

**NEIGHBOURHOOD
RENEWAL
PERFORMANCE &
ACTION PLAN**

2005-2006

Planning Framework

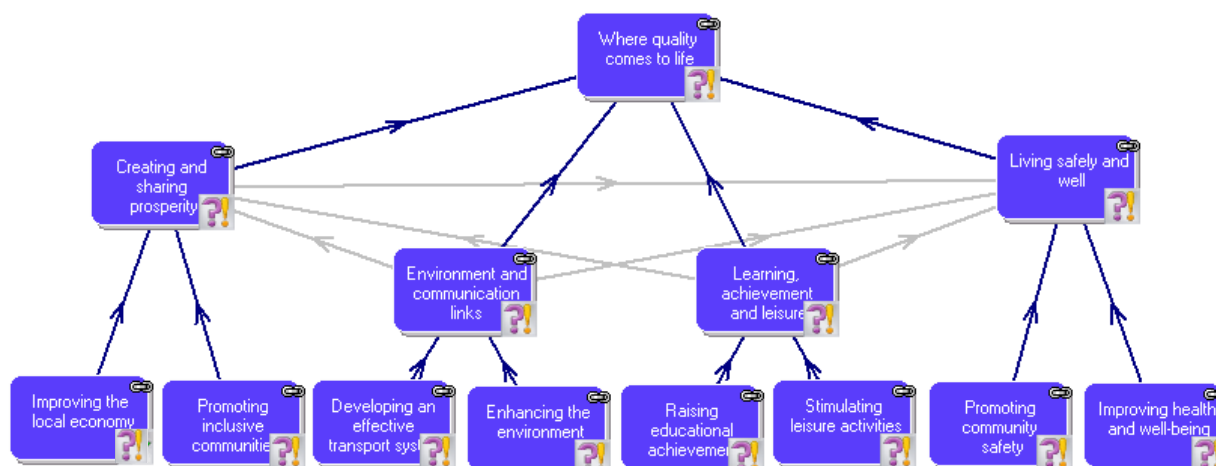
This Action Plan will be reviewed and updated regularly. It is intended to be a living document, which will be adapted and updated as the partnership grows and as new opportunities are identified.

Performance Management Framework (PMF)

Along with Darlington Borough Council, Darlington Partnership have committed to a clear vision for performance management. The implementation of *PerformancePlus* software has followed a project plan, and is on course to deliver effective performance management information in electronic format for the year 2004/05. The framework in place is not simply a data gathering mechanism, but a system that collects, disseminates and uses performance information to drive the delivery of Community Strategy actions and will also be used for the Neighbourhood Renewal Strategy.

The benefit of *PerformancePlus* is the direct linkage between performance indicators (PIs) and objectives. In simple terms, if the PIs are on target, then the objectives of the plan are clearly being delivered.

The community strategy is already modelled in *PerformancePlus* as a 'causal map', which is a series of objectives linked together with performance indicators attached. Performance is aggregated up the structure as data is entered. A section of that causal map is below, showing the linkages between the overall plan, the four visionary goals and eight connecting themes. Action plan objectives in turn link underneath the connecting themes.



PerformancePlus enables information to be shown in a range of ways, one of these being 'scorecards', that summarise performance for any part of the Community Strategy or its Action Plan and again this will be used for the Neighbourhood Renewal Strategy. An example of a 'scorecard' is shown below. Achievement against targets is depicted using symbols:

	Above target performance
	On target performance
	Below target performance
	Insufficient data

Work is in progress to produce scorecards for publication on the Partnership website.



Community Strategy Themes			
Per	YTD	Per	YTD
		Where quality comes to life : Status	? ?
		Improving the local economy : Status	188.00 197.71
		Be positive, problem solving ... : Status	? ?
		BV076b HB Sec - fraud investigators : Status	188.00 188.00
		Com Strat-EC1 Levels of employment : Status	? ?
		Comm Strat EC3 Growth in bus start ups : Status	? ?
		Comm Strat EC4 investment in local econ : Status	? ?
		Comm Strat-EC2 Higher Wage Levels : Status	? ?
		Reduce relative deprivation : Status	? ?
		Resources and Assets : Status	? ?
		Strengthen the local economy : Status	? ?
		Striving for Excellence : Status	10.43 4.16
		Tackle unemployment and low wages : Status	? ?
		Promoting inclusive communities : Status	? ?
		Raising educational achievement : Status	? ?
		Stimulating leisure activities : Status	? ?
		Promoting community safety : Status	? ?
		Improving health and well-being : Status	? ?
		Enhancing the environment : Status	? ?
		Developing an effective transport system : Status	? ?

Understanding the Action Plan

The Action Plan is laid out by theme and by indicator, as set out in the Community Strategy, making it clear which actions will contribute to the delivery of which indicator. Naturally there is significant potential for overlap, as many actions will lead to benefits across a number of indicators, but in the interests of clarity and space we have not repeated actions in more than one area.

Front Page for each Theme

Lead Themed Group – the group with overall responsibility for the particular theme of the Neighbourhood Renewal Strategy.

Main template

Key Performance Indicators – This shows the key indicator that will be used to measure performance.

Action – identifies the key strategic actions that will achieve the stated indicator. Actions should, where possible: add value, incorporate a new way of doing things, focus us more on priorities and involve a range of partners. Some will be new, some will be ongoing mainstream activity.

Lead Responsibility - details a themed group, if it is other than the lead group for that outcome, a named individual and/or a lead agency. The individual or agency concerned may not be those who will do all the work, but will take responsibility for co-ordinating delivery of the action.

Timescale - this is an annual action plan, but we realise many actions will extend beyond this year, so we have used a rolling timescale which continues into periods of future action plans where appropriate. This column shows an end or implementation date as outlined below:

- **Short term** – by October 2006
- **Medium term** – by April 2008
- **Long term** – by April 2010

Appendix of Key Performance Indicators – detailed information and data trends on the performance indicators that will be used for measuring the Neighbourhood Renewal Strategy.

Community Partnership Actions

The Community Partnerships will play a central role in delivering a number of strategic actions as outlined below, many of which are cross cutting across the Community Strategy themes. The monitoring of these actions will be reported to the Darlington Community Partnership Steering Group.

Actions for all Community Partnerships			
Actions	Responsibility	Timescale	Resources
Develop a local action plan for each Community Partnership based on the results of the community appraisals	Community Partnerships	Short term	Single Programme and SRB Projects in the local action plans will be funded through a variety of sources
Increase involvement in the community partnerships by young people, local businesses and BME groups. Offer training as required.	Community Partnerships	Short term	Single Programme and SRB
Revive community spirit by each Community Partnership holding one local event per year	Community Partnerships	Ongoing	External funding
Develop a local newsletter and website for each of the community partnerships to promote success and the services that are available locally	Community Partnerships	Develop 11 newsletters – short term Develop website – short term Ongoing	Single Programme and external funding
Develop community environmental projects such as community allotments and green streets	Community Partnerships	Ongoing	External funding as required
Expand Neighbourhood Watch and crime safety advice	CSP Community Partnerships	Short term	Mainstream Voluntary Sector
Increase police involvement with the community partnerships	CSP Community Partnership	Ongoing	Police mainstream
Involve the community partnerships in developing the Local Development Framework	Community Partnerships	Short and medium term	DBC mainstream

Economy & Environment Themed Group

This group has three main themes: economy, environment and transport. Each have their own specific aims and objectives which can be found at the beginning of their section.

Chair: Mike Airey, Relationship Director, Barclays Bank, Tel: 01325 554581, Email: mike.airey@barclayscorporate.com

Improving the local economy - Lead Officer

Gwenda Lyn Jones, Economic Regeneration and Tourism Manager, Darlington Borough Council, Tel: 01325 388660, Email: gwenda.lyn.jones@darlington.gov.uk

Economy aims

Community Strategy - the aim is to develop a more enterprising, vibrant and diverse local economy that strengthens local businesses and enterprises and will attract investment, share prosperity and create better employment opportunities for local people.

Neighbourhood Renewal Strategy – to support the Community Strategy aim by reducing worklessness and improving training opportunities and business development within the priority wards

KPI Ref	Key Performance Indicator
EC1b	Proportion of people of working age in employment
EC1b	Rate of joblessness
EC1a	Unemployment rate

Actions relating to Key Performance Indicators

Themed Group Action	Lead Responsibility	Timescale	Resources
Develop ward-based employment support projects using experience of current programmes: <ul style="list-style-type: none"> • Central into Work • Firthmoor • Lascelles • Work-based Learning (including apprenticeships) 	E&E Morrison Enterprise Trust DBC LSC Work-based Learning Providers Connexions	3 more programmes medium term 11 total in long term	Mainstream & External LSC Morrison Trust
Provide adequate childcare to support employment projects	Darlington Sure Start Partnership	Ongoing	Sure Start Grant external funding
Develop ward-based skills training to reflect needs of current and potential employers	E&E/DLP DCoT LSC DBC	Audit – short term Projects - ongoing	Mainstream DCoT LSC
Introduce ward-based information and development programmes for young people including entrepreneurialism and employability skills	E&E/DLP Schools LSC Connexions DCoT DBC BLTV Young Enterprise	4 Medium Term 11 Long term	Mainstream LSC Connexions DCoT

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Introduce a multi-agency approach to information and communication to all areas regarding support services, training and benefits available	Darlington Partnership All other partners	Short term	Mainstream DP
Introduce social enterprise programme	E&E BLTV DBC LSC Connexions CVS	Pilot – medium term Projects – ongoing	BLTV/ONE GONE
Introduce development projects in self-employment and business start-up	E&E BLTV DBC LSC Connexions	Audit – short term Projects - ongoing	Mainstream LSC BLTV/ONE GONE
Conduct feasibility into the extension of credit unions in all areas	E&E Darlington Partnership Credit Union Forum	Short term	External

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Enhancing the local environment - Lead Officer

Bill Westland, Environmental & Sustainability Manager, Darlington Borough Council, Tel: 01325 388557, Email: bill.westland@darlington.gov.uk

Environment aims

Community Strategy - the aim is to create a more attractive environment that is safe, clean and tidy as well as a more healthy and diverse natural environment.

Neighbourhood Renewal Strategy – to support the Community Strategy aim by creating a more attractive environment by tackling sustainability issues to protect the natural environment and tackling liveability issues such as litter, graffiti, dog fouling that have been identified by the community.

KPI Ref	Key Performance Indicator
EV1a	Cleanliness of relevant land and highways

Actions relating to Key Performance Indicators

Themed Group Action	Lead Responsibility	Timescale	Resources
Develop community environmental projects such as community allotments and green streets	Community Partnerships	Ongoing	External funding as required
Involve the Community Partnerships in the evaluation of the new zonal cleansing scheme	DBC (Director of Community Services) Community Partnerships	Short term	DBC mainstream
Pilot the Better Communities group in Northgate	DBC (Director of Community Services) Community Partnerships	Short term	DBC mainstream
Implement the Parks and Green Spaces Strategy to include: - Assessment / maintenance of areas likely to attract vandalism and antisocial behaviour - Extension of CCTV provision to parks and green space areas - Develop Friends Groups for South Park, North Park, Eastbourne Park, Green Park and The Denes - Introduce community training sessions for local residents to attend to improve skills and help maintain parks - Develop management plans for each park	DBC (Director of Community Services)	Short term	DBC mainstream

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Increase recycling by promoting recycling schemes in schools and to local community groups	E & E DBC	Ongoing	Waste Resource Action Programme
Conduct feasibility into green recycling	E & E DBC	Feasibility study – medium term	External Funding
Promote the use of real nappies and conduct a feasibility study for a real nappies community scheme	E & E DBC	Feasibility study – medium term	Waste Recycling Action Programme
Review derelict land sites in the town centre	DBC	Task and Finish Review Group	DBC Mainstream

Developing an effective transport system - Lead Officer

Gwenda Lyn Jones, Economic Regeneration and Tourism Manager, Darlington Borough Council,
Tel: 01325 388660, Email: gwenda.lyn.jones@darlington.gov.uk

Transport aims

Community Strategy - the aim is to produce a safe and effective transport system that balances the needs of all users.

Neighbourhood Renewal Strategy – to support the Community Strategy aim by developing affordable, reliable and accessible transport and promote road safety.

KPI Ref	Key Performance Indicator
T2	Road safety – casualties per 100,000 population: Total, pedestrians, pedal cyclists, motor cyclists, car users, other vehicles (killed / serious injury and slight injury)
T2a	Total killed/serious injury
T2b	Total slight injury
T2c	Pedestrians - killed /serious injury
T2d	Pedestrians - slight injury
T2e	Pedal cyclists - killed /serious injury
T2f	Pedal cyclists - slight injury
T2g	Motor cyclists - killed/serious injury
T2h	Motor cyclists - slight injury
T2i	Car users - killed/serious injury
T2j	Car users - slight injury
T2k	Other vehicle users - killed/serious injury
T2l	Other vehicle users - slight injury

Actions relating to Key Performance Indicators

Themed Group Action	Lead Responsibility	Timescale	Resources
Expand the provision of road safety training for children, including extended cycle training and the introduction of pedestrian training Continue to promote road safety awareness including checking of car seats	CSP DBC	Short term and ongoing	DBC mainstream, Town on the Move, Community Safety Partnership
Implement the speed management strategy to reduce speeding through training and enforcement, focused on priority groups of road users and consider the need to extend the use of speed cameras and traffic calming measures	CSP DBC Durham Constabulary	Short term and ongoing	DBC Durham Constabulary

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Investigate and pilot ways to promote affordable, reliable and accessible transport for young people and older people	E & E DBC Investing in Children GOLD	Short term	Town on the Move, Investing in Children, GOLD
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Learning Partnership

Chair: David Heaton, Principal, Queen Elizabeth Sixth Form College Tel: 01325 461315, Email: djheaton@qeliz.ac.uk

Raising Educational Achievement - Lead Officer

Karen Williamson, Development Officer, c/o Queen Elizabeth Sixth Form College, Tel: 01325 461315, Email: kwilliamson@qeliz.ac.uk

Education aims

Community Strategy - the aim is to ensure the highest quality opportunities exist in education, learning and training, improving school performance and raising aspirations and standards of achievements for all age groups.

Neighbourhood Renewal Strategy – to support the Community Strategy aim by raising educational standards and develop an ethos of lifelong learning by providing opportunities for access, achievement and engagement. Additionally to provide local training opportunities that develops the skills and confidence of local people.

KPI Ref	Key Performance Indicator
ED2g	Percentage of pupils achieving 5 or more GCSEs at grade A*-C

Actions relating to Key Performance Indicators

Themed Group Action	Lead Responsibility	Timescale	Resources
Develop a parenting strategy to provide support for parents, to include a parenting skills course and the inclusion of young male parents	DLP Darlington Sure Start Partnership CYPSP DBC	Short term	Mainstream
Create Children’s Centres in identified locations	DLP Darlington Sure Start Partnership	Short term	Government
Spread best practice from Darlington Sure Start programmes	DLP Darlington Sure Start Partnership DBC	Medium term	Mainstream
Develop mentoring projects: a) between secondary and primary schools b) between adults and young people c) for vulnerable groups	DLP DBC CYPSP Community Partnerships	Feasibility and pilot study – short term	Mainstream and external

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Analyse mainstream educational performance in the 11 wards including: attainment, attendance, vulnerability, exclusions	DLP /DBC	Report to community partnerships – short term Specific action - Medium Term	Mainstream and external
Undertake truancy sweeps outside the town centre and develop an ‘out of school’ authorisation programme	DLP DBC	Truancy sweeps – ongoing ‘Out of schools’ programme – short term	PSA funding
Develop Access and Participation Strategy to improve adult and family learning	DLP DCoT DBC QE6	Short term	Mainstream
Develop and deliver a NEET strategy (Not in Education, Employment or Training)	DLP Connexions DCoT LSC	Strategy developed – short term Delivery of programmes - Ongoing	Mainstream
Use Extended Schools Programme to address issues of neighbourhood renewal for example healthy lifestyle courses, family learning, vocational courses and after school and weekend holiday activities, parenting courses	DLP DBC Schools	Medium term	

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Stimulating leisure activity - Lead Officer

Steve Thompson, Assistant Director Leisure & Arts, Darlington Borough Council Tel: 01325 347529,
Email: steve.thompson@darlington.gov.uk

Leisure aims

Community Strategy - the aim is to stimulate participation in cultural pursuits, promoting creativity and extending opportunities for people to experience high quality recreational and leisure activities.

Neighbourhood Renewal Strategy – to support the Community Strategy aim by engaging communities, and in particular young people in leisure activities.

KPI Ref	Key Performance Indicator
L1a	Percentage of residents who have participated in local sporting / arts activity
L1b	Percentage of residents who have attended a local sporting or arts activity

Themed Group Action	Lead Responsibility	Timescale	Resources
Secure long term funding for youth workers to extend services	DP DBC DDYCA CYPSP	Medium term	External funding
Provide child care with leisure activity	HISIG Early Years Service Darlington Sure Start Partnership	Review current provision – short term Provision - ongoing	DBC mainstream, Sure Start Grant external funding
Develop borough wide events for young people by organising 2 large scale projects and various smaller projects per year	DLP DBC Community Partnerships	Ongoing	DBC mainstream and external funding
Develop neighbourhood leisure and arts plans to provide more diverse local provision	DP DBC Community Partnerships	Medium term	External funding for additional provision
Extension of the schools sport co-ordination scheme	DLP DBC	Short term	External funding
Develop area-specific sports initiatives including facilities	DP DBC DDYCA Community Partnerships	Short term	External Funding Sport England, NOF Big Lottery
Improve leisure provision in priority wards: - Youth Clubs & Community Centres - develop access strategy to engage hard to reach groups – young people, BME, elderly - Extend use of mobile and detached resources - Explore possible delivery in Extended Schools	HISIG DBC Community Partnerships & Associations	Short term	DBC mainstream and external resources

Community Safety Partnership

Chair: Chief Superintendent Michael Banks, South Area Commander for Durham
 Constabulary Tel: 01325 467781 Email: michael.banks@durham.pnn.police.uk

Promoting Community Safety – Partnership Officers

Sgt Paul Robinson (Performance) Partnership Liaison Officer – Community Safety Partnership

Shaun Findlay (Operations) Operations Manager – Community Safety Partnership

Email: paul.robinson2@darlington.gov.uk,

shaun.findlay@darlington.gov.uk

Community Safety aims

Community Strategy - the aim is to reduce crime and disorder and enhance feelings of safety amongst local people.

Neighbourhood Renewal Strategy – to support the Community Strategy aim by reducing crime and antisocial behaviour and increase the number of local people feeling safer within their community.

KPI Ref	Key Performance Indicator
CS2a	Total recorded crimes per 1,000 population

Actions relating to Key Performance Indicators

Themed Group Action	Lead Responsibility	Timescale	Resources
Review use of CCTV	CSP	Review and report back – short term	Mainstream
Expand Neighbourhood Watch and crime safety advice	CSP Community Partnerships	Short term	Mainstream Voluntary Sector
Increase police involvement at community partnerships	CSP Community Partnership	Ongoing	Mainstream
Clearance of drug litter (Pilot in Northgate)	CSP DAAT	Short term	Mainstream DAAT
Deliver awareness raising sessions (Domestic Violence Strategy)	CSP Darlington Sure Start Partnership	Short term	Mainstream – DC, DBC
Deliver Parenting Programme	CSP/HISIG Darlington Sure Start Partnership DBC Community Partnerships PCT	Start – short term Ongoing	Mainstream – Darlington Sure Start Partnership
Implement programme of diversionary schemes for young people in crime hot spot areas	CSP/DLP DBC DDYCA Connexions	Start – short term Ongoing	Building Safer Communities Fund Sport England Big Lottery Fund

Health Improvement & Social Inclusion

Chair: Marion Pickersgill, Director, Supreme Care Homes and Non-Executive Director, Darlington Primary Care Trust

Tel: 01325 383609, Email: marionep@aol.com

Health Improvement- Lead Officer

Paul Davison, Assistant Director Health Improvement, Darlington Primary Care Trust, Tel: 01325 746159 e mail: paul.davison@darlingtonpct.nhs.uk

Health aims

Community Strategy – the aim is to improve the health and well being of local people.

Neighbourhood Renewal Strategy – to support the Community Strategy aim by encouraging healthier lifestyles and reducing health inequalities.

Ref	Key Performance Indicator
IH1a	Life expectancy at birth compared to England and Wales Average <ul style="list-style-type: none"> • Male
IH1b	Life expectancy at birth compared to England and Wales Average <ul style="list-style-type: none"> • Female
IH3c	Under 18 conception rate measured by the number of conceptions to all under 18 year olds per 1,000 females aged under 18 years.

Actions relating to Key Performance Indicators

Themed Group Action	Lead Responsibility	Timescale	Resources
Develop a male health project to include employing a dedicated health worker	Darlington Sure Start Partnership HISIG PCT	Develop business plan – short term Employ health worker – medium term	Teenage Pregnancy Funds and Sure Start
Deliver a programme of Stop Smoking throughout all priority wards and deliver a Darlington wide Tobacco Control Plan	HISIG & Darlington Partnership PCT Darlington Sure Start Partnership DBC	Develop Plan – short term Implement plan –short term	PCT and DBC mainstream
Provide a support service for young parents including helping them secure childcare in order to continue education and training	Darlington Sure Start Partnership HISIG PCT Teenage Pregnancy Strategy Group	Short term	Teenage Pregnancy Fund and Sure Start Local Programme Care 2 Learn
Pilot a needle litter and community education campaign in Northgate Partnership and roll this out to other areas as required	DAAT HISIG Community Partnerships	Pilot – short term Project ongoing	DAAT mainstream

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Implement Teenage Pregnancy Action Plan	Darlington PCT Teenage Pregnancy Strategy Group	Projects - Ongoing	Teenage Pregnancy Fund
Develop a programme to support older isolated people including information sharing	HISIG GOLD DBC CVS	Pilot project -Short term Delivery - ongoing	External funding for pilot project Mainstream funding if pilot is a success
Increase the number of extra care schemes	DBC	Rosemary Court and Branksome Hall – medium term	DBC mainstream
Review intermediate care usage and develop a programme of service improvements / developments	DBC PCT	Short term	Mainstream PCT and DBC

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Promoting Inclusive Communities Lead Officer

David Plews, Policy Advisor (Social Inclusion), Darlington Borough Council Tel 01325 388023,
Email: david.plews@darlington.gov.uk

Social Inclusion aims

Community Strategy - the aim is to reduce social inequalities, renew disadvantaged neighbourhoods, protect the vulnerable and ensure equality of access for all members of the community to services and opportunities.

Neighbourhood Renewal Strategy – to support the Community Strategy aim by building cohesive and confident communities, raising self-esteem and confidence.

KPI Ref	Key Performance Indicator
IC1a	Percentage of the population who live in wards that rank within the most deprived 25% of wards in the country

Actions relating to key performance indicators

Themed Group Action	Lead Responsibility	Timescale	Resources
Deliver the Darlington Communities Project to improve healthy lifestyles, improve access to welfare rights provision and help over 50s access job opportunities	DBC (Head of Performance Development and Community Partnerships)	Implement project – short term	Single Programme
Develop a local action plan for each Community Partnership based on the results from the community appraisals	Community Partnerships DBC	Short term	SRB and Single Programme
Develop proposals to bid for mainstream funding for the community development workers and employ more workers	DBC (Head of Performance Development and Community Partnerships)	Short term	DBC mainstream
Implement a community IT access project to bring IT to BME and vulnerable communities in a more inventive way	Darlington Partnership	Medium term	External funding

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Feasibility study into the development of a multi cultural community facility	Fair Share Panel	Feasibility study - short term	Fair Share
Develop the new mobile library as a resource bus	HISIG DBC	Short term	Mainstream
Develop a further 2 community partnerships	DBC (Head of Performance Development and Community Partnerships)	Short term	Single Programme
Increase involvement in the community partnerships by young people, local businesses and BME groups. Offer training as required.	Community Partnerships DBC Local businesses	Short term	Single Programme and SRB
Develop and promote intergenerational work	HISIG Community Partnerships GOLD	Short term Ongoing	External funding
One lead professional for high risk families to be managed through the Children and Young Person's Strategic Partnership	HISIG DLP Darlington Sure Start Partnership DBC CYPSP	Medium term	Mainstream

Housing

Neighbourhood Renewal Strategy – to engage with private sector landlords to improve standards and increase the proportion of decent homes within the private sector occupied by vulnerable groups.

KPI Ref	Key Performance Indicator
EV2b	Number of unfit homes per 1,000 dwellings (QoL14)

Actions relating to key performance indicators

Themed Group Action	Lead Responsibility	Timescale	Resources
<p>Develop new ways of engaging with private landlords and tenants to improve the proportion of private sector homes that meet the decent homes standard by:</p> <ul style="list-style-type: none"> - Developing a Private Sector Empty Property Strategy - Developing a landlord accreditation scheme - Promoting grants available to the private sector for improvements - Investigating new ways of financing private sector housing improvements - Exploring feasibility of measuring private sector decent homes 	DBC (Assistant Director - Housing)	<p>Short term</p> <p>Promotion of grants - ongoing</p>	DBC mainstream
<p>Improve the Council's housing repairs service by developing an action plan and establishing a new pre and post contract group and provide feedback on post inspection satisfaction survey</p>	DBC (Assistant Director - Housing)	Short term	DBC mainstream
<p>Review housing business plan in light of the stock options work</p>	DBC (Assistant Director - Housing)	Short term	DBC mainstream

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Improve the speed and accuracy of housing and council tax benefit claims by improving monitoring, staff training, increasing accuracy checking and implementing internal audit recommendations.	DBC (Assistant Director - Housing)	Short term	DBC mainstream
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List of Abbreviations

BLTV	Business Link Tees Valley
CSP	Community Safety Partnership
CVS	Council for Voluntary Services
CYPSP	Children and Young People's Strategic Partnership
DAAT	Drugs and Alcohol Action Team
DBC	Darlington Borough Council
DCoT	Darlington College of Technology
DDYCA	Darlington and District Youth and Community Association
DLP	Darlington Learning Partnership
E&E	Economy and Environment Themed Group
GOLD	Growing Older Living in Darlington
GONE	Government Office for the North East
HISIG	Health Improvement and Social Inclusion Themed Group
LSC	Learning and Skills Council
NOF	New Opportunities Fund
NRS	Neighbourhood Renewal Strategy
ONE	One NorthEast (Regional Development Agency)
PCT	Primary Care Trust
PIs	Performance Indicators
PMF	Performance Management Framework
QE6	Queen Elizabeth Sixth Form College
SRB	Single Regeneration Budget