

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 Deena Wallace, Engagement Officer, Tel. 01325 406454, deena.wallace@darlington.gov.uk.

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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, and to be able to fulfil their aspirations and potential
- 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

We refer often in this document to 'outcomes' and the above are the 'outcomes' that we are aiming to create through 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).

Through all of these outcomes the plan emphasises the vital challenge of reducing poverty and inequality. At the time this plan is being prepared approximately 18,500 people in Darlington (around 17.2%) are living in poverty due to unemployment, low wages and rising living costs. Over 20% of children aged 0-17 live in households below the official 'poverty line'. The inequality gaps between those who are able to live well and those who are in need or disadvantaged have widened. The focus on poverty and inequality does not mean that the plan is only relevant to people in need. This is a plan for 'One Darlington' and these issues impact on all of us. It is now widely recognised that the happiest societies are those that are most equal and inclusive, and we are all diminished in many interconnected ways if there are people and families in our community who are struggling to meet their basic needs.

The plan is 'owned' by Darlington Partnership. The Partnership is described on page 4. The purpose of the plan is to enable all of the bodies that come together within the Partnership 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 individual member organisations deliver the plan through their various services, projects and programmes, but it is the Partnership that ensures they are all pulling in the same direction.

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.

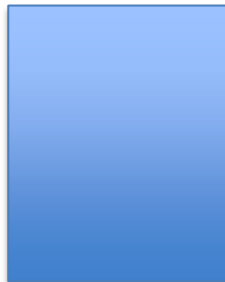
Technically known as a 'Sustainable Community Strategy', the plan was first drawn-up in 2008. At that time every local authority area was required by law to have such a plan. That is no longer the case, but in Darlington we think the plan does a valuable job in helping us all to work together more effectively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

'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 improve quality of life and for all and 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 be a place that can thrive and deliver the above priority outcomes, Darlington needs to do 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.

Darlington's 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. Location and excellent communications combined with a high quality of life in a sub-regional context are key assets in Darlington's attractiveness as a place to live and work.

Looking beyond the Tees Valley, Darlington is a place that has helped to shape the modern world. The railway age started in Darlington and transformed global horizons. 'Made in Darlington' is stamped on bridges and installations across six continents and the borough is now at the cutting edge of world-leading developments in sub-sea engineering, bio-medicine and digital business technologies. We are citizens of the world as well as of Darlington; our schools, churches and civic bodies foster enduring links with communities in Europe and beyond and we welcome people from other countries and cultures who have made their homes here. These are essential connections for Darlington as a sustainable community – acting locally to build social, economic and environmental well-being with global mindfulness.

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 impact on some people and communities in Darlington.

One Darlington - austerity and growing inequality:

The economic downturn has had a disproportionate effect on the least well-off and more vulnerable people in Darlington. National evidence and local analysis, referenced on page 13, shows that the inequality gaps have been widening. 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 in Darlington is above the national average. The gaps in educational attainment and qualifications between people affected by these changes and others have widened. People are also affected by welfare reforms and the public sector is experiencing reductions in funding. The public sector economy is being rebalanced as the government shifts from the needs-based allocation of funding to competitive bidding for much reduced funds. The impact on funding for the Council has been particularly severe and will accelerate through the lifetime of this plan. Consequently the approach to service provision must be rebalanced, with a shift in emphasis from the traditional top-down provision of welfare services towards 'home-grown' affordable solutions to local needs.

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.

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 as a place 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 their neighbourhoods

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

Darlington's public services are acknowledged to be amongst the most efficient nationally, and 'Spending every pound wisely' is less about being even more efficient (although we will seek more efficiencies where they are available) and 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.

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) – enabling people over 50 to be active in the community
- Darlington Tenants Board – representing the interests of Council tenants and influencing housing policies
- Community Sports Network – volunteers supporting sports activity across Darlington
- Foundation for Jobs – improving employment prospects for young people
- Creative Darlington – developing, funding and delivering arts events and activities
- 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 by a new lifestyle improvement service to be commissioned by Public Health from the Council's Leisure Service, based on the Making Every Contact Count model.

The national Better Care Fund will provide the initial investment to enable us to bring together health and adult social care into a co-ordinated service to be rolled out in 2015. The frail elderly will be an early priority in developing the new service, but it will be focused on providing enough support at the right level to enable people to maintain independent living and minimise unnecessary hospital admissions.

Growing the economy

Tees Valley Unlimited (TVU) acts as the Local Enterprise Partnership (LEP) for Tees Valley, distributing economic regeneration funds. At the time this plan is being prepared, the key funds are:

European Structural Fund

Local Growth Fund – government capital funds for regeneration and transport

TVU Investment Fund – recycling 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

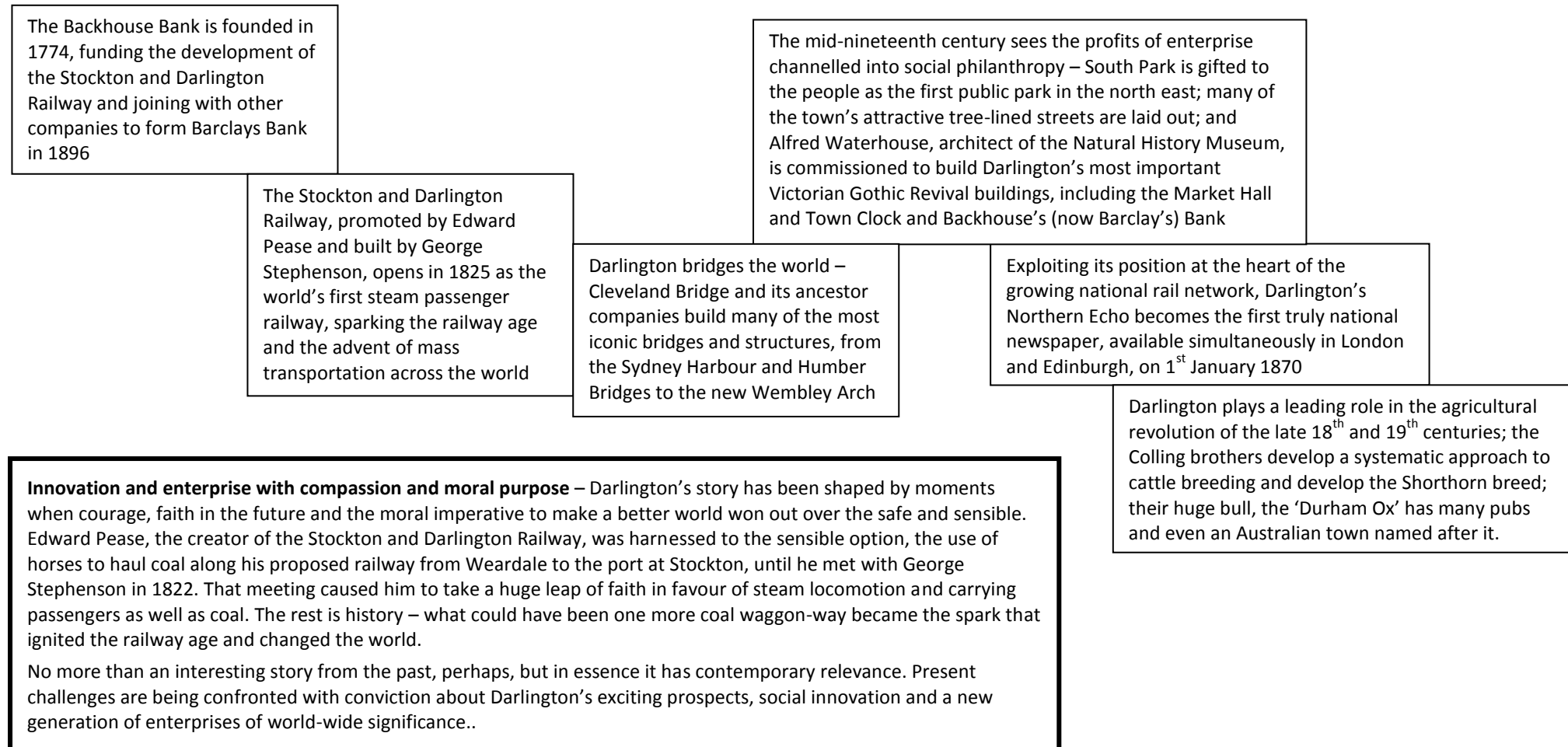
TVU is supporting these priorities: Central Park is identified as a key investment opportunity in the Tees Valley Enterprise Zone; a TVU loan is enabling development of the central/local government Public Sector Hub; and the upgrading of Darlington Bank Top Station is a priority in the Tees Valley Strategic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

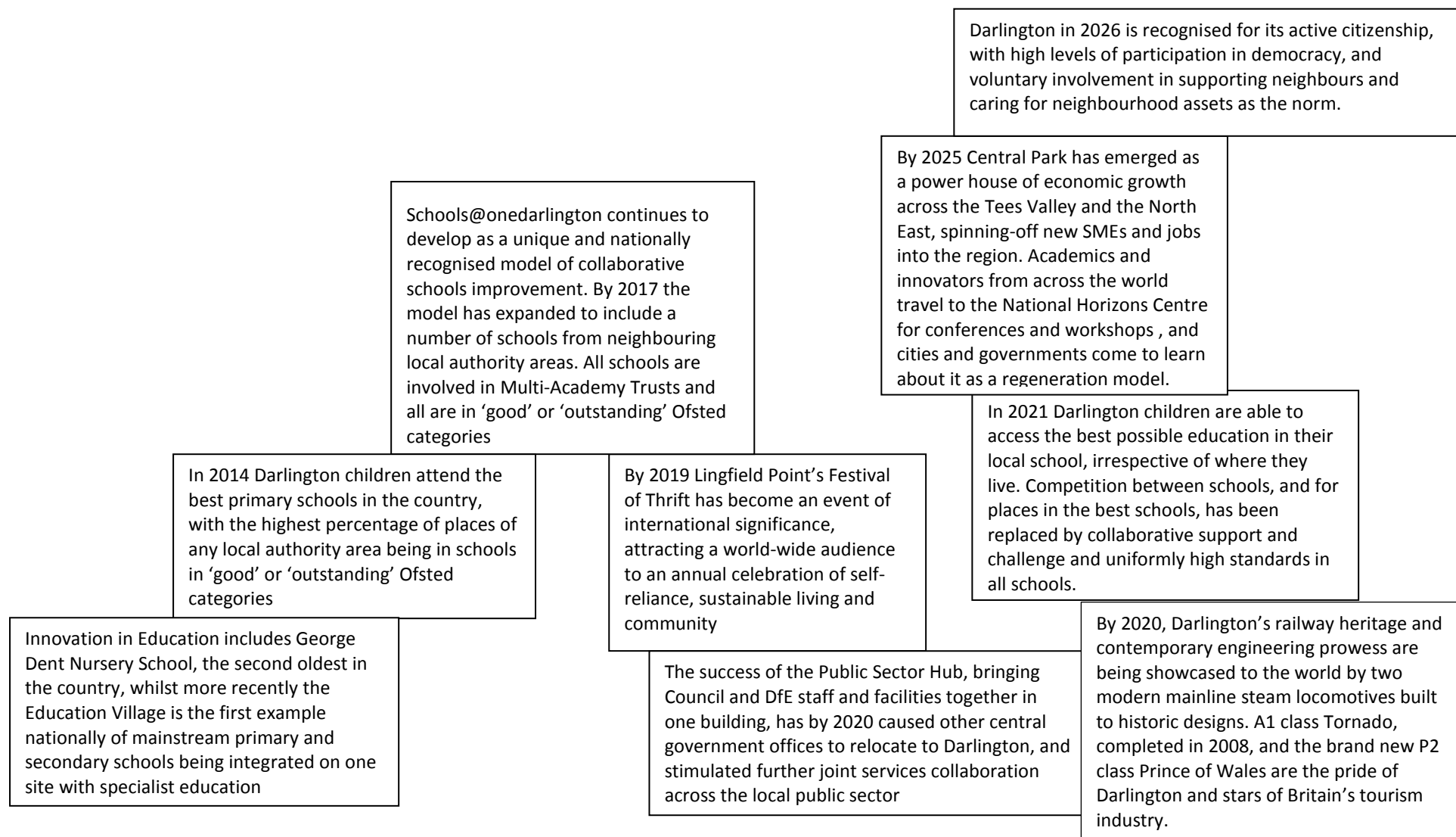
Darlington's DNA - Innovation and enterprise with compassion and moral purpose *(Double page spread - DNA double helix graphic across double page, embedded with images and text that express Darlington's spirit of innovation and enterprise)*

Darlington's DNA is its spirit of innovation and enterprise combined with a strong ethos of social responsibility and moral purpose, 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 *(See continuation text on next page)*



Backhouse Bank : Stockton and Darlington Railway : Sydney Harbour Bridge : South Park : Victorian Gothic Revival : Northern Echo : Agricultural Revolution and Durham Ox :

DNA-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 dominant in the past to an approach with much more emphasis on active communities and citizen involvement.



Nursery Education : Education Village : the best primary schools in England : Festival of Thrift : Public Sector Hub : Tornado and Prince of Wales : National Horizons Centre

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, hotel and conference facilities, an iconic new park, office accommodation and new links to the railway station and town centre. 3,000 new jobs are projected.

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 are 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 – **bold headings** below are the key work areas) can contribute to the outcomes.

The outcomes must not be addressed in isolation. They reflect different aspects of people's lives, and of Darlington as a place. The lives of people and places are not divisible into parts, and must be considered holistically. On the one hand we must seek to avoid unintended consequences of seeking to improve an outcome without being mindful of the wider effects. And on the other hand, in a climate of scarce resources programmes and projects must reflect these connections and seek to maximise impact across the outcomes.

All actions to deliver the outcomes should take account of the need to tackle inequality and reduce poverty, which are becoming key concerns for Darlington Partnership in the current (2014) financial climate.

Poverty: as this plan is being prepared poverty is emerging as a key area of work for the Partnership. Anecdotal indications that economic hardship is increasing led to the setting up of a Poverty Reduction Enquiry Group within the Partnership. The group examined the evidence available in primary research, including reports by the New Economics Foundation, Joseph Rowntree Foundation, Child Poverty Action Group and the Social Mobility and Child Poverty Commission, as well as national Government statistics. The group's report, 'The Scope of Poverty in Darlington (Nov. 2013) 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' (i.e. with household incomes 60% or more below national median earnings). Low wages as well as unemployment is a cause – nationally, 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. Mental health issues are also perceived to be both a causal factor in poverty for some people and a consequence of the stresses of poverty for others. Cases of suicide and self-harm have been increasing. The Partnership has made Mental Health its Action Priority for 2014/15.

A local 'Observatory' has been established to monitor available data on, for example, mortgage, rent and Council tax arrears, and the growth in pay day loans and debts, 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, mental health 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) is the primary evidence base for reducing health inequalities. It states that, 'Health inequalities result from social inequalities. Action on health inequalities requires action across all the social determinants of health'.

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
- Preventative health care will be transformed as we look to consult and commission a new approach focused on 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, linked to poverty as both cause and effect

- Autism is identified as a priority by the Children and Young People's collective, and a better understanding of how it impacts, particularly on carers and young carers, is required

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: people in Darlington have a life expectancy that matches or is better than the national average; 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 Wellbeing Strategy; 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. We want every child to be able to fulfil their potential and to make the most of the opportunities available to them in Darlington and the wider world. Early preventative intervention and support up to age 18 is critical to this and 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 is having a positive impact on troubled families and is reducing the number of children taken into care
- 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:

- Children at age 5 not 'school-ready' and lacking sense of self-worth
- 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
- The range and quality of post 16 accommodation needs to improve

Action headlines: areas highlighted for action include:

- Reducing obesity in children and tackling oral health
- All schools involved in delivering health prevention and promotion and supporting the development of mental wellbeing and resilience
- All young people to have access to volunteering opportunities that enhance career prospects and reinforce self-esteem/sense of worth
- 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: 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 and receive the best possible education at their local neighbourhood school. Young people are ready 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: there are two aspects to this outcome – encouraging people to be physically active in support of their own health and wellbeing; and enabling people to be actively involved in civic life. The first aspect is widely supported by existing programmes and developments. The second is partially expressed through the arrangements that support volunteering in Darlington, but the futures envisaged in this plan require more than this. The ‘Build Strong Communities’ condition is dependent on more of us being active in the care, improvement and regeneration of our communities and community assets. A framework for encouraging and supporting such involvement will be developed.

Recent progress:

- Healthy Darlington is a new approach to supporting the people of Darlington to Eat Well, Move More, and Live Longer
- Sports Development and School Games projects are successfully engaging young people in a wide range of sports/activities and adult participation in physical activity is increasing
- Volunteering activity is increasing and the opportunities for people to contribute to community wellbeing through volunteering are expanding, for example through Good Friends and Darlington CARES
- Proposals are being initiated to enable community groups to take over the running of some key community assets; a community-based approach to grounds maintenance is being developed
- Work has been initiated to develop a community-led approach to the regeneration of Redhall.

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 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.
- Maintaining the two Council hubs for sport and physical activity – indoor at Dolphin Centre and outdoor at Eastbourne – is challenging.

- Whilst proposals are being progressed, the level of support for, and the sustainability of, community-led approaches to management of assets and neighbourhood care/maintenance are untested

Action headlines:

- Increasing the level of physical activity is part of a wider strategy to reduce early deaths from heart disease, stroke and cancer, by:
 - **Increasing participation in sports** - centred on community based activity and making the most of the existing facilities.
 - **Encouraging club and coach / volunteer development** – community activists are vital to the running of local sports and physical activity clubs, facilities and programmes, and volunteers need to be encouraged and supported.
 - **Improving Health and Wellbeing** – Linking sport and physical activity to health is a priority, with a particular focus on workplace health and active transport and strengthening links between schools and clubs
- **Active communities** – progressing specific proposals for the community-based management of community facilities and assets, and for leading neighbourhood regeneration and maintenance
- **Community development** – incorporating learning from specific projects, develop a Community Development Toolkit to support the roll-out of the ‘Build Strong Communities’ condition
- **Encouraging and supporting volunteering** – and further development of volunteering opportunities.

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 in 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
- A low wage economy persists in Darlington and contributes to 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
- Young people leaving education who are not 'work-ready' – a joint approach involving schools and colleges to improving skills is needed
- Ensuring there are incentives to attract talented young people who go away to university to return to live and work in Darlington
- 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: unemployment is falling; the gaps between wards with the lowest and highest rates are narrowing. The major regeneration schemes are progressing in line with project plans; the next generation of schemes is coming forward. New business creation and survival rates are amongst the best in the country. The Darlington brand, led by expertise in advanced engineering, construction and fabrication, is internationally recognised. Central Park is a global centre of research and development combined with advanced learning. The wider economy is thriving, with new services and supply businesses and jobs spinning off from the innovation sectors. People across the community are being supported through the education institutions to acquire skills to access the work opportunities in the local economy; people are a key asset in attracting investment. The Arts and culture offer is thriving, and our railway engineering heritage is safeguarded and celebrated.

Where's the detail: the [Economic Strategy for Darlington 2012-2016](#).

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 street cleaning and 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
- There are now 380 volunteer street champions supporting the Council to identify and tackle local environmental issues
- 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 to reduce the amount of litter dropped; get communities involved in looking after their own

environment; and reducing burden of grounds maintenance on the Council through asset transfers and new approaches to adoption of open spaces in new developments.

- 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 CO² 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: we want to make sure that people get just the right level and kind of care when they need it to enable them to continue to live independently and to avoid costly and unnecessary hospital admissions. Complementing our proposals for preventative health services to improve overall levels of public health, the Council and NHS are working to bring together health and adult social care services into a single new service that can deliver the right support to meet people's needs. Meeting the needs of the frail elderly will be a particular priority and the Better Care Fund will provide the resources to enable us to develop this new integrated service.

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 people with long-term limiting conditions to access peer support that helps them live independently
- The Better Care Fund will improve access to support through 7 day working, named professional support and NHS/Council service integration, focused on reducing unnecessary hospital stays 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 Third Sector representatives to develop models for the co-production of services. This is linked to Good

Friends, RIACT and the Better Care Fund, 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; 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 Care Bill 2013-14 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
- Unnecessary hospital admissions cost £4.9 million annually in Darlington; we need to balance the development of support services that can reduce these admissions with the reallocation of the savings in acute treatment into preventative work and services for critical and substantial needs

Action headlines:

- Use ASCOF data 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
- Implement the Better Care Fund programme for an integrated health and social care service focused on users' needs and the transformation of health provision

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. Other assets include the Dolphin Centre and Eastbourne complex, and the Indoor Market.

Recent progress:

- The local housing market is strengthening; Council house building will deliver 60 new homes in 2014/15, and up to 270 over three years
- 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 rail improvement project

Key issues and future needs:

- Providing sufficient new homes to meet both local needs and to maintain an attractive range of options to attract incomers
- 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
- Realising the tourism potential of our railway heritage, and carrying it forward into improved rail transport in Tees Valley

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
- Implement the Red Hall regeneration programme, linked to the Eastern Urban Fringe, former riding stables and Lingfield Point
- 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 diverse jobs. The environment is enhanced by new development in key growth areas, and by regeneration of the town centre fringe. The Arts and Cultural offer continues to be an outstanding part of Darlington life. There is good accessibility to jobs, shops and facilities by walking, cycling and public transport, and traffic moves well through the borough. Rail, road and air links to other parts of the UK/Europe continue to be an advantage.

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 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 worries or very worried about becoming a victim of crime
- Incidents of most serious violent crime
- Total serious acquisitive crime

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 – smoking/drinking/diet
 - Pupil absence levels
-
- 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
 - Incidents with domestic abuse marker
 - Racially aggravated crime
 - Volunteers in a caring capacity (*to be developed*)
 - Number of safeguarding referrals per thousand population

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)
- Percentage of young people who do at least 60 minutes of physical activity every day
- 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

- Overall employment rate/economic activity rate
- Rate of JSA claimants
- Rate of JSA claimants aged 18-24
- Skilled workforce to meet business needs
- Number of businesses per head
- Gross disposable household income per head of population
- Gross value added (GVA) per head of population
- Median weekly workplace earnings
- Median weekly resident earnings
- New VAT/PAYE registered businesses – business survival rate by year 3

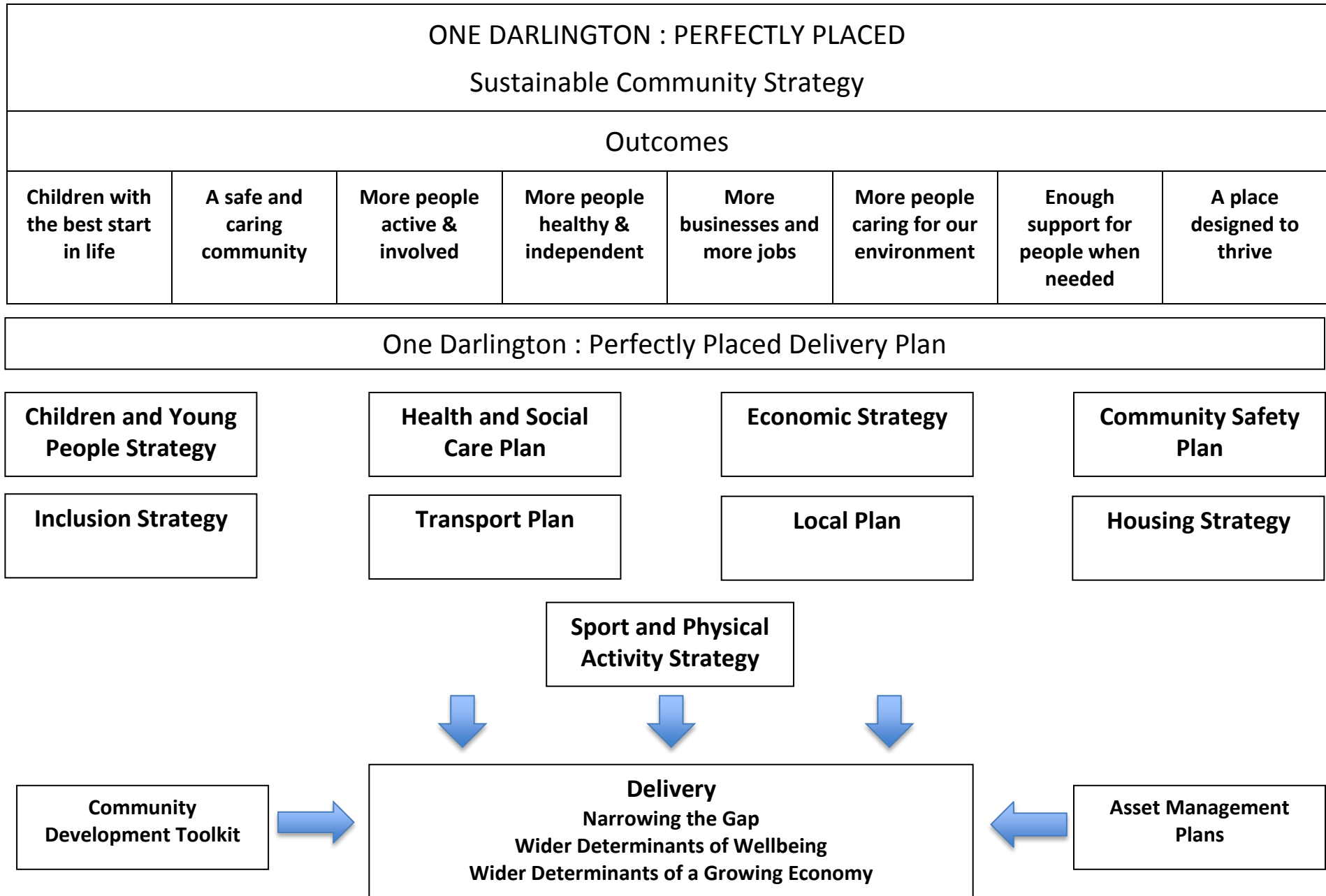
Outcome 6: More people caring for our environment

- 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
- Average speed on locally managed A roads
- 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 nationwide search"

"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..."

"A great town with a big heart"

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

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

"Magical, an experience, vibrant"

'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