



**ONE DARLINGTON:
PERFECTLY PLACED**

A Vision for Darlington:
2008 - 2021

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One Darlington : Perfectly Placed is Darlington's Sustainable Community Strategy. It has been produced by Darlington Borough Council on behalf of Darlington Partnership. The Council is statutorily responsible for the production of the strategy. It is also the accountable body for funding allocated through the Local Area Agreement, the delivery mechanism for the strategy.



Front Cover and Inside Back cover: Tubwell Row by Wendy Thompson, reproduced with the kind permission of Darlington Building Society. Wendy was artist in residence with the Society during 2002. More of her work, including the full output from the Darlington Building Society residency, can be viewed via the society's website at www.darlington.co.uk

Foreword

Welcome to ONE DARLINGTON : PERFECTLY PLACED, the overall plan for Darlington up to 2021. It is about both the people and the place. It is concerned with preserving and strengthening all that is good about life in Darlington, whilst tackling what needs to be improved to build a better quality of life for everyone across the borough community.

It sets out a vision for the future reflecting your views on what is precious about the borough, and on what could be better. It is about supporting your hopes and aspirations, the well-being of your community and, ultimately, about your happiness and fulfilment as a citizen of Darlington.

Darlington Partnership has led the preparation of the vision, and of the plan for turning it into reality. Partnership will be the key to its delivery. The plan is a framework for action by the whole community. Whilst the big organisations, like the Council, NHS and Police, will have a major role in delivering improvements, much of what we want – a strong borough-wide community that is both diverse and cohesive, vibrant and caring – is about us as individual citizens being able to pursue our own aspirations, live active and confident lives, make the choices that are right for us and have opportunities to participate in many different ways in the life of the community.

The Third Sector is already strong in Darlington, and the infrastructure organisations, community groups, voluntary organisations and faith groups are well-placed to lead and support many aspects of this vision, whilst individuals will also play their part through their volunteering activities.

The business community, as well, has a major part to play in building a stronger economy and the increased prosperity that will be the bedrock of much that we want to create.

Darlington has a great history of innovation, partnership and community life, and this vision seeks to carry that spirit forward into the future. We will measure success by what we create and deliver, but we will achieve it by what we all contribute as a community.

Alasdair MacConachie

OBE DL HonDBA FRSA,
Chairman of Darlington Partnership

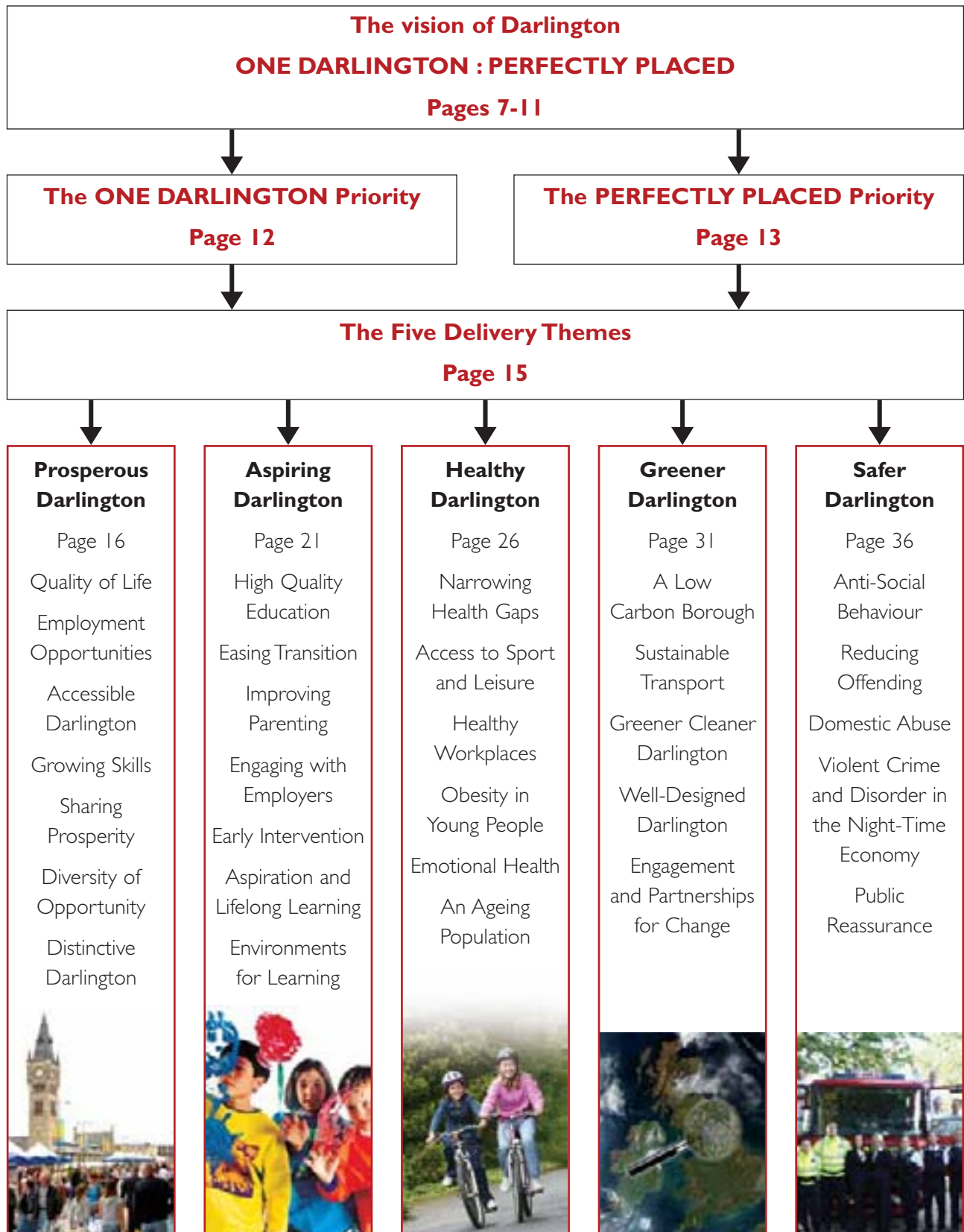


The Plan at a glance

The diagram below illustrates the structure of this plan - the vision for Darlington and the two priorities that carry the vision forward into the five delivery themes.

Within each of the themes a series of 'work strands', listed under the theme headings below,

provide the short to medium-term framework for the preparation of detailed plans, programmes and actions by the various partner agencies and groups working in Darlington, to contribute towards delivering the vision. These work strands will be reviewed as the plan progresses.



About this plan

ONE DARLINGTON : PERFECTLY PLACED is the overall plan for the borough of Darlington. It is a vision for the future of the 99,000 people who live in Darlington, and for the place where they live – one town, twenty four villages and smaller rural settlements, and the surrounding countryside in the Tees Valley.

Darlington is a borough, as well as a town. The use of the name Darlington in this plan always refers to the whole borough of town, villages and countryside, unless the text states otherwise.

Darlington Partnership brings together everyone who is involved in making Darlington an even better place to live and work. This plan, prepared by the partnership, is the way of ensuring that all the different organisations working in the borough – like the Council, NHS, Police, businesses, voluntary organisations and many others – work together effectively and pull in the same direction.

Much of the detail about how we will move forward in Darlington is set out in the wide range of plans drawn up and carried out by all of these organisations. The role of this strategy is two-fold: to set out a high level vision for the future, based on the views and aspirations of the community; and to provide a framework to guide and steer all of our detailed plans and programmes so that they play their part in turning the vision into reality. More information is provided later in this document about the planning and delivery arrangements that have been created to enable us to achieve the vision.

Darlington has worked to a similar plan, 'Where Quality Comes to Life', since 2003. It has done a great job in co-ordinating and guiding services and projects, and it has helped Darlington to make big strides forward in many areas.

However, there have been major changes, and new opportunities and challenges have emerged. National government policy has changed; climate change has become a critical global issue that must be addressed at the local level; and the Tees Valley City Region is emerging as an important setting for some of our work. Many of the priorities set in 2003 have been progressed or achieved, and the focus is shifting.

Our aspirations for the local economy have been largely achieved, and we need to review and reset our direction. A new commitment to engagement, to an enriched approach to listening, discussion and partnership right across the community in tackling issues and meeting needs, is taking root. Changing demographic trends are also significant, with an ageing population, and inward migration from eastern European countries in the expanded E.U. is also an emerging phenomenon.

All in all it is time for taking stock and renewing our vision for the future. Darlington Partnership therefore decided to develop a new plan to reflect the aspirations of the whole community. This document is the result.

A Separate Technical Annexe is available from Darlington Partnership describing the plan preparation process. However, this plan refers to 'Enquiry Groups'. Six groups were set up to look in detail at the economy, education, health, environment, Community Safety and Life Chances.

Related Plans

The delivery of the vision will be spearheaded by a series of short-term (3 year) Local Area Agreements (LAA). The core of the LAA is a contract with government, built around a set of delivery targets, establishing the priorities to be achieved. But beyond that core contract we will be developing action plans through the structures outlined in the 'From Vision to Reality' section of this plan to do just that – turn the vision into reality. The wide range of detailed plans and programmes that all the partner agencies draw up to deliver on their responsibilities will be linked to the vision through these structures to ensure that they play their part in its achievement.

The Darlington Local Development Framework (LDF) is currently being developed to replace the Borough of Darlington Local Plan. It is a statutory requirement that the LDF must provide the spatial dimension for the ONE DARLINGTON : PERFECTLY PLACED vision. This relationship of high level vision and statutory planning policy has to be articulated through the Core Strategy of the LDF.

This plan and the Darlington LDF Core Strategy have been drawn up in tandem, with some shared public consultation. The result is a close correlation between the delivery themes of this plan and the strategic themes of the LDF, the former setting out a visionary framework to guide the actions of all the agencies working in Darlington, and the latter a planning policy framework designed to secure the physical aspects of the vision through development.

ONE DARLINGTON : PERFECTLY PLACED acts as a single plan that embraces the Neighbourhood Renewal Strategy. The One Darlington focus on tackling deprivation and narrowing the gaps in prosperity, health, attainment and life chances that are evident across the borough (see page 12 for a summary of the One Darlington priority) supersedes the visionary dimension of the NRS, with detailed actions to be developed through the LAA and other supporting plans.

A Strategy for a Sustainable Community

A Sustainable Community Strategy (SCS) has to be produced for every local authority area, and this plan is the SCS for Darlington.

A sustainable community is one where people of all ages and circumstances can meet their needs, whether material, social or spiritual. As a result it will be a place where people choose to live, work and relax. But it will also be a place where social, economic and environmental resources are managed in ways that do not compromise the quality of life of future generations or those in the wider world. A strong, sustainable economy providing high quality, well-paid jobs combined with long-term stability, is not so much an end in itself as the foundation for building the social inclusion and environmental well-being that are the desired characteristics of a sustainable community.

Sustainability is concerned, therefore, with the physical structure of our settlements, the location of housing, jobs, shopping and leisure facilities, the design of buildings and the transport links between them. But sustainable communities are about more than bricks and mortar. They need good governance, public participation, partnership working, excellent public services and civic pride.

We start from a strong base in Darlington, and we made good progress under the first community strategy in reinforcing many aspects of social, economic and environmental sustainability. This plan is designed to maintain this progress towards making Darlington a genuinely sustainable community.

Sustainability Appraisal

This plan has been subject to Sustainability Appraisal during its preparation using the Integrated Regional Framework for the North East Sustainable Development appraisal tool, developed by Sustaine. The appraisal is summarised in a separate document available from Darlington Partnership. The high level, visionary nature of One Darlington : Perfectly Placed, combined with its focus on sustainable development, resulted in a 'light-touch' appraisal, in line with the approach promoted in the framework. This will be kept under review over the lifetime of the plan. It will be reinforced by in-depth appraisal of detailed delivery plans, programmes and proposals, to ensure that the sustainability aspirations that run through this plan are carried forward to maximum effect.

Equalities Impact Assessment

The plan has also been subject to Equalities Impact Assessment, using the assessment tool that has been widely adopted in Darlington. This focuses on identifying the potential impact of the plan on any group or individual, and particularly those identified in Darlington's Social Inclusion Strategy as being particularly at risk of disadvantage or discrimination, to seek to ensure that their life chances are enhanced rather than limited by the vision set out in the plan. The assessment is available as a separate document from Darlington Partnership. As with the Sustainability Appraisal, the nature of the plan called for a 'light-touch' approach, to be reinforced by in-depth assessment of delivery plans and programmes involving the people who are likely to be most affected by them.

A Track Record of Partnership

Partnership working – building relationships to improve the future – is a distinctive part of Darlington's story, and Darlington Partnership is the latest episode. Going as far back as the formation in 1818 of the Darlington Committee that created the Stockton and Darlington Railway, and the momentous meeting between Edward Pease and George Stephenson that set the future on steam traction, effective partnerships have been the key to Darlington's innovation and enterprise, and its contribution to the wider world.

Another take on partnership, that of service and commitment to the community, is equally strong in Darlington. The Quaker ethos of business acumen combined with social philanthropy played a major part in shaping the town as we know it today, and a strong spirit of community service, across faith groups and secular organisations, continues to be a vital aspect of life in the borough.

Darlington Partnership grew out of the Employers' Forum, formed in 1992 by Darlington's M.P. and the Leader of the Council to engage and work with the main private sector companies in Darlington. The forum was renamed and launched by Tony Blair as Darlington Partnership in 1997, to provide a formal interface between the new unitary Borough Council and the private sector. Its primary task was to promote the borough as a place to do business and stimulate economic development.

Darlington Partnership was seen as a model of good practice by government when it decided that Local Strategic Partnerships (LSPs) should be set up in all parts of the country, and the Partnership

became the LSP for Darlington. As the LSP it was expanded, under the chairmanship of Alasdair MacConachie, to include broader representation from the public, community and voluntary sectors. The first community strategy, 'Where Quality Comes to Life', was published in 2003.

The Partnership structure of a Board, currently with 34 members, and five supporting strategic theme groups was redesigned around this plan. The 'From Vision to Reality' section of this plan describes this structure, and the way the Partnership is set up to deliver the vision. The Darlington Assembly brings together up to 200 representatives from across the community twice each year to discuss and contribute to the Partnership's work on key issues and programmes.

Whilst the Partnership was restructured to support delivery of ONE DARLINGTON : PERFECTLY PLACED, it is recognised that needs change over time and across different parts of the community, and it is important that the Partnership is flexible and responsive to these needs. This plan similarly sets out a framework designed to accommodate changing needs and priorities whilst steering towards the agreed vision, and we will continue to listen to what people are saying across the borough community, respond quickly to tackle problems, and guide the provision of effective services to meet those changing needs.

The organisations represented in Darlington Partnership are listed in the final section of this plan.



New homes in Darlington

The Vision for Darlington

Our vision of Darlington in 2021 has been shaped by the discussions that have taken place across the community and from the findings of the Enquiry Groups. It is summed up by the statement:

ONE DARLINGTON : PERFECTLY PLACED

Ours is a vision of a community that respects its unique heritage and retains the borough's character, friendliness and quality of life. At the same time we want to make the most of our potential for greater prosperity, and open up aspiration and opportunity for everybody. Across the town, the villages and the countryside we want to build a genuinely sustainable, cohesive and caring borough-wide community.

Darlington's spirit of innovation, ambition and enterprise quite literally changed the world¹ whilst at the same time shaping the place that we know and enjoy today, the buildings, tree-lined streets and friendly market town atmosphere that contribute so much to the borough's quality of life.

This spirit lives on. There is a clear understanding of what is needed to build a more prosperous, inclusive and thriving community. We also have a great track record of innovation and success achieved through Darlington's recognised strength in partnership working, involving private, public, voluntary, community and faith sector organisations.

There is much to do, however, with significant challenges and opportunities ahead. Our vision of 'One Darlington' refers both to making the most of Darlington's unique character and qualities, and to building inclusion and opportunity for all. We particularly need to narrow the sometimes-wide gaps that exist across the borough in prosperity, educational attainment, health and life expectancy, and access to jobs, services and facilities.

Our vision is not limited to material well-being, however. Right across the borough there is a shared view of what we want from a 'sense of

community'. 'One Darlington' is about renewing a sense of belonging, of being part of vibrant, confident and active communities, where shared values of respect, caring and commitment to others have been reinforced, so that they have real meaning and common currency. And this does not mean imposing 'sameness' on everybody – our vision is of an increasingly diverse community where all people are valued and are able to fulfil their potential.

Darlington is 'Perfectly Placed' in terms of its location and accessibility, and also in being poised to make the most of its opportunities to attract business investment and increase employment and wage levels. We can also exploit these opportunities to add to the existing excellent leisure and cultural facilities, and create an exciting, vibrant quality of life, whilst retaining the friendly, attractive and accessible feel of the place.

The biggest challenge of all, though, is to ensure that we meet our needs in Darlington in ways that are economically, socially and environmentally sustainable, both here and in the wider world. This is a plan for a sustainable community. The 'perfect place' in 2021 will marry the best of the past with our aspirations for sustainable prosperity, a strong sense of community and improved quality of life for all Darlington people, including future generations, whilst respecting local and global environmental limits.

So what could the Darlington of 2021 look like? The achievements of the past open our minds to the possibilities of the future, and perhaps it will look something like the scenarios set out overleaf...



¹ Referring particularly to Darlington's role as the birthplace of the railways, builder of some of world's great bridges and centre of heavy engineering excellence – see 'Darlington in History' in the 'Picture of Darlington' section of this plan.

The Past... and the Future?

Darlington's innovation and investment in steam traction sows the seed of the railway age in 1825, and transforms human horizons across the world through the advent of mass transportation.



Darlington bridges the world, building many of the most iconic bridges and structures across the globe, from Sydney Harbour to the new Wembley Arch.



Exploiting its position at the heart of the growing national rail network, Darlington's Northern Echo becomes the first genuinely national newspaper on New Year's Day, 1870.



Innovation in the field of education includes George Dent Nursery School, the second oldest in the country, whilst more recently the Education Village is the first example nationally of mainstream and specialist education provision being integrated on one site.



Darlington's agricultural innovations include the development of the shorthorn cattle breed by the Colling brothers. Later, in 1920, Darlington stages the Royal Agricultural Show at Hundens, opened by the Duke of York



These future scenarios may be coloured by imagination, but there are seeds of reality for all of them in current initiatives - we now have every opportunity to carry Darlington's impressive history of achievement forward into an equally impressive future.



Tees Valley Metro provides state-of-the-art rapid light rail services across the Tees Valley, linking into Darlington town centre and some of the major employment areas in the borough.



The employment prospects of local people have been transformed by skills development programmes that have, in turn, made Darlington the location of choice for high wage global companies, with specialist clusters in modern engineering and logistics, and a key business and professional services centre.



Darlington's growing prosperity, diverse arts and cultural scene, attractive environment and strong housing market add up to a unique quality of life offer; making the borough the residential location of choice in the region. The creative industries sector is starting to favour Darlington as a location on the back of the influx of young professionals choosing to live in the area.



Darlington University Campus is renowned for its innovative teaching programmes; the student population is a cornerstone of the vibrant, intelligent culture that Darlington offers.



People come to Darlington by high-speed rail services from across Europe to attend conferences at the north east's primary meeting venue in Central Park. Other visitors stream in for the Darlington Before the Fringe festival that enlivens the Parkgate cultural quarter. Yet others come for the outdoors – the maturing Community Forests, enlivened by outdoor art and sculpture, and the landscape of the Tees Valley.

One Vision into Two Priorities

The clarity of vision that has emerged from all of the discussions that have taken place across the borough has led us to set two priorities for future work to deliver the vision. These two priorities are encapsulated in the two components of the vision:

One Darlington - embracing our approach to people, and specifically the need to make sure that people are not disadvantaged by their lack of 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.

In this section of the plan, each of these priorities is explored in more detail. Later in the plan, five themes set the framework for organising and delivering future actions. These themes are focused on particular topics or aspects of living in Darlington - prosperity, aspiration, health, environment and safety. As illustrated on page 2, the two priorities will carry the vision forward into all of the themes, to make sure that the actions we take within each theme are tested and shaped by it.

Positive About Darlington

Before turning to each of the priorities individually, a very clear message about Darlington was articulated in the consultation process, and it provides the bedrock for both priorities. People from all parts of the community, from diverse circumstances and interest groups, want this plan to

emphasise the borough's positive qualities before going on to address those aspects that need improvement.

Most people state that Darlington is a good place to live. The physical environment is attractive, comfortable, accessible and green. The place has a friendly atmosphere, and many people cherish its 'market town' character.

Most people regard the community as remarkably tolerant and welcoming, and that includes people experiencing Darlington from a wide range of minority perspectives. In recent years the strengthening of the economy with the transition from the industrial to the information age has opened up new work and learning opportunities. The borough is relatively well off in terms of 'social capital' with an active Third Sector and volunteer community. For a town of its size Darlington provides an outstanding range of sporting, leisure and arts/cultural facilities. The villages provide attractive environments and active communities, and the borough encompasses a swathe of pleasant, accessible countryside. Four national parks are within an hour's travel time, Newcastle, Leeds and London are easily reached by fast rail services, and there is rapid access to Europe through Durham Tees Valley Airport.

It is also very clear that there is a strong sense of civic pride across the community, a pride in Darlington's history and the role the town has played on the world stage. Many people refer to the Quaker ethos of innovation and business success combined with social philanthropy that



weaves through local history, shaping the town as we know it, and to how this ethos is still evident in the local spirit of enterprise combined with commitment to the community. Carrying that spirit forward is a vital part of our vision.

Focusing on Improvement

Pride in the borough must not, of course, distract attention from the very real issues and problems to be addressed through this plan, but equally our focus on improvement, and particularly on tackling deprivation, should be matched by care for the well-being of the whole community and the environment.

The most significant issues and problems that must be addressed through this plan include:

- Responding to long-term changes in local demographics, with an increasingly ageing population through the lifetime of this plan impacting on the specification and cost of health and care services, combined with opportunities for extending people's working, learning and leisure lives and enhancing well-being in old age.
- Tackling the gaps in health and well-being across the borough, and particularly narrowing the current 13 year gap in life expectancy between the wards with longest and shortest average lifespan.
- Linked to the above, addressing the increasingly serious health issue of obesity across the population, with a particular emphasis on early intervention with children and young people.
- Improving educational attainment across the borough, and reducing the disparity in the performance of schools and communities.
- Building a vibrant but safe night-time economy, tackling the misuse of alcohol, particularly amongst under-age children, and reducing violence and injuries associated with alcohol misuse.
- Reducing anti-social behaviour and enhancing people's perceptions of safety across the borough.
- Attracting economic investment into the borough, continuing to increase the number and quality of jobs available in the local economy, and raising wage levels.
- Working with employers, schools, colleges and the university to address the skills shortfall in the local economy.
- Continuing to promote and improve Darlington town centre, support independent retailers and pursue a viable future for the indoor and outdoor markets.
- Securing the investment in the major infrastructure projects, including Central Park, The Oval town centre development and Tees Valley Metro, needed to underpin economic growth in the borough.
- Increasing the supply of affordable housing.
- Tackling traffic congestion whilst enhancing accessibility to jobs, facilities and services for all residents and for businesses across all parts of the borough.
- Doing all that we can locally to reduce our contribution to global CO₂ emissions, and to have a beneficial effect on climate change.

These are the most important issues for Darlington at the point of publication of this plan in 2008, but



these will change during the lifetime of the plan, and it must be flexible to adapt to changing circumstances. As MP Alan Milburn said to the Darlington Assembly during the preparation of the plan, "The priorities and needs of the area fifteen years ago were different from those of today, and will change again as we progress. It is our duty to ensure that we are in control of these changes and to create the Darlington that meets our vision".

The structure of the plan is designed to achieve this. The combination of long-term vision and planning framework set out in this document, combined with short-term delivery programmes set out in the Local Area Agreement and in the action plans of Darlington Partnership Theme Groups, will enable us to adapt to changing circumstances whilst continuing to steer towards our long-term goals.

One Darlington

The One Darlington priority carries forward the vision as it relates to people, and it therefore has many strands, including:

- Tackling deprivation wherever it exists, narrowing the gaps in life chances across the borough, and focusing on reducing inequality for the most deprived and disadvantaged.
- Nurturing a strong, vibrant and cohesive borough-wide community of town, villages and countryside, with shared values of respect and caring for others.
- Valuing diversity - recognising that a cohesive community does not mean everyone being the same; supporting and empowering everyone to develop and pursue their true aspirations and make the life choices that are right for them as individuals, whilst honouring the values of respect and caring for others.
- Making sure that groups of people who may be at risk of discrimination or disadvantage are included in the community, with equality of opportunity and access to services.
- Linked to the above, protecting vulnerable people, ranging from individual victims of domestic violence to whole groups or communities at risk of abuse and violence.
- Valuing each person for who they are, throughout their lives, and recognising and valuing

what each offers and contributes to the community as well as what each needs.

- Encouraging and opening up opportunities for people to volunteer their skills, experience and willingness for the benefit of the community, and generally to build up social capital in the borough.
- Regarding the happiness, fulfilment and well-being of individuals as a legitimate concern for the community as a whole, and doing what is possible to support individuals to enjoy their lives and achieve wholeness and mental well-being.

All of these strands, and more, have been strongly championed across the community in the discussions to develop this plan, and also embody the priorities identified in the findings of the Life Chances Enquiry Group.

Tackling deprivation to 'narrow the gaps' and promoting social inclusion will inevitably be the dominant issues for the Council, NHS, Police and their related agencies over the lifetime of this plan. The One Darlington priority challenges all plans, programmes and decisions within each of the five delivery themes to contribute to reducing deprivation. This is reflected in the delivery themes and work strands, in terms of ensuring that everyone can share in the benefits of increased prosperity, pursue their aspirations, enjoy good health and life expectancy, live in an attractive environment, be able to get around easily and affordably, and live without fear of crime or anti-social behaviour. The approach to tackling deprivation is therefore woven into all aspects of future planning and delivery, and is not restricted only to those areas of work specifically focused on deprivation, such as Neighbourhood Renewal, the Community Partnership arrangements in the most deprived wards, the Health Improvement Strategy, or the Social Inclusion Strategy 'All Together Now'.

One Darlington is about ensuring that the opportunities, benefits and quality of life offered by Darlington are available to everybody, whilst working to ensure that those groups of people identified in 'All Together Now', who are particularly at risk of discrimination, deprivation and disadvantage, are included. These groups are: young people looked after; people over the age of 85; those under the age of 5; people with long-term illnesses; disabled people; black and minority ethnic communities; faith groups; people who are

unemployed or receiving a low income; people with spent criminal convictions; carers; lesbian, gay, bisexual and transgender people; refugees and asylum seekers; and gypsies and travellers.

The Third Sector Organisations (TSOs) are equally focused on issues of deprivation, social equity and inclusion, and have a major role to play within the One Darlington priority. The TSOs' role is often complementary to the public agencies, particularly in terms of providing support and guidance targeted on the needs of individuals, and directed towards enhancing individual well-being, equality of opportunity, access to information, advice and guidance, and building social capital through volunteering and active citizenship.

Whilst focusing delivery on reducing deprivation and support for people in vulnerable situations, it is very clear from the development of this plan that there is a broader aspiration for One Darlington that is evident right across the borough – building a stronger, cohesive and active community that upholds shared values of respect and caring for each other. The faith communities and the Life Chances Enquiry Group have particularly championed this holistic aspiration, but all of the agencies and groups working in the borough can contribute to building this vision of revitalised community life.

The One Darlington priority is about bringing all of these perspectives on individual and community well-being to bear on the programmes and actions developed across all the delivery themes set out in the next section of the plan.

Perfectly Placed

Perfectly Placed carries forward the vision as it relates to Darlington as a place, rooted in the borough's assets of location, accessibility and attractive environment, and the potential for exploiting these assets to make Darlington a place where everybody can enjoy a high quality of life. It recognises, as well, that Darlington is perfectly placed within North East England and the Tees Valley, and that it can attract investment and economic activity that might not otherwise come to the region, and the borough therefore has a key role in achieving the region's economic aspirations. Like One Darlington, Perfectly Placed embraces several strands, including:

- Further enhancing shopping, leisure and employment opportunities in the vibrant, attractive town centre, whilst looking after the friendly market town character as a place that people want to visit and where they feel safe and comfortable.
- Continuing to exploit Darlington's location, accessibility and quality of life to help businesses to grow, and to attract new ones into the borough, by continuing to provide employment sites and spaces that meet business needs; and to attract high quality jobs and increase average pay levels whilst maintaining the lowest unemployment rate in the region.
- Maintaining and enhancing the cultural life of the borough, making the most of the excellent established arts facilities and programmes and looking for opportunities to develop and enrich them.
- Exploring the opportunity to develop and promote Darlington as a University town, and to exploit that development to strengthen Darlington's economy, cultural offer and overall quality of life – this development is too recent to have been discussed in the consultation on this plan, but its potential economic, educational and cultural benefits must be reflected in our action planning.
- Making the most of Darlington's excellent transport links, both outwards into the region, the rest of the country and Europe, and within the borough to provide good accessibility, travel safety and choice of transport modes for everyone.
- Increasing the supply and range of affordable housing in response to the significant increases in prices in recent years, and the impact of rising prices in a low wage economy, as well as improving generally the range and choice of housing.
- Continuing the programme to provide new and revitalised school buildings across the borough, to complement the established range of good schools, and provide high quality learning environments for all children.

- Learning from the best examples of new development in the borough and elsewhere, like West Park, to develop sustainable neighbourhoods with a good range of local facilities and transport links to the town centre and employment areas.
- Valuing and reinforcing Darlington's excellent green infrastructure of parks, open spaces, green corridors and countryside features like ponds, hedgerows and woodland, combined with good public access for recreation.
- In pursuing all of the above, ensure that spatial planning, design of buildings, transport networks,

waste management and other factors are combined to minimise carbon emissions and ensure that Darlington plays its part in reducing climate change.

The challenge under the Perfectly Placed priority is to bring about the development and improvements that Darlington needs to support our aspirations, tackle deprivation and provide opportunities for a good quality of life for everybody, whilst preserving and strengthening the scale, character and sense of place that people value so much.



The Delivery Themes

Five themes for organising and delivering improvement actions have been identified as a result of all the consultation, discussion and prioritisation that went into the development of this plan. The themes are:

Prosperous Darlington - focused on creating a vibrant economy and prosperity for all, recognising the quality of life that makes Darlington perfectly placed

Aspiring Darlington - enabling people to develop and achieve their aspirations, and to maximise their potential

Healthy Darlington - improving health and well-being for everybody, irrespective of social, economic and environmental constraints

Greener Darlington - ensuring an attractive and 'liveable' local environment, and contributing to tackling global environmental challenges

Safer Darlington - creating a safer and more cohesive Darlington.

Each theme is structured in the same way, carrying the One Darlington and Perfectly Placed priorities forward into long-term outcomes and a series of 'strands' that provide a framework for future action planning. Projects and programmes will be developed through detailed action plans.

The results of the consultation and Enquiry Group processes, which helped to shape the vision, are summarised in the separate Technical Annex.

This framework has been designed to provide a simple and straightforward structure for the plan. The One Darlington and Perfectly Placed priorities set out in the previous section are designed to counter-balance this simple structure, to ensure that issues and topics like, for example, transport and arts and culture, which cut across more than one of the themes, are built in to theme actions.

The priorities are also designed to ensure linkage across themes, so that complex issues with multiple dimensions are addressed comprehensively in action planning that involves all the appropriate agencies.

Another key aspect of the plan's structure is the long-term focus of the vision combined with short- and medium-term delivery action planning. This allows improvements to be prioritised and programmed over longer timescales than in the past. The actions set out within each of the five themes in the following section are focused on the short to medium term, but needs and priorities will shift, and new actions will emerge, over the lifetime of the plan, and its structure is designed to accommodate this.



Satellite image of the Borough

Prosperous Darlington



Prosperous Darlington

The One Darlington and Perfectly Placed Priorities

The One Darlington priority poses a range of challenges for future work to build prosperity in the borough, including:

- Building a stronger economy that continues to improve living standards for the community as a whole, and ensuring that new development brings benefits for local people.
- Narrowing the gap in prosperity between the community as a whole and the most deprived groups and neighbourhoods.
- Attracting high quality, well-paid jobs to the borough, tackling the low wage economy, and ensuring that local people have the skills needed to attract and compete for those jobs.
- Ensuring that rural and village communities benefit from economic strategies, in terms of access to jobs and sharing in prosperity.
- Recognising and accommodating the broader view of prosperity and aspiration as embracing spiritual and mental well-being and the 'social capital' of community involvement, as well as material wealth.

The Perfectly Placed priority similarly provides a visionary context for future work, including:

- Exploiting of Darlington's distinctive character, location and quality of life advantages to promote the borough and attract investment and jobs.
- Ensuring that economic growth contributes to strengthening the attractiveness of the town centre, maintaining the viability of the markets, and to enhancing the borough's vibrant cultural life and facilities.
- Linking economic investment projects to transport improvements to enhance accessibility for everybody and to address congestion.
- Maintaining and enhancing Darlington's character, scale and friendly market town atmosphere.
- Making the most of the University project, as it progresses, to promote Darlington and secure benefits for the local economy.

Where We Are

In the first community strategy we said that we wanted to increase levels of employment, achieve higher wage levels, promote growth in business start-ups and retain more local spending within the local economy.

Since 2002, the Darlington Gateway Strategy has been remarkably successful in tackling what was the principal barrier to economic growth, the lack of sites and premises to meet the needs of potential employers. Gateway has attracted £420 million of private sector investment into the borough to date, resulting directly in the creation of over 2000 new jobs. This is projected to increase to around 4300 new jobs from over 1 million square feet of new employment accommodation by 2010, as a result of the renewed Gateway Strategy.

A self-sustaining commercial property market has been created in Darlington through increased office rental levels. Employment levels have increased, and the gap in unemployment rates between Darlington and the rest of Great Britain has been narrowed.

Business start-ups have also increased, with a 5% rise in the number of VAT registered businesses, but more support is needed to raise the survival and growth rates of new businesses. There is little evidence of increased spending in the local economy through public procurement, and this will be a focus for the future.

The improvement of the town centre has been tackled as an important strand of Gateway, with the Pedestrian Heart now completed and progress on the £100 million Oval (Commercial Street) shopping and leisure development.

Our One Darlington focus highlights the remaining gap of 0.7 percentage points in unemployment rates between Darlington and the Great Britain average, whilst pay levels remain low. Average earnings of people employed in Darlington have increased in recent years but are still 7.1% lower than the Tees Valley average and 17.7% lower than the average for Great Britain (2006).

Darlington is ranked as the 95th most deprived area in the country, with 45% of the population living in 10 wards that are amongst the 25% most

deprived in the country. Seven wards are amongst the 10% most deprived, and 31% of the borough's population live in them. (2007 Index of Multiple Deprivation).

Housing choice is an important condition for economic growth, and it is important to align and co-ordinate housing development, economic growth, and population changes. Darlington has applied to the government to become a Northern Housing Growth Point. If successful, this will provide funding to bring forward sites for housing development that require infrastructure investment to make them viable, as well as enabling intervention in the housing market to secure types of housing provision required to meet current and planned local needs. In Darlington, this means expanding the stock of affordable housing, making sure that future housing development meets the

needs of an ageing population, making all new dwellings carbon neutral within the lifetime of this plan, as well as enhancing choice across the housing market to support our quality of life and inward investment aspirations.

Effective transport is vital to a thriving economy, and congestion and poor accessibility are costly to business. Darlington enjoys high levels of accessibility and we must ensure that, as the economy grows and wealth increases, congestion problems are avoided.

The focus on prosperity should recognise the important role of the voluntary sector and the faith communities in running social businesses that support charitable and community work. The local economy must maintain and enhance opportunities for these businesses to prosper.



Long-Term Outcomes and Performance Measures

The core outcomes for prosperity that must be delivered to enable the ONE DARLINGTON : PERFECTLY PLACED vision to be achieved are:

- To increase average earnings to narrow the gap between Darlington and the rest of the country
- To increase the Darlington employment rate, and eliminate 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 following performance indicators selected from the National Indicator set will be used to measure progress towards delivering these outcomes:

NI 166: Median earnings of employees in the area

NI 153: Working age people claiming out of work benefits in the worst performing neighbourhoods

NI 151: Overall employment rate of working age people



Short-Term and Medium-Term Work Strands

The consultation results and Enquiry Group findings, fed into the plan through the vision and the two vision priorities, resulted in the identification of six strands for work within this theme in the short- to medium-term, and a seventh was added following further discussion on the draft plan. Action planning will lead to the drawing up of detailed proposals under each of these strands.

1. **Quality of Life** - enhancing quality of life in Darlington as one of the borough's key assets for economic growth, focused on promoting arts, leisure and cultural development; bringing about the regeneration of the town centre fringe with an emphasis on culture and leisure; attracting high profile companies that reflect our aspirations for the area, enhancing transport choice and accessibility, and maintaining an attractive, green environment.
2. **Employment Opportunities** - continuing to improve the range of high quality premises available for incoming and expanding employers, whilst ensuring that developments are sustainable in their locations, accessibility and building design through the Local Development Framework; increase employment opportunities and attract higher paid jobs, and expand work opportunities for people experiencing deprivation; assist Incapacity Benefits claimants into work; identify economic opportunities arising from changing environmental circumstances, in particular climate change.
3. **Accessible Darlington** - maintaining and enhancing further the second key asset in the Gateway approach, Darlington's accessibility by rail, air and road, and ease of access within the borough; promote the use of ICT and broadband technologies to reduce the need for travel, and balance the need for national and international economy-related travel with the need to reduce carbon emissions.
4. **Growing Skills** - getting the right skills available in Darlington to support the growth of high value companies; and focusing on growing high value sectors - particularly business, financial and professional service, engineering design and construction, and knowledge intensive businesses; improving skills training and employment prospects for residents, including through the use of targeted training and recruitment clauses in public procurement.
5. **Sharing Prosperity** - reflecting our One Darlington focus, ensuring that the social and environmental impacts of economic growth are beneficial; reinforcing our proposals to increase employment opportunities; generating higher paid jobs and enhancing people's skills and ability to participate in the job market; tackling the disparities in employment prospects and economic opportunity across Darlington; supporting local procurement; developing financial literacy for individuals (including information on benefits) and start-up businesses, and providing guidance to people with debt issues.
6. **Diversity of Opportunity** - making sure that the local economy provides opportunities for people to pursue their diverse aspirations, so that Darlington is a place where people want to stay and develop their talents; providing encouragement and support for people to be economically active right across the community, and ensuring that opportunities are not limited by discrimination on the grounds of age, gender, disability or any other factors.
7. **Distinctive Darlington** - creating a clear and consistent identity for Darlington's future, reflecting its distinctive history, as a platform for raising the borough's national and international profile.



Aspiring Darlington



Aspiring Darlington

The One Darlington and Perfectly Placed Priorities

Aspiration is at the heart of the One Darlington priority. The impact of the priority on work under the Aspiring Darlington theme includes:

- Addressing the gaps in educational attainment and raising the performance of all schools across the borough to match the best.
- Supporting people to develop long-term aspirations and providing the widest possible range of lifelong learning opportunities to help people of all ages to pursue their aspirations; open up and promote opportunities for volunteering.
- Complementing work under the Prosperous Darlington theme to equip people coming out of education with the skills needed to work in the modern local economy, and to maximise their potential in their working lives.
- Linked to the above and the Prosperous Darlington theme, provide the learning opportunities and quality of life improvements to encourage Darlington's ablest young people to remain in the borough, and to attract and retain graduates from other areas.
- Recognising the significant role played by the arts and culture in people's aspirations and personal development.
- Easing the transitions between stages in people's learning and development, and in particular between primary and secondary schooling.

The Perfectly Placed priority carries the vision forward into this theme in the following ways:

- Providing high quality facilities that support modern approaches to education in schools and for lifelong learning.
- Expanding the existing range of arts and cultural businesses and services, primarily through the Central Park and Town Centre Fringe projects, to support people's learning and enhance quality of life.
- Making the most of the Darlington University proposal to complement and strengthen learning opportunities in the borough, attract undergraduates to come to or stay in Darlington, and to contribute to building a vibrant and diverse quality of life.

Where We Are

The 2007 review of the Children and Young People's Plan for Darlington provides an up-to-date and realistic picture of progress that our partnerships are achieving in improving educational prospects for our young people.

Academic performance varies across the Key Stages. At Key Stage 2, performance is well above the national average, with particularly strong results in mathematics. The percentage of pupils achieving 5 A*-C grades (Key Stage 4) is slightly better than the national average, whilst Key Stage 5 performance is excellent, with the borough being ranked as 11th best nationally.



St John's School students

The Eastbourne Church of England Academy has now been established to replace Eastbourne School, which was the poorest performing school in the borough. Pupils achieving 5A*-C grades fell to 19% in 2006, the lowest nationally, but recovered through targeted action to 45% in 2007, in advance of the formation of the Academy.

Absenteeism and exclusions are a particular concern in Darlington. Until recently performance was declining, but there is now evidence that a number of strategies, including the development of vocational options at Key Stage 4, are producing positive effects, with both absence and exclusion rates showing a downward trend – there has been a reduction of 600 attendance days lost to fixed-term exclusions between September and November 2007 compared to the same period in 2006.

There is a clear understanding in Darlington, reinforced by head teachers' evidence to the Local Strategic Partnership, that some of the barriers to further progress in improving academic achievement, require concerted efforts on a number of fronts and not only in schools.

This understanding is reflected under other themes in this plan, notably in terms of skills training and health, in order to promote a holistic approach to improving the life chances of all our children and young people and reducing the attainment gap. Targeted interventions will be strengthened in community settings using the network of children's centres, school clusters/extended schools and family learning centres.

Whilst there is a short- to medium-term emphasis in this theme on education in schools, work within the theme must address the bigger picture of aspiration in order to support people to maximise their potential. This includes adult and lifelong learning, linked to our priorities on enhancing people's skills in the job market, and enhancing health and mental well-being as well as leisure; the role of the arts and cultural activities both in relation to adult learning/personal development and the wider quality of life agenda; developing provision and support for 14-19 year olds, linked again to skills development and engagement with employers; and the role of Third Sector organisations in developing children as well as adults.



Darlington's Youth MP and deputies

Long-Term Outcomes and Performance Measures

The core aspiration outcomes that must be delivered to enable the One Darlington : Perfectly Placed vision to be achieved are:

- Improved educational attainment at all key stages, and ensuring that 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 following performance indicators selected from the National Indicator set will be used to measure progress towards delivering these outcomes:

NI 82: Inequality gap in the achievement of a Level 2 qualification by the age of 19

NI 102: Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4

NI 75: Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths



Short-Term and Medium-Term Work Strands

The consultation results and Enquiry Group findings, fed into the plan through the vision and the two vision priorities, resulted in the identification of five strands for work within this theme in the short-to medium-term. Three more were added following further discussion on the draft plan. Action planning will lead to the drawing up of detailed proposals under each of these strands

1. **Ensure all children receive high quality teaching and learning** - developing a Darlington-wide commitment to overcoming barriers to educational achievement, particularly with respect to the impact of poverty, deprivation and worklessness; tackling disparity in performance across schools, phases and vulnerable groups; and supporting school leadership teams in their continuous improvement.
2. **Easing the transition from primary to secondary education** - providing a 'seamless' transition between primary and secondary school for all pupils and parents, as well as between years and stages within schools; tackling incidents of bullying and anti-social behaviour within and on the journey to school to eliminate impact on transition, and improving children's experiences in travelling to and from school; providing children with the information, support, experience and confidence to manage the transition to eliminate socio-economic background or deprivation factors from the transition process.
3. **Improving parenting and communications with parents** - encouraging parents to be partners in their children's education; ensuring clarity about the role of parents in relation to their children's education, and behavioural and absenteeism issues; combined with improvements to the education provided by all schools within strand 1, engaging with parents on secondary school choice to encourage choice of nearest school.
4. **Engaging with employers** - closely linked to the 'Growing Skills' strand in the Prosperous Darlington theme, promoting links between schools and employers to improve careers guidance; providing meaningful work-related learning placements; encouraging young people to develop their aspirations and career choices; supporting young people in the transition from school to work or higher education; and developing work-related/vocational diplomas.
5. **Routes to Higher Education in Darlington** - progressing the development of University provision in Darlington; broadening the range of qualification routes to enable people to access higher education locally; and, linked to 4 above, linking higher education qualifications available in Darlington to the skills needed to access local jobs and support local economic growth sectors.
6. **Early Intervention and Preventative Working** - ensuring that children, young people and families can easily access the services they require to meet learning, health and benefits needs; making early interventions to address behaviour issues and provide behaviour support services.
7. **Supporting Aspiration, Lifelong Learning and Personal Development** - providing people with the information, advice and guidance needed to make appropriate life choices around learning and personal development; supporting and encouraging organisations that contribute to the development of children and young people; providing opportunities for adult learning; contributing to the provision of arts and cultural programmes linked to learning and development needs.
8. **Learning Environments** - providing high quality facilities to support modern learning/educational requirements; pursue the development of a university for Darlington linked to its potential for supporting economic development and the aspirations of young people

Healthy Darlington



Healthy Darlington

The One Darlington and Perfectly Placed Priorities

The Healthy Darlington theme plays a significant role in addressing the One Darlington priority, including:

- Narrowing the wide gaps in health and well-being, and in average life expectancy between the wealthiest and most deprived parts of the borough.
- Making sure that the complex combinations of factors leading to health inequalities between neighbourhoods and socio-economic groups are addressed in work to tackle inequalities of opportunity and low aspiration under all the themes of this plan.
- Tackling the specific causes of ill-health in Darlington, linked to inequalities in lifestyle choices, including high incidence of smoking, drug and alcohol misuse, poor diet and poor sexual health.
- Encouraging people to adopt healthy lifestyle choices, including diet, physical exercise and activities that support mental health and well-being, including arts, cultural and spiritual pursuits.

The Perfectly Placed priority points to the following factors being taken into account in work under this theme to improve physical and mental health and well-being:

- Making sure that everyone has access to affordable, decent housing that meets their individual and family needs.
- Providing attractive, accessible and safe environments in all neighbourhoods that support relaxation and physical activities like walking and cycling.
- Ensuring that everyone across the borough has easy, affordable access to health facilities and to all the essential services that contribute to health and well-being.

Where We Are

There are significant differences in health and well-being between Darlington and England, as well as significant differences within Darlington, across a broad range of measures. The reasons for this are complex, and can be summarised as: inequalities in opportunity – poverty, family, education, employment and environment (the wider determinants of health); inequalities in lifestyle choices – smoking, physical activity, food, drugs, alcohol and sexual activity; and inequalities in access to services for those who are already ill or in high risk groups (health inequity).

Action across all the themes of this strategy, and particularly in tackling economic inequalities and raising aspiration, will be important in helping to tackle this pattern of disadvantage, with the Director of Public Health working to co-ordinate and progress initiatives across all partner agencies including the voluntary sector. This sector has an important role in supporting health and well-being, due to their unique relationship and insight into the needs and views of different sections of our community, for example older people. The Regional Health Strategy provides the framework for guiding and funding the development of local plans and programmes.

The impact of these health inequalities is demonstrated by the 13 year difference in life expectancy between the best and worst wards. In parts of Darlington life expectancy is above the national average of 76.9 years for men and 81.1 years for women, but in the most deprived wards and communities life expectancy falls well below these averages.

Approximately 24% of Darlington children live in households dependent on means-tested benefits, whilst sickness benefit claims due to mental health problems is higher than average. Around 25% of adults in Darlington binge drink and the rate of hospital admissions for alcohol specific conditions is also higher than the England average. Less than a fifth of adults eat the recommended five portions of fruit and vegetables each day.

Narrowing the inequalities gap remains a key priority, and programmes and interventions are required across all themes to tackle these factors that contribute to poor health and to reduce their effects. Specifically, lifestyle choices and behaviours must be addressed to contribute towards reducing smoking and alcohol misuse, tackling obesity, improving mental health and promoting good sexual health.

To date there has been initial success in reducing smoking, particularly amongst pregnant women, but premature deaths that can be attributed to smoking, particularly from heart disease and stroke, remain greater than the England average. Concerted and sustained action is needed to maintain the initial impact of anti-smoking programmes in reducing the risks and impact of the major causes of death and disability such as circulatory disease and cancer.

Other indications of initial success in reducing health inequalities in Darlington include reduction in under-18 year olds' conceptions and the increased percentage of women breastfeeding. There have also been encouraging trends in health related physical activity, such as walking, cycling and participation in sports, particularly amongst young people. However even with these successes there is no room for complacency. Despite the positive trends, without continued focus on health inequalities across all partners in Darlington these rates will continue to be higher than the English average.

Long-Term Outcomes and Performance Measures

The core health outcomes that must be delivered to enable the ONE DARLINGTON : PERFECTLY PLACED vision to be achieved are:

- 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 following performance indicators selected from the National Indicator set will be used to measure progress towards delivering these outcomes:

NI 137: Healthy life expectancy at age 65

NI 120: All-age, all cause mortality rate PSA18

NI 112: Under 18 conception rate



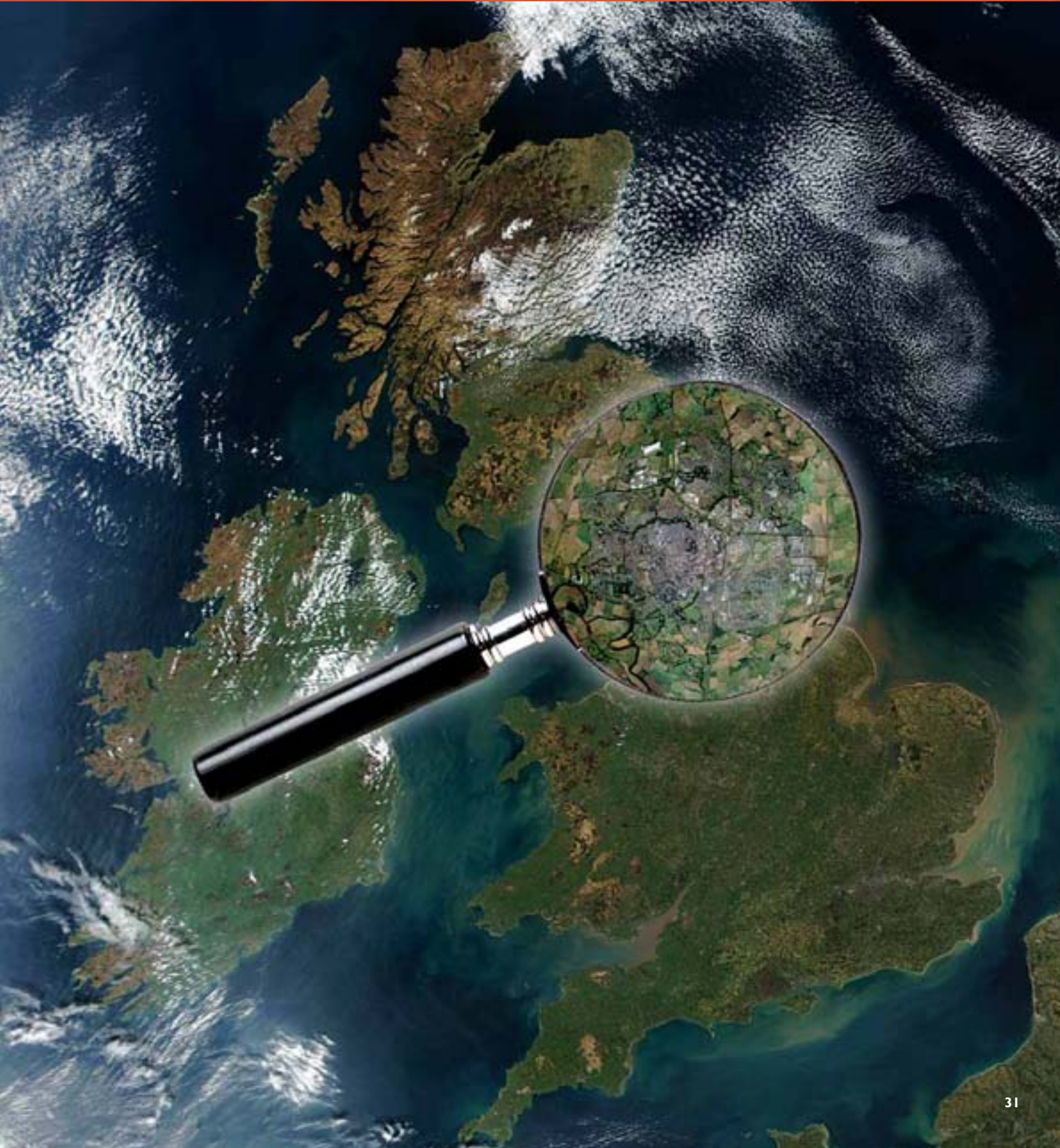
Short-Term and Medium-Term Work Strands

The consultation results and Enquiry Group findings, fed into the plan through the vision and the two vision priorities, resulted in the identification of four strands for work within this theme in the short- to medium-term. Two more were added following further discussion on the draft plan. Action planning will lead to the drawing up of detailed proposals under each of these strands.

1. **Tackle health inequalities to narrow the gaps in health, well-being and life expectancy** - targeting priority neighbourhoods and groups to tackle lifestyle choices that do not support health and well-being, including smoking, binge drinking and drug and alcohol misuse; supporting work across the Prosperous, Aspiring and Healthy themes to tackle underlying multiple deprivation factors that militate against good health.
2. **Create easy access to sport and leisure** - making physical activity accessible, affordable, and an attractive lifestyle choice for everyone, linked to work on developing aspiration and making provision for walking and cycling as transport modes; securing provision of facilities for active leisure as part of planning applications for new development projects.
3. **Create healthy workplaces** - working with employers to become Investors in Health and promote healthy working practices and workplace facilities, and recognise and spread good practice; promote workplace and school travel planning within transport programmes, linked to the health improvement agenda.
4. **Tackle obesity in young people** - a co-ordinated approach, rooted in the Early Years stage and following through at primary and secondary levels, to improving both diet and physical activity amongst children and young people; promoting sports in schools and the wider community and addressing cultural attitudes to walking and cycling amongst young people.
5. **Promote emotional health and well-being** - recognising that happiness, fulfilment and well-being are central to the vision and the One Darlington priority, placing a focus on emotional health and well-being on work across all themes as well as specifically through mental health services; a key outcome of the whole plan, across the work of all sectors, is to enable people to be in control of their lives, have equality of opportunity and aspiration, have access to the information and support they need to pursue their aspirations, to value their place in the community, and to treat one another with respect and dignity – these objectives underpin emotional health and well-being.
6. **Plan for an ageing population** - specifically within this theme, continuing to adapt Adult Social Services and Health Service provision to meet the needs of a significantly growing population of older people during the life of this plan; but also linking to work across all themes to support good health and well-being for older people, rooted in healthy lifestyle choices earlier in life; and promote active and fulfilled lives for older people, with opportunities for work, active leisure, and making a positive contribution to the community through volunteering.



Greener Darlington



Greener Darlington

The One Darlington and Perfectly Placed Priorities

One Darlington requires the following factors to be taken into account in work under the Greener Darlington theme:

- 'Narrowing the gaps' should include ensuring that everybody lives in a greener, cleaner environment, with well-maintained streets and access to attractive open spaces.
- Accessibility is a critical issue in deprivation – transport networks should provide easy, affordable access for everybody to jobs, services and facilities.
- Connecting up issues of health, low income and environmental sustainability through, for example, maintaining and improving the provision of allotments and supporting affordable local food production and distribution through the indoor and farmers' markets.
- Encouraging people to value and use the local countryside and urban green network for physical activity and relaxation.
- Supporting people, with information, facilities and services, to incorporate environmental sustainability into their life choices – promoting sustainable living as a desirable aspect of people's aspirations.

The Greener Darlington theme plays a major role in delivering against the Perfectly Placed priority, with the following factors particularly significant:

- Maintaining and enhancing the attractive character and ambience of the town centre and the borough, and making sure that new development is well-designed and complements Darlington's character.
- Encouraging and promoting the development of 'quality of life' facilities such as restaurants, leisure, arts and cultural businesses.
- Enhancing biodiversity in the borough through the expansion and improvement of the green network of parks, open spaces and semi-natural features.
- Maximising Darlington's contribution to national and global sustainability in terms of effective management of waste and reduction of CO₂ emissions.
- Developing transport networks and services that maintain good accessibility for everybody, contribute to health and well-being and economic regeneration, and help to reduce CO₂ emissions.



Where We Are

Darlington has strong environmental assets, and is well-placed to take effective action to both manage the quality and condition of the local environment, and to provide local responses to global issues, in particular climate change.

These assets include: over 900 hectares of open space within the urban area and the larger villages, amounting to almost 10 hectares per 1000 people, well above the national average. There are seven local nature reserves, and larger areas managed for nature conservation. Street trees are a feature of the western part of the town. Distinctive built environments include 16 conservation areas and over 500 listed buildings, whilst the attractive countryside ranges from the valley of the Tees to the magnesian limestone escarpment around Heighington and the historically interesting Ketton area.

Darlington has a good record of developing brownfield sites and limiting development outside built-up areas, although in 2006/07 the percentage of new dwellings built on previously developed land fell from 76.45% to 65.67%. We must ensure that we contribute to the pressing national need for more housing, whilst minimising harm to the environment and identifying opportunities to enhance the local environment for biodiversity and recreation access.

In 2006/07 Darlington residents generated 51,250 tonnes of household waste, of which 22.49% (11,529 tonnes) was recycled or composted. A new waste disposal contract will be operational from 2009. This, combined with a review of our recycling arrangements, will ensure that, as a minimum, we achieve ongoing government targets for diversion from landfill, with a recycling target of 40% in 2009/10.

The Local Motion and Cycle Town programmes have achieved significant shifts from car to sustainable travel modes between 2004 and 2006, with a 9% reduction in car driver trips, a 15% increase in walking and 65% increase in cycling (starting from a low base). Darlington is now a lead area in the UK on implementing voluntary travel behaviour changes. These changes are already saving 6000 tonnes of CO₂ emissions annually.

The government strategy, 'Towards a Sustainable Transport System', reflects the findings of both the Eddington Transport Study, on the need for efficient transport systems to support future economic growth, and The Sterne Report on the economics of climate change, and will provide the national context for future transport planning within a low carbon economy.

The Tees Valley Footprint Report published by the Stockholm Environment Institute found that Darlington has the highest carbon footprint in the



Tees Valley (11.12 tonnes per capita compared to an average of 10.85 tonnes; the UK average is 11.87 tonnes). The Tees Valley Climate Change Strategy sets city-region reduction targets for carbon dioxide emissions of 8.75% from 2006 to 2012, and a further 27% from 2012 to 2030.

Our One Darlington focus highlights the disparity in environmental quality across the urban area – an attractive environment should not be conditional on location or relative prosperity. Car ownership is relatively low (61.6% of households have cars, compared to an average of 67.6% for England and Wales) and is still an aspiration for many that outweighs consideration of climate change.

Several parishes have now prepared Parish Plans. These address a range of issues specific to their localities, but transport is a common theme. Poor accessibility to shopping, work, health and leisure facilities for non-car owners/drivers is a particular issue in our rural communities.

North east residents spend 6% above the national average on heating their homes. This is partly due to climatic factors, but poor home insulation is also a factor; particularly for people on low incomes and older people living in older houses.

Conversely, the measured thermal performance of the borough's council houses (SAP rating) is in the top 25% nationally.

Local housing market issues have been highlighted in the Prosperous Darlington theme, but are equally important in an environmental context. The housing market in Darlington is strong and viable, in the context of the north east region, but development needs to be steered to address local needs in terms of affordability, choice, environmental sustainability, and the needs of an ageing population, as well as bringing forward further brownfield sites. Our bid to be a Northern Housing Growth Point will, if successful, enable appropriate interventions to be made.

The duty to conserve biodiversity must be integral to our environmental programmes. The well documented recent national loss of biodiversity has also been reflected in the Darlington area. This is in danger of undergoing yet another phase of loss brought about by climate change. Legislation and national policy now promotes the maintenance and enhancement of biodiversity through the full range of human activities, from farming to the design of new housing estates.

Long-Term Outcomes and Performance Measures

The core greener outcomes that must be delivered to enable the ONE DARLINGTON : PERFECTLY PLACED vision to be achieved are:

- Reducing CO₂ emissions in the borough through effective spatial planning, the 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 following performance indicators selected from the National Indicator set will be used to measure progress towards delivering these outcomes:

NI 186: Per capita reduction in CO₂ emissions in the local authority area

NI 188: Planning to adapt to climate change

NI 192: Percentage of household waste sent for reuse, recycling and composting

Short-Term and Medium-Term Work Strands

The consultation results and Enquiry Group findings, fed into the plan through the vision and the two vision priorities, resulted in the identification of five strands for work within this theme in the short- to medium-term.

1. **A low carbon borough tackling climate change** - reducing Darlington's energy consumption through improved housing and street lighting, tackling fuel poverty, promoting renewable energy sources; working with business to promote investment in clean technologies and sustainable products; increased resource efficiency through reuse and recycling and lifestyle and building adaptations to alleviate the impact of climate change; utilising these initiatives to reduce living costs and achieve health improvements for people on low incomes and the vulnerable, including older people.
2. **A sustainable transport network** - supporting the One Darlington priority by opening up safe and accessible transport choices for all; continuing the focus of the Local Motion programme by marketing alternative modes of transport and seeking to reduce vehicle use and emissions; ensuring that transport networks support sustainable economic growth and regeneration; working with bus operators to improve public transport, and with the City Region to promote the Tees Valley Metro project; tackling congestion and improving accessibility for all, and expanding walking and cycling networks.
3. **Greener, cleaner Darlington** - ensuring that an attractive, liveable environment is available to all residents, and especially people living in deprived areas; managing and reducing pollution of land, water, air or by noise; expanding the green network to improve biodiversity and provide walking and cycling corridors, and make Darlington a greener place; supporting informal leisure and health and well-being by reclaiming open space for community use, providing allotments and delivering programmes to promote enjoyment of the green environment.

4. **Well-designed Darlington** - maintaining and enhancing the quality of the built environment as a vitally important asset supporting many aspects of our vision; making sure that the location and design of development contributes to sustainability; enhancing sustainability by ensuring that housing development meets local needs and aspirations whilst reducing emissions and energy use; promoting the regeneration of run-down areas like the town centre fringe and along the River Skerne; and working with the private sector to improve the appearance of premises
5. **Engagement and partnerships for change** - effective action to achieve sustainable environmental benefits requires commitment and contributions from all sectors of the community - it cannot be achieved by the strategic partners without community support. Under this strand we will pursue programmes to raise awareness and promote sustainable business practices and lifestyle choices. This will include the promotion of long-term behavioural changes in relation to transport choices, linked to strand 2 above, so that Darlington becomes more like some places in continental Europe, where affluence is not synonymous with increased car use.



Safer Darlington



The One Darlington and Perfectly Placed Priorities

The Safer theme is critical to the delivery of One Darlington, and the following factors should be considered in decision-making:

- Ensuring that people in all parts of Darlington can be safe, and feel safe, from the effects of crime and anti-social behaviour.
- The need to increase tolerance of our fellow citizens, particularly young people, who are often perceived unfairly to be a problem or threat, as one of the foundations of a strong cohesive community.
- Linking actions under this theme with the Healthy, Aspiring and Prosperous themes to address the multiple deprivation factors that often underlie offending and anti-social behaviour, and particularly in relation to the harm caused by illegal drugs and alcohol.
- Protecting people from those few individuals who pose a significant risk to the community through their criminal behaviour.
- Protecting people in their homes from violence or abuse from family members.

The Perfectly Placed priority carries the following aspects of our vision forward into the Safer Darlington theme:

- Ensuring that all neighbourhoods enjoy the same high levels of safety and quality of life, and that the local environment is valued and treated with respect.
- Making the environment safer, in terms of road safety, travel safety and accessibility for people with mobility impairments.
- Working with businesses involved in the night time economy to ensure that the town centre and main radial roads remain safe and attractive places for everybody 24/7.
- Designing new development, and adapting the existing environment, to minimise opportunities for offending behaviour and to help enhance feelings of safety.

Where We Are

Darlington today is a safe place. Residents feel safer and satisfaction around community safety has improved. The Crime and Disorder Reduction Partnership is tackling concerns about crime and making in-roads into addressing anti-social behaviour.

There were 100 fewer crimes committed in Darlington in 2006/07 compared to 2003/04. The introduction of National Crime Recording Standards has impacted on the performance data.

During the last year the Crime and Disorder Reduction Partnership has achieved marked reductions in crime and performance continues to improve. Between April and September 2007 there was a 19% reduction in total crime compared to the same period in the previous year.

In January 2007 the Home Office set the Crime and Disorder Reduction Partnership a target to reduce 10 priority crimes by 6% by October 2007. A reduction of over 15% was achieved and performance continues to improve.

Criminal Damage, Damage to Vehicles, Theft from Motor Vehicles and Violence Against the Person account for the highest volume of total crime; a pattern which remains the same today as in 2003/04.

Incidents of anti-social behaviour have increased from 2003 levels, with rowdy/nuisance behaviour being the most common issue. National Recording Standards for Incidents have been introduced and have affected performance data in this area. The percentage of residents feeling safe after dark and during the day has remained relatively high and stable in recent years. Domestic abuse and the harm caused by the misuse of drugs and alcohol remain a concern.

The Crime and Disorder Reduction Partnership has invested significant resources tackling crime: additional PCSOs have been recruited to provide high visibility, the development of the Uniformed Warden Service has continued, a dedicated team to address Domestic Abuse has been established and further resources invested in providing support and intervention to those engaging in anti-social behaviour. CCTV has been further expanded with coverage into Darlington parks and cemeteries.

Programmes of proposed work included the Safer Schools Partnership being recognised as a means of engaging with young people and of reducing crime and anti-social behaviour whilst promoting good citizenship. Eastbourne Academy provides the venue for Darlington's first Safer Schools Partnership, bringing together key partners to support young people, their parents and the wider community.

The Safer Darlington focus extends beyond issues of crime and anti-social behaviour. A wide range of services is directed towards making our environment safer. These include ensuring that food is safe, that noise and pollution do not threaten public health, that trading practices are fair, that licensed premises and taxis are appropriately regulated and that public sporting and

entertainment events are properly organised and controlled. The emergency services have a vital role to play both in reducing the risk of accidents and in responding to emergencies.

The issue of road safety is particularly important in the context of this theme. Darlington continues to make excellent progress, in line with government policy, in achieving its ten-year casualty reduction targets, covering the period 2000-2010.

Programmes being implemented range from traffic management schemes and speed reduction measures to cycle and pedestrian training for young children. The One Darlington perspective requires us to ensure that everybody can travel safely around the borough, with risk of accident and injury minimised, irrespective of where they live or the modes of transport available to them.

Long-Term Outcomes and Performance Measures

The core safer outcomes that must be delivered to enable the One Darlington : Perfectly Placed vision to be achieved are:

- 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 following performance indicators selected from the National Indicator set will be used to measure progress towards delivering these outcomes:

NI 30: Re-offending rate of prolific and priority offenders

NI 32: Repeat incidents of domestic violence

NI 17: Perceptions of anti-social behaviour



Wise Drive Training, organised by Durham Constabulary



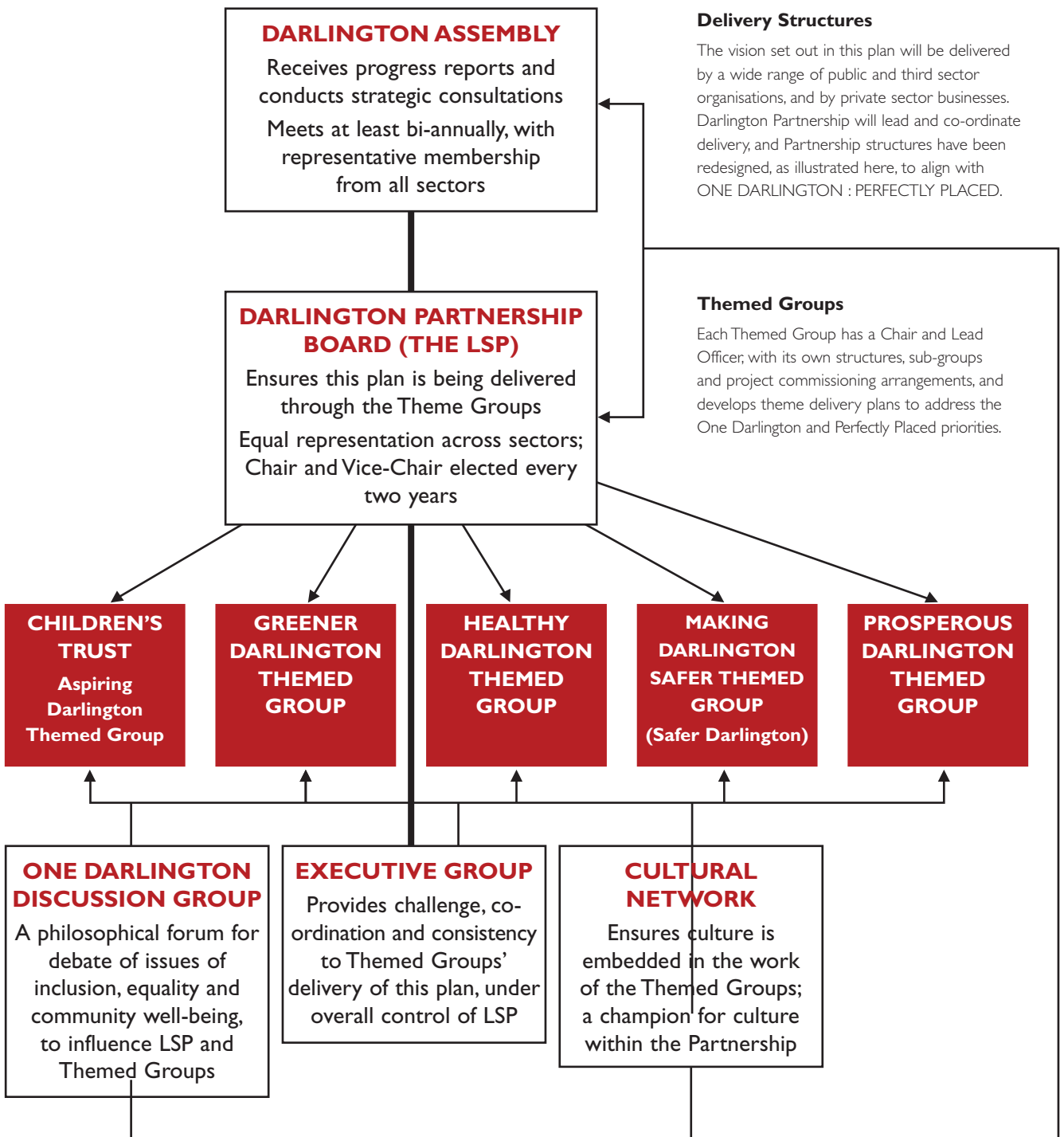
Short -Term and Medium -Term Work Strands

The consultation results and Enquiry Group findings, fed into the plan through the vision and the two vision priorities, resulted in the identification of five strands for work within this theme in the short- to medium-term.

1. **Anti-social behaviour** - actions taken within this strand will support the delivery of initiatives to tackle those issues of greatest importance to local communities, improving public confidence and feelings of safety; this will involve partnership working across the community to ensure effective gathering and sharing of intelligence, and the development of sustainable solutions through prevention, early intervention and enforcement, combined with improving inter-generational tolerance – this will include working with partners across the themes of this plan, including the work under the Aspiring Darlington theme to address parenting skills and to promote aspiration and mentoring.
2. **Reducing offending** - work within this strand will aim to reduce offending across the borough by ensuring the appropriate services are in place to reduce the risk of offending and to deal effectively with those offenders who pose the greatest risk to local communities; there will be a focus on intervention with those individuals on the cusp of offending or engaging in anti-social behaviour; combined with a robust approach to managing offenders within the criminal justice system and the provision of effective support services to stop offenders re-offending, including access to appropriate drug and alcohol services.
3. **Domestic abuse** - working to ensure that children, women and families are protected and kept safe, reducing the opportunity for domestic abuse and violent crime to occur and dealing effectively with perpetrators; the approach will include raising awareness of the incidence and impact of domestic abuse, increasing reporting rates, making appropriate interventions against perpetrators, and providing support to victims.
4. **Violent crime and disorder in the night time economy** - actions within this priority are aimed at addressing alcohol-related violent crime in the night time economy; this will involve partnership working with the business community, learning from the Tackling Violent Crime Programme, to raise awareness of the harm caused by misuse of alcohol and to develop effective preventative measures.
5. **Public Reassurance** - involving work with partners and the community to improve support to victims promote public confidence and improve peoples feeling of safety; enhancing tolerance and understanding of other people; continuing to develop the local mechanism for engaging and communicating with communities about crime and disorder issues; and promoting community 'ownership' and responsiveness to crime and anti-social behaviour problems.

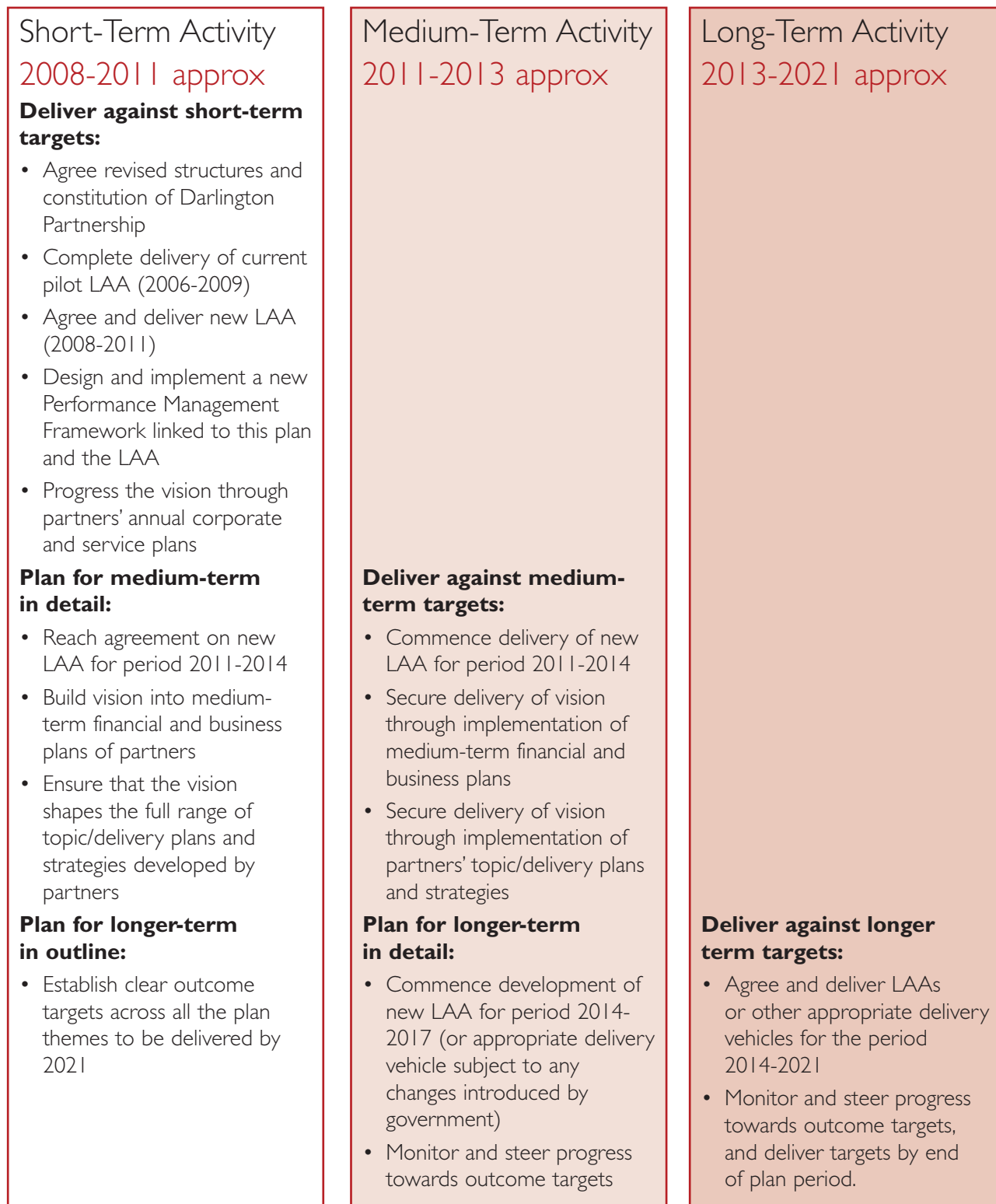


From Vision to Reality



Delivery Over Time

The long-term nature of the One Darlington : Perfectly Placed vision, covering the period 2008 to 2021, allows a flexible approach to prioritising our ambitions and developing short (0-3 years), medium (3-5 years) and long-term (5 years plus) delivery plans. The following diagram gives an indication of how planning and delivery will be developed together and rolled forward.



The above is an outline of the position at the preparation of this plan in 2008. In practice the cycle of short-term delivery, medium-term detailed planning and long-term outline planning will be constantly refreshed and rolled forward, and detail will be added through the development of financial, business and topic/delivery plans by partners.

Darlington Partnership Board

The Partnership Board is the Local Strategic Partnership (LSP) for the Borough of Darlington. The board membership is representative of a wide range of organisations and groups that work in Darlington. Individuals become board members because of the position they hold through their work, or because they are invited to join the board because of the contribution they can make to its work, or through election from the organisations they represent.

The current (2008) make-up of the board is:

Chairman: Alasdair MacConachie OBE DL HonDBA FRSA – Private Sector

President: Rt. Hon. Alan Milburn MP – Member of Parliament

Secretariat: Steve Rose, Chief Executive Darlington Partnership
Abbie Metcalfe, Darlington Borough Council, Clerk to the Board

Observers: Lorraine O'Donnell, Darlington Borough Council Assistant Chief Executive
Hilton Heslop, Government Office for the North East

Public Sector	Private Sector	Voluntary, Community and Faith Sectors	Darlington Borough Council
Miriam Davidson Director of Public Health	Mike Airey Regional Manager, Barclays Bank PLC	Karen Grundy Executive Director eVOLution Darlington	Cllr. John Williams Leader, DBC
Steve Davison Tees Valley Director, Job Centre Plus	Peter Barron Editor, The Northern Echo	Alan Coultas First Stop Darlington	Cllr. Jenny Chapman Cabinet Portfolio Community & Partnerships
Stephen Eames Chief Executive, D'ham & D'ton Hospital Trust	Richard Coad Senior Partner Coad & Co.	Mike Hill Bureau Manager Darlington CAB	Cllr. Heather Scott Leader of the Opposition, DBC
Susan Johnson Chief Executive, D&D Fire & Rescue Service	Joanne Fryett Tees Valley Director NE Chamber of Trade	Jan Cossins Cockerton West Partnership	Ada Burns Chief Executive, DBC
Colin Morris Chief Executive Darlington PCT	David Heaton Education Consultant	Martin Landers Red Hall Partnership	
Helen Radcliffe D'ton P'ship Director, LSC	Alasdair MacConachie Managing Director, Sherwoods	Michael Nicholson Park East Partnership	
Sarah Robinson Principal & Chief Exec. Darlington College	John McGovern Operations Director, Northumbrian Water	Rev. John Dobson C of E Rural Dean	
Murray Rose Director of Children's Services, DBC	Steve Robinson Regional Director Capita PLC	Dr. Mohammed Abdul Quader, Chairman Islamic Society	
Ch. Supt Carole Thompson Area Commander, Durham Constabulary	Peter Rowley Chief Executive Darlington Building Society	Cllr. Doris Jones Chair, Darlington Assoc. of Parish Councils	

A Picture of Darlington

This section of the plan provides supporting background information about Darlington today (2008) and about the town's historic role in the development of railways, bridge building, engineering and other notable contributions on a national and international stage.

Darlington in 2008

Sitting astride the East Coast main line railway and the A1(M) motorway at the southern end of the region, Darlington has come to be recognised as the gateway to the North East and to the Tees Valley City Region. The borough's assets of location and accessibility have formed the foundation in recent years of the highly successful 'Gateway' strategy for economic regeneration, and Darlington has established a key role in the economic growth of both the region and city region, as well as the borough itself.

The borough is a compact area of approximately 76 square miles, comprising the town of Darlington, a number of rural settlements and attractive villages, and a swathe of countryside stretching north from the River Tees to the magnesian limestone escarpment that forms the backbone of County Durham.

The borough population is around 99,400 people living in 45,000 households. Approximately 86,300 people live in the town of Darlington.

People from Black and Minority Ethnic (BME) backgrounds make up 2.1% of the population, although this figure does not include the majority of Gypsies and Travellers, who constitute the largest BME group. There is a significant community of people of Bangladeshi origin. Migration from the east European countries of the newly expanded European Community is a recent phenomenon for which there is not yet definitive data. Proxy indicators – for example national insurance and doctors' registrations – suggest this new demographic group could number over 1,000 people at the beginning of 2008.

The established view, based on census projections, is that Darlington's population will remain fairly

stable over the lifetime of this plan. Whilst recent trends in birth rates and migration hint at the need to revise this view when reliable data becomes available, there is no doubt that the most significant demographic trend is the ageing of the population. It is estimated that by 2011 over 21% of the population will be of retirement age.

The borough functions as a sub-regional centre for employment, shopping, arts and entertainment, with over one million people living within 20 miles of the town centre. The market town character and vibrant town centre play an important part in attracting people from North Yorkshire, South Durham and Teesdale. The recent pedestrianisation of the town centre and the restoration of South Park have helped to strengthen this attractiveness.

Transport links are excellent. The A1(M) and A66(T) provide good road connections in all directions beyond the region, whilst main line and cross-county rail services allow rapid access to all parts of the country.

Durham Tees Valley Airport provides regular services to London, Aberdeen, Dublin and Europe.

For a town of its size Darlington offers outstanding cultural and leisure opportunities, anchored by the Dolphin Centre, Civic Theatre and Arts Centre, together with a vibrant town centre nightlife. The borough's outstanding industrial heritage is celebrated at the 'Head of Steam', the newly refurbished Darlington Railway Museum that reopened in 2008. The league football team plays at a new state-of-the-art stadium.

The housing market is strong, with the largest private rented sector in the region relative to total housing stock. Darlington College, located on a new campus in the Central Park development, is innovative and entrepreneurial, and working with the University of Teesside to develop a university facility for Darlington. Queen Elizabeth II 6th Form College is recognised as one of the best in the country.

At the community level, Darlington has a strong voluntary sector, with over 500 voluntary and community groups and 10,000 volunteers contributing to the building of the strong and caring community that is at the heart of our vision for Darlington in 2021.



Darlington in History

In the 'Vision for Darlington' section of this plan we referred to the local spirit of innovation, ambition and enterprise that quite literally changed the world. This section of the plan sets out the historical facts that justify this claim.

It is not intended to elaborate on the borough's long history before 1800, which ranges from the Romans, who built their fort at Piercebridge to protect the bridge over the Tees carrying the road from York to Hadrian's Wall; the founding of Dearthington, the Anglo-Saxon settlement on the River Skerne that became Darlington; the associations with St Cuthbert, and the building late in the 12th century of the present church, one of the country's finest examples of Early English architecture; the Vikings' influence on the area, and their choice of Sadberge as their capital of the area north of the Tees; the myth of the Sockburn Worm, commemorated by every new Bishop of Durham when entering the bishopric, and the inspiration for Lewis Carroll's Jabberwocky; and many other notable but essentially local aspects of the borough's story.

It was during the 19th century that the story reached out beyond the region to make its mark in the wider world, and it is indelibly linked to the establishment, from the late 17th century onwards, of a small but hugely influential Quaker community in Darlington. Initially denied access to the professions, the Quakers proved to be successful in business.

Their interests included the linen and woollen industries in the town, and collieries in south west Durham. The combination of coal and Quaker enterprise, allied to the engineering innovation of the person who is perhaps the original 'Geordie', George Stephenson, was the making of Darlington's reputation.

In the early 19th century, Darlington colliery owners were looking for more efficient ways to transport coal from the mines in Weardale to the port at Stockton-on-Tees. A report in 1818 came out in favour of a tramway, rather than a canal, using horses to haul the coal trucks. Prominent local Quaker Edward Pease took a leading role in the project, and his historic meeting in 1822 with Stephenson convinced Pease of the potential of steam traction, and of carrying passengers as well as coal. The Stockton and Darlington railway opened on 27th September 1825. It was not the first railway, or even the first steam-hauled railway, but it was the first steam-hauled public railway. It was a landmark in the birth of the railway age, and a spark that led to the transformation of human horizons across the globe.

The engine Locomotion No.1 hauled the train on that historic first journey and continued to work on the railway throughout the mid 19th century. The original Locomotion No.1 is on display at the 'Head of Steam' Museum.

Stephenson and his son Robert went on to design The Rocket, winner of the Rainhill Trials in Liverpool in 1829, and, after Darlington and Locomotion, the next milestone in the railway age.

Darlington rapidly became a centre of railway engineering and the industry dominated the local economy for well over a hundred years. Bridge building developed, allied to the rail industry. Many of the world's great bridges were built by the companies that are now part of Darlington-based Cleveland Bridge, including the Zambezi Bridge at Victoria Falls, the Howrah Bridge in Kolkata, the Sydney Harbour Bridge, the Bosphorus Bridge, the Forth, Humber and Severn road bridges, the QEII M25 Bridge at Dartford and the Tsing Ma Bridge in Hong Kong.



Locomotive maker's plates



The Humber Bridge was the world's longest single-span bridge from its completion in 1981 until 1998, whilst the Tsing Ma, connecting Hong Kong's island airport to the mainland, is the world's longest combined road and rail span. Cleveland Bridge designed and built the Wembley Stadium arch.

Precision engineering expanded and flourished. Darlington Forge built the stern frames and propellers for many of the great ocean liners, whilst the Whessoe Company designed and constructed the pressure containment vessels at the heart of many nuclear power stations. Whessoe is now a world leader in the design and construction of installations for the oil and gas industries. Faced with the opportunity to relocate to the Middle East, the company recently chose to retain its headquarters and design offices in Darlington, moving into state-of-the-art business premises built as part of the Darlington Gateway strategy. Another Darlington company, Darchem, pioneered the development of insulation materials. The company's head office is now at Stillington, just outside the borough, and the company is a world leader in developing engineering solutions to high temperature and thermal engineering problems, particularly in the field of aeronautics.

Turning away from engineering, Darlington made an important contribution to the development of modern banking. The Backhouse Bank was founded in 1774 by another of the local Quaker dynasties, the Backhouse family, and merged in the late 19th century with Gurney's Bank of Norwich to form the modern Barclay's Bank.

In the mid 19th century the local Quakers put some of the wealth generated by their business success back into the community, laying out the spacious tree-lined streets that characterise the West End of the town, and commissioning some of the important landmark buildings in the town centre and elsewhere. In doing so they played a part in the Victorian Gothic and Renaissance revival in architecture through their support for Alfred Waterhouse, a young Quaker architect from Liverpool. He was commissioned through his Quaker connections to build various mansions in and around Darlington, including Pilmoor Hall at Hurworth, now being converted into a luxury hotel by Middlesbrough Football Club.

Waterhouse's growing assurance is reflected in his major works in Darlington, including the Market Hall (1863) and Clock Tower (1864), and the Backhouse Bank (1864) on High Row. He went on to deliver a huge output of great buildings throughout Britain and in America, including Manchester Town Hall (1868) and London's Natural History Museum (1873), both amongst the finest buildings of the Victorian era. Perhaps Darlington's faith in Waterhouse paved the way for these great national achievements.

Darlington also played its part in the agricultural revolution of the 18th and 19th centuries. Charles and Richard Colling developed one of the earliest systematic approaches to cattle breeding on their farm at Ketton, near Brafferton, leading to the creation of the shorthorn breed. The famous Durham Ox was one landmark of their success, born in 1796 and growing to an incredible 270 stone (1715kg) before it died in 1807. The huge bull was taken on tour around the country, and became a nationally important icon of popular culture, featuring in paintings and porcelain decoration. There are many pubs all over Britain named 'The Durham Ox', and there is even a town named Durham Ox in Victoria, Australia. The Collings' techniques, and the shorthorn breed, were widely adopted, particularly by Scottish farmers, who valued the results of cross-breeding shorthorns with their native black cattle.

As Darlington moves forward into the post-industrial age, one last chapter is being written in its great railway engineering story. As this plan is being prepared, 'Tornado', the first new main line steam locomotive built in Britain for over 50 years, is nearing completion in a workshop at the 'Head of Steam' Museum. Built by volunteers over 15 years and at a cost of £3M, Number 60163 'Tornado' is a Class A1 Pacific, Sir Arthur Peppercorn's design for the London North Eastern Railway. The A1s were the last in a long line of famous express passenger steam locomotives, including the 'Flying Scotsman' and 'Mallard', built for the East Coast Main Line. They were built in Darlington and Doncaster, but none of the 49 that were completed survived the end of the steam era in the late 1960s. Steam trials will take place during the summer of 2008, and Tornado is destined to become a star attraction of the heritage railway industry.

Give us your views - Contact details

We welcome your views on any aspect of the ONE DARLINGTON : PERFECTLY PLACED plan. It is a plan for the whole community, and you might want to think about how you can contribute to achieving the vision for Darlington through your workplace, school or community group.

For further information or to let us have your comments and views, please contact:

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An inclusive approach

If English is not your first language and you would like more information about this document, or if you require information in large print, Braille or on tape please contact the Policy Unit on 388017.

Urdu	01325 388017	اگر آپ انگریزی کی پہلی زبان نہیں سمجھتے ہیں اور اس سلسلے میں مزید معلومات چاہتے ہیں تو براہ کرم 01325 388017 پر رابطہ کریں۔
Punjabi	01325 388017	ਜੇ ਇਹ ਸਦਕਾ ਤੁਹਾਨੂੰ ਅੰਗਰੇਜ਼ੀ ਦੀ ਬਿਨਾਂ ਜਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਵਿਚ ਵਾਧੀਦਾਰੀ ਤਾਂ ਨਿਰਾਸ਼ਾ ਨਹੀਂ ਮਾਠੀ ਨੀਏਰ 01325 388017 ਤੇ ਡੈਲ ਕਰੋ ਅਤੇ ਤੈਲੈਟ ਮ (ਚੁਕਾਲਾ) ਨੰਬਰ ਦੀਏ।
Hindi	01325 388017	यदि आप यह प्रकाशन अंग्रेज़ी में अंतरा अन्य भाषा में चाहते हैं तो कृपया सहायक सहायक (विन-अ-स-अ-अ) का कार्य निम्नलिखित 01325 388017 पर संपर्क करें।
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Bengali	01325 388017	যদি আপনি এই প্রকাশনকে বাংলা ভাষায় পড়তে চান তবে অনুগ্রহ করে আমাদের সাথে যোগাযোগ করুন। 01325 388017
Arabic	01325 388017	إذا رغبتم الحصول على هذه المذكرة بلغة أخرى غير اللغة الإنجليزية يرجى الاتصال بنا على رقم الهاتف التالي : 01325 388017 مع ذكر رقم الإصدار.
Polish	01325 388017	Jeśli nie odczytujesz pierwszego języka, prosimy o kontakt z nami w sprawie tłumaczeń w twoim języku. 01325 388017

This document will be made available on request in Braille, tape or large print.



ONE DARLINGTON: PERFECTLY PLACED

A Vision for Darlington: 2008 - 2021



Throughout this document the phrase 'ONE DARLINGTON : PERFECTLY PLACED' is set in Gill Sans typeface. Inspired by the Johnston typeface used by London Underground, Gill Sans was designed by sculptor Eric Gill in 1927 to be the ultimate legible typeface. It came to national prominence, especially in Darlington and the north east, when it was adopted in 1928 as the brand typeface of the London and North Eastern Railway. It was used throughout the network for locomotive nameplates and numbers, station name boards, restaurant car menus, timetables, tickets and advertising posters.

Perhaps the most famous surviving example is the number 4472 on the cab and LNER on the tender of the Flying Scotsman. Gill Sans went on to be used by, amongst many others, British Railways after nationalisation, by Penguin Books in the classic early imprints, and by the BBC in its current corporate brand adopted in 1997.

The photograph shows the Gill Sans shadowed lettering on the Class Q7 No. 901 Heavy Goods Locomotive, built in Darlington in 1919 and preserved at Darlington Head of Steam Museum.