

one

darlington

perfectly placed

Darlington's Sustainable Community Strategy

2008 - 2026

Revised May 2014



Contents

What 'One Darlington: Perfectly Placed' means for you	3
Foreword	4
Darlington Partnership	5
The Plan at a glance	6
One Darlington and Perfectly Placed	6
Darlington's Connections	7
People and place – challenges and opportunities	8
Three conditions for change	9
Delivery Plans	12
Darlington's DNA	13
From plan to reality	15
The eight outcomes – tackling inequality	17
More people healthy and independent	21
Children with the best start in life	23
A safe and caring community	26
More people active and involved	28
More businesses and more jobs	30
More people caring for our environment	32
Enough support for people when needed	34
A place designed to thrive	35
How will we know if we're getting where we want to be?	37
What they are saying about Darlington	39

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 an alternative format, 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 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 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

These are the 'outcomes' that we are aiming to achieve 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).

'One Darlington: Perfectly Placed' was first drawn-up in 2008. The world has changed since then and this revised version of the plan responds to the impact of economic change on local businesses, public services and the wellbeing of local people. Now, new economic opportunities are emerging in Darlington and this plan aims to make the most of them to create wealth within the local economy, and to ensure that everyone is able to share in that wealth. Poverty and inequality have increased in recent years and by delivering the outcomes summarised above the plan emphasises the vital challenge of reversing those recent trends. It is now widely recognised that the happiest societies are those that are most equal and inclusive. We all benefit from ensuring that everybody in the community is able to meet their basic needs and live well.

The plan is 'owned' by Darlington Partnership. The Partnership is described on page 4. The plan is designed 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.

Together we are responding to current challenges in many positive and innovative ways to make sure that Darlington continues to thrive and be a great place now and in the future. This plan is about how, together, all of us can contribute to the future of the borough.

Foreword

Welcome to the 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 and, while that is no longer the case in Darlington we think the plan does a valuable job in helping us all 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. Since 2010, as is the case elsewhere, unemployment has increased, the inequality gaps in wealth, health and wellbeing have widened and public sector austerity has reduced 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 MacConachie, OBE, DL, HonDBA, FRSA





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.

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 responding to concerns about growing mental health issues with a focus on mental health in the workplace.

'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 for all and reduce inequality by ensuring we have:

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

What we need to do:

Build strong communities

Grow the economy

Spend every pound wisely

One Darlington

Outlines our approach to people, and specifically the need to make sure that people do not miss out on the opportunities arising from living and working in Darlington on account of a lack of income, where they live, or by any other potential disadvantage.

Perfectly Placed

Describes our approach to shaping and improving Darlington as a place by helping to: guide investment decisions, spatial planning and care for the environment; strengthen the economy; and, make 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 position within the Tees Valley Sub-Region are all vital assets in the delivery of this plan. Darlington Borough is a unitary local authority area located in 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 Borough Council has consistently worked 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 choose to make 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 negative impacts of austerity and inequality 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 17, shows that inequality gaps have been widening. Since 2009 unemployment has risen, and the difference in unemployment rates between the most and least affluent 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 have widened. People are also affected by the Government's welfare reforms and reductions in funding for public services. 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 that are tailored 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 do as a place, in order to have the resilience and capacity to thrive in an environment of reduced public spending:

Building Strong Communities

What that means

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

- People take personal responsibility;
- People live in communities with strong social capital, where people look out for each other;
- Communities come together and take ownership and responsibility for their neighbourhoods.

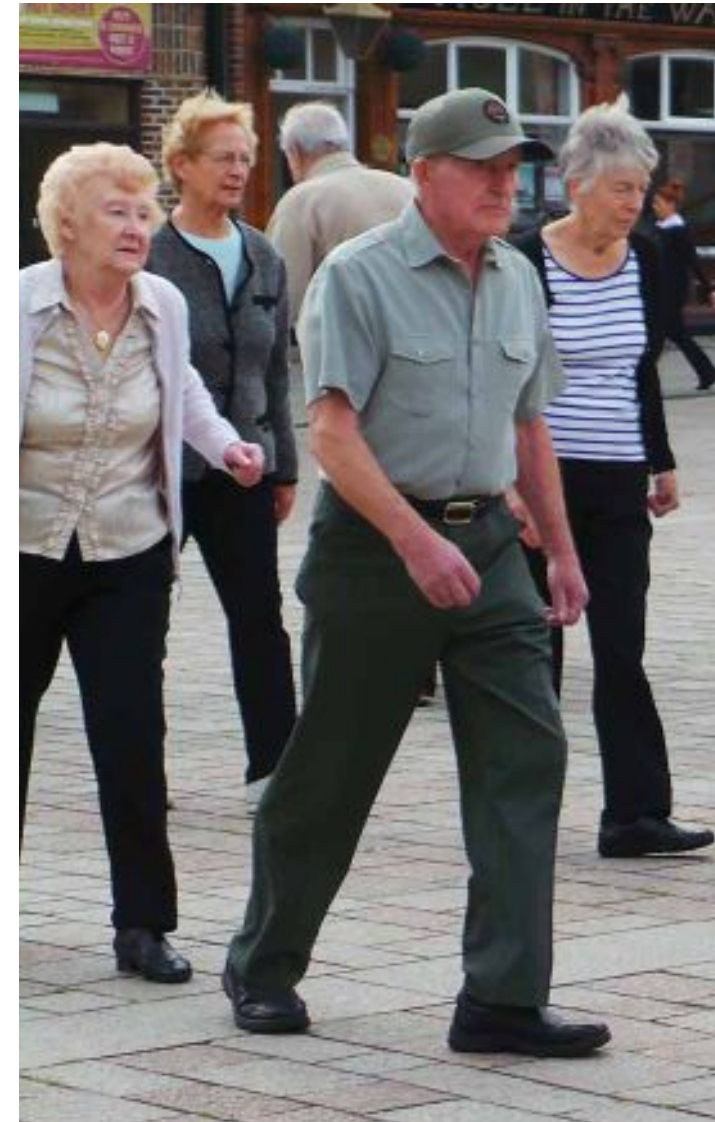
A new balance needs to be struck between what public services can do for people and communities and what people can do or organise for themselves, with support from services or the voluntary/private sectors. This will involve reinforcing 'social capital' - the relationships and networks that enable people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

What's happening

Schools@oneDarlington is a strong, schools-led partnership providing mutual support and challenge, and agreed spending priorities to continue the 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

What that means

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 as being amongst the most efficient nationally. 'Spending every pound wisely' therefore 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 – the 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, such as family, friends and neighbours, as well as the Council, NHS and voluntary sector.

What's happening

The Clinical Commissioning Group (CCG) - local GPs who are responsible for purchasing health services - is coterminous with the Council which is now responsible for the Public Health function. We therefore have an outstanding opportunity to work together on a unified approach to public health strategy and commissioning, with an emphasis on services that promote resilience and improve health and wellbeing. 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 generally 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

What that means

Generating income streams, employment and opportunities:

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

We need to create the economic conditions that can help tackle poverty and inequality: whether directly, through higher employment and incomes; or indirectly, by increasing investment in services through higher business rates and council tax arising from new development. 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, mean 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.

What's happening

Tees Valley Unlimited (TVU) acts as the Local Enterprise Partnership (LEP) for Tees Valley, distributing economic regeneration funds. At the time of writing, 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 by: identifying Central Park as a key investment opportunity in the Tees Valley Enterprise Zone; enabling development of the central/local government Public Sector Hub via a TVU loan; and prioritising the upgrading of Darlington Bank Top Station 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.



Delivery Plans

ONE Darlington: PERFECTLY PLACED
Sustainable Community Strategy

Outcomes

Children with the best start in life

A safe and caring community

More people active and involved

More people healthy and independent

More businesses and more jobs

More people caring for our environment

Enough support for people when needed

A place designed to thrive

One Darlington: Perfectly Placed Delivery Plan

Children and Young People Strategy

Health and Social Care Plan

Economic Strategy

Community Safety Plan

Inclusion Strategy

Transport Plan

Local Plan

Housing Strategy

Sport and Physical Activity Strategy

Community Development Toolkit



Delivery
Narrowing the Gap
Wider Determinants of Wellbeing
Wider Determinants of a Growing Economy



Asset Management Plans

Darlington's DNA- Innovation and enterprise with compassion and moral purpose

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 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.

Backhouse Bank, established in 1774, funds the Stockton and Darlington Railway and in 1896 is a founding partner of the modern Barclays Bank.

Darlington bridges the world with many of the most iconic structures, from the Sydney Harbour and Humber Bridges to the new Wembley Arch.

In the Victorian era local Quaker magnates lead in channelling the profits of enterprise into social philanthropy – South Park and attractive tree-lined streets are laid out; water and drainage systems are developed; and fine Gothic Revival buildings, including the Market Hall and Town Clock and Backhouse's (now Barclay's) Bank, are built.

The Stockton and Darlington Railway opens in 1825 as the world's first steam passenger railway, sparking the railway age and the advent of mass transportation across the world.

Exploiting its position at the heart of the growing national rail network, Darlington's Northern Echo becomes the first truly national newspaper, available simultaneously in London and Edinburgh, on 1st January 1870.

Darlington played a leading role in agriculture. The Colling brothers evolved the first systematic approach to cattle breeding and developed the Shorthorn breed; their huge bull, the 'Durham Ox' has many pubs and even an Australian town named after it.

Innovation and enterprise with compassion and moral purpose – Darlington's story has been shaped by moments when courage, faith in the future and the moral imperative to make a better world won out over the safe and sensible. Edward Pease, the creator of the Stockton and Darlington Railway, was harnessed to the sensible option, the use of horses to haul coal along his proposed railway from Weardale to the port at Stockton, until he met with George Stephenson in 1822. That meeting caused him to take a huge leap of faith in favour of steam locomotion and carrying passengers as well as coal. The rest is history – what could have been one more coal waggon-way became the spark that ignited the railway age and changed the world.

No more than an interesting story from the past, perhaps, but in essence it has contemporary relevance. Present challenges are being confronted with conviction about Darlington's exciting prospects, social innovation and a new generation of enterprises of world-wide significance.

In 2014 Darlington primary schools have the highest percentage of school places in 'good' or 'outstanding' Ofsted categories of any local authority area.

Schools@onedarlington continues to develop as a unique and nationally recognised model of collaborative schools improvement. By 2017 it includes a number of schools from neighbouring local authority areas and all schools are in 'good' or 'outstanding' Ofsted categories.

The success of the Public Sector Hub, bringing Council and DfE staff and facilities together in one building, has by 2020 attracted other central government offices to relocate to Darlington, and stimulated further joint services collaboration across the local public sector.

Darlington in 2026 is recognised for its active citizenship, with high levels of participation in democracy, and voluntary involvement in supporting neighbours and caring for neighbourhood assets as the norm.

In 2021 Darlington children are able to access the best possible education in their local school, irrespective of where they live. Competition for places in the best schools, has been replaced by collaborative support and uniformly high standards in all schools.

Innovation in Education - George Dent Nursery School is the second oldest in the country; the Education Village is the first example nationally of mainstream primary and secondary schools being integrated on one site with specialist education.

By 2019 Lingfield Point's Festival of Thrift has become an event of national significance, attracting people from across the UK and Europe to its annual celebration of self-reliance, sustainable living and community.

By 2025 Central Park has emerged as a generator of economic growth, spinning-off new SMEs and jobs into the region. Academics and innovators come to the National Horizons Centre for conferences and workshops, and cities and governments look to Central Park as a regeneration model.

By 2020, Darlington's engineering prowess is showcased to the world by two steam locomotives built in the town to historic designs. A1 class Tornado, completed in 2008, and the brand new P2 class Prince of Wales are the pride of Darlington and stars of Britain's tourism industry.

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 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 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 meet an urgent local need for growth and jobs that can underpin delivery of the other outcomes in this plan, and offers 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 6). The outcomes are the areas we need to focus on in order to make the most of Darlington's quality of place and to improve quality of life for all. Pages 21-36 provide a summary of progress and priorities under each of the eight 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 be aware of any possible negative externalities when improving an outcome.. On the other hand, in a climate of scarce resources, programmes and projects must reflect the connections between outcomes and seek to maximise impact across them.

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. 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 organisations 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-skill low-paid employees.

There is also 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, poor availability of value food supplies, school displacement due to poverty and welfare reforms, insufficient local employment opportunities, and the growth in pay day, door step and illegal lending and high interest hire purchase.



"Cummins is committed to making a positive impact on not only our local community, but also the local environment. There are a number of on-going projects that emphasis this including our recycling programme which ensures no waste is sent to landfill or our rainwater capture system used for on-site amenities. One key aspect to our community volunteering focusses on the environment and we actively encourage employees to participate including activities with Darlington Parks and other similar organisations."

Desmond McMenamin, Cummins Plant Manager

The longer-term strategic agenda for all of the key work areas is to address the key determinants of poverty and, more specifically, 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, by equipping them with the skills to access the opportunities available in a growing economy, offering decent pay, and providing essential services funded from increased business rates and sponsorship.

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 with other key partners 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 to focus on preventative strategies that 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. It is also vital 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 for the success of all the outcomes in this plan. With good progress made in recent years on 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.

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.



Image by David Horner



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 of 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 and 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 remains below the national average for both;
- Preventative health care and healthy lifestyle services 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;
- Individuals with a mental health diagnosis die earlier;
- 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;

- There are high levels of tooth decay, another long-term health determinant, 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 poor sexual health are significant;
- There is growing concern about the emergence of mental health issues, linked to poverty as both a 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, such as reducing smoking rates in pregnancy and within families, encouraging breast-feeding, improving diet and tackling obesity, reducing the number of teenage pregnancies, and increasing young people's awareness of alcohol-related harm;
- Improve health by encouraging positive lifestyle choices in relation to alcohol, tobacco, physical activity and diet;
- Address the issues of mental and emotional well-being that often underlie harmful lifestyles;
- Support 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 and groups 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 the 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 and young people with the best start in life

Overview: there is strong evidence that a child's first five years significantly impacts on their health, attainment and well-being throughout life. There is also a strong correlation between an individual's final academic qualifications and their 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 are collaborating to challenge and improve provision across state and private sectors and 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 is 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:

- Too many children at age 5 are not 'school-ready' and lack a 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;
- Too many children witness domestic abuse;
- 21% of our children live in poverty, rising 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;
- Involving all schools involved in delivering health prevention and promotion and supporting the development of mental wellbeing and resilience;
- Ensuring all young people have access to volunteering opportunities that enhance career prospects and reinforce self-esteem/sense of worth;
- Improving post-16 learning and skills development;
- Ensuring that children grow up in homes free from violence and abuse;
- Improving parenting skills and reducing neglect due to lifestyle/addiction;
- Implementing the Teenage Pregnancy and Sexual Health 3 year action plan.

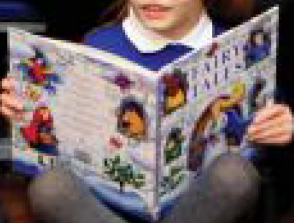
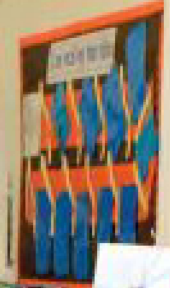
What will it look like as we move forward: the percentage of children living in poverty is falling and, in due course, below than the national average. Children are safe at home and healthy. They enter school at 5 years old ready to learn.

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 to well-paid, sustainable jobs, and opportunities in the local jobs market to encourage the return of talented graduates. 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.



411



A safe and caring community

Overview: the Community Safety Partnership brings together five 'responsible authorities' – the Council, the Police, NHS Commissioning, Probation and Fire and Rescue- to meet the 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. The number of repeat victims of domestic abuse referred to MARAC (Multi-Agency Risk Assessment Conference) is below the national target of 28%.
- 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.
- Mutual Gain - new approach to community engagement being piloted in Northgate ward. It is about the Police, the 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 partner-ship safeguarding of Children and Adults across the borough.
- A comprehensive network of partnerships is in place to provide effective community engagement, 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;
- Addressing mental health issues strategically;
- Enhancing social cohesion – LGBT and traveller communities;
- Using 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 their perceptions of crime better reflect 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



Mechanics
Call and
see with
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Diagrams

BOYES for good value! BOYES for good value! BOYES for good value!

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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 that is 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 and 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 and 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 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–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 growing 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.

Dr Chris Dowle, Director of Biologics at CPI said: "Darlington was selected as the home of CPI's National Biologics Manufacturing Centre Darlington based on a range of factors including accessibility in the form of excellent transport links, close proximity to existing pharmaceutical companies and relevant universities in the north of England in addition to growth opportunities within the Tees Valley Enterprise Zone. The centre is expected to attract further investment, talent and opportunities into the region and will play a role in the development and commercialisation of pharmaceuticals into the global marketplace"



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 – this 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 the 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;
- The number of young people leaving education who are not 'work-ready' – a joint approach involving schools and colleges to improving skills is needed;
- There is a lack of incentives for talented young people who go away to university to return to live and work in Darlington;
- The number of businesses per head is below the national average;

- There are 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;
- 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 and the gaps between the 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 by the educational 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 terms of contributing to the good quality of life in Darlington, sustaining nature and attracting 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 if we are to live within our means which will require all of us to take more responsibility for looking after our surroundings.

Recent progress:

- West Park provides a model for the future, whereby a levy on households in the development pays 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;
- A £4M sustainable travel programme is currently being rolled out which will improve environmental care by encouraging travel by walking, cycling and bus.

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 need to further reduce the amount of waste sent to landfill to approx. 20%;
- We need to reduce the cost of waste collection;
- 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 reduce the

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

- We must protect and enhance the borough's green infrastructure, as an integral component of sustainable development, not sacrifice it 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 individuals and groups looking after our neighbourhoods by dropping less litter and taking responsibility for picking it up. 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.



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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 measure how well we are meeting local needs and priorities and 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 further co-production of services - such as Good Friends, RIACT and the Better Care Fund – that are designed to offer community-based

contact and support as an appropriate alternative to more costly clinical interventions.

Key issues and future needs:

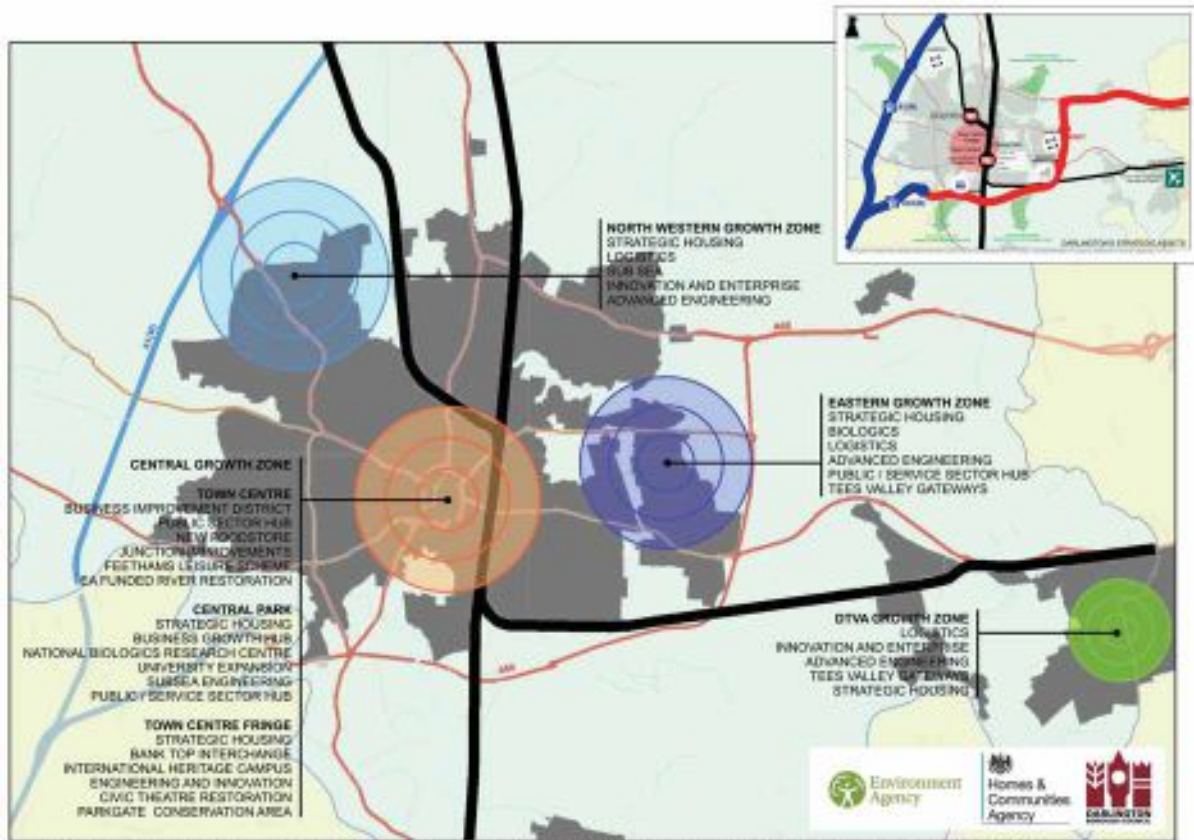
- Darlington needs more community-based support services like Good Friends in order to participate in the new ways of working required, so that the Council and NHS can signpost people to the most appropriate and cost-effective support, and concentrate their resources on substantial and critical needs;
- The Care Act 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 new 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 has been 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 and 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;
- The Festival of Thrift is to be held in Darlington for the second year;
- Funding for a youth theatre involving Theatre Hullabaloo and The Civic Theatre has been confirmed;
- Transport infrastructure is being improved - Inner Ring Road, a £4M sustainable travel programme, Tees Valley Bus Network projects, Tees Valley strategic rail improvement project at Bank Top Station.

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;
- Ensuring a sustainable future for Durham Tees Valley Airport;
- Managing the impact of HS2 on the East Coast Mainline;
- Tackling local traffic pinch points and improving 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 and 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 and Central Park; Town Centre Regeneration Plan; Green Infrastructure Plan; Housing and Transport Strategies; Creative Darlington Vision and Business Plan

How will we know if we're getting where we want to be?

There are key things we will measure and report that show whether we are moving in the right direction. They will help us and everyone else to see the progress that we are making. We will also measure our progress in different parts of the borough so that we know whether we are being successful in tackling the inequalities that currently exist.

Children with the best start in life

Children with the best start in life will be thriving from an early age and in a position to make the most of their education. Therefore we will measure children's personal social and emotional development at the start of their school lives. We will also look at how well they do at school.

More people active and involved

We are encouraging people to be physically active so that they are healthy; and encouraging people to feel part of their community. Therefore, we will measure how many adults do less than ½ an hour's activity a week and the number of people who volunteer regularly.

More people healthy and independent

There are lots of things we can do to keep ourselves healthy but we know that one of the most important is not smoking, so we will look to see if less people are smoking. We also want to help older people to stay independent and in their own homes for as long as possible, therefore if they need to go to hospital we will measure whether they are able to go home afterwards.

More businesses and more jobs

We will measure how many people are working and this will help us to know if our plans to grow the borough are working. We are particularly keen to see whether young people are able to find work.

Enough support for people when needed

People providing care for others in their family or community will be even more important in the future. We need to be sure that they have the support to do this and can maintain a good quality of life for themselves.

More people caring for our environment

We want more people to feel proud about Darlington and to look after it. We will measure whether people will change their behaviour and look after the place as a resident or a visitor. As a consequence we will measure reductions in the amount of litter and dog fouling in the borough.

A safe and caring community

We want less crime and less anti-social behaviour so we will measure these things to help understand whether Darlington is getting safer. We will also hope to see that people who live in or visit Darlington are getting on well with each other so we will keep an eye on crimes which are caused by hate or racial tension.

A place designed to thrive

Finally, if we achieve all of the above outcomes then we expect to see more people coming to visit the town centre so we will measure whether they do.

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"

"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"

"Ingenuity, pioneering, forward thinking..."

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

"A great town with a big heart"

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

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

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

"...a town that really encourages entrepreneurship"

"Magical, an experience, vibrant"

"I just love it"

