plans drawn up to address the needs of the 11 most deprived wards in the Borough. There is however a need for a voluntary sector partner to help build the capacity of the community sector and deliver projects.

4.15 This will be achieved by helping community groups access funding, providing experience and expertise in environmental working and supporting existing networks to deliver events and youth work.

4.16 The 'Town on the Move' programme has helped to highlight a number of issues around the sustainable transport agenda. Some of these will be addressed through the funding it receives and Groundwork will be a partner in its delivery. The focus will be on adding resource to help realise projects and the leverage of match funding. The potential exists to develop a wide range of innovative schemes.

- 4.17 A key feature of Groundwork's role will be partnership working and this will be reinforced by undertaking key projects in conjunction with the Tees Forest. There is the opportunity to increase levels of environmental education and to offer a comprehensive design and build package.
- 4.18 Groundwork can also assist and add value at the sub-regional level, helping with the implementation of physical schemes and programmes on behalf of One North East, Tees Valley JSU or the Tees Forest.
- 4.19 Groundwork will also have a key role in helping to deliver the principles of sustainable development. It is recognised that there can be no long term economic growth without social and environmental considerations. However the lack of active groups within Darlington can mean social and environmental considerations are left to only one or two departments within the local authority and the forums of the Darlington Partnership. Groundwork would help provide another mechanism through which environmental and social concerns can be raised.
- 4.20 The key role of a Groundwork Trust in Darlington will be to work with Darlington Borough Council, Darlington Partnership, CVS and the community sector to deliver projects and build on the foundation of the local authority to create a strong community and voluntary sector.

Summary

- 4.21 There is a need to strengthen the community and voluntary sector. The introduction of Groundwork is seen as adding value to the work of existing organisations, through a strong partnership with the local authority.
- 4.22 The most effective way for Groundwork to be delivered in Darlington is through the extension of Groundwork West Durham.
- 4.23 Activity in Darlington will have regard to the six strategic programmes of work of Groundwork UK: communities; land; employment; education; business and youth.
- 4.24 Groundwork West Durham & Darlington's role will include working to strengthen the community and voluntary sector, supporting community groups in accessing and delivering projects and working in partnership with other organisations to provide an holistic approach to service delivery.

5.0 OPERATIONS PLAN

Introduction

- 5.1 The section sets out how the extended Trust will contribute to tackling Darlington's regeneration needs identified earlier in this document. The principles of the operational strategy are described, and potential programmes are outlined within the framework of the six strategic programmes Groundwork works to.
- 5.2 The indicative project ideas identified have arisen from existing or emerging strategies and known community wishes gathered through this and other consultation processes. They are considered realistic in terms of likely resource availability and other potential constraints on delivery. Some of these relate to specific sites and as such have a more detailed description. Some relate to apparent needs which lie within Groundwork's remit but which require further specification. Other projects will emerge from the community and partner organisations over time as Groundwork establishes its presence in Darlington.
- 5.3 The indicative outputs are comparable, on a pro rata basis, with those of the existing Groundwork West Durham. A more detailed operations plan will be prepared as part of the company's business plan, once the submission is approved.

Operational Strategy

- 5.4 The programme of specific proposals will be formulated in accordance with the following principles:
1. Although physical environmental improvements and wider concern with the environment are core aims of the Trust, an equal aim will be the involvement of the whole community in the Trust's projects – particularly those who are not usually involved. In this way the Trust will assist in capacity building and the empowerment of local communities.
 2. Groundwork projects will be based on a bottom up approach. They will emerge from community needs and aspirations. Groundwork will enable the community to address issues they have identified.
 3. Groundwork will work within the context of existing strategies and partnerships.
 4. Groundwork operations will not duplicate the activities of other organisations but will complement and add value to them.

Funding Potential

5.5 Darlington's position as the ninetieth most deprived Borough has limited its access to regeneration streams in recent years. It has not qualified for NRF. In addition the SRB and European programmes are coming to an end. As such, funding for the Trust will come from a wide range of different sources. This will include but not be limited to:

- Barclays Spaces for Sport
- Business Sponsorship
- CDENT
- Charitable Trusts
- Children's Fund
- Cleaner Greener Communities
- Community Fund
- Darlington Borough Council Public Arts Fund
- Darlington Building Society
- DEFRA
- Durham Foundation
- Environment Agency
- European Funding
- Fairshare
- Groundwork UK including Young Voices and Motiv8
- Heritage Lottery – Mineral Valleys
- Living Landmarks
- Local Action 21 Fund
- Local Heritage Initiative
- Safer Stronger Communities
- Section 106 Agreements
- Single Programme Funding – One North East
- Sustrans 'Safer Routes to School' Programme
- Town on the Move
- Young Routes.

5.9 Darlington Borough Council and Groundwork Funding will help meet the core costs of staffing and running the Trust in the first six years. It is anticipated that £45,000 will be secured through Programme Development Funding from Groundwork UK, which

will be matched by £30,000 from Darlington Borough Council, in each of the six years.

Key Themes

- 5.10 The operations of Groundwork West Durham & Darlington will be set within the framework of the six strategic themes identified by Groundwork:
- Communities
 - Land
 - Employment
 - Education
 - Business
 - Youth.
- 5.11 It is proposed that during the first years of the Trust's operation in Darlington that focus will be placed on Communities; Land; Education and Youth.

Programmes

- 5.12 For each theme the programme outline, indicative project ideas and outputs for the six years of the business plan are shown.

Theme 1: Communities – Building Stronger Neighbourhoods

- 5.13 This theme has been split into two areas to reflect its distinct elements, building communities and delivering community based projects.

Strengthening the Community and Voluntary Sector

- 5.14 As has been discussed throughout this document, Darlington has a weak community and voluntary sector. Groundwork will work with a number of forums and partnerships to help build capacity and deliver projects.
- 5.15 Involving the community in decision making and acting as a link between the community and the local authority, will greatly enhance the sustainability of projects and community ownership of them. These projects will include building community involvement into all relevant projects that fall within Groundwork's remit as well as working with established groups to realise their visions. It is anticipated that the Trust will work in very close partnership with Darlington Borough Council's Countryside Services and Community Partnerships to deliver this.

- 5.16 Groundwork West Durham & Darlington’s overall contribution to capacity building will be monitored through recording each project’s progress against the Groundwork National Performance Measures.

Indicative Project Ideas

- Contribute to the Environment and Economy Sub-Group of the Darlington Partnership, helping inform and guide strategies and activities under their remit
- Supporting the development and implementation of strategies through engagement of the community and expertise drawn from the Groundwork network
- Work with the Environment Forum to identify and deliver projects funded by them
- Assist and support ‘Friends of’ groups established across all the Borough’s Local Nature Reserves. This will include accessing funding, delivering projects, looking at innovative maintenance solutions and organising events
- In partnership with Groundwork East Durham and Hartlepool and Groundwork South Tees, raise the profile of Groundwork as a potential deliverer of community consultation work for Tees Valley strategic projects
- Support the CVS to develop and strengthen the community and voluntary sector across the Borough.

Potential Funding

- 5.17 Local Action 21 Fund; Tees Valley JSU, Single Programme Funding; Cleaner Greener Communities; Safer Stronger Communities.

Prospective Partners

- 5.18 Darlington Borough Council; Darlington Partnership; Darlington Environment Forum; Tees Valley Wildlife Trust; Groundwork East Durham and Hartlepool; Groundwork South Tees; Darlington CVS; Tees Forest.

Outputs

Table 5: Indicative Outputs Years 1-6

Measure	Unit	Target Output
Physical Improvements		
Number of trees	Number of trees	500
Area of land improved	Square metres	30,000
Area of land managed	Square metres	100,000
Education and Community Involvement		
Young people actively involved in projects	Person days	250
Adults actively involved in projects	Person days	1,000

Schools involved in Groundwork, including links with businesses	Number of schools	2
Community visitors	Number of visitors	0
Integration of Economy and Environment		
Businesses involved with Groundwork	Number of businesses	4
Improvements to business site landscapes	Number of sites	0
Improvements to environmental performance	Number of reviews	0
Jobs created and safeguarded	Number of jobs	1
Training weeks provided	Number of weeks	400
Number and Type of Projects		
Total projects progressed	Number of projects	80
Physical Environmental Improvements	Number of projects	27
Education & Community Involvement	Number of projects	43
Integrating Economy & Environment	Number of projects	10

Improving Community Spaces

- 5.19 Evidence of improvements to local ‘grot spots’ and areas of concern can greatly enhance the community perception of an area. It can make people feel connected to their surroundings as well as improving the quality of life for residents.
- 5.20 It is anticipated that Groundwork West Durham & Darlington will be a key partner in realising enhancements to public open space through working in a targeted approach with the community partnerships established by Darlington Borough Council. Residents and communities will be encouraged to be actively involved in all stages of project design and implementation right through to long term maintenance.
- 5.21 Other opportunities within this theme will focus on connecting people with the Borough as a whole. Projects such as the improvement of allotments and the establishment of allotment associations, which have been successful across the North East, will be extended into Darlington. Communities will also be engaged in developing sustainable transport initiatives, such as identifying routes for cycle ways.

Indicative Project Ideas

- Work within the existing framework of community partnerships to help realise environmental issues highlighted in each partnership’s action plan
- Continue the upgrade of allotments across the Borough and develop allotment associations to support their long term upkeep

- Work with Darlington Borough Council and the community to identify locations for cycle routes, and begin their implementation
- In partnership with Darlington Borough Council, develop a cycling ranger scheme to aid the long term management of cycle routes across the Borough
- Work with partners to develop small scale public art schemes along existing and planned cycle routes, creating a network across the Borough
- As part of the 'Town on the Move' programme work with partners in the development of a cycle park and 'wheels to work' scheme
- Develop the capacity of community groups to engage them in the long term maintenance of projects.

Potential Funding

5.22 Fairshare; Business Sponsorship; Cleaner Greener Communities; Safer Stronger Communities; Section 106 agreements; Durham Foundation; Landfill Tax; Lottery.

Prospective Partners

5.23 Darlington Borough Council; Tees Forest; Tees Valley Wildlife Trust; Sustrans; Darlington Partnership; Residents Associations; Darlington Chamber of Trade; Darlington CVS; Durham Wildlife Trust.

Outputs

Table 6: Indicative Outputs Years 1-6

Measure	Unit	Target Output
Physical Improvements		
Number of trees	Number of trees	1,500
Area of land improved	Square metres	85,000
Area of land managed	Square metres	60,000
Education and Community Involvement		
Young people actively involved in projects	Person days	750
Adults actively involved in projects	Person days	1,000
Schools involved in Groundwork, including links with businesses	Number of schools	7
Community visitors	Number of visitors	0
Integration of Economy and Environment		
Businesses involved with Groundwork	Number of businesses	2
Improvements to business site landscapes	Number of sites	0
Improvements to environmental performance	Number of reviews	0
Jobs created and safeguarded	Number of jobs	2
Training weeks provided	Number of weeks	0
Number and Type of Projects		

Total projects progressed	Number of projects	30
Physical Environmental Improvements	Number of projects	12
Education & Community Involvement	Number of projects	12
Integrating Economy & Environment	Number of projects	5

Theme 2: Education – Learning, Citizenship and Sustainability

- 5.24 Connecting people with their environment is a key factor in ensuring the long-term sustainability of projects. This can be done through the direct engagement of young people and adults in the implementation and development of projects or through working directly with groups on issues surrounding the environment and sustainability, both these approaches will be taken in Darlington.
- 5.25 There is considerable activity taking place in the Borough in terms of environmental education, this includes work by the local authority and through the Tees Forest. To add value Groundwork will work with these organisations to expand the range of services that can be offered as well as targeting different groups, such as the very young through the Green Start programme.
- 5.26 Consideration will also be given to upgrading school grounds as a focus for education, play and sport and the development of heritage themes, connecting people with the Borough’s past.

Indicative Project Ideas

- Deliver a Green Start project in the Borough, working with Sure Start to engage very young children with their environment
- Work with the Town on the Move programme as a partner in sustainable transport education
- In partnership with the Tees Forest increase levels of environmental education available across the Borough
- Develop heritage trails and education to reconnect people with their history
- Work with Darlington Borough Council, primary and secondary schools to enhance school grounds as places of education, sport and play
- With Darlington Borough Council Countryside Services and the Primary Care Trust (PCT) develop a programme of healthy walks in the urban fringe.

Potential Funding

- 5.27 Sure Start; Darlington PCT; Children’s Fund; Landfill Tax; Town on the Move.

Prospective Partners

- 5.28 Darlington Borough Council, Sure Start, Darlington PCT, Darlington Partnership, Tees Forest, Darlington CVS; primary and secondary schools.

Outputs

Table 7: Indicative Outputs Years 1-6

Measure	Unit	Target Output
Physical Improvements		
Number of trees	Number of trees	500
Area of land improved	Square metres	10,000
Area of land managed	Square metres	0
Education and Community Involvement		
Young people actively involved in projects	Person days	1,000
Adults actively involved in projects	Person days	600
Schools involved in Groundwork, including links with businesses	Number of schools	11
Community visitors	Number of visitors	0
Integration of Economy and Environment		
Businesses involved with Groundwork	Number of businesses	5
Improvements to business site landscapes	Number of sites	0
Improvements to environmental performance	Number of reviews	6
Jobs created and safeguarded	Number of jobs	1
Training weeks provided	Number of weeks	400
Number and Type of Projects		
Total projects progressed	Number of projects	5
Physical Environmental Improvements	Number of projects	0
Education & Community Involvement	Number of projects	0
Integrating Economy & Environment	Number of projects	0

Theme 3: Land – Reconnecting People with their Surroundings

- 5.29 The character and condition of public open space is a key factor in environmental quality and by consequence a community’s quality of life and social well-being. Groundwork will work with local communities within the Borough to help assess how general public space can be best improved in a sustainable way as well as encouraging their involvement in their design, implementation and maintenance.
- 5.30 Through partnership working with the Tees Forest and Darlington Borough Council there is also the opportunity to develop a design, implementation and maintenance package that could be used to deliver larger projects.

- 5.31 The green areas of Darlington are fundamental to its character and have a key role in connecting the communities to their environment. Darlington Borough Council are looking to develop a network of 'Countryside Buildings' to act as focal points for visitors. Groundwork will help support this through its sustainable buildings expertise.
- 5.32 There are also opportunities around environmental improvements to industrial estates and business parks in partnership with Darlington Borough Council. However encouraging the private sector to undertake environmental improvements is a challenge, Groundwork's expertise in this area will help in their engagement.

Indicative Project Ideas

- Work in partnership with communities and Darlington Borough Council to improve existing cycle routes and develop long term maintenance schemes
- Delivery of a project under the Barclays Sport Savers programme
- Environmental improvements to land around the Railway Museum
- Landscape appraisals as required by Darlington Borough Council
- Middleton St George environmental improvements around reservoirs
- In partnership with Darlington Borough Council and Tees Forest deliver improvements to play areas and actions identified in the green space strategy
- Work in partnership with Tees Forest on joint funding bids for improvements to West Park and the development of a comprehensive design and implementation package
- Develop a programme of environmental improvements to privately owned industrial estates across the Borough
- Help deliver improvements to parks and opens spaces
- With Darlington Borough Council develop a network of sustainable Countryside Buildings to provide a focus for visitors.

Potential Funding

- 5.33 Landfill Tax; Cleaner Greener Communities; Safer stronger Communities; Town on the Move; Sustrans; Section 106 agreements; Lottery; Barclays Sport Savers.

Prospective Partners

- 5.34 Darlington Borough Council; Tees Forest; Tees Valley Wildlife Trust; Sustrans; Darlington Partnership; Residents Associations; Darlington Chamber of Trade; Darlington CVS; Durham Wildlife Trust; industrial estates owners and occupiers.

Outputs

Table 8: Indicative Outputs Years 1-6

Measure	Unit	Target Output
Physical Improvements		
Number of trees	Number of trees	3,870
Area of land improved	Square metres	105,000
Area of land managed	Square metres	85,000
Education and Community Involvement		
Young people actively involved in projects	Person days	750
Adults actively involved in projects	Person days	1,060
Schools involved in Groundwork, including links with businesses	Number of schools	7
Community visitors	Number of visitors	0
Integration of Economy and Environment		
Businesses involved with Groundwork	Number of businesses	19
Improvements to business site landscapes	Number of sites	2
Improvements to environmental performance	Number of reviews	0
Jobs created and safeguarded	Number of jobs	2
Training weeks provided	Number of weeks	0
Number and Type of Projects		
Total projects progressed	Number of projects	30
Physical Environmental Improvements	Number of projects	15
Education & Community Involvement	Number of projects	16
Integrating Economy & Environment	Number of projects	5

Theme 4: Youth – Realising Young People’s Potential

- 5.35 Young people are an integral part to the success of any project, and it is proposed that a Young Voices programme is run in Darlington to reflect this. With the Borough Council having one of the smallest youth services in the country, additional resource to work with hard to reach young people is needed.
- 5.36 The programme would mirror that of Theme 1: Communities – Building Stronger Neighbourhoods, so a series of environmental improvements would be undertaken both with the community and with a targeted group of young people, building capacity and engaging them in their local environment.
- 5.37 In addition to this programme, as other initiatives are developed by Groundwork UK or Groundwork West Durham & Darlington, further youth programmes will be added.

Indicative Project Ideas

- In partnership with Darlington Borough Council run a Young Voices programme with a targeted group of young people to deliver projects

Potential Funding

5.38 Young Routes; Lottery; Groundwork UK.

Prospective Partners

5.39 Darlington Borough Council; Darlington Partnership; voluntary youth groups; primary and secondary schools.

Outputs

Table 9: Indicative Outputs Years 1-6

Measure	Unit	Target Output
Physical Improvements		
Number of trees	Number of trees	500
Area of land improved	Square metres	12,350
Area of land managed	Square metres	400
Education and Community Involvement		
Young people actively involved in projects	Person days	2,150
Adults actively involved in projects	Person days	0
Schools involved in Groundwork, including links with businesses	Number of schools	15
Community visitors	Number of visitors	0
Integration of Economy and Environment		
Businesses involved with Groundwork	Number of businesses	0
Improvements to business site landscapes	Number of sites	0
Improvements to environmental performance	Number of reviews	0
Jobs created and safeguarded	Number of jobs	2
Training weeks provided	Number of weeks	400
Number and Type of Projects		
Total projects progressed	Number of projects	10
Physical Environmental Improvements	Number of projects	0
Education & Community Involvement	Number of projects	10
Integrating Economy & Environment	Number of projects	0

5.40 A full summary of the outputs (national performance measures) the projects will achieve is given in Appendix 3.

Longer Term Goals

- 5.41 The proposed programme for the first three years of Groundwork in Darlington is focused on strengthening the community and voluntary sector through the delivery of environmental improvement projects. It is anticipated that over time the Trust will grow to meet more of the needs of the people of Darlington. This growth will include increased partnership with the voluntary sector, in particular the Tees Forest and the Tees Valley Wildlife Trust.
- 5.42 The key principle of Groundwork is that it meets local needs, which means detailed project descriptions can only be drawn up once there has been the involvement of the communities and other local partners.

Summary

- 5.43 Groundwork West Durham & Darlington will work within the six themes of Groundwork UK. Indicative project ideas have been identified for the first three years of the Trust's operation, and a summary of these against the Groundwork themes is shown in Table 10 below.

Table 10: Indicative Project Ideas by Groundwork Theme

Theme	Indicative Project Ideas
Communities	<ul style="list-style-type: none"> • Seat on the Environment and Economy Sub-Group of the Darlington Partnership • Identify and deliver projects through the Environment Forum • Assist and support 'Friends of' groups • Raise the profile of Groundwork as a potential deliverer of community consultation work for Tees Valley strategic projects • Support the CVS to develop and strengthen the community and voluntary sector • Work with community partnerships to deliver their action plans • Upgrade allotments and develop allotment associations • Work with the community to identify locations for cycle routes • Develop a cycling ranger scheme • Develop small scale public art schemes along existing and planned cycle routes • Work with partners in the development of a cycle park and 'wheels to work' scheme • Develop the capacity of community groups to engage them in the long term maintenance of projects
Education	<ul style="list-style-type: none"> • Deliver a Green Start project • Partner in sustainable transport education • Increase levels of environmental education available across the Borough • Develop heritage education and trails

	<ul style="list-style-type: none"> • School grounds improvement • Programme of healthy walks in the urban fringe
Land	<ul style="list-style-type: none"> • Improve existing cycle routes and develop long term maintenance schemes • Delivery of a project under the Barclays Sport Savers programme • Environmental improvements to land around the Railway Museum • Landscape appraisals • Middleton St George environmental improvements around reservoirs • Improvements to play areas and actions identified in the green space strategy • Improvements to West Park and the development of a comprehensive design and implementation package • Improvements to parks and open spaces • Environmental improvements to privately owned industrial estates across the Borough • With Darlington Borough Council develop a network of Countryside Buildings to provide a focus for visitors
Youth	<ul style="list-style-type: none"> • Young Voices

5.38 In the longer term it is likely Groundwork will grow to respond to the needs of the Borough. This growth, however, will be driven by a bottom-up rather than top-down approach to needs. Growth is likely to include increased partnership working with other voluntary sector agencies such as the Tees Forest and Tees Valley Wildlife Trust.

6.0 ORGANISATION PLAN

Introduction

- 6.1 This section sets out how the extended Groundwork West Durham & Darlington will work at the organisational level. It includes details of the operational area, staffing and governance issues.

Organisational Structure

- 6.2 The existing Groundwork West Durham will be extended with the company name 'Groundwork West Durham & Darlington. It will continue to be a company registered under the Companies Act as a company limited by guarantee and having no share capital. The Trust will continue to be registered as a Charity with the Charities Commission. The Memorandum and Articles of Association of the company will regulate the conduct of the Trust and will be amended to reflect the new Trust name and geographic area of responsibility. The company will be a member of the Federation of Groundwork Trusts, based on the Groundwork Partnership Agreement (November 1999).

Operational Area

- 6.3 The operational area of the Trust will extend from the Boroughs of Chester-le-Street, Derwentside, Wear Valley and Teesdale in County Durham to include the unitary authority of Darlington. The extended Trust will work throughout the five Boroughs.

Staffing Structure

- 6.4 The staffing structure of the Trust will see the existing Groundwork West Durham Executive Director and Operations Manager assuming responsibility for the extended organisation with the support of the existing Development, HR, Finance and Administration team. In addition to the existing staff of Groundwork West Durham, a senior project officer and part time junior project officer will be recruited to specifically work in the Darlington area. Any further expansion in the number of operational and support staff will only occur in response to need, and within available resources.

Governance

- 6.5 The Groundwork West Durham board will grow to encompass two Members from Darlington Borough Council. This is in line with representation from the other local authority regions covered by Groundwork West Durham. As discussed later it is proposed that a Local Advisory Group is also formed, the chair of which would be

invited to sit on the Board. Private sector representation will also be sought from within the Darlington Borough.

Internal Management

- 6.6 The income and expenditure profile allows for the designation of one day per week for the Executive Director to be directly involved in Darlington. This will be complemented by designation of one of the existing Operations Managers to provide additional support to the Darlington team.

Premises

- 6.7 Groundwork West Durham & Darlington will continue to utilise the present Groundwork West Durham premises at Bishop Auckland. Additional office premises to serve as the base for activities in Darlington will be sought. These will be based in central Darlington and will be easily accessible by public transport and will be sited to raise the profile of the organisation.

Liaison with Local Partners

- 6.8 Day to day liaison between Groundwork West Durham & Darlington and the local authority will be via a nominated link officer. This will be supported by a Local Advisory Group to help guide activity in Darlington. As discussed above it is proposed that the Chair of the group will be invited to sit on the Groundwork West Durham & Darlington board. The group would consist of the following:

- Assistant Director Economic Development and Regeneration
- Assistant Director Environment Services
- Assistant Director Public Protection and Licensing
- Head of Community Partnerships
- Chief Executive Darlington Partnership
- Two representatives from the community sector
- One representative from the voluntary sector
- Councillor with portfolio for The Environment
- Councillor with portfolio for Regeneration.

- 6.9 To facilitate liaison and ensure the local authority and Groundwork does work in partnership and set expectation parameters on both sides, it is further proposed that a service level agreement is created. An example of which is shown in Appendix 2.

The Groundwork National Office and Network

- 6.10 The proposed Groundwork West Durham & Darlington is in line with the regional strategy of Groundwork UK in the North East. Groundwork West Durham already has an established relationship with the Groundwork National Office and the network of adjacent Trusts in the North East.

Summary

- 6.11 The existing Groundwork West Durham will be extended to cover the unitary authority of Darlington.
- 6.12 In addition to existing staff at Groundwork West Durham, a further senior and junior project officer will be recruited to deliver projects in Darlington.
- 6.13 Two Members from Darlington Borough Council will be invited to sit on the Groundwork West Durham & Darlington Board, along with the chair of the Local Advisory Group. The Local Advisory Group will help guide activity in Darlington and help facilitate partnership working.
- 6.14 Premises will be sought in Darlington town centre, which will be both high profile and accessible by public transport.

7.0 INCOME AND EXPENDITURE

Introduction

- 7.1 This section sets out the financial strategy for the proposed extension of Groundwork West Durham as well as the financial expectations from both ODPM and the Darlington Borough Council.

Financial Strategy

- 7.2 To meet the proposed targets relating to Darlington, Groundwork West Durham & Darlington will require ODPM investment of £270,000 over its first six years of operation.
- 7.3 In addition to the contribution sought from the ODPM, a package of local development funding has been secured for the six year period from Darlington Borough Council. To supplement this development funding, sponsorship will be sought from local companies.
- 7.4 Groundwork West Durham & Darlington will become fully operational from 1st April 2006.
- 7.5 The objectives of the financial strategy will be as follows:
- To develop a sound business plan based on key strategic programmes and to take operational funding decisions in line with this business plan
 - To maximise the leverage of the core contributions in securing income, thereby developing, diversifying and strengthening the Trust's long-term funding base. In the first six years the target would be to increase the overall turnover significantly relative to the core contributions
 - To achieve annual surpluses to finance business development
 - To secure partnerships to spread and manage financial risk and maximise value for money. Where it would make operational sense, some programmes might be delivered indirectly through partners
 - To maintain financial management systems to monitor project and overhead costs and income generation, to secure maximum value from available income.

Income and Expenditure

- 7.6 A budget summary is presented in Table 11. It should be noted this relates only to the additional Darlington programme elements and does not include the existing Groundwork West Durham operations.

Summary

- 7.7 The extended Trust will grow over the first six years so that overall turnover is significantly greater than the core cost contributions.
- 7.8 To ensure a stable financial base, contributions of £180,000 over the six year period are sought from Darlington Borough Council and £270,000 from the ODPM.
- 7.9 To supplement this, income sponsorship will also be sought from local businesses.

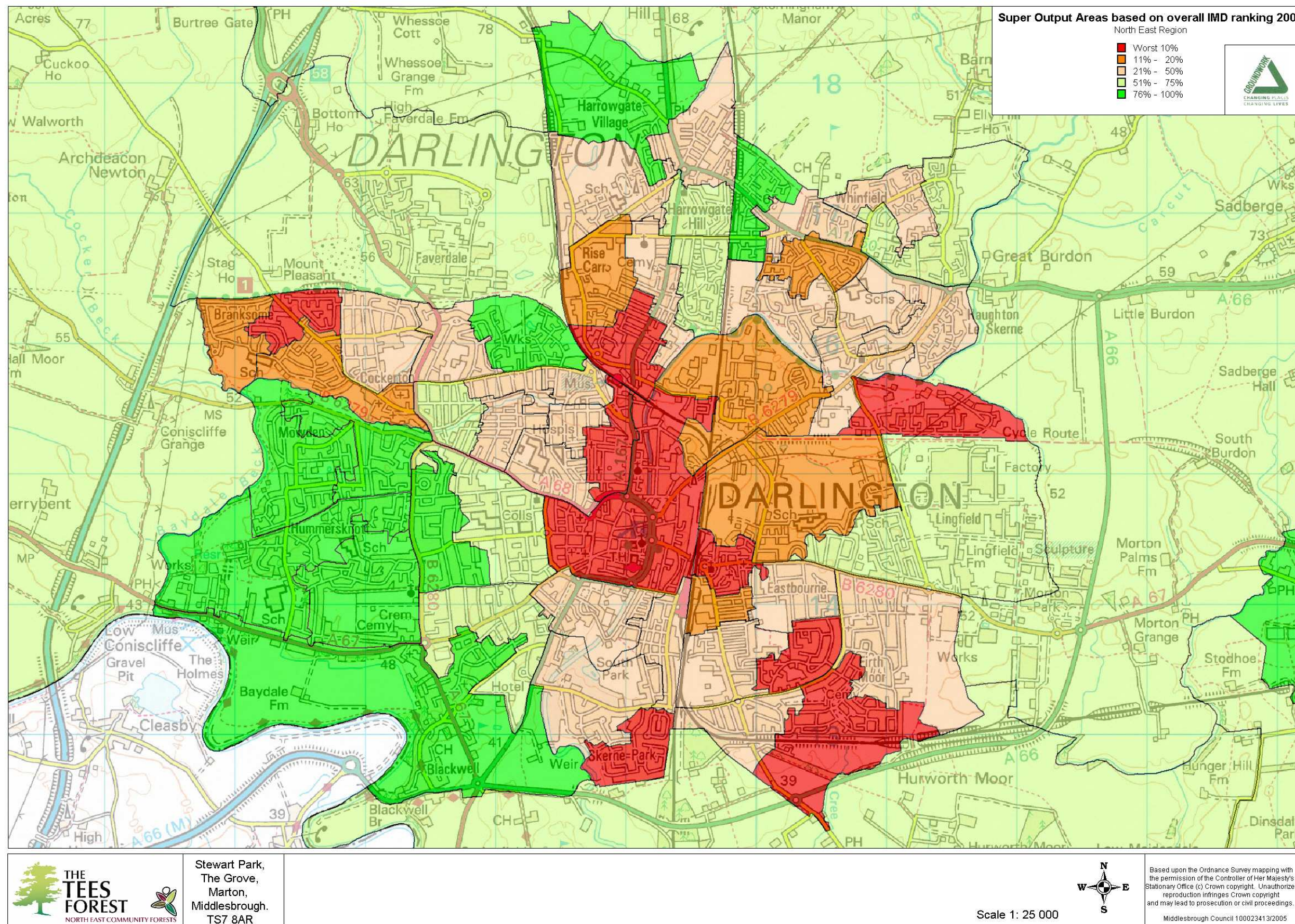
Table 11: Income and Expenditure for the extended Groundwork West Durham & Darlington 2006 – 2012

OPERATIONS		2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	TOTAL
Income								
	<i>Project income</i>	£360,000	£555,000	£664,000	£839,000	£962,000	£1,312,000	£4,692,000
	<i>Sub total</i>	£360,000	£555,000	£664,000	£839,000	£962,000	£1,312,000	£4,692,000
Expenditure								
	<i>Direct project expenditure</i>	£342,000	£513,375	£597,600	£755,100	£841,750	£1,180,800	£4,230,625
	<i>Sub total</i>	£342,000	£513,375	£597,600	£755,100	£841,750	£1,180,800	£4,230,625
Surplus Transferred Below		£18,000	£41,625	£66,400	£83,900	£120,250	£131,200	
		5%	7.50%	10%	10%	12.50%	12.50%	

DEVELOPMENT		2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	TOTAL
Income								
	<i>ODPM</i>	£45,000	£45,000	£45,000	£45,000	£45,000	£45,000	£270,000
	<i>Darlington BC</i>	£30,000	£30,000	£30,000	£30,000	£30,000	£30,000	£180,000
	<i>Operations Surplus</i>	£18,000	£41,625	£66,400	£83,900	£120,250	£131,200	£461,375
	<i>Sub Total</i>	£93,000	£116,625	£141,400	£158,900	£195,250	£206,200	£911,375
Expenditure								
	<i>Recruitment</i>	£6,000	£2,000	£1,000	£1,000	£1,000	£1,000	£12,000
	<i>Salaries + NI, Pension</i>	£34,760	£54,820	£78,420	£78,420	£110,870	£110,870	£468,160
	<i>Administration & Overheads</i>	£20,480	£32,520	£46,680	£46,680	£66,150	£66,150	£278,660
	<i>Marketing</i>	£1,000	£500	£500	£500	£500	£500	£3,500
	<i>Training</i>	£500	£500	£500	£500	£500	£500	£3,000
	<i>Premises</i>	£9,000	£9,000	£9,000	£9,000	£9,000	£9,000	£54,000
	<i>Equipment</i>	£5,000	£1,000	£500	£500	£500	£500	£8,000
	<i>Sub Total</i>	£76,740	£100,340	£136,600	£136,600	£188,520	£188,520	£827,320
Surplus for working capital (cumulative)		£16,260	£32,545	£37,345	£59,645	£66,375	£84,055	

APPENDIX 1

Areas of Deprivation Map



APPENDIX 2

Example Service Level Agreement

BASIC SERVICE LEVEL AGREEMENT

Groundwork West Durham and Darlington Borough Council have agreed to enter into this basic service level agreement with the aim of building sustainable communities through joint environmental action. Both organisations are entering into this agreement in the true spirit of partnership as defined: -

'A true definition of partnership is one in which each is prepared to be held accountable by other partners for the quality of the contribution, and in which each has respect for the different perspectives within the partnership. An effective partnership is supported by open and honest communication.'

This SLA will form the basis for future work and development and enable current work to proceed.

COMMUNICATION LINKS

In order to maintain an effective, efficient communication link, which promotes the working of this partnership the following methods are to be applied: -

- Monthly update sessions between the Borough Council and Groundwork Liaison Officers, these can be formal or informal as deemed necessary
- Quarterly Liaison meetings. These meetings will be preceded by a project update report from Groundwork staff, this report will give details of all projects and activities thus negating the need to trawl through every project at the meeting. Officers who have direct project, community or maintenance responsibility should attend these meetings, which are a forum to discuss operational issues. The pre meeting report will give the Borough Council the opportunity to review the whole Groundwork work programme and will allow them to identify specific issues to be discussed at the meeting. It will be the responsibility of the two liaison officers to set up these meetings and produce an agenda and minutes.
- The appointed Liaison Officer from Darlington Borough Council will attend the Groundwork quarterly Board meetings and the Officer Working groups prior to these Board meetings.
- Strategic meetings. These meetings should take place annually to fit in with the Borough Council budget rounds and the Groundwork Business Planning in September. Managers who have a responsibility for setting programmes and implementing policy should attend these meetings. It is vital that those who are able to make or recommend decisions to be made attend the meetings. From Groundwork West Durham the Executive Director, Operations Manager, Development Manager and Regeneration Manager will attend these meetings. From the Borough Council it is suggested that the lead Officers or Directors attend the meetings from Housing, Planning, Leisure Services, Environmental Services and Regeneration.

The purpose of these meetings will be twofold, firstly to discuss and plan larger scale projects and programmes at a strategic level and secondly to provide an opportunity to have input into future year's business plans or work programmes. It will be the responsibility of the two Liaison Officers to set up these meetings and produce an agenda and minutes.

With regard to these two meetings it is proposed that each organisation identifies those Officers whose responsibility it will be to attend or if necessary send a deputy to attend these meetings. Once this list has been agreed it is essential that the nominated personnel are clear that these meetings must be attended. In the event that they cannot be attended and there is no suitable deputy a report or comments should be produced before the meeting and passed to the relevant Liaison Officer.

These communication channels are to be established to ensure that there is an easy and standard method of communication. This will negate any uncertainty as to who the contact people are or when points can be raised for discussion. Obviously operational relationships will be established on individual projects and programmes and those Officers involved are free to communicate directly, however these Officers must keep the Liaison Officers up to date with information and will need to submit information for the quarterly meetings.

INFORMATION SHARING

Whilst the earlier point covers the means of communication it is essential to know what kind of information should be shared and that such information is shared at the time before decisions are made. It is the norm, for example, for Groundwork to be included in early discussions over large-scale projects. This gives Groundwork the opportunity to offer information about the type of grants and services it could access to provide additional benefits to those been offered by the Borough Council.

In reciprocation Groundwork should include the Borough Council, principally through the Strategic meeting, in the development of its annual business plan and its five-year outlook. Obviously the Borough Council has many areas of its work which are not within Groundwork's remit, but the opportunity for the additionality which it can bring should not be overlooked. Specific and early information sharing needs to be in place particularly in the areas of land management, regeneration, community involvement in such initiatives, green space development or redevelopment, play and leisure provision, heritage, youth work, sustainability, urban renewal and settlement redevelopment.

Groundwork West Durham will: -

- Identify a Liaison Officer at Senior Management Level and, if applicable, an appointed deputy to facilitate the communication strategy - **Operations Manager**
- Produce quarterly reports to the Borough Council Liaison Officer who may forward them to the appropriate committee to keep members aware of:
 - Progress with Groundwork projects within the district
 - External funding attracted against set targets
 - ILM statistics and projects ongoing and completed
- Support the LSP process – **Executive Director and/or Operations Manager**
- Provide a designated Project Officer and when funding allows a Youth Worker, to take forward and develop projects within the district specifically tackling community involvement and social inclusion
- Develop with the Borough Council and other partners, a meaningful environmental awareness programme for local schools and other interested organisations. This work will directly support the Council's priorities linked to Community Safety Strategy, children and young people's agenda (Every Child Matters) and corporate plans and also the Boroughs Community Strategy/plan
- Identify a single person for communications in relation to the Groundwork's Employment team initiatives operating in the district
- Ensure regular meetings or communication with the Liaison Officer from the Borough Council who would oversee any financial arrangements in relation to Groundwork projects and works
- Respond to all questions, comments, etc made by the Borough Council within 5 working days of receipt to ensure the Service Level Agreement moves forward as effectively and efficiently as possible
- Adhere to the agreed protocol in the setting up and supporting of new projects (a copy of the Derwentside Procedure is attached as an example – this would need to be tailored to fit)

Signed _____

Date _____

Position in Organisation

Executive Director

DARLINGTON BOROUGH COUNCIL WILL: -

- Provide an annual core funding amount, at an agreed level, confirmed annually to facilitate the enactment of this Service Level Agreement
- Identify a Liaison Officer at a strategic level and if necessary an Officer at an operational level and appointed deputies to facilitate the communication strategy
- Identify a team of Officers at the appropriate level to attend both the Strategic and Liaison meetings
- Appoint a named Councillor to the Board of Groundwork West Durham, to be supported by the named Liaison Officer
- Host one Groundwork Board meeting per year
- Facilitate the work of the Groundwork Project Officers on the ground by providing, where available, details of Councillors, Borough Council Officers and other interested groups or individuals and initiatives in the Project Officer's area of work
- Work with Groundwork to produce a three year forward programme and identify funding to take the work forward
- Respond to all questions, comments, etc, made by the Groundwork West Durham within 5 working days of receipt to ensure the Service Level Agreement moves forward as effectively and efficiently as possible
- Adhere to the agreed protocol in the setting up and supporting of new projects

Signed _____

Date _____

Position in Organisation

APPENDIX 3

Groundwork Outputs

Performance Measures	Units	Building Stronger Neighbourhoods	Improving Community Space	Learning, Citizenship + Sustainability	Reconnecting People With Their Surroundings	Realising Young Peoples Potential	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	Total
Physical Improvements													
Number of trees	No. Trees	500	1500	500	3870	500	300	750	900	1140	1730	2050	6870
Area of land improved	Sqm	30000	85000	10000	105000	12350	25000	30500	34550	40575	51250	60475	242350
Area of land management	Sqm	100000	60000	0	85000	400	10000	31050	36000	46200	56050	66100	245400
Education and Community Involvement													
Young people actively involved in projects	Person days	250	750	1000	750	2150	750	760	810	830	850	900	4900
Adults actively involved in projects	Person days	1000	1000	600	1060	0	350	420	520	550	860	960	3660
Schools involved in Groundwork including links with businesses	No. Schools	2	7	11	7	15	5	5	7	8	8	9	42
Community visitors	Number of visitors	0	0	0	0	0	0	0	0	0	0	0	0
Integration of Economy and Environment													
Businesses involved with Groundwork	No. Businesses	4	2	5	19	0	5	5	5	5	5	5	30
Improvements to business site landscapes	No. of sites	0	0	0	2	0	0	0	1	0	0	1	2
Improvements to environmental performance	No. Reviews	0	0	6	0	0	0	1	1	1	1	2	6
Jobs created and safeguarded	No. Jobs	1	2	1	2	2	3	1	1	0	2	1	8
Training weeks provided	No. Weeks	400	0	400	0	400	8	10	82	300	400	400	1200
Number and Type of Projects													
Total projects progressed	No. of projects	5	30	5	30	10	10	12	13	14	15	16	80
Physical Environmental Improvements	No. of projects	0	12	0	15	0	4	4	4	4	5	6	27

Performance Measures	Units	Building Stronger Neighbourhoods	Improving Community Space	Learning, Citizenship + Sustainability	Reconnecting People With Their Surroundings	Realising Young Peoples Potential	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	Total
Education & Community Involvement	No. of projects	10	12	0	16	10	7	7	7	7	7	8	43
Integrating Economy and Environment	No. of projects	0	5	0	5	0	2	1	1	2	2	2	10
Raise profile if Groundwork and promote its approach and achievements													
Number of media reports/events	Number of reports	25	15	30	30	39	30	20	20	20	29	20	139
Visitor numbers	Number of visitors	30	50	0	70	0	0	30	30	30	30	30	150

