

# One Darlington : Perfectly Placed

Darlington's Sustainable Community Strategy  
2008-2026

Revised May 2014

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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 ???.

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## Contact Us

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## What 'One Darlington : Perfectly Placed' means for you

This plan may seem to be a fairly technical document. That's because it has to deal with some complex issues, but it has a very clear and straightforward purpose. It is about a new deal for Darlington in which all of us have a part to play in creating a future that may look like this:

- More people are enabled to live healthy and independent lives
- Our children get the best possible start in life – we provide support early on to enable them to live well later
- We can all play a part in making Darlington a safe and caring community
- More of us are active and involved in ensuring our own wellbeing and the wellbeing of the community
- Darlington has more businesses and more jobs, and we are able to make the most of the opportunities they offer
- We all take responsibility for looking after our environment and keeping it clean and attractive
- There is enough support available, of the right kind, to help us to live independently as we grow older
- Darlington is a place that offers a high quality of life and is designed to thrive, economically and socially

This document refers often to the 'outcomes' that we are aiming to create. The above are the outcomes that are the focus of this plan. All of them are about creating and maintaining a good quality of life by and for everyone in Darlington (One Darlington), and about making Darlington the best possible place to live and work (Perfectly Placed).

The plan is designed to enable all of us - the public services, businesses, third sector organisations and the wider community of groups and individuals – to focus on the most important things that need to be done, co-ordinate activities and get the best results from the available money and other resources.

The economic downturn has led to massive challenges and changes in the way we are able to provide the services we all need. Together we are responding to these challenges in many positive and innovative ways to make sure that Darlington continues to thrive and be a great place despite the present hard times. This plan is about how all of us together can contribute to that.

## Foreword

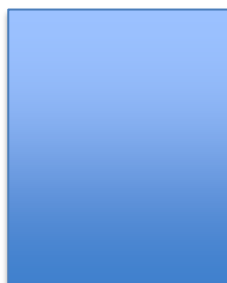
Welcome to this new edition of 'One Darlington : Perfectly Placed', the overall plan for Darlington up to 2026. It sets the direction for the various organisations working together within Darlington Partnership to make the borough an even better place to live and work.

Technically known as a 'Sustainable Community Strategy', the plan was first drawn-up in 2008. At that time every local authority area was required by law to have such a plan. That is no longer the case, but in Darlington we think the plan does a valuable job in helping us all to work together more effectively and efficiently towards shared goals.

Since 2008, of course, the economic environment in which we all operate has changed dramatically, and this new version of 'One Darlington : Perfectly Placed' has been designed to respond to the new financial realities. As elsewhere since 2010, unemployment has increased, the inequality gaps in wealth, health and wellbeing have widened and public sector austerity is reducing the funding available to tackle these issues.

As ever, our response in Darlington is to be positive and innovative. We are taking steps to make sure that Darlington continues to thrive and to tackle inequality and poverty. We believe that by working together in the ways set out in this plan we can create a bright and exciting future for everyone in the borough.

There is much cause for optimism. The local economy is poised on the threshold of world-leading technology developments that will spin-off into new jobs and better conditions for all, and there are many other exciting changes taking place that will lead us towards the vision of 'One Darlington : Perfectly Placed'



**Alasdair MacConnachie, OBE, DL, HonDBA, FRSA**  
**Chairman, Darlington Partnership**

## Darlington Partnership

Darlington Partnership brings together all those who are committed to achieving the best for Darlington and its people. Membership includes the Council, NHS, Police, Fire and Rescue Service, business leaders, community and voluntary sector representatives and people from the wider community. The Partnership has two purposes:

- to agree what are the major issues and opportunities for Darlington
- to ensure action is being taken to address them

Action is planned and driven forward through a programme of 'Key Areas of Work', each led by an appropriate Partnership member. Current key areas of work are:

- Creative Darlington
- Community Safety Partnership
- Children and Young People
- Health and Wellbeing
- The Local Economy
- Poverty

The Partnership also takes direct immediate action through its 'Action Priorities' to respond to emerging critical issues. Recent actions include:

- 'Foundation for Jobs' - increasing vocational opportunities for young people
- 'Good Friends' - improving support to elderly and vulnerable people in the community
- Darlington Cares – coordinating businesses' corporate social responsibility and employee volunteering around community needs
- Mental health is the action priority for 2014/15, as this plan is being prepared, responding to growing concerns about the impact of economic hardship on people's mental wellbeing.

'One Darlington : Perfectly Placed' is the overall vision for Darlington's future agreed by the Partnership members. It steers and co-ordinates their work towards shared goals and priorities, whilst leaving the development of detailed actions to their various plans and strategies.

For more information about Darlington Partnership contact Seth Pearson, Director – contact details on page 2.

# The plan at a glance

Our vision

One Darlington : Perfectly Placed

What we need to enable:

We will reduce inequality by ensuring we have:

Children with the best start in life	More businesses and more Jobs
A safe & caring community	More people caring for our environment
More people active and involved	Enough support for people when needed
More people healthy and independent	A place designed to thrive

*To thrive and to tackle inequality by delivering the above priority outcomes, Darlington needs to be a place that does the following:*

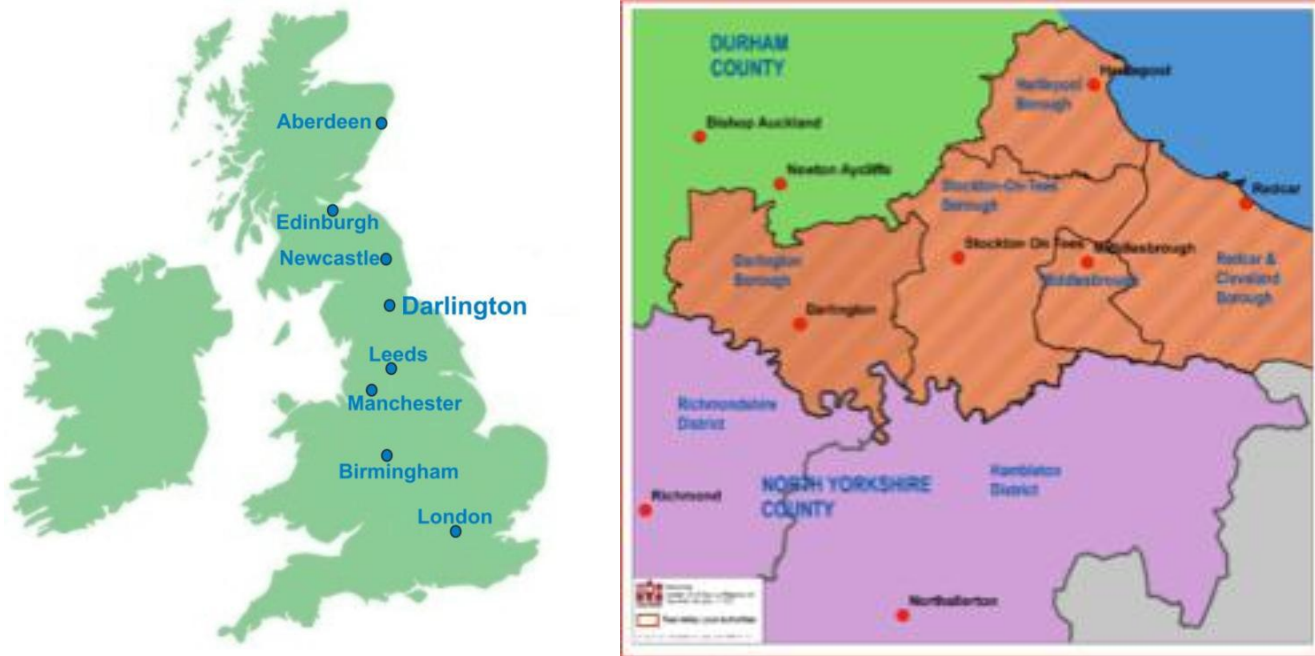
What we need to do:

Build strong communities      Spend every pound wisely      Grow the economy

**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 arising from living and working in Darlington

**Perfectly Placed**  
Describing our approach to shaping and improving Darlington as a place, helping us guide investment decisions, spatial planning and care for the environment, strengthening the economy, and making sure that Darlington has the right homes, jobs, facilities and transport to enable it to thrive.

## Location and sub-regional connections



Darlington's location, strategic communications links and its position and partnerships within the Tees Valley Sub-Region are vital assets in the delivery of this plan and in working towards the vision of One Darlington : Perfectly Placed.

Darlington borough is a unitary local authority area lying at the western end of the Tees Valley, a sub-regional grouping that also includes the unitary authorities of Hartlepool, Middlesbrough, Redcar and Cleveland, and Stockton-on-Tees. Since becoming a unitary authority in 1997, Darlington has positioned itself as part of the Tees Valley, working in partnership with the other Tees Valley authorities, through the agency of Tees Valley Unlimited (TVU), on strategic investment and regeneration planning.

Darlington is regarded as the 'gateway' to the Tees Valley and to the wider north-east region. Darlington Station on the east coast mainline railway connects the borough and Tees Valley with the rest of the UK, whilst Durham Tees Valley Airport, located within the borough, provides links to Europe and the world through Amsterdam. Darlington sits at the crossing of the north-south A1 motorway and the east-west A66 trunk road.

Darlington's location and excellent communications combined with its high quality of life in a sub-regional context are key assets in the borough's attractiveness as a place to live and work. The importance of these assets to the delivery of this plan is summarised under the 'Grow the Economy' heading on pages 8 and 9.

## People and place, challenges and opportunities

Two widely divergent stories can be told about Darlington's circumstances and prospects as this plan is being prepared. The plan must bring together and respond to both of these stories. We want to make sure that the current outstanding opportunities for growth and economic advancement are turned into reality, and that the benefits of growth are directed towards helping to tackle the challenges of austerity and inequality that currently affect some citizens and communities in Darlington.

### One Darlington - austerity and growing inequality:

The impact of the economic downturn combined with welfare reforms, demographic changes (particularly an ageing population), and changing public expectations has reversed much of the good progress that was being made previously in reducing inequalities across the borough. Since 2009 unemployment has risen, and the gap in unemployment rates between the best and worst areas has widened. Youth unemployment in particular has increased significantly. The number of children living in poverty has increased. The gaps in educational attainment and qualifications between people affected by these changes and others have widened. The public sector is going through a huge reduction in the resources available to provide services that address these gaps. For example, funding to Darlington Borough Council has reduced by 19.9% between 2010 and 2014, resulting in a £22.2 million reduction in expenditure and the loss of nearly 500 jobs, with knock-on effects on service capacity and spending power in the local economy. The trend will accelerate, with an estimated further reduction of 64% (£22m) by 2020. Similarly severe reductions are also impacting on other public sector bodies as the government shifts from needs-based allocation of funding to competitive bidding for much reduced funds.

### Perfectly Placed - growth and opportunity

The borough stands on the threshold of an exciting period of economic opportunity and growth. The Darlington Gateway Strategy has driven a transformation in the local economy. Now a new phase is opening up in Darlington's history of innovation in technology and engineering, notably in the development of Central Park with its complementary combination of higher education institutions and cutting-edge digital, sub-sea engineering and biologics businesses. Advanced engineering, logistics and services are also important sectors; the housing market is strengthening and an ambitious Council house building programme is about to start; an innovative public sector hub combining central and local government services in one building is under construction; Lingfield Point continues to grow as the home of some of the north east's most significant businesses; a cinema and hotel development will strengthen the town centre; the strong arts and cultural offer in Darlington is being carried forward by Creative Darlington, with the Civic Theatre, Theatre Hullabaloo, Festival of Thrift, Crown Street Art Gallery, The Forum and The Bridge as key assets supported by a raft of community activity; and regeneration of the Town Centre Fringe will transform the area linking Central Park, the town centre and railway station.

The challenges are enormous, but Darlington is responding in very positive and innovative ways. The physical place is changing and adapting to make the most of the growth opportunities, and we are at the cutting-edge nationally in developing new and collaborative approaches to managing and delivering services. The following four pages say more about this and outline our proposals for expanding these changes into all areas of community life. The emphasis is less on changing or reducing what is delivered in response to the financial challenges, and more on managing **how** services are delivered and **who** delivers them to optimise **what** is delivered.

## Three conditions for change

The three conditions ('What we need to do' in the diagram on page 5) describe what Darlington needs to be like to have the resilience and capacity to thrive, in an environment of reduced public spending:

### Build Strong Communities

Enabling people to live fulfilling lives with less involvement from public services:

- People take personal responsibility
- People live in communities with strong social capital and where people look out for each other
- Communities come together and take ownership and responsibility for the neighbourhood they live in and care about

A new balance between what public services can do for people and communities and what people can do or organise for themselves, with enabling support from services or the voluntary/private sectors. This will involve reinforcing 'social capital' - the relationships and networks that enable people to feel that they belong and can ask for or offer help and support to family, neighbours or the wider community, and invest time and effort in their community. There is a strong evidence base for the links between social connectedness, happiness and well-being and reduced need for services.

### Spend every pound wisely

Maximising value for all public services

- Public services are planned and where sensible commissioned together
- Every pound is spent well on the things that make the most impact

Public services in Darlington are very low cost and efficient. We will of course hunt down yet more efficiencies in the way we work, but the emphasis in spending every pound wisely is much more about making a combined effort across all public sector organisations – Council, NHS, Police, schools, colleges – within Darlington and neighbouring areas, to work together to invest our shared resources to maximum effect. It is about working collaboratively to redesign services from the perspective of the citizen, with the emphasis on enabling independent living and ensuring that people receive just enough support, for only as long as they need it, to maintain their independence. And it is about enabling that support to come from the most appropriate and cost effective sources, and that may mean family, friends and neighbours, as well as the Council, NHS and voluntary sector.

### Grow the economy

Generate income streams, employment and opportunities

- We have a strong and vibrant economy
- We achieve growth in the economy

Creating the economic conditions that can contribute to tackling poverty and inequality, whether directly, through reduced unemployment and worklessness, and higher incomes; or indirectly by generating financial benefit through increased business rates and council tax arising from new development, for investment in services. We want to create more jobs and grow successful businesses. Darlington needs more businesses per head of population to build a sustainable economy. More jobs, and more better paid jobs, means more money in the local economy. Creating our own wealth reduces our dependency on the declining grant from government. We need to ensure that growth is sustainable, by achieving the right kind of development in the right places to attract further investment and to provide jobs and opportunities that meet local needs.



## Putting the three conditions into practice

This page provides some examples of some of the ways in which the three conditions are being, or will be, translated into reality:

### Building Strong Communities

Schools@onedarlington is a strong schools-led partnership providing mutual support and challenge, and agreed spending priorities to continue improvement of all schools. This is a nationally significant example of the BSC principle in practice. Equally it enacts the 'Spending every pound wisely' condition.

Examples of Darlington's well-developed networks of 'social capital' include:

- Good Friends – Age UK, Darlington Partnership and Neighbourhood Watch, enabling volunteers to offer support to others in the community
- Darlington Cares – employers making Darlington a better place through co-ordinated workforce volunteering
- Growing Older Living in Darlington (GOLD) – working to enable people over 50 to play a strong role in the community
- Foundation for Jobs – Darlington Partnership and businesses improving employment prospects for young people
- Creative Darlington – developing, funding and delivering arts events and activities across Darlington
- Friends groups – volunteers involved in the care and management of their parks
- Restorative Justice – 60 volunteers sit on 'resolution panels' addressing the impact of offending and successfully diverting young people away from crime; the approach won a prestigious national award in 2013.

### Spending every pound wisely

The Clinical Commissioning Group of local GPs, responsible for purchasing health services, is co-terminus with the Council, which is now responsible for the Public Health function. We now have an outstanding opportunity to work together on a unified approach to public health strategy and commissioning with the emphasis on preventative health services. Prevention is better for people in terms of longevity and quality of life, and it makes much better use of the available resources. £1 spent now on preventative mental health services saves £5 later on treatment; £1 spent now on preventative drug and alcohol programmes saves £4 later.

We will explore the potential for bringing the Council and CCG functions under a combined management structure. More importantly for the public, preventative health care will be transformed from April 2014 by 'Healthy Darlington', a new lifestyle improvement service to be commissioned by Public Health from the Council's Leisure Service. This will incorporate the Making Every Contact Count model for delivering better health outcomes with the Dolphin Centre as the health hub.

The national Better Care Fund will provide initial investment to develop preventative strategies and structures, but challenging decisions will then be needed to shift sufficient resources from treatment to prevention to carry the strategy forward.

### Growing the economy

Tees Valley Unlimited (TVU) acts as the Local Enterprise Partnership (LEP) for Tees Valley, distributing economic regeneration funds:

European Structural Fund - €200m allocated to Tees Valley Transitional Area in 2014-20

Local Growth Fund – government capital funds for regeneration and transport; the first bids will be submitted in April 2014

TVU Investment Fund – recycles business rates into loans for regeneration projects

These funds are essential in enabling economic growth in Darlington, and therefore in delivering this plan. Our economic growth priorities are set out in Darlington's Economic Strategy 2012-26, and summarised on page 19

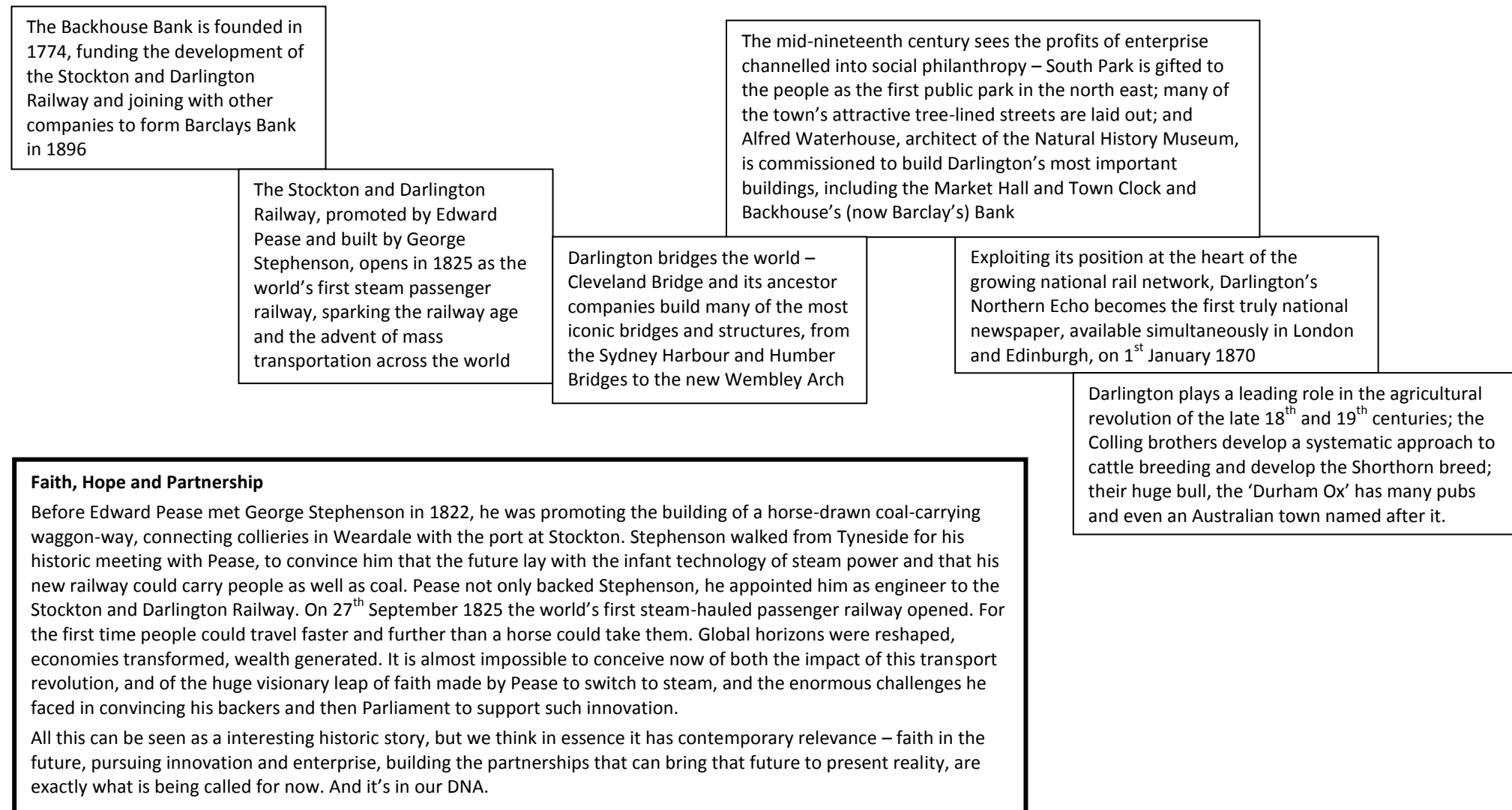
TVU is supporting these priorities: Central Park is identified as a key investment opportunity in the Tees Valley Enterprise Zone; a TVU loan is enabling development of the central/local government Public Sector Hub; and the upgrading of Darlington Bank Top Station is a priority in the Tees Valley Strategic Economic Plan.

In turn Central Park, for example, is set to be a new engine of high quality economic growth, combining higher education research and training facilities with world-leading sub-sea engineering, digital and biologics businesses.

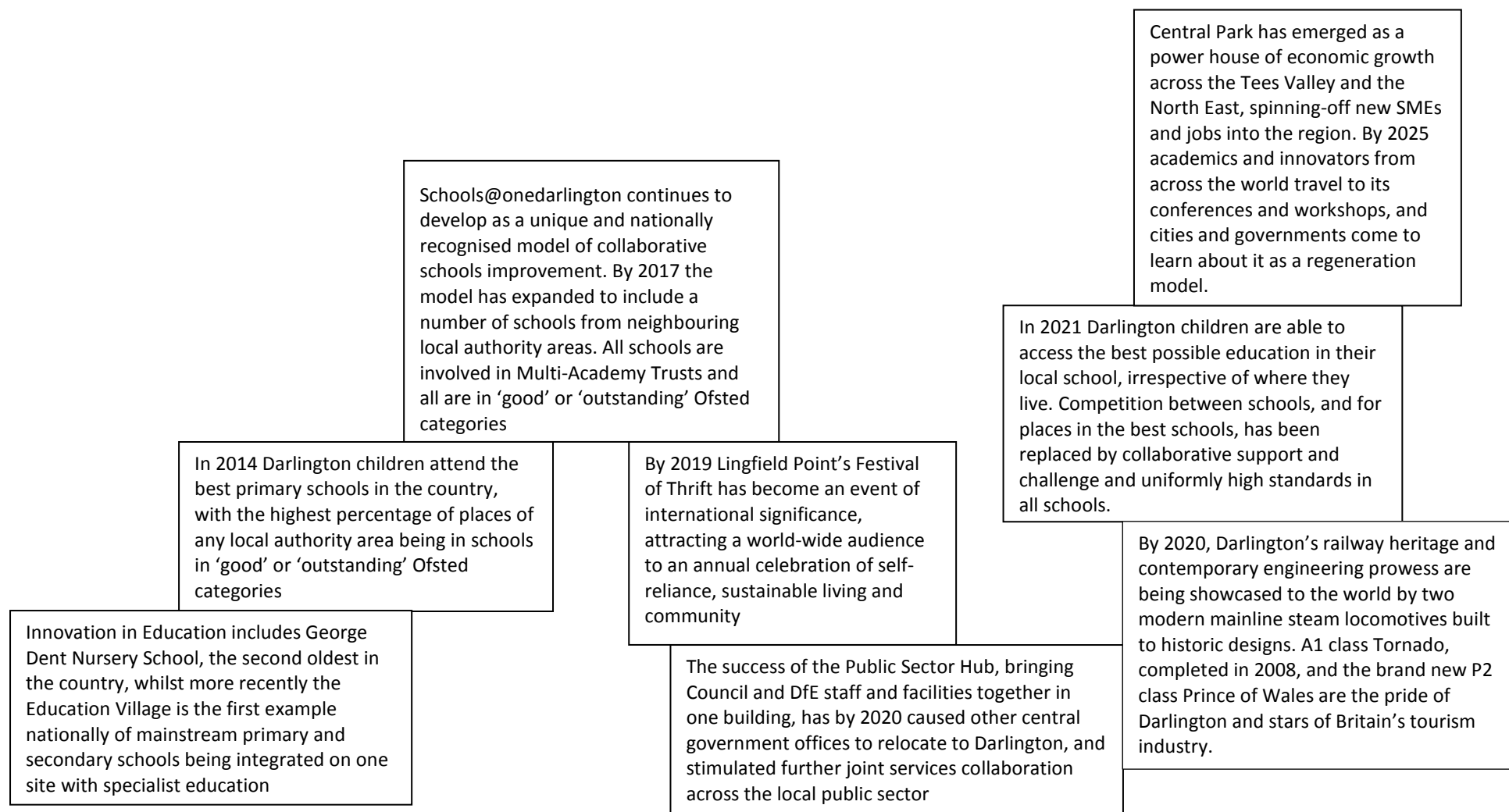
Growing the economy is also about nurturing the formation of new local businesses and supporting their growth.

## Darlington's DNA *(Double page spread - DNA double helix graphic across double page, embedded with images and text that express Darlington's spirit of innovation and enterprise – equivalent of pages 8 and 9 of current SCS. Text below to run across both pages)*

Darlington's DNA is its spirit of innovation and enterprise combined with a strong ethos of social responsibility, shaping its industrial and business heritage and its character as a place. These pages show how this has manifested itself in the past and may do so again in the future, from the spark two hundred years ago that launched the age of mass rail transportation, to the advent now of world-leading roles in sub-sea engineering and the literally DNA- *(See continuation text on next page)*



focused development of biologics or bespoke medicines. This adventurous spirit will help us through the present challenges of economic rebalancing into a very promising future. Our present circumstances, however, require a shift in the way we bring this spirit into play, from the top-down, philanthropic and welfare culture that has been so evident in Darlington's past to an approach with much more emphasis on active communities and citizen involvement.



# From Plan to Reality

This page celebrates some of the outstanding ways in which the vision and the three conditions are being translated into progress on the ground.

## One Darlington – Community-based care and support

The principle of building strong resilient communities to enable people to live fulfilling lives with less involvement from the public services is a central strand of this plan. It requires a culture shift, a new deal between the services and citizens, and this will take time to effect. There are, though, clear signs of positive progress through some innovative projects.

Good Friends is a volunteering project led by Age UK, Darlington Partnership and Neighbourhood Watch that enables local people to look out for and support elderly and vulnerable neighbours. Already over 600 volunteers have signed-up, with a target of 1000 by the end of the project's first year. Up to now 200 people have requested Good Friends support. The initiative bridges the gaps between the public NHS/Adult Social Care services and voluntary services such as Growing Older Living in Darlington (GOLD) and Age UK Darlington's Befriending Service. It is about keeping a watchful eye on older, isolated and/or vulnerable neighbours to provide company, support and assistance with simple daily tasks so as to maintain their ability to live independently and safely.

Darlington CARES brings together 19 member businesses, in partnership with the Council, to pool and co-ordinate their Corporate Social Responsibility employee volunteering for maximum effect. The members jointly employ a co-ordinator, and focus their volunteering efforts on supporting community projects, older people's programs, younger people's work and environmental projects, including Bike Stop in Skinnergate, which provides work experience opportunities for homeless people through First Stop Darlington. Skills/employability and coaching programmes are also supported by CARES.

Volunteers are playing a vital – and national award-winning – part in supporting young people at risk of becoming first time entrants into the criminal system, and in resolving the impact of offending behaviour on victims. Over 60 volunteers work with the Council's Youth Offending Service and Durham Constabulary, sitting on 'resolution panels' to apply the principles of Restorative Justice in cases of low-level offending.

## Perfectly Placed – Central Park & the National Horizons Centre

Central Park is a 30 hectare flagship regeneration project for Tees Valley, adjoining the railway station and linked to the town centre by the Town Centre Fringe regeneration area. Already the home of Darlington College and Teesside University, Central Park will provide 500 new homes, around 3,000 jobs, hotel and conference facilities, an iconic new park, office accommodation and new links to the railway station and town centre.

The new jobs will be generated primarily by bringing together the research and training capabilities of the university and college with world class work in three sectors: sub-sea engineering, led by three Darlington-based companies, Deep Ocean, Modus and Sub-Sea Innovation; Biologics, with the National Biologics Manufacturing Centre being built by CPI to move research in 'bespoke medicines' towards production; and digital business innovation and development, with Teesside University moving all its business-facing activities to Darlington.

Modus in partnership with Darlington College has developed C-State, an international training facility for pilots of sub-sea remote operating vehicles (ROVs) that is already bringing trainees to Darlington from all over the world.

The real driver of growth, spinning-off new SMEs and jobs into Darlington, Tees Valley and the wider region, will be the National Horizons Centre, which will bring together the three emerging sectors – sub-sea, biologics and digital business innovation – in a single industry-education-technology partnership, with the facilities, expertise and people to meet the training and innovation needs of the new horizon industries and the 'factories of the future'. The Central Park Business Incubator, under construction in 2014, will have a complementary role in facilitating new businesses emerging from this growth generator. Central Park and the National Horizons Centre meets both an urgent local need for growth and jobs that can underpin delivery of the other outcomes in this plan, and a compelling global opportunity.

## The eight outcomes – tackling inequality

This section of the plan focuses on the eight outcomes ('What we need to enable' in the diagram on page 3). The outcomes have been agreed by Darlington Partnership as the areas on which we need to focus to make the most of Darlington's quality of place and to improve quality of life for all. Pages 15-22 provide a summary of progress and priorities under each of the eight outcomes. First, on pages 13 & 14, we show how the Partnership's key areas of work (see page 4) are contributing to the outcomes. It is of vital importance that the outcomes are not addressed in isolation. They are inter-connected, and in a climate of scarce resources programmes and projects must reflect these connections and be designed to maximise impact across the outcomes. The **bold headings** below are the Partnership's key areas of work.

Above all else actions should take account of the need to tackle inequality and reduce poverty. This is Darlington Partnership's primary mission in the current (2014) financial climate. Threading through this section of the plan is the challenge to the partner organisations and those responsible for the key areas of work to orientate their plans and proposals around the need to narrow inequality gaps, reduce poverty and to be inclusive of all parts of the Darlington community.

**Poverty:** as this plan is being prepared poverty is emerging as a key area of work for the Partnership. Evidence of the increasing impact of real poverty in Darlington, for example college students too ill to study through lack of food, led to the setting up of a Poverty Reduction Enquiry Group within the Partnership. This found that 11,000 working age adults, 4,500 children aged 0-17 (over 20% of all children in Darlington) and 3,000 pensioners are living in households that are below the official 'poverty line'. Low wages as well as unemployment is a cause - 66% of households below the poverty line have at least one person in work. Prices have increased sharply in recent years whilst wages have hardly risen at all. Benefits levels have also fallen behind the cost of living increases. Costs have outstripped incomes, particularly for families with children, and many are struggling or unable to meet even basic needs like food, clothing and housing.

The poverty challenge is increasingly evident in data on mortgage, rent and Council Tax arrears, and on the growth in pay day loans and debts. An 'Observatory' has been established to monitor the available data to inform poverty reduction activities. These now include community-based advice and support provision, allowing people to access services from the Council, Citizens' Advice Bureau, Credit Union and Food Bank at one point of access. The Town Hall Customer Centre is the hub of this provision, with community access points in outlying areas. Employers, education and health professionals have been engaged to identify the signs of poverty and signpost people to services. And voluntary and other agencies are being drawn into the development of a network of support services. Beyond this crisis support, the priorities are to increase benefit take-up, improve the skills and employability of those out of work, and up-skilling of low paid people in work.

Beyond responses to the immediate crisis of poverty, there is a need through the wider work of the Partnership to address the impacts of poverty, including increasing mental health issues and addiction, food and fuel inflation, the availability of value food supplies, school displacement due to poverty and welfare reforms, the need for more local employment opportunities, and the growth in pay day, door step and illegal lending and high interest hire purchase.

The longer-term strategic agenda for all of the key work areas is to address the key determinants of poverty and, more particularly the inequality gaps across the Darlington community in health, aspiration, attainment and skills, employment, housing and social inclusion. International evidence shows that the happiest communities are the most equal and inclusive. Inequality has increased in Darlington in the last five years, and all of the partners and work areas have a responsibility to tackle and reverse this recent trend.

**The Local Economy:** the Partnership is driving forward the Economic Strategy for Darlington and enabling very exciting growth opportunities in the local economy to come to fruition. Focused on world-leading developments in new technologies, this growth has the potential to deliver a new generation of jobs and wealth. The challenge for the Local Economy lead and for the Partnership will be to make sure that the growth potential is realised and that everybody in Darlington can share in this future wealth, with the skills to access the opportunities available in a growing economy, decent pay, and funding from increased business rates and sponsorship channelled into essential services.

**Children and young people:** this key work area is focused on giving our children and young people the best possible start in life, enabling them to live well and enjoy the benefits and opportunities that Darlington can offer throughout their lives. The challenge is to make sure that all children and young people, irrespective of background, family circumstances or where they live, can achieve their potential and enjoy those benefits and opportunities. In turn this good start in life provides the foundation for long-term sustainable health, independence and active citizenship, reinforcing all of the outcomes in this plan.

**Health and wellbeing:** the Partnership brings together the NHS Clinical Commissioning Group and the Council's Public Health function to assess health issues and needs in Darlington, and ensure the right services are in place to meet those needs. The overriding purpose is to enable people to live healthy and independent lives with the minimum of intervention needed from health services. The challenges revolve around managing a sustainable shift of emphasis to preventative strategies to reduce costs and enable the best possible quality of life, whilst making sure that the acute and emergency services that people need are always available; and making sure that vulnerable and isolated groups, such as carers, young carers, older people, people with mental health issues and people with learning disabilities are included and supported to live well and independently in the community, as far as possible.

**Community Safety Partnership:** working to make Darlington a safe and caring place, a place where people from different backgrounds get on well together, and where people can live with minimal fear of crime and anti-social behaviour. Making Darlington safer and enhancing social cohesion is vital in contributing to all the outcomes in this plan. With good progress in recent years in reducing overall crime levels and anti-social behaviour the challenges are to ensure that vulnerable people and disadvantaged areas are included in these improving trends; and to respond strategically to the perceived impact of rising poverty and mental health issues.

**Creative Darlington:** making Darlington a place where the arts happen, where the arts matter and where the arts and creativity are central to Darlington's future identity and economic success. Darlington is a centre of excellence for arts for children and young people, and the challenge is to make sure that the opportunities for involvement are available to all our young people. The arts and cultural offer is an important factor in making Darlington an attractive location for investment in business and jobs, in the contribution that arts businesses make within the local economy, and in supporting people's health and building social cohesion. A vital part of Creative Darlington's work is to secure funding for the arts in a challenging financial environment, so that these strategic benefits can be realised.

***Graphic to be inserted:***

*Vision – OD:PP at centre*

*Eight outcomes in circle around vision*

*The improvements that will be delivered – e.g. skills, children school-ready, jobs, homes, etc, etc in a kind of asteroid belt around the outcomes*

*The five key work areas around the outside*

*Arrows showing direction of travel from the key work areas through delivery to the outcomes and vision.*

*Graphic to be developed.*

## More people healthy and independent

**Overview:** this outcome is focused on improving the key determinants of health, whilst the 'More people active and involved' outcome is concerned with healthy lifestyles. All the outcomes can contribute to tackling the determinants of health - the Marmot Report, 'Fair Society Healthy Lives' (2010) provides the evidence base for reducing health inequalities through preventative strategies based on early intervention, fair opportunities for all, healthy lifestyles and healthy, sustainable places.

### Recent progress:

- Teenage conception rates, a key determinant of health and life expectancy for mother and child, are falling, but remain higher than the national average
- Breastfeeding is a major contributor to good health for mother and child, and has increased, although below national average
- Life expectancy is increasing for both men and women, but remain below national averages
- 'Healthy Darlington' will be commissioned as a new preventative health service from April 2014, incorporating the Making Every Contact Count model, with the Dolphin Centre as its hub

### Key issues and future needs:

- Inequalities in life expectancy within Darlington are significant, with gaps of 14.6 years for men and 11.6 years for women between the most deprived and least deprived areas
- Long-term health prospects are undermined by the above average number of children living in poverty, below-average breastfeeding rates, and the number of children who are not 'school ready' at age 5
- Another long-term health determinant are the high levels of tooth decay in children under 5 compared to England average
- Alcohol-related hospital admissions remain high
- The health effects of individual lifestyle choices, particularly smoking, drinking, lack of exercise and sexual health are significant
- There is growing concern about the emergence of mental health issues thought to be linked to the stresses of poverty and some

households being unable to satisfy basic needs such as food and housing costs.

### Action headlines:

- Focus on interventions that give children and young people the best start in life, including smoking in pregnancy and within families, breast-feeding, diet and obesity, teenage pregnancy, and awareness in young people of alcohol-related harm
- Improve health by encouraging individuals to change lifestyle choices in relation to alcohol, tobacco, physical activity and diet; give support to address issues of mental and emotional well-being that often underlie harmful lifestyles; give the support needed to enable people to live healthy and independent lives in old age
- Improve the wider determinants of health, including education and skills, jobs and incomes, housing, planning and transport, sport and physical activity and access to green space; this priority is key to improving the long-term inequalities in health

**What it will look like as we move forward:** more people healthy and independent will mean that people in Darlington have a life expectancy that matches or is better than the national average, and the gaps in life expectancy between different areas in the borough are getting narrower and in due course disappearing. Preventative health programmes are supporting people to be fitter and more active, and more people are able to live independently in their own homes, throughout their lives. Breastfeeding rates are at or above the national average and obesity in children and adults is reducing. Smoking rates continue to fall and problems/harm associated with alcohol misuse are also falling, particularly amongst children and young people. On a broader front, Darlington is 'Perfectly Placed' in providing the jobs, income, housing and environmental conditions that enable people to enjoy a good quality of life, fulfil their potential and make lifestyle choices that support their health and independence.

**Where's the detail:** Health and Well-being Strategy (in development); Annual Report of Director of Public Health; Strategic Needs Assessment

## Children & young people with the best start in life

**Overview:** there is strong evidence that a child's first five years determine health, attainment and well-being throughout life. There is also strong correlation between final academic qualifications and life expectancy. The Marmot report, 'Fair Society Healthy Lives' (2010) is the key evidence base. Early preventative intervention and support up to age 18 is therefore not only critical to quality of life for individuals but is also a key to reducing service demand and costs later in life and, ultimately, to the delivery of this plan.

### Recent Progress:

- Schools@onedarlington - schools collaborating to challenge and improve provision across state and private sectors; Multi-Academy Trusts link and support schools
- Standards in education attainment have improved from an already good level to some of the best in the country
- Reception year attendance is higher than the national average
- The timescale that children wait between a court decision on their placement permanence and placement is the best in the country
- Educational attainment of looked after children, black and ethnic minority children, children with disabilities and those receiving free school meals are improving, closing the gap with their peers
- Youth offending rates are low and episodes of remand are very low
- Teenage unemployment rose for a period but fell in 2013
- Young people's self-reported substance misuse is falling
- Anti-social behaviour is reducing
- The Family Support Service has reduced the number of children taken into care by 10% since 2011/12 by better targeting troubled families
- The uptake of free childcare for 2 and 3 year olds is increasing
- In 2013 we established the Multi-Agency Safeguarding Hub (MASH) with health, police, adult services, children's services and housing to improve the co-ordination of all referrals of children in need

### Key issues and future needs:

- Some teaching is still not yet graded as good or better

- Too few young people stay in education or training beyond age 17
- Children witness too much domestic abuse
- 21% of our children are living in poverty, and up to 38% in some areas – some young people are too ill through malnourishment to study
- The range and quality of post 16 accommodation needs to improve

### Action headlines: areas highlighted for action include:

- Reducing obesity in children across the borough
- Tackling oral health – tooth decay in under 5s is high
- Improving post-16 learning and skills development
- Ensure that children grow up in homes free from violence and abuse
- Improve parenting skills and reduce neglect due to lifestyle/addiction
- Implement Teenage Pregnancy and Sexual Health 3 year action plan

**What will it look like as we move forward:** when children and young people get the best start in life, the percentage of children living in poverty is falling and in due course better than the national average. Children are safe at home and healthy. They enter school at 5 years old ready to learn. All children are able to achieve their full potential at school, irrespective of their circumstances. Children receive the best possible education at their neighbourhood school, irrespective of where they live. Young people are prepared to leave education with the skills and attitudes they need to enter and flourish in the local jobs market. There are apprenticeships available that will lead on to well-paid, sustainable jobs, and opportunities in the local jobs market to attract talented graduates to return. The number of young people not in education, employment or training is falling. Offending behaviour is managed through early intervention, and the number of first time entrants into the criminal justice system continues to fall and remains well below the national average

**Where's the detail:** Children and Young People's Plan 2014-2017; Health and Wellbeing Strategy (in development); Strategic Needs Assessment.



## A safe & caring community

**Overview:** the Community Safety Partnership brings together five 'responsible authorities' – Council, Police, NHS Commissioning, Probation and Fire and Rescue - around legal duty to tackle crime, anti-social behaviour, substance misuse, environmental crime and re-offending. This outcome requires a strategic approach across all the outcomes to address factors that can contribute to crime and offending behaviour, such as homelessness and unemployment. It is also about supporting communities and neighbourhoods to be more cohesive, caring and resilient, able to divert offending behaviour towards positive resolutions.

### Recent progress:

- Overall crime reduced by 16% and incidents of anti-social behaviour (ASB) by 38% between 2011/12 and 2012/13. Repeat victims of domestic abuse referred to MARAC (Multi-Agency Risk Assessment Conference) is below 28% national target.
- Neighbourhood Resolution project launched in 2013. Volunteers sit on 'Resolution Panels' to apply restorative principles to low level ASB. First time entrants into criminal system have fallen by 81% ; the project has won a prestigious national award.
- MutualGain - new approach to community engagement being piloted in Northgate ward. It is about Police, Council and other services listening to communities and going on to co-produce appropriate services, aiming to intervene less for more impact.
- Neighbourhood Watch now engages with 38% of households and has won a national award for this level of engagement
- Integrated Offender Management Unit is reducing re-offending, focusing on strategic factors like housing, employment and care.
- The Multi-Agency Safeguarding Hub (MASH) – successful partnership safeguarding of Children and Adults across the Borough.
- A comprehensive network of partnerships is in place to provide effective community engagement and volunteer involvement, and multi-agency responses to specific issues, including PACT

(Police & Communities Together) meetings; Police Cadet volunteer scheme; Safer Neighbourhood Unit; ASB Problem Solving Group; Shop/Farm/Pub Watch Partnerships; Safe Places network; Alcohol Harm Reduction; Troubled Families Scheme.

### Key issues and future needs:

- Improving perceptions of crime and safety compared to reality
- Mental health issues need to be addressed strategically
- Enhancing social cohesion – LGBT and traveller communities
- Need better information to demonstrate the impact of the CSP

### Action headlines:

- Reducing the harmful effects of drugs and alcohol
- Tackling anti-social behaviour
- Reducing offending and re-offending
- Working with families with multiple problems
- Supporting vulnerable people, with a particular focus on addressing domestic abuse, hate crime and sexual violence

**What will it look like as we move forward:** crime and ASB continues to fall; equally important, people feel safer and perceptions of crime draw closer to the reality. Increased engagement and involvement is building stronger and more resilient communities that can address potential problems at an early stage. At the same time the police continue to tackle serious and organised crime successfully to reinforce positive trends in perceptions. Progress with One Darlington : Perfectly Placed across other outcomes, including in improving jobs, incomes, skills, parenting, health improvement and reducing drugs and alcohol misuse all have a positive impact in reducing domestic abuse, youth offending and first time entrants into the criminal system, and issues such as self-harm associated with mental health problems. Stronger communities are more cohesive and inclusive, and as a result hate crime is falling.

**Where's the detail:** Community Safety Plan

## More people active and involved

**Overview:** whilst the 'More people healthy and independent' outcome is concerned with the wider determinants of health, this outcome homes in on individuals' lifestyles and the promotion of preventative health measures. It is also about being active and involved as citizens and the role of the voluntary sector, and particularly the eVOLution Volunteering Centre, is central. Both the physically active and active citizen aspects will come together in the innovative 'Healthy Darlington' lifestyle improvement service, with the Dolphin Centre as its hub. This will focus on healthy lifestyle guidance but will be able to signpost people to opportunities in the community to develop activity and involvement.

### Recent progress:

- Healthy Darlington is a new approach to supporting the people of Darlington to Eat Well, Move More, and Live Longer, launching in April 2014. This will enable provision across all of the lifestyle improvement areas to be consolidated into a new single lifestyle intervention service hub in the Dolphin Centre
- Sports Development and School Games projects had over 25,000 visits in 2013 with 27 different sports/activities taking place. The 2013 Active People survey demonstrated an increase in adult participation levels for Darlington to 25.8% from 23.7% in 2012
- Darlington Sports Development and School Games Teams have supported local clubs, schools, sports facilities and coaches in applying for funding bids/grant applications of up to £337,800.
- Groups who need help to become active are supported by both the Sports Development Team and through subsidised access to facilities

### Key issues and future needs:

- The health of people in Darlington is generally worse than the England average. Life expectancy for men is lower than the England average.
- In Year 6, 18.0% of children are classified as obese.
- Estimated levels of adult 'healthy eating', smoking and obesity are worse than the England average.

**Action headlines:** Priorities in Darlington include reducing early deaths from heart disease, stroke and cancer. As part of a wider strategy for tackling these problems we are trying to increase the level of physical activity residents undertake by:

- **Increasing participation in sports** - centred on community based activity, and making the most of the existing facilities. Partnership working is important, particularly in making links with health partners and health messages. Improving information about opportunities to be active is a key priority.
- **Encouraging club and coach / volunteer development** – quality sport and physical activity infrastructure is crucial to encourage participants to 'Start, Stay and Succeed'. Local clubs and coaches need to be able to ensure a high quality experience for participants.
- **Improving Health and Wellbeing** – Linking sport and physical activity to health is a priority, with a particular focus on workplace health and active transport. Better advocacy of the benefits of regular physical activity at both local and national levels is vital.
- **Increasing participation of young people** – Increased school to club links has been identified as an area for development, as has the need to address the needs of specific minority groups.
- **Encouraging and supporting volunteering** is a vital component in the success of this plan. Darlington already has a strong volunteering ethos, and recent initiatives like Good Friends and Darlington CARES are setting the direction for the future, but much more is needed.

**What will it look like as we move forward:** increasingly people take care of themselves, with more people using the support and facilities available to make lifestyle choices that support active, healthy living. This is combined with a spreading culture of volunteering and active citizenship, in which more and more people are choosing to take care of others or of their neighbourhood as a lifestyle choice, through the growing 'social capital' of volunteering programmes. Darlington is an active, engaged community of citizens first and foremost, rather than service users.

**Where's the detail:** Healthy Darlington and the Sports Development Team; Darlington Sport and Physical Activity Strategy 2014-2019.

## More businesses and more Jobs

**Overview:** Darlington is an ambitious place, with a diverse and resilient economy grown out of a rich tradition of technological and entrepreneurial innovation. Despite the impact of the economic downturn there has been substantial investment and new jobs, housing and opportunities across the borough. We aim to make the most of the borough's assets of location, communications and quality of life to ensure that Darlington achieves long-term sustainable economic growth.

### Recent progress:

- Central Park – major regeneration site is bringing together higher education and world leading innovation in sub-sea engineering, biologics and digital business technology in a single cluster of complementary research, manufacturing and training enterprises
- A town centre cinema, hotel and multi-storey car park will be built in 2014/15, complemented by regeneration of the town centre fringe
- The new public sector hub, with shared office space for the Council and DfE, is being built; it may lead to further public sector innovation and local/central collaboration
- Lingfield Point continues to develop as a new sustainable mixed use community, and attracted 25,000 to the world's first Festival of Thrift
- Rockliffe Hall, one of Europe's best five star hotels and international golf course, is attracting visitors to Darlington from across the world.

### Key issues and future needs:

- External perceptions of Darlington and the Tees Valley are sometimes less positive than is justified
- Low earnings levels and working households living in poverty
- Many local people may not be able to access the science/technology/engineering sector jobs that are coming forward and a broader range of new work opportunities will be required
- Increasing numbers of young people not in work, education or training, and loss of local graduates to jobs in other areas
- Young people leaving education who are not 'work-ready' – a joint approach involving schools and colleges to improving skills is needed
- Number of businesses per head not as high as national average

- Significant gaps between different areas of the borough in employment rates and prosperity

**Action headlines:** across the Tees Valley the two main priorities are the creation of a low carbon economy; and a diverse economy. Within these broad aims, in Darlington we will:

- Make Darlington the **right place** for business by promoting it to business, investors and visitors within and beyond the UK; and support economic growth by developing the cultural, leisure, retail and housing offer to attract investors and visitors
- Make sure the **right people** are available to support economic growth by improving the skills of the labour force to match the needs of employers; and by retaining talent in the local labour market.
- Get the **right infrastructure** in place for economic growth, including better broadband capacity and transport and power networks
- Create the **right conditions** for business, by helping to create supply chain opportunities in the public and private sectors; developing sector action plans to maximize economic opportunities; developing a business support offer that caters for all businesses; and getting the right mix of new start-up and grow-on property available.

### What will it look like as we move forward:

**Where's the detail:** the [Economic Strategy for Darlington 2012-2016](#) details how these broad priorities will be addressed.

## More people caring for our environment

**Overview:** the environment is an important asset in contributing to the good quality of life in Darlington, sustaining nature and creating an impression that attracts visitors and investors in jobs and facilities. The challenge is to protect and enhance our environment whilst reducing the cost to the public purse of maintenance. For example, the Council's Medium Term Financial Plan requires a saving of £600,000 in grounds maintenance to enable us to live within our means and this will require all of us to take more responsibility for looking after our surroundings.

### Recent progress:

- West Park provides a model for the future, with a levy on households in the development paying for maintenance of the park and surrounding green areas; housing developments at Central Park and Lingfield Point are likely to adopt this model
- Friends groups are involved in the management of various parks and nature reserves, providing a template for future community involvement
- A Green Infrastructure Strategy has been developed, to guide future care and enhancement of the green environment
- Household waste recycling rates are amongst the best in the country, and only 28% of waste is now sent to landfill
- Travel by walking, cycling and bus is an aspect of environmental care, and roll-out of a £4M sustainable travel programme continues

### Key issues and future needs:

- Whilst recycling rates are good, we need to minimise the total waste sent for reprocessing, to reduce processing costs; we also need to further reduce the amount of waste sent to landfill to approx. 20%
- The cost of waste collection must be reduced
- We need to engage people in developing new approaches and responsibilities for environmental care, e.g. less litter dropped and more picked up, and expanding the Friends model into street care
- The borough's green infrastructure must be protected and enhanced as an integral component of sustainable development, and not sacrificed to economic growth

### Action headlines:

- Implement the Green Infrastructure Strategy to create and maintain a high quality environment for people, wildlife and new development
- Encourage and support Friends Groups, allotment associations and community groups to take over the management and maintenance of environmental assets such as parks, nature reserves and open spaces
- Expand community involvement into new approaches to street care and litter management (dropping less and picking up more), building on the existing network of Street Champions
- Ensure the environment counts in, and contributes to, regeneration and development projects and programmes
- Implement a new household waste collection regime based on alternative weekly collections aimed at reducing collection and processing costs, waste minimisation and increased recycling rates
- Continue to promote sustainable travel to reduce CO<sup>2</sup> emissions

**What it will look like as we move forward:** there's a shift in the way we all think about and take responsibility for the environment, with the emphasis on the simple things like dropping less litter and taking responsibility for picking it up, as individuals and as groups looking after our neighbourhoods. Community groups work in partnership with the Council to look after our parks, open spaces and nature reserves, gradually taking on more responsibility. Households take responsibility for reducing the amount of waste they generate, and more materials are reused or recycled. The percentage of waste sent to landfill is reduced to 20% or less. Carbon emissions are reducing, with more people making journeys by walking, cycling and public transport.

**Where's the detail:** Green Infrastructure Strategy 2012-2026; Making Waste Work web page; Sustainable Darlington web page;

## Enough support for people when needed

**Overview:** there is a public duty to support those who are vulnerable and in need of care services. Demand on the statutory services is increasing whilst resources are reducing. We are developing innovative ways to plan and deliver future service provision, with a prominent role for community-based support services. Council and NHS resources must be targeted on those with substantial and critical needs, with the emphasis on preventative support to keep people out of hospital or long term care, and sufficient time limited support for those requiring crisis intervention with reablement back into independent living.

### Recent progress:

- The recent Peer Review found that Darlington has “partnerships to die for” and a firm foundation for effective integrated services
- The Long Term Conditions Collaborative is enabling around 130 people with long-term limiting conditions to access peer support
- The Better Care Fund will improve access to support through 7 day working, named professional support and NHS/Council service integration, focused on keeping people out of hospital and providing sufficient support to maintain independence.
- The national Adult Social Care Outcome Framework (ASCOF) will help us locally to measure how well we are meeting local needs and priorities and to improve the integration of health and social care.
- The Responsive Integrated Assessment Care Service (RIACT) is an integrated hub of health and social care staff receiving referrals from locality based multi-disciplinary teams and able to signpost people on to the most appropriate support services
- Good Friends, a volunteering project led by Age UK, Neighbourhood Watch and Darlington Partnership, has been established to provide the kind of simple support that can avoid the need for more costly interventions
- The Council is working with MIND, Age UK, First Stop and DAD to develop Co-production services, linked to Good Friends and RIACT, designed to offer community-based contact and support as an appropriate alternative to more costly clinical interventions

### Key issues and future needs:

- Darlington needs more community-based support services like Good Friends to participate in the new ways of working required to deliver the required changes; the Council and NHS need the options available to enable them to signpost people to the most appropriate and cost-effective support, and concentrate their resources on substantial and critical needs
- The draft Care Bill will introduce a national framework of criteria for assessing needs and prioritising services; this is likely to be similar to Darlington’s current policy of offering service to substantial and critical needs, but will require staff to adapt to the changes in ways of working that will be embedded in the Care Act
- Even with a range of community-based support services in place, there will be insufficient resources for health and social care services to offer existing levels of service to all needs assessed as substantial and critical, and new ways of working will be required

### Action headlines:

- Participate fully in ASCOF to benchmark the development of integrated health/social care services to provide efficient and sufficient services to meet local needs
- Progress the Co-production partnership project to develop community support services
- Progress Better Care Fund application and implement its proposals for an integrated health and social care service focused on users’ needs

**What it will look like as we move forward:** co-production has generated a range of affordable community-based care options for people who can continue to live independently, or return to independent living after a crisis, with basic support. The need for support is anyway reduced by the health benefits of improved social connectivity. Council and NHS services are available for those with the greatest needs.

**Where’s the detail:** Health and Social Care Plan

## A place designed to thrive

**Overview:** this outcome is about creating the environmental and infrastructure conditions needed to deliver most of the other outcomes. Planning, housing and transport strategies and investment combine to provide the physical foundations for improving the local economy, promoting healthy living and tackling inequality. Darlington has strong assets in this regard, and excellent plans and prospects for improvements to the environment and infrastructure. The cultural offer remains strong, with the Civic Theatre, Theatre Hullabaloo and Festival of Thrift as notable assets. Creative Darlington is developing innovative approaches to supporting and delivering the arts.

### Recent progress:

- There is complete coverage of up-to-date Place plans
- The local housing market is strengthening and a Council house building programme will deliver 60 new homes for rent in 2014/15
- There is good progress towards delivering 8000 new jobs, 6700 new homes and 650 new businesses in four major growth zones
- New economic sectors are emerging - Biologics, Sub-Sea and Advanced Engineering, Logistics and Digital
- Central Park is progressing as a key growth point in Tees Valley
- Creative Darlington is leading innovative arts development; Festival of Thrift and Theatre Hullabaloo are particular cultural assets
- Transport infrastructure is being improved - Inner Ring Road; a £4M sustainable travel programme; Tees Valley Bus Network projects
- Bank Top Station - Tees Valley strategic project

### Key issues and future needs:

- Providing sufficient new homes to meet local needs
- A sustainable future for Durham Tees Valley Airport
- The impact of HS2 on the East Coast Mainline
- Local traffic pinch points and accessibility for walkers and cyclists
- Retaining the quality of place that makes Darlington attractive for residents and investors alike
- Realising the tourism potential of Darlington's railway heritage

### Action headlines:

- Deliver the infrastructure strategies and improvements needed to support Perfectly Placed outcomes including: Durham Tees Valley Airport and East Coast Mainline futures; Bank Top Station improvements; A1/A66 enhancements; Inner Ring Road works; tackling local traffic pinch points; high speed broadband roll-out; River Skerne flood relief works; carrying out sustainable travel programme to ensure economic growth does not cause traffic congestion
- Facilitate development to provide jobs, homes and facilities, and generate new businesses in the Central Park, Town Centre, Town Centre Fringe, Eastern Fringe and North West Fringe growth zones
- Deliver the Council homes building programme
- Maintain an attractive town centre and cultural/leisure offer
- Prepare for growth and prosperity through development of key sectors: biologics, sub-sea engineering; digital design/manufacture; logistics; advanced engineering and public/service sectors
- Implement Place strategies and plans to ensure development is high quality and supports delivery of wider outcomes

**What will it look like as we move forward:** Darlington is 'perfectly placed' - its attractiveness as a place to live and invest is even stronger as current opportunities are realised. The local economy is buoyant and sustainable, with more locally grown SMEs reinforcing the major technology-based developments, and generating a diverse jobs market. The attractive environment is enhanced by new development in the key growth areas, and by the regeneration of the town centre fringe. The Arts and Cultural offer continues to be an outstanding part of Darlington life, and a key reason why people want to live here. There is good accessibility to jobs, shops and facilities by walking, cycling and public transport, and traffic moves well through the borough. The rail, road and air links to other parts of the UK and Europe continue to be an outstanding asset.

**Where's the detail:** Economic Regeneration Strategy; Local Development Framework; Master Plans for Town Centre Fringe & Central Park; Town Centre Regeneration Plan; Green Infrastructure Plan; Housing & Transport Strategies; Creative Darlington Vision and Business Plan

# Performance management framework

The performance indicators listed below and on the following page will be used to measure overall progress under each outcome, and the overall position on the vision of 'One Darlington : Perfectly Placed'. In giving a picture of overall outcomes, however, these high level strategic indicators, have their limitations: some of them measure change that occurs slowly over several years; many of them do not provide a picture of the inequalities between different groups and areas in the community; nor do they measure the effectiveness of delivery of plans and programmes. Indicators to measure these essential aspects of performance management will be included in the detailed delivery plans listed in the next section of this document.

## Outcome 1: More people are healthy and independent

- Percentage of vulnerable people achieving independent living
- Mortality rate from causes considered preventable
- Proportion of adults with learning disabilities who live in their own home or with their family
- People with a long-term condition supported to be independent and in control of their condition
- Achieving independence for older people through rehabilitation/ intermediate care – proportion of older people still at home 91 days after discharge from hospital into re-ablement/rehabilitation services
- Diet (*national indicator in development*)
- Permanent admissions to residential and nursing care homes per 100,000
- Life expectancy at birth
- Alcohol-related hospital admission rates
- Adults living in poverty
- Smoking prevalence in adults

## Outcome 2: Children and young people with the best start in life

- Obesity among primary school age children in reception year
- Number of under 18 conceptions
- Immunisation: proportion of children who complete immunisation by recommended ages
- Children looked after per 10,000 population under 18
- Percentage achieving a good level of development (expected or exceeding in the Early Learning Goals
- Proportion of children living in poverty
- Achievement of 5 or more A\*-C grades at GCSE or equivalent including English and Maths at KS4
- Number of first time entrants to the youth justice system
- Prevalence of breastfeeding at 6-8 weeks from birth
- Smoking status at time of delivery
- Hospital admissions for children caused by unintentional and deliberate injuries in children and young people
- Social Norms survey indicators
- Pupil absence levels

## Outcome 3: A safe and caring community

- Overall crime rates
- Rates of anti-social behavior
- Percentage of residents feeling safe or very safe during the day
- Percentage of residents feeling safe or very safe at night
- Percentage of residents fairly worried or very worried about becoming a victim of anti-social behaviour
- Percentage of residents fairly worried or very worried about becoming a victim of crime
- Percentage of residents who feel their local area is a place where neighbours look out for each other
- Percentage of residents who feel that people from different backgrounds get on well
- Percentage of residents who feel a strong sense of belonging to their local area
- Police and hate crime indicator (to be developed)
- Volunteers in a caring capacity (to be developed)

# Performance management framework - continued

## Outcome 4: More people active and involved

- Percentage of residents who definitely or tend to agree that people in their local area pull together to improve the local area
- Excess weight in adults
- Percentage of residents who have given unpaid help at least once a month to any groups, clubs or organisations over the past 12 months
- Percentage of adults meeting the 150 minute physical activity target
- Percentage of residents who feel there is a lot of community spirit in the local area
- Percentage of people satisfied with their local area as a place to live
- Percentage of trips by sustainable travel mode (walk, cycle, bus & rail)
- *Active children indicators (to be developed)*
- Percentage of inactive adults

## Outcome 7: Enough support for people when needed

- Percentage of cases where homelessness is prevented
- Children in need per 10,000 population
- Children looked after per 10,000 population under 18
- Percentage of vulnerable people achieving independent living
- Self-reported experience of social care users
- *Non-Council to support to people to remain independent (to be developed)*
- Carer-reported quality of life

## Outcome 5: More businesses and more jobs

- Rate of JSA claimants
- Rate of JSA claimants aged 18-24
- Skilled workforce to meet business needs
- Number of businesses per head
- Household income
- Gross value added
- Local wage levels
- New VAT/PAYE registered businesses – business survival rate by year 3

## Outcome 6: More people caring for our environment

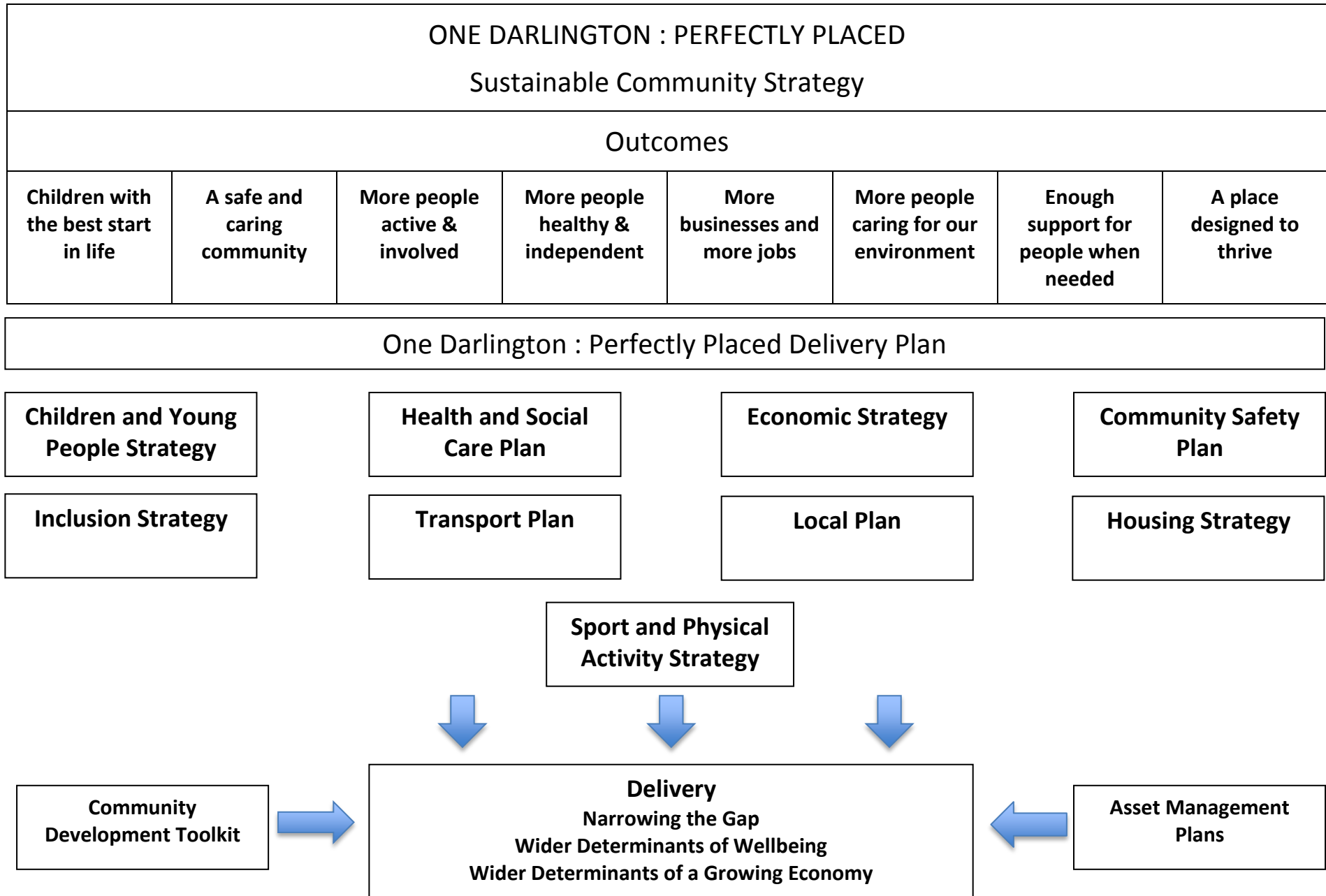
- Local environment quality survey (litter, dog fouling)
- Household waste recycled and composted
- Amount of litter collected

## Outcome 8: A place designed to thrive

- Amount of available employment land to meet private sector demand
- Percentage of people satisfied with their local area as a place to live
- Net additional homes delivered
- Gross affordable homes delivered
- Percentage of people very or fairly satisfied with the cultural offer
- Percentage of people involved in arts and cultural activities
- Schools assessed as good or outstanding
- Colleges assessment/rating
- Traffic congestion
- Population growth
- Town centre footfall
- Private sector housing condition
- Percentage of people very or fairly satisfied with the cleanliness of the borough overall



# Delivery plans



*Spare page – to allow text to expand with incorporation of images/graphics*

*Inside Back Cover – graphic/image incorporating the following quotes*

## What they are saying about Darlington

These are just some of the things that people, from local residents to national business leaders, are saying about Darlington. There's much more at: <https://www.youtube.com/watch?v=s9I72fmjVRE>

"...a town with a great history, a wonderful now and a fantastic future."

"...a perfect location for logistics"

"Heritage of hard work, innovation and discovery..."

"We are here because of the infrastructure and access to skills – Darlington came out in the top two in our

"Quality of life is just great"

"...a town that really encourages entrepreneurship"

"We're very excited about Darlington as a great place to work, play and live"

"Ingenuity, pioneering, forward thinking..."

"The whole offer of the town, its leisure, its culture, its environment...attracts people and makes them want to stay"

"Magical, an experience, vibrant"

"We are delighted to be coming here...to build the National Biologics Centre"

"A great town with a big heart"

'I just love it', says Duncan Bannatyne of Dragon's Den, who has lived and worked in Darlington for over 30 years.

*Back cover - graphics, partners, logos*