

Durham County Council

(Draft) Council Plan 2013-17

Foreword

Welcome to the Council Plan which sets out what Durham County Council aims to achieve for people over the next four years. Our continuing vision is to build an Altogether Better Durham, which is better for local people and provides better places to live and work. We share this vision with other public, private and voluntary sector partners in the county. This Council Plan sets out the council's approach to delivering its part in this vision.

A challenging economic climate continues to dominate our planning in the short to medium term. Cuts to public sector spending have meant that grant funding to local authorities has and will continue to reduce for the foreseeable future. The council plans to make savings of £190.9m over the six years from 2011/12 to 2016/17. This equates to a 44% net revenue budget reduction over this period.

Our aim is to make sure that these savings are well managed and that the impact on our residents and service users is minimised. We will continue to consult widely on any savings plans and changes to services. We have worked with local communities to develop new ways of working in order to protect services and maintain a countywide presence and wide spread of local facilities insofar as possible and have only considered withdrawal of a service as a last resort. It is reassuring to note that results from a recent consultation involving over 1500 respondents showed that there was a high level of appreciation of our approach to consultation and involvement of local people in shaping spending decisions. People were also supportive of the council's approach to managing its budget reductions.

Our agenda over the lifetime of this plan is to ensure that local services are effectively managed over a period of significant change. Government reforms to the National Health Service and the welfare state fundamentally impact on the council and the people of County Durham. Increasingly the council is working together with other agencies to meet community aspirations and needs. The forthcoming year will see a number of changes to the partnership landscape. The abolition of Primary Care Trusts and the introduction of clinical commissioning groups, the Health and Wellbeing Board and a Police and Crime Commissioner will see the council establishing new relationships and agreeing shared objectives.

A peer challenge of the council was carried out in July last year where an external team of councillors and officers from other local authorities scrutinised the council's leadership and organisational capacity. The team reported that the council has a "can do" culture and a history of managing change effectively. They also found that we have a sound financial position underpinned by clear plans and that we are well regarded by our partners. I am therefore confident that despite the significant challenges and level of change facing the council, we have the people and processes in place to manage these changes effectively and are on the right track to deliver our vision for County Durham.

Simon Henig, Leader of the Council

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The Council and the Community

County Durham

County Durham is a place of distinctive character with a strong sense of its own identity. It has a proud and unique history having been settled since ancient times by the Romans, Anglos, Saxons and Normans. Durham City developed as a centre of Christian worship in the 11th century with the completion of the cathedral which is now a world heritage site. The Bishops of Durham were granted both spiritual and secular powers by William I effectively giving them the status of Kings of the North East, a situation which lasted up until the Reformation. Later, County Durham became a centre for the industrial revolution providing the country and developing empire with coal, steel and ships. The area also saw the development of the world's first passenger steam railway in 1825.

Today, Durham is a county of economic, cultural and environmental contrasts. It stretches from the remote rural North Pennine area of outstanding natural beauty in the West to the more densely populated East Durham heritage coastline. The county covers an area of 223,260 hectares with 223,800 households and 12 major centres of population.

Following local government reorganisation in 2009, Durham County Council, with 513,200 residents¹, is the largest council in the North East region and the sixth largest all purpose council by population in England.

The economic history of the county has generated a spatially fragmented geography of around 250 settlements including rural villages, small and medium towns and a historic city with World Heritage status.

In common with the rest of the UK, the county's population is ageing with the average age of 40.9 years in 2009 rising to 44.2 years in 2026. Increases in life expectancy and the transition of the 'baby boom' generation from economic activity into retirement means that our older people cohort (aged 65 +) is predicted to rise by 25.1% by 2021. Even greater increases are expected in the population of people aged 85 and over which is predicted to rise by 41.9% (nearly 4,600 people). An increase in the birth rate both nationally and locally will stem the decline in the number of people aged under 25, which is expected to remain fairly constant over the next two decades at its current level of approximately 30% of the population².

Black and minority ethnic communities make up 3.4% of the population¹. County Durham is ranked as the 62nd most deprived out of 326 authorities nationally. There is a high proportion (45.4%) of the County Durham population living in the 30% most deprived areas³. Within these communities, weekly wages and rates of car ownership are low; the health of the population is relatively poor; life expectancy is below the average for the country and there are high levels of disability and long term illness.

In November 2012, 16,168 people were claiming Job Seekers Allowance, which equates to 4.9% of the working age population. This is lower than the regional

¹ 2011 Census, Office for National Statistics

² County Durham Joint Strategic Needs Assessment 2012, Durham County Council and County Durham and Darlington NHS

³ English Indices of Deprivation 2010, Department of Communities and Local Government

average of 5.5% but higher than the Great Britain average of 3.8%. In February 2012, 30,260 people were claiming Employment and Support Allowance or Incapacity Benefits/Severe Disablement Allowance, which equates to 9.1% of the working age population. This is higher than both the regional average of 8.2% and also the Great Britain average of 6.5%.⁴

Durham County Council

Durham County Council was established along with other county councils in England and Wales in 1888. The latest reorganisation of local government in Durham in 2009 saw the abolition of the seven district and borough councils in the county and the creation of Durham County Council as a single all-purpose authority providing the full range of local government services to the public.

The council is made up of 126 Members representing 63 electoral divisions with the Labour Party having a controlling majority. The political makeup of the council is as follows:

Labour	67 Councillors
Independent	27 Councillors
Liberal Democrat	21 Councillors
Conservative	10 Councillors
Vacancy	1 Councillor

The council operates a leader and cabinet style model of political governance and the cabinet is made up of ten councillors with the following portfolios:

Councillor	Portfolio
Councillor Simon Henig	Leader of the Council
Councillor Alan Napier	Resources (and Deputy Leader)
Councillor Morris Nicholls	Adult Services
Councillor Claire Vasey	Children and Young People's Services
Councillor Lucy Hovvells	Safer and Healthier Communities
Councillor Neil Foster	Economic Regeneration
Councillor Clive Robson	Housing
Councillor Bob Young	Strategic Environment
Councillor Brian Stephens	Neighbourhoods and Local Partnerships
Councillor Maria Plews	Leisure, Libraries and Lifelong Learning

The council's overview and scrutiny function is made up of six scrutiny committees with an Overview and Scrutiny Management Board providing an oversight of the work of these committees which is made up of 26 councillors and ten other representatives.

Our council is broadly comparable with a major company in size. We provide a large range of services that include: teaching our young people and caring for our older people; lending the latest best sellers and protecting 900 year old documents; fixing road bridges and creating bridges in our communities; helping children to swim and helping adults to work; planting trees in nature reserves and recycling paper from our homes. In fact, any local service you can think of, Durham County Council can

⁴ NOMIS Official Labour Market Statistics, Office for National Statistics

probably have a hand in it somewhere. We have a budget of £1.4 billion⁵, we employ 18,159 people and our services are delivered to a customer base of over half a million people. To help us manage this undertaking, we employ a Chief Executive, Assistant Chief Executive and four Directors who make up the Corporate Management Team of the council. Each of the four Directors heads up a large service grouping as follows:

Chief Executive	George Garlick	Head of Paid Service
Assistant Chief Executive	Lorraine O'Donnell	Corporate policy, communications, corporate planning and performance, partnerships and community engagement, overview and scrutiny, civil contingencies, County Record Office.
Corporate Director, Resources	Don McLure	Finance, procurement, legal and democratic services, human resources and organisational development, information and communications technology, internal audit and risk, revenues and benefits.
Corporate Director, Children and Adult Services	Rachael Shimmin	Adult social care, welfare rights, adult learning, community safety, gypsies and travellers, child protection, fostering and adoption, looked after children, education development services, support to school governors, school admissions, school transport, attendance and exclusions, youth offending service, early intervention and partnership services and a range of support services, public health.
Corporate Director, Neighbourhood Services	Terry Collins	Waste management, parks, grounds maintenance, street cleaning, civic pride and enforcement, neighbourhood wardens, bereavement services, facilities management, housing maintenance, fleet, environmental health, trading standards, licensing, markets, sport and leisure, countryside management, museums and galleries, cinema and theatres, libraries, street lighting, coastal protection, road safety, highways, winter maintenance, building design.
Corporate Director, Regeneration and Economic Development	Ian Thompson	Physical and economic regeneration, asset management, spatial policy and planning, support for business, tourism, strategic housing, landlord and tenant services, transport.

⁵ £1,409,114 gross expenditure budget for 2011/12

The Council's Vision

Since becoming a unitary authority the council has refocused its vision and priorities together with partners and in consultation with local people and Area Action Partnerships. The new vision that was developed by the council reflected the views and aspirations of the community and opportunities for improvement. This vision focused around an altogether better Durham and comprises two components; to have an altogether better place which is altogether better for people.

This vision provides a framework which guides all of our detailed plans and programmes which will turn our vision into a reality. This is achieved through organising our improvement actions into a structure comprised of five priority themes:

Altogether Wealthier – focusing on creating a vibrant economy and putting regeneration and economic development at the heart of all our plans;

Altogether Better for Children and Young People – ensure children and young people are kept safe from harm and that they can 'believe, achieve and succeed';

Altogether Healthier – improving health and wellbeing;

Altogether Safer – creating a safer and more cohesive county;

Altogether Greener – ensuring an attractive and 'liveable' local environment and contributing to tackling global environmental challenges.

This vision is shared with our partners and set out in the county's Sustainable Community Strategy. It is reassuring to note that during the current economic climate with all public sector agencies facing large reductions in government funding, the council and its partners have reaffirmed their commitment to the above vision and the objectives that have previously been developed for each of the above priority themes.

The Council Plan sets out our corporate priorities for improvement and the key actions that the council will take in support of the delivery of the long-term goals in the Sustainable Community Strategy. It also identifies the improvements that the council wants to make in how it manages itself. These actions are captured in a sixth priority theme of an **Altogether Better Council**.

Each of the above priority themes is underpinned by detailed objectives and outcomes and a high level action plan for delivery set out in sections four to nine of this Council Plan.

The Council's Values

The council has five values which support our vision and underpin our corporate priorities. These values demonstrate how staff contribute to the success of the organisation and what is required for us to be successful and deliver effective services to our residents. The values are as follows:

- **Customer Focus**
Putting our customers at the heart of everything we do, treating internal and external customers the same.
- **Respect**
Delivering on promises and being open and honest. Treating everyone fairly. Reducing bureaucracy and simplifying how we do things.

- **Sharing**
Working together to improve how we provide services to customers and work with our partners. Helping each other through change.
- **Learning**
Encouraging questions and listening to our customers. Being innovative, learning to be different and improving.
- **Ambition**
Wanting to be the best and working together to achieve this. Making improvements through being efficient and delivering value for money.

Planning environment

The council has had to develop its corporate, service and financial plans in a very challenging economic climate and a time of significant change for local authorities. Unprecedented reductions in grant funding to local government have resulted in Durham's budget being cut by almost 40%. Reforms to the welfare system and the National Health Service impact both on the council and our communities. All of these changes are challenging. It is through effective planning that we manage these changes and strive to minimise the impact of austerity measures on our residents and service users.

Council resources

The Government's main policy response to the recession has been to embark on a deficit reduction programme to be achieved mainly through cuts to public sector spending. Councils in the North East collectively have the largest percentage reduction in spending.⁶ The Chancellor of the Exchequer's Autumn Statement included an additional 2% reduction in funding for local authorities in 2014/15 with a commitment to further funding reductions continuing until at least 2017/18. With this in mind, the Council is planning to deliver savings of £139m over the six-year period of 2011/12 to 2016/17. This equates to a 36% net revenue budget reduction over this period. Further savings will be required in addition to this for the 2017/18 financial year.

To achieve the savings required to balance our budget the council has adopted an approach that seeks to minimise the effects on frontline services. More than half the required savings are achieved through reductions to management costs, support services, realising service efficiencies and increases to fees and charges. At the same time we need to absorb increasing service demand and budget for increased risks associated with the localisation of council tax support and business rate retention. These savings requirements are obliging all council services to fundamentally challenge each line of their budget and explore more innovative approaches to service delivery. Much of this review activity will dominate our work over the course of the Council Plan. A full list of savings and review work agreed by the council is at Appendix 2.

Welfare reform

The Welfare Reform Act 2012 heralds the biggest change to the welfare state since its creation in the 1940s. The aim of the legislation is to simplify the benefits system, make it fairer and encourage people into work. The act introduces a number of changes to the way in which benefits are administered and which are also designed

⁶ *Local government spending: where is the axe falling?* Institute for Fiscal Studies, 2012.

to deliver large reductions to the Government's welfare budget. The scale of the reforms is significant and involves over 40 changes to the current system. Many of these changes have a larger impact on County Durham because of a number of demographical features.

The main changes to welfare as a result of the act include:

- The phased introduction of Universal Credit (UC) commencing in 2013 as a single benefit to replace Income Support, Jobseeker's Allowance, income-related Employment and Support Allowance, Housing Benefit, Child Tax Credit and Working Tax Credit;
- The abolition of both Housing Benefit (HB) and Council Tax Benefit (CTB), with CTB replaced by a localised support system determined by individual local authorities;
- The abolition of the Social Fund administered by the Department for Work and Pensions (DWP) from April 2013 which comprises 'last resort' benefits such as Community Care Grants and Crisis Loans, replaced by a non-ring fenced grant paid to local authorities;
- The Disability Living Allowance will be replaced for all working age claimants by a Personal Independence Payment;
- The introduction of a cap on the total benefits which an individual or a couple is entitled to;
- The introduction of a size criterion for payment of housing benefit in the social sector which means that tenants occupying a home with more bedrooms than they need will have their benefits reduced.

The ultimate effects of welfare reforms will largely depend on the strength of the wider economy and the extent to which effects of benefit reductions can be mitigated by being able to help people find work. This will be a challenge in the current economic climate. The highest rates of unemployment are in the North East (12.0%) with the greatest increase in the unemployment rate during the last year being experienced in the North East (up 2.3 percentage points).⁷ The North East and County Durham also have higher than average levels of incapacity benefit claimants with proportionately more claimants living in areas with a history of heavy industry.

Total number of benefit claimants (February 2012)⁸				
Benefit type	County Durham (numbers)	County Durham (%)	North East (%)	Great Britain (%)
Employment Support Allowance and incapacity benefits	30,260	9.1	8.2	6.5

The Institute for Fiscal Studies (IFS) have analysed the welfare reforms proposed for introduction over the next several years. Their findings are that they will be regressive i.e. they will take more proportionately from lower income groups than from higher income groups except for the very richest income group. A significant proportion of the population of County Durham (45.4%) live in the 30% most

⁷ House of Commons Research Paper 12/04 Jan 21012

⁸ NOMIS Official Labour Market Statistics, Office for National Statistics, February 2012

deprived areas in the country. Durham is also the most deprived county in the region in terms of the scale of income deprivation.⁹

The IFS also estimates that families with children are expected to lose proportionately more of their income across the income distribution compared to pensioner households and households without children. Furthermore, the poorest households with children are estimated to lose the largest proportion of their income as a result of tax and benefit changes. Almost one in four children under the age of 16 live in poverty. For eight communities in County Durham, the figure is over half of children living in poverty. Whilst the figures in County Durham are better than the average for the North East, the proportion is worse than the national average.

Child poverty¹⁰			
Indicator	County Durham	North East	England
Proportion of children in poverty	23.5%	25.4%	20.06%

Analysis of the numbers of claimants of current benefits and tax credits and the proposed changes to the welfare system suggests that over half of households in County Durham (around 119,600 households in total) will be affected by the proposed reforms to the welfare system. Any reductions to benefit payments to recipients within the county not offset by claimants moving into work will result in less income being available to spend in the local economy.

Census 2011

The Census is the largest single statistical exercise undertaken by government and remains the most important source of information on the size and nature of the population. A national census is conducted every ten years and one was conducted in March 2011. The Census is relied upon to underpin national and local decision making and is widely acknowledged as playing a fundamental and unique role in the provision of comprehensive and robust population statistics. The council use census information to form policy, to plan services for specific groups of people and to make effective use of resources through the spatial distribution of resources to where they are needed. The information is the most authoritative, accurate and is comparable for all parts of UK including small area analysis within the county.

Due to the breadth and depth of 2011 Census results, the statistics are being released in stages over 2013 and the council has put in place a programme of work to analyse and use data to drive policy development.

Reform of the National Health Service (NHS)

The Health and Social Care Act 2012 introduces some fundamental reforms to the NHS including:

- Clinically led commissioning which will see an abolition of Primary Care Trusts and the establishment of Clinical Commissioning Groups (including GPs, nurses and other health professionals) which directly commission health services for their populations.

⁹ Index of Deprivation, Department for Communities and Local Government, 2010

¹⁰ Department for Work and Pensions and HM Revenue and Customs, February 2011

- Giving greater freedoms to NHS foundation trusts that provide acute healthcare services at hospitals and within the community.
- Giving a greater voice to patients through the establishment of new HealthWatch patient organisations.
- Transferring the public health function to local authorities and establishing Public Health England to drive improvements in public health nationally.
- Establishing health and wellbeing boards as a forum where key decision makers from the health and care system work together to improve the health and wellbeing of the local population and reduce health inequalities.

This legislation will significantly impact on the council as a provider and commissioner of social care services and through its health and wellbeing role. The Joint Health and Wellbeing Strategy developed jointly by the council and NHS to address specific local issues identified in the Joint Strategic Needs Assessment. This assessment shows that the health of residents has improved significantly over recent years with people living longer. However, health of the population remains poor in comparison with the national picture and health inequalities remain persistent and pervasive. Early deaths from heart disease, stroke and cancer are worse than England averages. Smoking is the biggest contributor to shorter life expectancy accounting for 66% of early or premature deaths. Levels of obesity and admissions to hospital for alcohol-related harm are increasing in the county. Local priorities for tackling health inequalities include reducing smoking, tackling obesity, reducing alcohol misuse, reducing teenage conceptions, promoting positive mental health and reducing early deaths from heart disease and cancer. Future needs centre around an increasing ageing population and the implications for health and social care.

Support to schools

There are now 21 academies¹¹ that have been established in County Durham in both the secondary and primary sectors. There is also some interest in establishing free schools in parts of the county. Academies and free schools are publicly funded independent schools. They have greater freedoms around employee pay and conditions, the school curriculum, holidays and the school day. They receive the same level of per-pupil funding as they would if they were a maintained school plus additions to cover the services that are no longer required to be provided for them by the local authority. Academies can still buy in services from the council but have greater freedom over how they use their budgets to best benefit their students. The council needs to adapt its role in education and in supporting schools and to respond to and develop new approaches following the growth in the number of schools which are independent of local authority control.

Risks and opportunities

An essential part of corporate and service planning is the consideration of risks and actions that the council can take to minimise or eliminate their occurrence or their impact on service delivery. Risk management is integrated within the council's annual planning cycle and risks are kept under regular scrutiny with a formal review of all service and corporate risks being carried out on a quarterly basis by the council's Corporate Risk Management Group. The council's Audit Committee is also responsible for monitoring the development and operation of risk management and

¹¹ Durham County Council (2013) *Academies in County Durham*
<http://www.durham.gov.uk/Pages/Service.aspx?ServiceId=7016> [Accessed: 15 January 2013]

the overall corporate governance of the authority. Risks are assessed at two levels: gross impact and likelihood based on an assessment of the risk without any controls in place; and net impact and likelihood based on the assessment of the current risk after taking into account the existing controls and mitigating actions in place. The top ten risks from the authority's corporate risk register are listed below.

Corporate Risks – Net Impact and Likelihood

Impact					
Critical			Risks 1, 2, 3		
Major				Risk 6	Risk 4, 5
Moderate					Risks 7, 8, 9
Minor					
Insignificant					
Likelihood	Remote	Unlikely	Possible	Probable	Highly Probable

Corporate Risk Register - Significant Risks

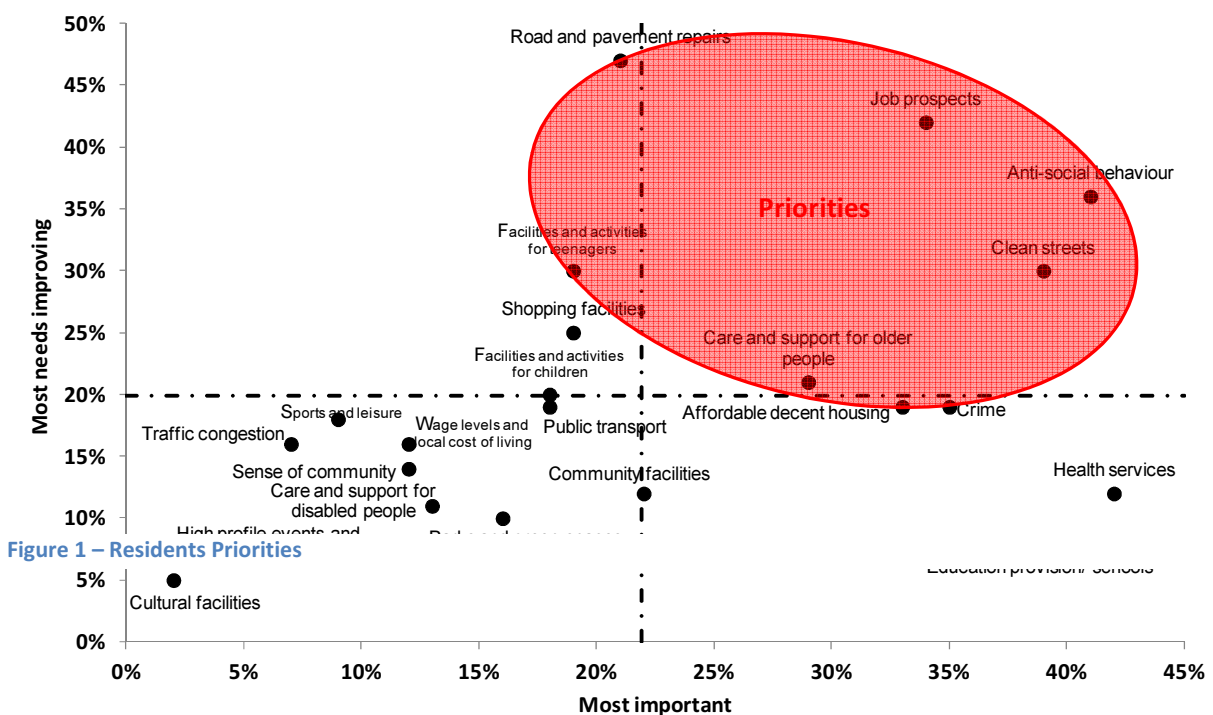
Ref	Corporate Theme	Risk	Direction of Travel	Anticipated date when risk will be at an acceptable level
1	Altogether Better Council	Slippage in delivery of the MTFP will require further savings, which may result in further service reductions/ job losses		This will be a significant risk for at least the next 4 years. No further mitigation is planned at the current stage.
2	Altogether Greener	Failure to identify and effectively regulate Contaminated Land		The arrangements will be well established by March 2013, by when we will have reduced the risk to an acceptable level.
3	Altogether Wealthier	Coastal erosion and improved environment may be adversely impacted if a programme of repairs to Seaham		To mitigate the risk, funds are being investigated as part of the 2013/14 budget for the design of repairs to the structure.

Ref	Corporate Theme	Risk	Direction of Travel	Anticipated date when risk will be at an acceptable level
		North Pier is not undertaken		
4	Altogether Better Council	Potential claw-back from MMI (former insurers) under the Scheme of Arrangement (SOA)	Likelihood increased	The scheme of arrangement has been invoked. Decision on amount of clawback required due by March 2013.
5	Altogether Safer	Damage to Highways assets as a result of a severe weather event.	Impact and Likelihood increased	Mitigating actions should be in place by April 2013.
6	Altogether Better Council	Government budget plans to cut Local Government funding further for 2015/ 16 and 2017/ 18 as part of the next Comprehensive Spending Review would have major impact on services including frontline services that customers rely on		This is related to key risk 2 above.
7	Altogether Better Council	Potential restitution of search fees going back to 2005		Dependent upon the outcome of the negotiations/ litigation currently being defended by lawyers instructed in group litigation
8	Altogether Better for Children and Young People	School funding reforms & LACSEG reductions threaten viability of some centrally managed services for children and young people	NEW	Mitigating actions should be in place by April 2013.
9	Altogether Healthier	Viability of many accommodation-based services in	NEW	Mitigating actions should be in place by February 2013.

Ref	Corporate Theme	Risk	Direction of Travel	Anticipated date when risk will be at an acceptable level
		supported housing sector is threatened by proposed reductions in the Housing Benefit subsidy		

Consultation

Our plans are informed by results from consultation and the council has strived to obtain opinion and feedback from customers and the public to assist us in making sure that we provide the services that people need. Latest information about resident priorities indicate that residents' top three priorities for improvement are, reducing levels of anti-social behaviour, improving job prospects and cleaner streets.



The latest budget consultation also built on this approach through the council providing a range of opportunities for local people to get involved and have their views heard; including AAP forums, the Citizens' Panel, forums that represent protected characteristics and an online questionnaire available for all residents.

In December 2012, this extensive consultation process led to over 1,500 people giving their views on how the council has managed spending reductions so far, the impact that the reductions have had to date and ideas for making further reductions in the future. The main findings were:

- a high level of satisfaction with how the council has managed a difficult process so far. On a scale of 1 to 10, with 10 being excellent, the mean score

from AAP forums was 7, and 6.2 from the citizens' panel. The most common score given by AAPs was 8 and 7 for the citizens' panel.

- a greater awareness amongst the public of central government cuts rather than the council's financial situation and how it is responding locally;
- 40% of respondents felt the move to alternate weekly refuse/recycling collections was positive compared to 12% who felt it had a negative impact;
- The largest response to some of the largest changes that have been implemented to date was 'no impact'. However net negative impact was largest for changes to contracted bus services and home to school transport;
- Suggestions and comments for managing further spending reductions fell into four categories: how we manage the reductions with a strong desire for continued public involvement; improving financial efficiency; council structures and service delivery; and specific service changes and improvements.

Priority Theme	Key Consultation Findings
Altogether Wealthier	Job prospects identified as a priority issue by residents
Altogether Better for Children and Young People	Facilities and activities for teenagers as a priority issue by residents
Altogether Healthier	Care and support for older people as a priority issue by residents
Altogether Safer	Levels of anti-social behaviour identified as a priority issue by residents
Altogether Greener	Road and pavement repairs and clean streets as a priority issues by residents
Altogether Better Council	Improving efficiency and reviewing council structures and service delivery were recognised as key areas to be considered for larger reductions but with a strong desire to maintain public involvement

Performance and Efficiency

The council has a framework which details out how the performance of its services is managed. Objectives setting out what the council wants to achieve over the next four years are developed together with key measures so we can determine the extent to which our objective are being met. Plans setting out the actions that we will take to achieve our objectives and maintain performance are also drawn up. Monitoring reports of the progress against these actions and performance against key measures detailed within this plan are considered by senior managers and councillors on a quarterly basis. A range of actions are taken where services are found to be underperforming including taking remedial action such as carrying out further investigations, allocating additional resources or employing new processes or working with other agencies to bring performance within target.

Council performance over the last year was dominated by the UK economy. The country started the year in recession. Since this time the economy has flat lined with no significant growth in Gross Domestic Product. This affects Durham locally through issues such as employment, increases in homelessness and applications for benefits and through indicators of a slow economy such as low numbers of planning applications, house completions and businesses created. Despite the stagnant economy and the reduction in our resources, the council and its partners are still improving performance in some key areas such as decency levels in council housing, educational attainment of our children and young people, teenage

conception rates, levels of crime, anti-social behaviour and domestic violence and benefits processing. Our impact on the environment has also continued to improve. Household recycling is increasing following the introduction of the countywide alternate weekly collection. Carbon emissions from local authority operations like our vehicle fleet, property estate and street lighting has been reduced.

The authority has also had a number of successes including:

- Overall satisfaction of local residents with the council has increased from 41% to 48% since the last residents' survey in 2009 and the proportion of residents agreeing that the council provides value for money (34%) remains consistent with 2009 levels (31%), a significant achievement given the context of the spending reductions the council has implemented since 2009.
- The numbers that feel well informed about it have increased considerably since 2009 (from 44% to 59%). A good example is Durham County News, which three in four residents (72%) say they have read at some point.
- A peer challenge of Durham County Council by a team of councillors and senior officers from other local authorities and managed by the Local Government Association gave the authority a clean bill of health regarding organisational capacity and corporate governance arrangements and commented favourably on the two areas we asked the team to give us independent feedback on which were our community engagement and economic development.
- It is the tenth year in succession that GCSE examination results have shown an improvement. Durham is also higher than the national average.
- The It's Up 2 U participatory budget project for Stanley Area Action Partnership has been highlighted by the National Participatory Budget Unit as 'the best in England'.
- Durham County Council was shortlisted for seven prestigious 2012 Local Government Chronicle awards. The council was joint winner of Management Team of the Year and was highly commended in Council of the Year and Low Carbon Council.
- The council was shortlisted in five categories in the 2012 Association of Public Service Excellence Awards and was nominated for Council of the Year.
- The council's approach to leisure centre transfers was shortlisted for Community Investor of the Year in the 2012 MJ Awards.
- Brass: International Festival won the digital media campaign award at the 2012 Chartered Institute of Public Relations PRide Awards
- The development of the new intranet, the Members' update and the Corporate Communications Team have been shortlisted in the 2012 Public Services Communications awards.
- The Prison Library Service was highly commended in this year's North East Prison After Care Society (NEPACS) Awards.

Equality and Diversity

Equality is at the heart of our planning processes. the council's Single Equality Scheme brings together our actions to advance equality in respect of age, disability, gender, gender reassignment, race, religion or belief and sexual orientation in line with the Equality Act 2010. This Single Equality Scheme is based on the actions in our Council Plan and Service Plans and is reviewed regularly so we have a consistent approach to planning and performance. Equality actions from our

scheme, Council Plan and Service Plans are performance managed and reported on as part of the overall corporate performance management process.

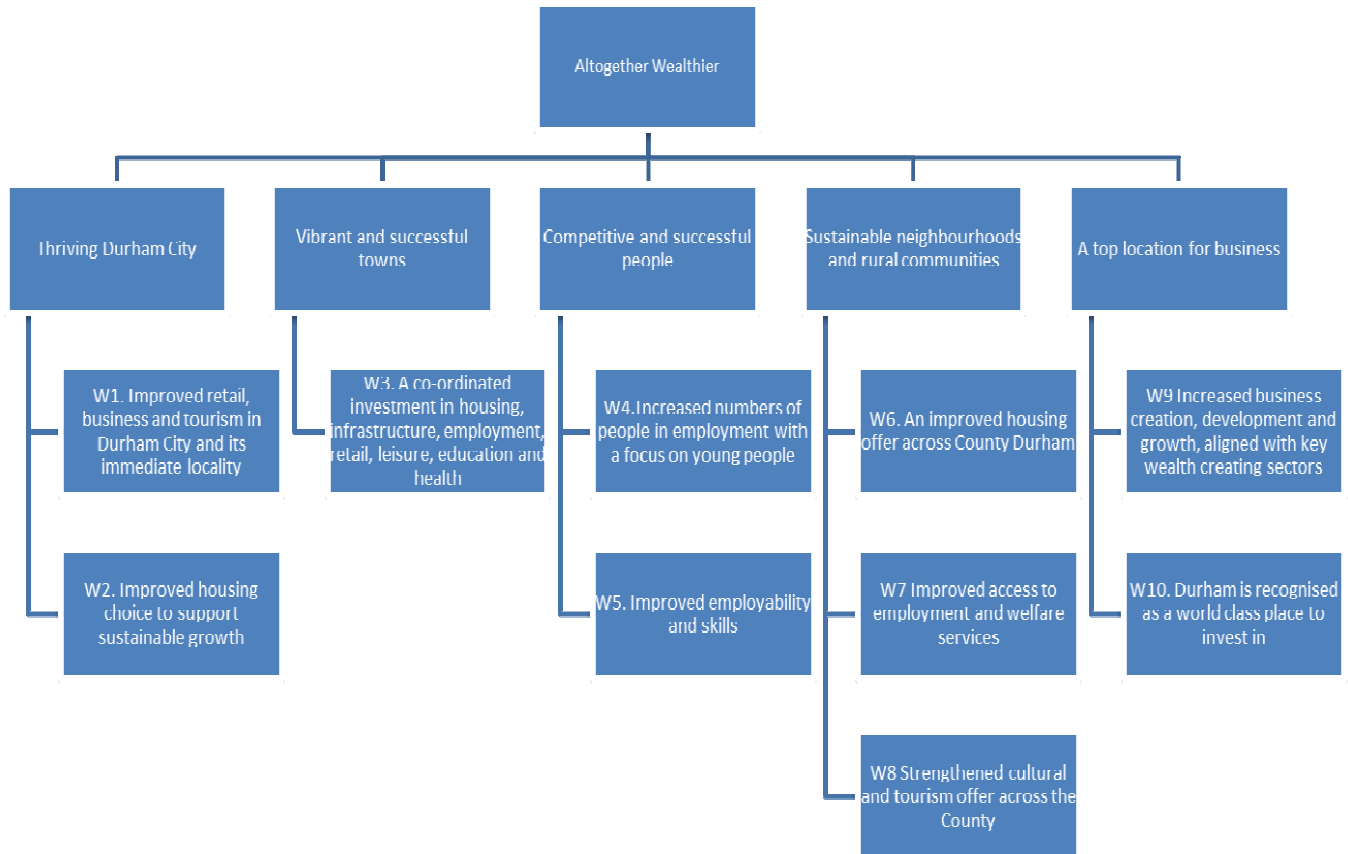
In addition we have an equality impact assessment process to identify actions relating to specific service or policy changes and key decisions including proposals for achieving savings within the MTFP (Medium Term Financial Plan).

Conclusions

Our analysis of national policy imperatives, local needs, current performance and all available consultation data have helped us to formulate the priorities contained within this plan. There are three significant issues facing the council over the short to medium-term. Firstly, the council's requirement to make substantial savings following government grant reductions to balance our budget. It is important that this is effectively programme managed so that savings are realised in a planned way. Secondly reforms to the welfare system will see some significant challenges to the way in which the council operates, not least through the introduction of a local council tax support scheme to replace council tax benefit and the local welfare assistance scheme to replace the national Social Fund. Demand for many of the council's advice and guidance services may also increase. Our performance management framework is being adjusted to enable us to quantify workload and plan productivity improvements, through for instance, being able to deliver in some cases, greater caseloads with less resource available. Finally, there are a number of fundamental reforms to the way in public services are delivered by our partners. The transfer of public health services from the NHS to the council and the election of a Police and Crime Commissioner for Durham and Darlington will change the way in which the council operates. Individual performance issues highlighted through consultation and regular performance monitoring are picked up throughout the course of this plan.

Our plan is sub-divided into a section on each of our priority themes. Each section details the objectives and outcomes that we have developed following our policy analysis work. It also sets out the narrative of what we are trying to achieve. **Did you know** and **look out for** sections provide further information in relation to each objective for the reader. Through our performance management framework we have been able to measure and highlight some recent successes in the **going well** sections whilst the **cause for concern** sections show the areas under each objective where we would like to perform better. These issues are addressed in the **high level action plans** designed to deliver our ambitions for each objective. Progress against these action plans together with performance against the measures set out in **Appendix 1** are how we intend to monitor and report on this plan throughout the forthcoming year.

Altogether Wealthier



Our ambition underpinning the vision of an Altogether Wealthier Durham is to shape a county where people want to live, work, invest and visit and enable our residents and businesses to achieve their potential. This ambition requires commitment to the transformation of the county, shared across public and private stakeholders and supported by residents. Placing Durham City as our key driver for growth, success will require us to capitalise on untapped potential in order to narrow the productivity and employment gap between the county, the region and the UK.

The County Durham Regeneration Statement looks over the next ten years to a challenging integrated programme of activity which takes advantage of our key assets and tackles constraints to growth. Our partnership Regeneration Statement has five key ambitions and objectives to drive forward activity; Thriving Durham City; Vibrant and Successful Towns; Competitive and Successful People; Sustainable Neighbourhoods and Rural Communities; and a Top Location for Business. We will strive to deliver a step change in the local economy by lifting the constraints on development and stimulating investment in infrastructure within a time of limited resources and significant national policy shifts. We have identified five long term measures of success to help steer and focus this challenge.

The key driver to stimulate an economic renaissance within the county is the employment rate; for improving this will increase levels of disposable income, increase the number of businesses, and should, as a result, begin to reduce the chronic levels of relative deprivation. As a county we need to aim to achieve an increase of 30,000 jobs over the next 20 years, through business growth, inward investment and business creation. It is also important that we continue to invest in our human capital through skills development and by supporting our residents to access and maintain employment opportunities. We must continue to address the needs of our most vulnerable residents and mitigate the impact of welfare reform, in order to improve people's quality of life and improve economic prosperity.

1. Thriving Durham City

At the heart of the North East, Durham City is a hub of economic and cultural activity and stands out as a key economic driver to the county and region. The city has enormous potential and will help to deliver a significant share of a step change in the growth of the region and the largest contribution from the county as a whole. The city needs a critical mass of employment, population and visitors to build on the assets already inherent to become a city of regional, national and international significance.

We aim to exploit Durham City's potential and what the city has to offer. By maximising the development opportunities of the city we will help to stimulate retail, business and housing growth, which will lead to job creation and increased business confidence. Durham City offers the potential to boost tourism performance across the entire county.

Going well

- 78.7% of residents can access Durham Market Place by 8.30am using public transport, with a total journey time of one hour or less including walking time.
- Good usage numbers on the three park and ride sites with extension due at Sniperley to further improve parking availability.
- We are on target to deliver transport modelling for northern and western relief roads which would serve to ease traffic congestion in Durham City.
- Improvements to the public transport corridors across the county are ongoing and will deliver a range of improvements into 2013 that will provide better accessibility.
- The driver information project was launched in November 2012 which is aimed at helping drivers plan their journeys across the city.
- Durham City Homes are on track to achieve 0% performance against their social housing non decency target.
- We have delivered a new customer access point in a shared building with the library.

Cause for concern

- The economic climate continues to make it difficult for the private sector to invest in schemes in the city.
- The number of new homes being built is at an all-time low.
- Traffic congestion in the city remains a concern, especially at Neville's Cross.
- The number of the top 20 retailers represented in Durham City has fallen from 15 to 13 as at December 2012.

Did you know?

- The 'Lumiere' event in 2011 was a huge success and attracted over 150,000 people into the city over four days, which had an economic impact of £4.3 million and raised the profile of County Durham nationally and internationally.
- A World Heritage Visitor Centre for Durham Castle and Cathedral has been developed.
- The Olympic Torch relay spent three days in County Durham. Over 175,000 local people turned out to watch this event.

Look out for:

- The Lindisfarne Gospels will visit Durham City in July 2013. The exhibition is a must see contemporary interpretation of the North's most enduring story, the tale of our famous saint Cuthbert.
- Lumiere will return to Durham City in November 2013.
- The development of the old ice rink site next to the river into a mixed-use development.
- Flood lighting on the Cathedral.

High level Action Plan

Action	Responsibility	Timescale
Support existing businesses and encourage improvements to the overall retail offer in the City Centre through the development and implementation of the Business Improvement District (BID) Board.	Head of Economic Development and Housing	March 2014
Optimise the potential of Durham City by increasing the number of visitors to the City making it a viable 48 hour stay for tourists.	Head of Economic Development and Housing	March 2015
Delivery of Durham City Regeneration Schemes including; Aykley Heads (a mixed use development for employment – twin tracked with the County Durham Plan)	Head of Economic Development and Housing	March 2017
○ Business case and accommodation strategy		September 2013
○ Site allocated, upon adoption of the County Durham Plan		July 2014

2. Vibrant and successful towns

Vibrant towns are good for business: they create jobs, attract investment and generate income - they are engines for economic growth. At their best, they create a discernible local buzz and define the wider area, attracting people from near and far. County Durham has a dispersed settlement pattern with a large number of distinct towns, not all of which are meeting the needs of local communities. Through our 'Whole-Town' approach we will increase the vitality and vibrancy of our main settlements. This 'Whole-Town' approach is specific to each settlement and enables tailored solutions and coordinated investment for each place depending on its needs and service potential for its locality. Creating vibrant and successful towns is a complex task, dealing with interrelated issues and driven by wider economic and environmental factors. Each town is different, with its own opportunities to take advantage of and needs and issues to tackle. However, we aim to create places that are attractive, well managed, and well designed with a range of amenities and facilities for that given community.

Going well

- Regeneration frameworks for Spennymoor, Newton Aycliffe, Durham City, Chester-le-Street, Peterlee, Consett, Stanley, Seaham, Bishop Auckland, Barnard Castle, Crook and Stanhope are progressing well.
- The Bishop Auckland Food Festival was very successfully held on the 20th April 2012.
- New joint Customer Access Point and Library opened to the public in Crook Civic Centre in July 2012, on time and within budget.
- Improvements have been made to the Durham Dales Centre in Stanhope, including a new business lounge.
- As part of the consultation on the preferred options for the County Durham Plan, over 100 consultation events were held to speak to local people and organisations about their views on where new housing, business, retail and infrastructure should be located over the next 15 to 20 years, over 1500 written responses have been received in relation to the consultation.

Cause for concern

- The number of planning applications has fallen again this year due to the current economic climate and is expected to continue to decrease as a result of changes in the planning legislation regarding development rights.

Did you know?

- The County Durham Plan will be published in the summer of 2014.
- The Chester le Street masterplan has now been approved.
- The Seaham Colliery housing site redevelopment will be put out to public consultation in January 2013.

Look out for:

- Renovation plans for Auckland Castle are in place to turn the site into a cultural visitor centre.
- Regeneration Frameworks will be developed for Peterlee, Shildon, Newton Aycliffe and Spennymoor.
- The final phase of the redevelopment of Seaham Dock which already includes a marina, new dock gates and small business space. Shop front improvement schemes in Church Street coupled with streetscape works have also improved

the town centre.

- The works to Witham Hall in Barnard Castle to redevelop this valuable community hub.
- Improved roundabout (installation of signals) at Northlands, Chester-le-street which will improve traffic flows to and from Stanley, Birtley and the A1.
- The completion of the highway works at Durhamgate near Spennymoor and further regeneration at this site where Black & Decker were once based.
- St Johns Square, Seaham will be complete by May 2013.

High level Action Plan

Action	Responsibility	Timescale
Development of the County Durham Plan by 2014 which includes:	Head of Planning & Assets	July 2014
<ul style="list-style-type: none"> • Completion of statement of consultation for preferred options 		May 2013
<ul style="list-style-type: none"> • Consultation on preferred options 		October 2013
<ul style="list-style-type: none"> • Preparation for examination in public, including mock examination and pre-enquiry meeting 		April 2014
<ul style="list-style-type: none"> • Full Council adoption 		July 2014
Delivery of regeneration projects and associated action plans from 2013 to 2017 in the towns of:	Head of Economic Development and Housing	March 2017
<ul style="list-style-type: none"> • Seaham • Stanley • Consett • Chester-le-Street • Bishop Auckland • Crook • Barnard Castle 		
This will include physical improvements to town centres, transport priorities and housing investment		

Complete Regeneration Frameworks
for the key towns of:

	July 2013
• Durham City	Sept 2013
• Peterlee	June 2013
• Shildon	Sept 2013
• Newton Aycliffe	June 2013
• Spennymoor	

Deliver a programme of Transport
Capital works across the County,
including:

Head of Transport and
Contract Services

March 2017

Road schemes

• A167 Sunderland Bridge junction at Durham	2015
• A167 Northlands roundabout at Chester-le-Street	2014
• Belmont Business park junction A690	March 2014
• Horden link road	2013

Public transport

• Bishop Auckland rail stations	2013
• Chester-le-Street rail station	2014
• East Durham rail station	
• Amazon Park/Heighington rail station at Newton Aycliffe	2015
• Transit 15 bus priority improvements on key transport corridors	2017

3. Competitive and successful people

The skills, abilities and attitudes of the current and future County Durham workforce are critical to the future economic success of the county and will underpin a more competitive and productive economy. County Durham has below national average employment and higher skills attainment levels, and above regional and national average economically inactive residents claiming benefits. We need to encourage people to develop their skills and recognise transferable attributes for current or future employment in order to increase individual success, improve life chances and

to ease the progression into work or within work. At a time of uncertainty, compounded with the onset of significant welfare reform and limited resources, we continue to work with partners, employers and employability support providers to ensure support for County Durham residents and to help them access employment opportunities.

It is important that we work closely with employers and continue to raise aspirations, participation and attainment of our young residents so they can make the most of available opportunities and have the best chance of being competitive and successful.

Going well

- An Apprenticeship Strategy and action plan has been completed which aims to increase learning, progression and employment to boost the numbers of young people able to gain work experience within the private and public sector.
- The Durham County Council Apprenticeship Programme has assisted in the creation of 160 places and plans to launch phase two of the programme are well developed. Over 145 apprenticeship starts have been recorded in 2012/13.
- The Durham County Council work programme has assisted over 1,300 people with over 300 people progressing into employment.
- The European Social Fund Families Project, which helps families with multiple problems overcome barriers to employment, has received in excess of 180 referrals and over 60 families have started on the programme.

Cause for concern

- Youth unemployment is a concern with 32.60% of all JSA claimants being aged 18-24, which is equivalent to 5270 people as of December 2012. Additional measures have been launched in 2012/13 which focuses on supporting this age group into employment.
- A slow rate of new job creation set against continued large scale job losses, particularly in Central and East Durham are contributing to a larger proportion of unemployed clients spending longer claiming JSA.

Did you know?

- The Awards Ceremony of 'Future Business Magnates' was held on 6th July 2012, which celebrated the end of a six-month competition in which 22 schools and 160 young people participated from across County Durham.
- The Family Intervention Team has prevented homelessness in 100% of the cases that have been referred to them (based upon Q3 2012/2013).
- 2011 saw 7808 apprenticeships starts by County Durham Residents, a 15.2% increase in the number from the previous year. The increase was above the rate of increase at a regional and national level.

Look out for:

- The development of a multi operator ticketing scheme across County Durham, making it easier for people to access training and employment.

High level Action Plan

Action	Responsibility	Timescale
Implement the Apprenticeship Strategy and Action Plan to increase learning, progression and employment and to boost the numbers of people able to gain work experience within the private and public sector.	Head of Economic Development and Housing	March 2014
Sustain and develop family projects (for example the Family Intervention Project and Familywise Project) to improve the lives of those families with multiple needs.	Head of Economic Development and Housing	March 2014
Work with the welfare to work programme contractors to coordinate employability support delivered by partner agencies for County Durham residents with a focus on 18-24 year olds, this includes:	Head of Economic Development and Housing	March 2016
<ul style="list-style-type: none"> • Delivery of the Work Programme contract to meet Avanta Job Entry rate and Job Outcomes/Sustainable targets 		March 2014
<ul style="list-style-type: none"> • Exploring opportunities for further funding 		March 2014
Work with employers to co-ordinate skills development to ensure appropriate alignment to future employment opportunities, some key projects will include:	Head of Economic Development and Housing	March 2017
<ul style="list-style-type: none"> • County Durham Employment gateway - a collaboration of key employability partners and providers responding to a small and large scale recruitment needs in the County 		March 2014
<ul style="list-style-type: none"> • Business Enterprise and Skills Working Group - providing a local approach to supporting and shaping the delivery of Business, Enterprise and Skills (BES), including Market intelligence, Promotion of Opportunities and Influencing of Key Partners 		March 2014

- Job Brokerage initiative in response to redundancy in partnership with Job Centre Plus

March 2014

4. Sustainable neighbourhoods and rural communities

Sustainable neighbourhoods and rural communities are places where people can live and want to live, places that help to enhance the wellbeing and potential of our communities. A sustainable place provides a quality built environment, with good housing and living conditions and access to services, through appropriate infrastructure. However, deprivation and inequalities persist between communities in County Durham and between County Durham, the region and the nation. Industrial restructuring and job losses in manufacturing have disproportionately affected some of our communities within the county. The county's dispersed settlement pattern, low car ownership, low job density and rurality can compound deprivation and inequalities. This can have damaging effects upon an individual's life chances in a number of ways. There are varying needs and quality of place across the County and like the 'Whole Town' approach, each neighbourhood requires a different level or type of support to ensure sustainability. We will continue to provide tailored and appropriate solutions for our neighbourhoods. Investment in housing and transport is an essential component to regenerating our communities and improving our economic performance.

Going well

- Over 332 homes have been adapted using Disabled facilities Grant (DFG) in 2012/13 (as at December 2012).
- Housing regeneration area schemes at Craghead, Wembley, Esh Winning, Wheatley Hill, Ferryhill Station, Chilton, Dean Bank and Dawdon are progressing well.
- The Local Authority New Build Scheme at Park Avenue Close, Crook has been completed, delivering a further 16 units over and above those already delivered.
- The average relet times for a Durham City Homes property is currently 22 days. This is a huge improvement compared to June 2011 when it took 46 days.
- In excess of 188 affordable homes have been completed in 2012/13, against a profiled target of 165 (as at December 2012).
- Over the past year we have seen an increase in the usage of Link 2 service.
- The percentage of council housing classed as non-decent has continued to decline, with Durham City Homes achieving 0% non-decency at the end of 2011/12. East Durham Homes also deserve recognition, as their non-decency level has fallen from 74.57% in June 2011 to 45.51% in December 2012. However, overall there are still approximately 22.2% of properties classed as non-decent (as at December 2012).
- Delivery of high profile events:
 - The Halfords Cycle Race in Durham City attracted 8,000 people with average TV viewing figures of 305,000 for each of the 11 live TV shows and 65,000 for each of the repeated shows. The estimated economic impact was £126 per overnight visitor and £86 per day visitor.

- The Marie Curie Cancer Care Etape Pennines mass participation cycling event reached its maximum capacity of 2,500 competitors.
- 200,000 attendees watched 101 people carry the Olympic Torch throughout Durham spending on average £14 each.
- BRASS: Durham International Festival and Durham Book Festival both proved to be a huge success.

Cause for concern

- The number of homelessness presentations, statutory applications and acceptances have increased compared to last year, although the number of homelessness preventions has also increased.

Did you know?

- Durham County Council delivers the Care Connect service to over 17,000 customers, helping vulnerable people to remain in their own homes.
- There are over 20,000 people registered for social housing on the Durham Key Options, Choice Based Lettings scheme.
- County Durham is a 'film friendly' area: George Gently and The Paradise are both filmed in the County.

Look out for:

- Funding has been made available to reduce the number of empty homes in the County.
- The refurbishment of Gypsy Roma Traveller sites across the County.
- A preferred option for the future of council housing across County Durham.
- A new Durham Key Options policy will start in April 2013. This policy explains how over 40,000 homes owned by social landlords will be let across County Durham.
- A new tourism marketing campaign 'This is Durham, This is Dramatic', funded through a grant from Visit England.
- Improvements to Bishop Auckland Train Station and lobbying work to improve the frequency of services at Chester-le-street train station.
- Halfords Cycle Race, Durham City (May 13).
- Lindisfarne Gospels, Palace Green, Durham City (Jul – Sep 13).
- Marie Curie Cancer Care Etape Pennines mass participation cycling event (Oct 13).
- Lumiere Light Festival, Durham City (14 – 17 November 13).
- Brass: Durham International Festival.
- Durham Book Festival.
- Highlights rural touring scheme: a network of volunteer groups delivering high quality professional, theatre, music, dance and craft events in village halls, schools and community centres.

High level Action Plan

Action	Responsibility	Timescale
Work with a wide range of partners to manage and deliver the Lumiere Light Festival.	Head of Culture & Sports	November 2013

Develop a varied programme of major events, educational programmes and exhibitions to commemorate the anniversary of World War 1.	Head of Culture and Sports	December 2013
Develop and deliver a co-ordinated Events Programme for the County.	Head of Culture and Sports	March 2014
Accelerate the delivery of housing to meet need and demand.	Head of Economic Development and Housing	March 2017
Help residents with housing needs through the delivery of the Homelessness Strategy action plan, which aims to	Head of Economic Development and Housing	March 2017
<ul style="list-style-type: none"> • Increase internal and external funding streams to maximise service delivery 		March 2014
<ul style="list-style-type: none"> • Deliver a consistent, prevention focussed housing solutions service across County Durham to cope with increased demand 		March 2014

5. A top location for business

County Durham is home to a wide range of businesses from micro rural businesses to large multinationals, from small scale engineering to large scale manufacturing and from business services to internationally leading research companies. The county offers businesses support and development opportunities and these must be sustained to serve the diversity that exists. Building on local circumstances and our assets we are taking an approach that builds on indigenous potential.

County Durham's business base grew reasonably strongly during the sustained growth of the last decade up to the start of the recession. However, we did not experience the same gains as other areas during a period of expansion and we have been harder hit in regards to employment since the economic downturn. Public sector contraction and government cuts since 2010 have compounded the issues. It is important we continue to take a balanced approach to growing and sustaining existing businesses, developing our labour force, establishing new businesses and attracting inward investment. Investment must embed with our local supply chains and networks to boost our economic potential. To become a top location for business we are supporting innovation, removing constraints to investment and growth, and enabling infrastructure development to improve our business offer.

Going well

- £7m of Broadband Delivery UK money was been secured which will enable roll out to cover up to 90% of the county.
- The County's Business Enterprise and Skills Strategy is complete.

Cause for concern

- The number of enquiries received for new business start ups has fallen considerably compared to last year. This has been attributed to the end of the Be Enterprising scheme last year.

Did you know?

- More than 900 jobs will be created as part of a £4.5bn contract to build and maintain new inter-city trains at the Hitachi factory in Newton Aycliffe. Construction will start in 2013 and the facility will be operational from 2015.

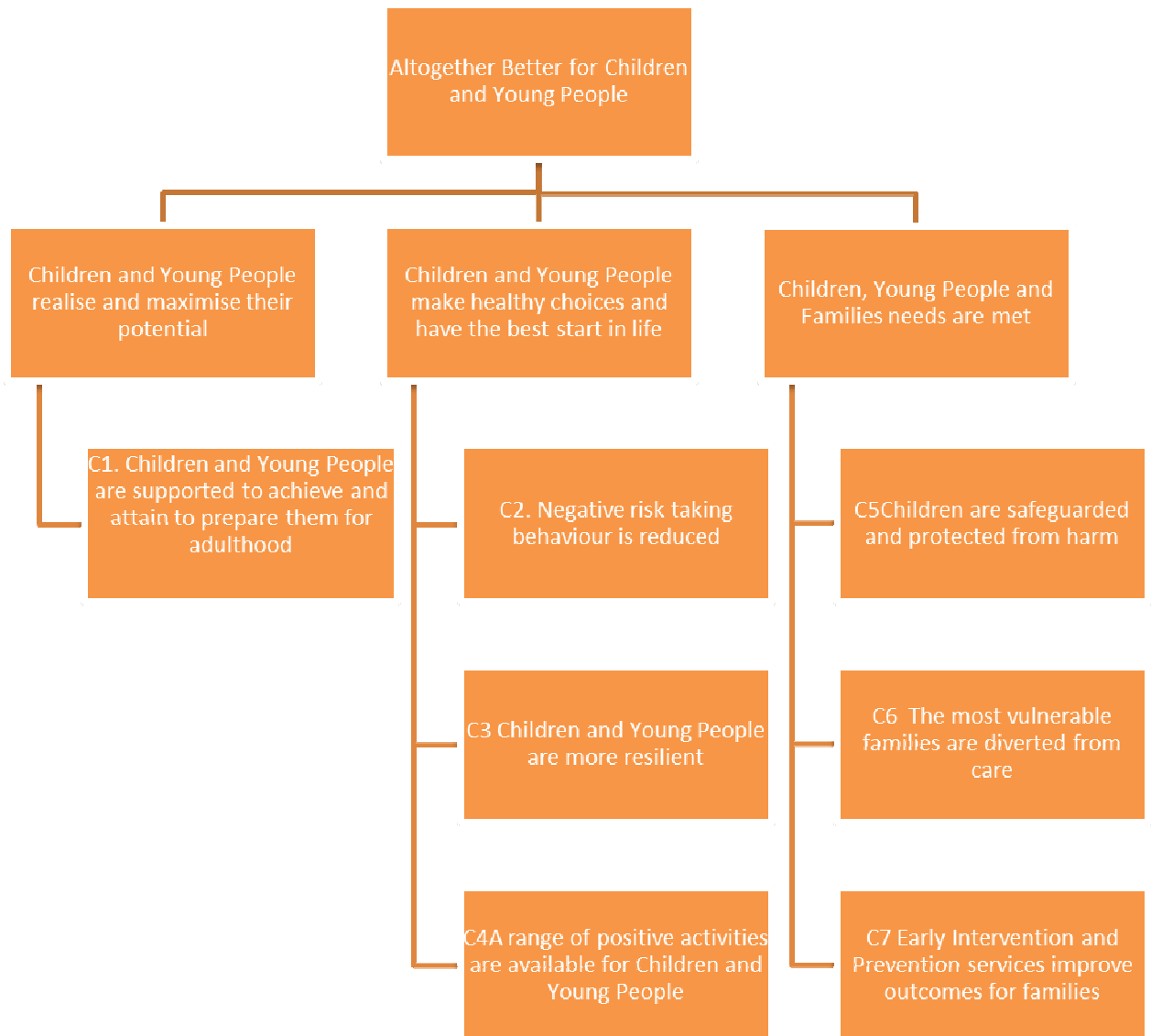
Look out for:

- After consultation involving 17 groups and 205 individuals, the Durham Tourism Management plan has been updated and circulated to all stakeholders.
- the council is working hard with Hitachi to ensure that many local residents and local businesses are able to access opportunities with the development. As construction begins on-site this year, more opportunities will arise and details will be available on the Business Durham website.

High level Action Plan

Action	Responsibility	Timescale
Increase business creation, development and growth.	Head of Economic Development and Housing	December 2014
Develop sustainable travel plans for the key employment sites across County Durham including: <ul style="list-style-type: none">• The development of a sustainable travel plan for County Hall• Improved transport links to the Hitachi site at Sedgefield• A travel plan for NET Park at Sedgefield	Head of Transport and Contract Services	March 2015 Sept 2013 2015
Support the growth and profile of Durham as a place to visit, work and invest in including a targeted place marketing campaign and support for major festivals and events.	Head of Economic Development and Housing	March 2015

Altogether Better for Children and Young People



The Altogether Better for Children and Young People theme focuses on the Council's work in tackling a range of issues impacting on the lives of all children, young people and families in County Durham. The latest Children, Young People and Families Plan (CYP&FP) 2012-2016 which was published in April 2012 was a complete refresh. The annual report reflecting on drivers for change and monitoring progress against the plan is scheduled for August 2013. The CYP&FP remains the overarching strategic multi-agency plan for the Children and Families Trust thematic partnership which focuses on the 'causes' of poor outcomes (meaning the reason) rather than the 'effects' (meaning the result/outcome).

The CYP&FP focuses on three main outcomes including: 'children and young people realise and maximise their potential'; 'children and young people are healthy and

have the best start in life'; and 'children and young people and families' needs are met'. To achieve these outcomes the Children and Families Trust have developed specific priorities that they will tackle. We believe that achieving success across these areas will have the most impact on what we want to achieve for children and young people in County Durham.

We recognise that the things which impact upon the lives of children, young people and families are complex and demand a partnership approach. The integrated, multi-agency One Point Service, launched in September 2012, and the Think Family programme are two developments which will take forward our strategy and we are confident they will contribute in helping us to achieve our outcomes.

We will also continue to listen to and work with children young people and families to formulate our plans and we will ensure our ambitions for children, young people and their families and their own ambitions are realised.

1. Children and Young People realise and maximise their potential

We want to ensure that children and young people in County Durham are supported and encouraged to be the best that they can be no matter what their dreams are.

We want to ensure that children and young people are able to thrive in the environment in which they live and learn in order to achieve their very best. We will offer support if this environment is not helping them to reach their potential. We believe in supporting achievement, raising aspirations and instilling a belief that children and young people can achieve. This will lead to greater choices throughout childhood, teenage years and on into adulthood and future employment.

We need to ensure this commitment is sustained for all children and young people, including the most vulnerable, to ensure they are appropriately supported in relation to their own needs.

Our key priorities for 2013-17:

- ✓ Children and young people are supported to achieve and attain to prepare them for adulthood.

Going well

- Continued year on year improvement in number of pupils achieving five or more A*-C GCSE's (89%) and pupils achieving five or more A*-C GCSE's including English and Maths (62%-provisional).
- At the end of December 2012, 97 schools and settings had achieved anti-bullying accreditation.

Cause for concern

- Data for November 2012 shows 12.3% (2140) of 16-18 years old had a status of 'not known' in relation to education, employment or training.
- The proportion of young mothers and care leavers in education, employment and training has decreased.
- Although the attainment gap narrowed at KS4 for SEN (54.8 to 50.9) and boys and girls (58.6 to 52.9) the gap did widen for 20% most deprived (19.9 to 20.9)
- The impact of the current economic climate on future opportunities for children, young people and their families such as lifestyle choices and employment opportunities.

Did you know?

- We provide education for up to 71,668* school aged children and young people living in County Durham in our 283 schools: 227 Primary, 33 Secondary, 12 Nursery, ten Special and one Pupil Referral Unit (PRU). Of these, six primary schools, 14 secondary schools and one special school have converted to academies.* (Source: January 2012 School Census).
- For the 2012/13 academic year 92% of primary aged pupils were offered their parent's first choice of school, and 97.5% of secondary agreed pupils were offered their parent's first choice of school.
- We have a 'Young Durham' Facebook page to engage and communicate with children and young people aged 13+ in County Durham.

Look out for:

- There is one secondary school academy application awaiting approval.
- 'Confident Schools, Confident Parents' programme across the county.

High level Action Plan

Action	Responsibility	Timescale
Deliver effective support and provision for improving the educational attainment of looked after children:	Head of Education Services	July 2013
<ul style="list-style-type: none">• Developing the quality of the Personal Education Plan (PEP).		July 2013
<ul style="list-style-type: none">• Implement the revised policy and procedure to address attendance issues for looked after children.		July 2013
<ul style="list-style-type: none">• Develop personal and social development programmes and access to counselling support for looked after children experiencing patterns of exclusion from school.		March 2014
Make effective arrangements to improve school attendance, manage school transfers and exclusion procedures and ensure that no children are missing from education.	Head of Education Services	July 2013
<ul style="list-style-type: none">• Ensure school attendance statutory responsibilities are administered effectively to support schools and academies to reduce levels of persistent absence and raise attendance.		July 2013

<ul style="list-style-type: none"> Establish, implement and develop a Central Enforcement Team. 		July 2013
<ul style="list-style-type: none"> Ensuring pupils who are temporarily unable to attend school for medical / health reasons continue to access education and achieve. 		July 2013
<ul style="list-style-type: none"> Implement protocols to monitor the attendance of looked after children. 		July 2013
<ul style="list-style-type: none"> Review and develop procedures to minimise school placement changes for looked after children. 		July 2013
Develop, implement and review NoT Known/NEET Reduction Action Plan in partnership with One Point.	Head of Education Services/Head Early Intervention & Involvement	July 2013
Support schools to raise standards, increase pupil progress particularly for the most vulnerable groups.	Head of Education Services	Sept 2013

2. Children and young people make healthy choices and have the best start in life

Children and young people need the best possible start if they are to be successful and thrive later in life.

We want to provide support and promote healthy living from an early age, aiming to reduce childhood obesity and ensure that more children maintain a healthy weight and provide opportunities and choice for young people to participate in a range of sport, leisure and physical activities.

We want children and young people to enjoy their lives and have a greater quality of life by taking part in activities that they enjoy and that interest them. Having a range of activities available for young people and their families can positively impact on a number of priorities such as maintaining a healthy weight, improving educational attainment, improving emotional wellbeing, reducing anti social behaviour and improving self confidence.

Risk taking is a normal and healthy part of growing up, however, sometimes taking risks involves engaging in behaviour that leads to poorer or negative outcomes. We will encourage children and young people to be able to look after themselves and others by making positive decisions about their behaviour.

In County Durham, we know that negative risk taking behaviour can impact on higher teenage conceptions, higher alcohol and drugs use, youth crime and high obesity

levels. We will continue to provide children and young people with relevant and appropriate information and advice to help them make more informed choices around alcohol, drugs, relationships and sex.

We also want children and young people to have resilience; children and young people who are able to cope more effectively with difficult situations and bounce back from tough times. Good emotional health and wellbeing is crucial in the development of healthy, resilient children and young people and being resilient often leads to more positive decision making in a person's life, no matter what their age.

Our key priorities for 2013-17:

- ✓ Negative risk taking behaviour is reduced.
- ✓ Children and young people are more resilient.
- ✓ A range of positive activities are available for children and young people.

Going well

- First time entrants to the Youth Justice System fell by 73.2% (2007/08 to 2011/12) using the Pre-Reprimand Disposal (PRD) programme.
- The Children and Young People's Survey 2012 told us 92.2% of children and young people feel that they can make friends easily and 96.8% always/sometimes feel happy.

Cause for concern

- Although teenage conceptions are falling in County Durham (38.8 per 1,000) they remain higher than the national rate (32.00).
- Year six obesity rates are above the national average.
- Alcohol related admission rates for under 18s are higher than the regional and national rates and a third of young people in year nine told us they always or sometimes drink alcohol (Source: Children and Young People's Survey 2012).
- Breastfeeding initiation in County Durham (56.2% of mothers are breastfeeding at 6-8 weeks) is lower than that for England (74.5%).

Did you know?

- Young people who drink alcohol are more likely to be behind at school, play truant, become a victim or perpetrator of violence/anti-social behaviour and increase their sexual risk taking (Safe Durham Partnership Strategic Assessment, 2010).
- County Durham Youth Offending Service was shortlisted in the Youth Justice Award category of the Children and Young People Now Awards for their Pre-Reprimand Disposal scheme in 2012.
- Investing in Children have supported young people in County Durham to create three short films as part of a national pilot to tackle the stigma associated with children and young people's mental health.
- 205 public open spaces and play parks, 120 community centres, 39 libraries and eight swimming pools (plus 14 in schools), over 1,050 sports clubs registered with County Durham Sport and over 1,400 football teams registered with the Durham Football Association exist across the county.

Look out for:

- The 4Real drug and alcohol service who offer free, bespoke training to anyone working with young people in County Durham.

- A countywide 'Resilience commissioning' strategy looking at addressing sexual health/ teenage pregnancy, smoking, alcohol and substance misuse and obesity.
- The get out there website (www.getoutthere.info) which is an activity directory for young people in the County Durham area.
- Baby café initiatives rolling out across County Durham encouraging mums to breastfeed in a non-judgemental environment.

High level Action Plan

Action	Responsibility	Timescale
Develop the Council's Fixed Play Strategy which will determine the distribution and range of fixed play equipment across the authority area.	Head of Culture and Sports	September 2013
Improve support to women to start and continue to breastfeed their babies.	Director of Public Health	March 2015
Improve support to families with children who are obese or overweight.	Director of Public Health	March 2015
Introduce contraceptive and sexual health clinics in all One Point Hub areas.	Head of Early Intervention & Involvement	April 2014

3. Children and Young People and Families' needs are met

We want to ensure that children and young people are kept safe from harm and vulnerable families receive the support they need. Our vision is one where every child is protected from neglect and grows up in a safe environment through effective working with our partner agencies. Together we will ensure that the support families receive is at the earliest possible opportunity, to ensure we divert the most vulnerable from care.

Safeguarding and promoting the welfare of children is about protecting children from maltreatment; preventing impairment of children's health or development; and ensuring children are growing up in circumstances consistent with the provision of safe and effective care.

We want to ensure that children, young people and their families are given the necessary social and emotional support at the earliest possible opportunity in order to reach their full potential. Programmes such as the 'Think Family' Programme will work with the most vulnerable families across County Durham to address issues faced by families. Preventing families from becoming vulnerable and enabling them to maximise their life chances is vitally important. The complex issues faced by families who are in need of help often cannot be addressed by a single agency but demands a coordinated response, especially those families who have children with additional needs. We will deliver an integrated approach in order to support families

to promote positive outcomes working with the most vulnerable families across County Durham through the Think Family programme.

Our key priorities for 2013-17:

- ✓ Children and young people are safeguarded and protected from harm.
- ✓ The most vulnerable families are diverted from care.
- ✓ Early intervention and prevention services improve outcomes for families.

Going well

- The percentage of Children In Need referrals occurring within 12 months of previous referral has decreased from 24.70% in 10/11 to 20.8% in 11/12.
- Our services have consistently received high ratings for the quality of safeguarding arrangements and were judged as 'outstanding' in January 2012.
- All children's homes have been judged as 'good' or 'outstanding' by Ofsted.

Cause for concern

- Increase in the demand for Safeguarding services.
- Increasing number of complex cases requiring a coordinated intervention from a number of services and agencies.
- The percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time has increased from 11.2% in 2011/12 to 18.3% at the end of December 2012.

Did you know?

- Children's services have now been transformed through the creation of One Point integrated services which brings together social care and health services under single line management.
- 166,783 hours of short breaks delivered between April and December 2012, which was an increase on the corresponding period of 2011 (149,033 hours).
- The 'Think Family' Programme has been launched which is working with the most vulnerable families across County Durham.

Look out for:

- Engagement of children, young people and parents in the continued development of the One Point Service.
- Joint working with providers to identify funding and commissioning opportunities to support delivery across our priorities.

High level Action Plan

Action	Responsibility	Timescale
Review and revise assessment processes in line with Munro recommendations by: <ul style="list-style-type: none">• Developing a model for proportionate assessment processes for children in need resulting in more effective interventions for families with complex needs.	Head of Children's Care	June 2013

- Reviewing and revising 'front of house' services in line with revised assessment processes.

Integrated services to work effectively with One Point with clear pathways in and out of Specialist Services.

Head of Children's Care

March 2014

Reshape the One Point Service to provide a dedicated youth support service for vulnerable teenagers.

Head of Early Intervention and Involvement Services

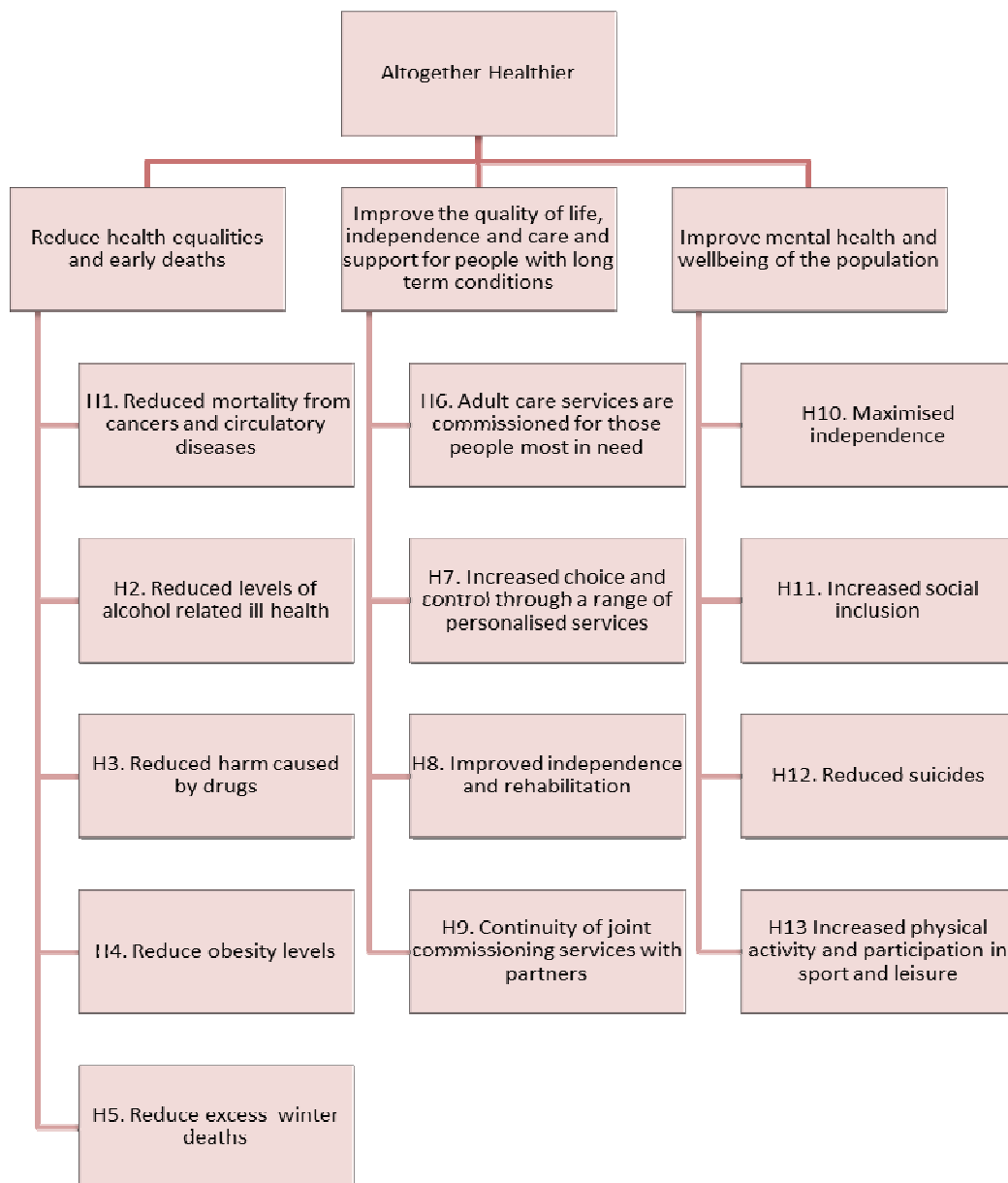
March 2015

Implement the 'Think Family' programme.

Head of Early Intervention and Involvement Services

April 2015

Altogether Healthier



The Altogether Healthier theme focuses on prevention, personalisation and partnership working to improve the health and wellbeing of the population.

Health in County Durham has improved significantly over recent years, but remains below average for England. Health inequalities remain persistent, levels of deprivation in County Durham are higher than the average for England and life expectancy is lower in County Durham than the England average. Like many local authorities areas in the country, County Durham has an ageing population which will place additional pressures upon health and social care services over the coming years.

The Health and Social Care Act 2012 has provided the opportunity through the Health and Wellbeing Board to work together to improve the health of the local population and reduce health inequalities. The Health and Wellbeing Board has developed the Joint Health and Wellbeing Strategy (JHWS), outlining a four year

vision for addressing these issues and setting priorities for commissioners to purchase health and social care services.

Working closely with Clinical Commissioning Groups, Durham County Council will continue to provide a Joint Strategic Needs Assessment for County Durham, which includes robust information relating to the health and wellbeing of the local population.

The draft Care and Support Bill published in July 2012 aims to transform the social care system to focus on prevention and the needs and goals of people requiring care. It provides the legal framework for putting into action some of the main principles of the White Paper, 'Caring for our future: reforming care and support' and also includes a number of health measures, including assessment of carers' needs and support. In County Durham adult social care continues to be provided to the most vulnerable who are eligible to receive support.

Personal health budgets, which will combine health and social care budgets allowing people to have more choice, flexibility and control over the health services and care they receive, will be piloted when in County Durham.

1. Reduce health inequalities and early deaths

Although health in County Durham has improved over recent years and people now live longer lives, the rate of progress has not been equal across the county and health inequalities are still evident.

The introduction of public health into the authority will ensure health inequalities are considered across the whole of the authority's business, and to support strategic thinking about how to drive reductions in health inequalities, working closely with the NHS and other partners.

Obesity is a major risk factor in the development of a number of severe medical conditions. Being obese makes people more likely to suffer from Type II diabetes, diseases of the cardiovascular system (e.g. heart disease, stroke, angina, deep vein thrombosis, and high blood pressure), certain types of cancer, arthritis of the back and other health problems. Levels of adult obesity in County Durham are worse than the England average and disproportionately affect the least well off.

Smoking is the biggest single contributor to the shorter life expectancy experienced in County Durham. Cancer and cardiovascular disease (CVD) account for 65% of early or premature deaths. Smoking is a major cause of health inequality in County Durham.

Alcohol is a significant contributor to ill-health across all age groups and all areas of the county. Rates of hospital stays for alcohol related harm remains significantly higher than the England average.

Our key priorities for 2013-17:

- ✓ Reduce mortality from cancers and circulatory disease.
- ✓ Reduce levels of alcohol related ill health.
- ✓ Reduce harm caused by drugs.
- ✓ Reduce obesity levels.
- ✓ Reduce excess winter deaths.

Going well

- Life expectancy in County Durham for both men and women has improved over recent years.
- In 2011-12, the Stop Smoking Service helped 5523 people to stop smoking against a target of 5246 quitters. This exceeds the regional and national four week smoking quitter rates.
- Premature cardiovascular disease (CVD) mortality rates are reducing in County Durham.
- We have implemented the new National Food Hygiene Rating System, informing users if the restaurant, takeaway or food shop they want to eat at or buy food from has good food hygiene standards.

Cause for concern

- Cancer contributes significantly to the gap in life expectancy between County Durham and England.
- Smoking is the biggest single contributor to shorter life expectancy in County Durham.
- Early deaths from heart disease and stroke in County Durham are worse than the England average.
- Levels of adult obesity are increasing in County Durham.

Did you know?

- The Joint Strategic Needs Assessment for County Durham was completed in August 2012, which included updated information on the health and wellbeing of the local population and is accessible online JSNA.
- The Joint Health and Wellbeing Strategy for County Durham was completed In November 2012 and has informed commissioning plans for services in the county.
- A revised multi-agency Alcohol Harm Reduction Strategy for County Durham was published in November 2012.

Look out for:

- Food and Nutrition Plan for County Durham.
- Healthy Weight Alliance Strategy.

High level Action Plan

Action	Responsibility	Timescale
Develop joint action plans with partners that will reduce the number of people who have cancer, heart disease and strokes through the implementation of systematic approaches to primary and secondary prevention.	Director of Public Health	March 2014
Work with Clinical Commissioning Groups to ensure universal access to the Health Check Programme in County Durham by increasing the uptake of Health Checks from community providers.	Director of Public Health	March 2014

Use all available tools to identify areas and groups at risk of poor health outcomes and intervene appropriately to reduce the widening gaps in life expectancy by;	Director of Public Health	March 2014
<ul style="list-style-type: none"> • Developing a programme of health equity audits • Undertaking a CVD health equity audit 		
Raise the profile of cancer awareness and earlier diagnosis and encourage the uptake of cancer screening programmes from communities where take up is low by reviewing the implementation of National Cancer Strategy locally for County Durham.	Director of Public Health	March 2014
Work together to reduce the number of people who misuse drugs and alcohol by developing a Drugs Strategy for County Durham.	Director of Public Health	March 2014
Commission effective substance misuse treatment services and work in partnership to reduce the number of people who misuse drugs by increasing the number of successful completions in relation to the national average.	Director of Public Health	March 2014
Integrate and roll out interventions to address the impact of fuel poverty on excess mortality and morbidity by: <ul style="list-style-type: none"> • Identifying strategic leadership and pool resources to streamline services • Collect a baseline of current activity within County Durham 	Director of Public Health	March 2014
Develop a Healthy Weight Alliance for County Durham: bring all key elements of an obesity strategy together, strengthen work programmes.	Director of Public Health	March 2014

- Conduct an Obesity Self-Assessment based on NICE guidelines
- Develop a multi-agency cross cutting strategy
- Develop a local delivery plan

Develop and implement primary prevention programmes to improve health outcomes in general practice and save costs around quitting smoking, reducing problem drinking and improving exercise take up:

Director of Public Health

- Review Exercise referral Pathway and implement recommendations
- Continue with the current commissioning for weight management

March 2014

March 2015

Develop a comprehensive partnership approach to wider tobacco control actions to reduce exposure to second hand smoke, help people to stop smoking, reduce availability (including illicit trade), reduce promotion of tobacco, engage in media and education and support tighter regulation on tobacco.

Director of Public Health

March 2017

2. Improve quality of life, independence and care and support for people with long term conditions

Durham County Council (DCC) has a statutory duty to assess the social care needs of people and their carers. The assessment process uses eligibility criteria to determine the level of need of individuals and the level of service required. People with the greatest care needs, having critical or substantial needs, are given priority.

An increasingly older population will see rising prevalence of mental health conditions, dementia, increased levels of disability and long term conditions and will significantly increase the number of people we need to provide care for. Long term conditions have a significant impact on reducing the length and quality of a person's life. They also impact upon family members who may act as carers.

People with long term conditions are the most frequent users of health care services accounting for 50% of all GP appointments and 70% of in-patient beds.

We continue to work towards mainstreaming self directed support as the core model for assessment and service delivery for adults in need of social care services. Self directed support enables people in need of services to have much more control over

their assessment and care planning, and have greater choice and control over the services they receive to meet their assessed needs.

The introduction of the Re-ablement Service in April 2011 continues to improve people's confidence and ability to regain their independence to remain in their own homes for as long as possible.

We continue to work with health partners to provide 'intermediate care' services for people, which promote faster recovery from illness, prevent unnecessary hospital admissions and maximise independent living.

Our key priorities for 2013-17:

- ✓ Adult care services are commissioned for those people most in need.
- ✓ Increased choice and control through a range of personalised services.
- ✓ Improved independence and rehabilitation.
- ✓ Continuity of joint commissioning services with partners.

Going well

- Increase in the number of carers receiving a service (including information and advice).
- In 2012 over 10, 000 people were in receipt of a Personal Budget.
- 87.5% of people discharged from hospital into reablement or rehabilitation services between January and June 2012 were still at home three months later. This compares to the latest England average of 82.7%.

Cause for concern

- The number of older people in the 85+ age range is predicted to increase by 108.5% by 2026 and by 157.3% by 2031.
- The number of carers aged 65 and over providing unpaid care is set to increase by 40.8% by 2030 (from 10,225 in 2011 to 14,401 in 2030).
- County Durham is higher than the England average for the number of people with long term conditions.
- The prevalence of dementia in County Durham is expected to increase from 6,153 in 2011 to 10,951 by 2030 an increase of 78%, placing much greater pressures on services.

Did you know?

- 40,000 people have been helped to stay in their own homes through the provision of community based services such as home care, day care, equipment, adaptations and respite care.
- 95% of respondents to the carers' survey said that they would recommend direct payments to other carers.
- Durham County Council have commissioned a service from the British Red Cross to facilitate a smooth transition home, reduce anxiety, promote recovery and in some cases may help to prevent a re-admission to hospital.
- Across the country as a whole, it is estimated that more than three quarters of people aged 75 years and older have one or more long term condition, with more than a quarter having three or more.

Look out for:

- The Personal Health Budgets pilot (combining health and care budgets) will be rolled out in County Durham.

- A new 'Telehealth' service which will provide equipment to people with diabetes to enable them to monitor their vital signs, including blood pressure, weight and blood sugar.
- Development of a County Wide Dementia Advisor Service.

High level Action Plan

Action	Responsibility	Timescale
Ensure consistent and effective application of eligibility criteria so that adult social care services continue to be provided to those people most in need.	Head of Adult Care	March 2014
Develop and deliver a formal project which incorporates specific tools and guidance for frontline staff on outcome focused models of care.	Head of Adult Care	March 2014
Further develop the market to increase the availability of services which can be purchased through a virtual budget to offer more choice and control to the service user.	Head of Commissioning	March 2014
Implement the action plan from the Care and Support Bill, which will have an impact on the delivery of social care services in County Durham.	Head of Planning & Service Strategy	March 2016

3. Improve mental health and wellbeing of the population

In County Durham, improving the mental health and wellbeing of the population has continued to remain a priority. Good mental health and resilience are very important to people's physical health, relationships, education, training, work and to individuals achieving their potential. It is the foundation for wellbeing and the effective functioning of individuals and communities. It impacts on how individuals think, feel, communicate and understand.

'No health without mental health', a cross-government mental health outcomes strategy for people of all ages emphasises how early intervention and prevention will help tackle the underlying causes of mental ill-health. Taking a lifecourse approach, it recognises that the foundations for lifelong wellbeing are being laid down before birth.

People at higher risk of suffering from poor mental health include those with poor educational attainment, the unemployed, older people, those with long term conditions (such as coronary heart disease, diabetes), people with learning disabilities and people living in more deprived communities.

It is recognised that maximising independence for people is an important contributor to positive mental health. It is also widely acknowledged that participation in work is one of the main routes to social inclusion and improving mental health and wellbeing.

The financial and emotional burden of unemployment has a significant impact on mental health and wellbeing, and problems such as anxiety and depression impact on significant numbers of people out of work.

Our key priorities for 2013-17:

- ✓ Maximised independence.
- ✓ Increased social inclusion.
- ✓ Reduced suicides.
- ✓ Increase physical activity and participation in sport and leisure.

Going well

- The council's mental health support and recovery service was shortlisted in the 2012 Local Government Chronicle Awards for Health and Social Care.
- 81.8% of adults in contact with secondary mental health services in 2011/12 were living independently, with or without support. This compares to an England average of 57.8%, North East average of 72% and similar council average of 69.2%.
- During June 2012, we launched On the Ball, our new fully inclusive Five-A-Side Football Leagues for men, women and juniors.
- Our Wellness on Wheels (WOW) trucks continue to visit communities, particularly those isolated and socially deprived, offering opportunities to participate in fitness activities. Demand for activities at each location is analysed and where possible, legacy gyms, i.e. permanent facilities which the community runs itself, are set up.
- During 2011/12, our WOW trucks visited eight locations, resulting in four legacy gyms, bringing the total in the county to ten.
- 'Get Walking, Keep Walking Durham': In conjunction with Ramblers to make walking accessible to all; we are working with community groups, GP surgeries and workplaces to encourage people to become more active by building more walking into their everyday lives.

Cause for concern

- Suicide rates in County Durham for men were significantly higher than the England average.
- Almost 4,200 people in County Durham are registered with GP's with a diagnosis of mental illness.
- The prevalence of dementia in County Durham is expected to increase from 6,153 in 2011 to 10,951 by 2030 increase of 78%.
- 37.2% of people claiming Incapacity Benefit/Severe Disability Allowance are due to mental health problems (November 2011).
- The condition of many of the outdoor sport and leisure facilities is poor requiring a strategic solution to ensure future sustainability.
- Indoor facilities stock is ageing and requires capital investment
- Retention of income levels for Culture and Sports Services

Did you know?

- Nationally life expectancy is on average ten years lower for people with mental health problems due to poor physical health.
- At least one in four people will experience a mental health problem at some point in their life.

- One in ten children aged between 5 and 16 years has a mental health problem and many continue to have mental health problems into adulthood.
- A new Mental Health Partnership Board has been developed to oversee and co-ordinate the local implementation of 'No Health without mental Health: A cross government outcomes strategy for people of all ages.
- Almost half of all adults will experience at least one episode of depression during their lifetime.
- Walking routes can be downloaded free from the 'Get Walking, Keep Walking Durham' website, and each walker receives a free step counter and Get Walking pack. A short walks group offers free walks of two to five miles in picturesque locations around County Durham.

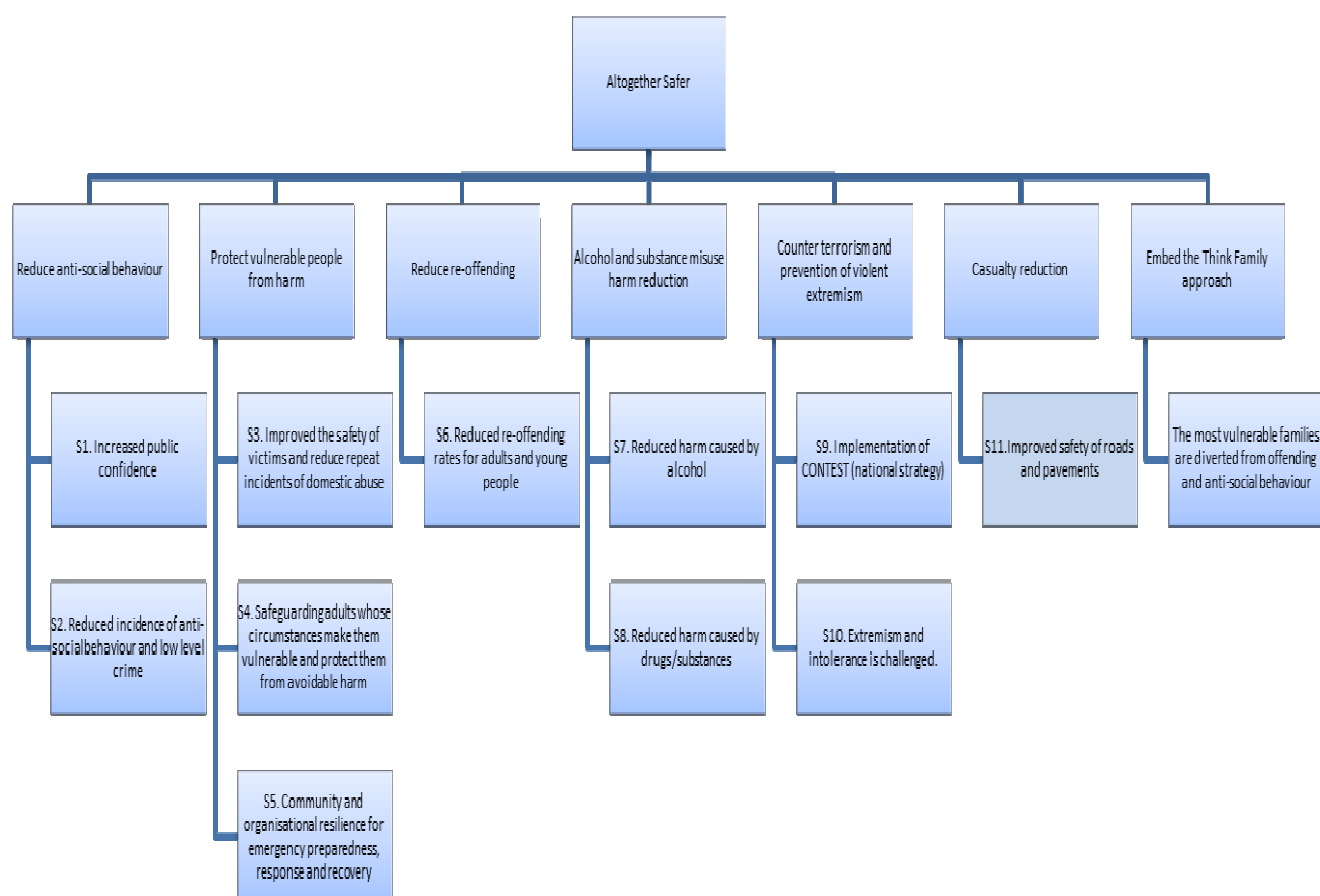
Look out for:

- Development of a Public Mental Health Strategy incorporating Suicide Prevention.
- Development of Consett Leisure Centre and rugby/football improvements.
- Further community gyms.

High level Action Plan

Action	Responsibility	Timescale
Develop and implement programmes to increase resilience and wellbeing through practical support on healthy lifestyles by undertaking asset-mapping in an identified community.	Director of Public Health	March 2014
Work with partners to provide a wide range physical activity opportunity across County Durham to support more active lifestyles by reviewing and co-ordinating a Physical Activity Delivery Plan.	Director of Public Health/Head of Culture & Sports	March 2014
Develop and implement a multi-agency Public Mental Health and Suicide Prevention Strategy for County Durham.	Director of Public Health	March 2017
Strategy implemented		2013 – 2017
Action plan refresh		Annually
Strategy refresh		December 2015

Altogether Safer



The Altogether Safer theme focuses on creating a safer and more cohesive county.

the council works with partner organisations, as a key member of the Safe Durham Partnership, to tackle crime and disorder in County Durham.

We support the Safe Durham Partnership in delivering the priorities which includes the strategic plan and delivery of the day-to-day operational response to issues impacting on our neighbourhoods. We work with partners to involve the community in tackling priorities, with the aim of creating a safer county and contributing to an Altogether Better Durham.

Key hotspots around the county are identified as particularly vulnerable in terms of crime and disorder. These areas generally face problems such as unemployment, low educational attainment and ill-health. Evidence shows that there are links between levels of deprivation and levels of domestic abuse, anti-social behaviour, re-offending, alcohol and substance misuse, and road casualties.

The council will continue to work with partners throughout the county to tackle these issues which have an impact on the personal safety of residents and service users and will support the Safe Durham Partnership's work with the Police and Crime Commissioner.

1. Reduce anti-social behaviour

Anti-social behaviour (ASB) is associated with everyday problems such as noise, vehicle crime, abandoned cars, vandalism, litter, intimidation, and harassment. ASB can also affect people's happiness and pride in their community as a place to live and deters them from accessing local parks and other community spaces.

Consultation across the county continues to identify concerns amongst local communities about crime and ASB.

Our key priorities for 2013-17:

- ✓ Increased public confidence.
- ✓ Reduced incidence of ASB and low level crime.

Going well

- Anti-social behaviour incidents reported to Police decreased by 29% between April-December 2012 when compared to the same period the previous year.
- The percentage of people agreeing that the police and local council are dealing with concerns of ASB and crime has increased from 53% in 2010/11 to 58% in 2011/12 and 59.5% for the year ending June 2012.
- We were successful in our bid to share £1million national fund to help address ASB linked to underage drinking in three rural communities (Tow Law, Crook and Howden)
- ASB has reduced significantly across the 12 High Impact Locality areas
- Alcohol related ASB has reduced since a new alcohol seizure and referral process was implemented in July 2011.
- A new risk assessment matrix is now used to assess the vulnerability of a victim of ASB, to help identify individual needs and mitigate risks.
- The implementation and review of the ASB Escalation Procedure has provided a consistent partnership intervention model to deal with perpetrators of ASB.
- 1,200 County Durham school children attended an event aimed at improving their understanding of the harm that ASB can cause, along with having respect for one another and pride in their neighbourhood.

Cause for concern

- Alcohol related admission rates for under 18's are higher than the regional and national rates.
- Alcohol related ASB is still a concern.
- There is intelligence to suggest that there are more than 40 domestic premises suspected of supplying illicit tobacco.
- Changes to Regulation of Investigatory Powers Act (RIPA) may result in some delays or restrictions in carrying out surveillance operations.
- Proposed changes to under age sales test purchasing guidance could restrict our ability to enforce the legislation.
- People's perceptions of ASB do not reflect the high performance achieved in the reduction of ASB incidents.
- The number of young people drinking out of sight in public places.

- The number of incidents of dog fouling has increased while the number of all other ASB has reduced. Perceptions of dog fouling are higher than perceptions of other forms of ASB.
- A new ASB Case Review Panel was implemented in May 2012 to look at cases not resolved at LMAP's

Did you know?

- We have increased use of powers to tackle sales of alcohol and tobacco to people under the age of 18.
- Rubbish/litter and dog fouling are the main reasons why people have a high perception of ASB in County Durham.
- Horse related nuisance incidents in the South of the County have reduced by 31 incidents per week to just seven. This has been achieved by impounding illegally tethered horses, micro-chipping and issuing passports to stray horses.
- We were successful in our bid to share a £1 million national fund to help address ASB linked to underage drinking in three rural communities (Tow Law, Crook and Howden).
- We have set up a new partnership between the Police's Alcohol Reduction Unit and EHCP's enforcement staff to ensure targeted, effective enforcement.
- We have developed a protocol to fully investigate e-crime and have carried out our first covert investigation through Facebook.

Look out for:

- Increased use of powers to tackle sales of alcohol and tobacco to people under the age of 18.
- Weeks of action in targeted areas to reduce environmental ASB, such a dog fouling and littering problems.
- Greater use of alcohol seizure powers to tackle underage drinking and reduce alcohol related ASB.

High level Action Plan

Action	Responsibility	Timescale
Develop and implement performance frameworks for the Safe Durham Partnership to measure the agreed priorities within the Joint Intelligence and Threat Assessment and the Police and Crime Commissioner.	Head of Planning & Service Strategy	July 2013
Lead on the production of the Safe Durham Partnership's Strategic Assessment and Partnership Plan	Head of Early Intervention & Involvement	March 2014
Develop an integrated approach to co-ordinate activity with the new Police and Crime Commissioner.	Head of Early Intervention & Involvement	March 2014
In partnership, develop an action plan to increase public confidence in the Police and Council to tackle local	Head of Early Intervention & Involvement	March 2014

crime and anti-social behaviour issues.

Develop action plans to tackle anti-social behaviour and low level crime.	Head of Early Intervention & Involvement	March 2014
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Through the Community Action Team (CAT), deliver a 19 month programme of targeted interventions around environment, health and consumer protection.	Head of Environment, Health & Consumer Protection	December 2014
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2. Protect vulnerable people from harm

Protecting vulnerable people from harm is a key priority for Durham County Council and partners through the Safe Durham Partnership. The priority includes effectively responding to, and better protecting, those vulnerable individuals and communities at most risk of serious harm and improving the safety of domestic abuse victims and their children and reducing repeat incidents of domestic abuse.

Safeguarding adults continues to remain a key priority for Durham County Council and partners and a zero tolerance approach has been adopted through the delivery of comprehensive training and communication strategies, national drivers and media attention linked to the care services industry. This means that all agencies are fully committed to preventing the abuse of adults and responding promptly when abuse is suspected.

There are numerous factors which have contributed to the overall increase in safeguarding referrals for suspected abuse. These include the continuing adoption of a zero tolerance policy and improved awareness of safeguarding.

Durham County Council has a statutory duty, as a Category 1 responder under the Civil Contingencies Act 2004 to provide an Emergency Response Service. Supported by Durham & Darlington Civil Contingencies Unit and alongside other Council services and key voluntary agencies, the council's Children and Adult Services play a significant part in providing organisational resilience and emergency preparedness, response and recovery arrangements as part of the council's overall Emergency Response Team.

Our key priorities for 2013-17:

- ✓ Improved safety of victims and reduced repeat incidents of domestic abuse.
- ✓ Safeguarding adults whose circumstances make them vulnerable and protect them from avoidable harm.
- ✓ Community and organisational resilience for emergency preparedness, response and recovery.

Going well

- Better training and education resulting in a greater recognition of incidents.
- Durham has a lower rate of repeat referrals (12% between April and December 2012) from high risk domestic abuse cases than other areas.
- We have set up have set up eight cold calling zones to tackle unwanted doorstep callers; and more are planned for 2013/14

- 64 referrals made, for individuals with a specific fire risk, to the Fire Death Protocol between Apr-Sep 2012. During this period accidental dwelling fires reduced to 92 from 106 compared to the same period in 2011.
- Levels of domestic abuse in County Durham have risen by 4% since 2010/11 which may indicate an increased awareness in all aspects of abuse.

Cause for concern

- In 2011/12 physical abuse is the most common type of alleged abused.
- 44% of domestic abuse offences in County Durham in 2011/12 were alcohol related.
- Domestic abuse features in over half of all child protection conferences.
- Local research shows that signs of child sexual exploitation are not understood by agencies and organisations that work with children and young people.

Did you know?

- Nine new self-contained units for women and their children escaping domestic abuse to provide a safe environment were developed in 2011/12.
- In 2011/12 there were 2,197 safeguarding adult referrals in County Durham.
- Levels of domestic abuse in County Durham continue to remain stable and have done since 2009/10.
- National Research has highlighted Teenage Partner Violence as an emerging issue.
- We administer and manage a Registered Trader Scheme which consists of more than 100 traders.
- National research identifies that under-reporting and availability of support are problematic for victims of disability-related harassment.
- Child Sexual Exploitation awareness raising sessions have been delivered to professionals and frontline workers across County Durham with over 600 delegates attending.

Look out for:

- Multi Agency Public Protection Arrangements Guidance.
- Operation Bombay is a dedicated team set up to protect elderly and vulnerable residents from bogus officials.
- Commissioning of a countywide domestic abuse outreach service.
- Closer integration with Think Family.

High level Action Plan

Action	Responsibility	Timescale
Develop community resilience plan.	Head of Policy and Communications	June 2013
Review and enhance the council's current emergency planning framework and plans to improve resilience.		December 2013
Develop and implement associated business and training plan.		March 2017
Commission a Countywide Domestic Abuse Outreach Service.	Head of Early Intervention & Involvement	July 2013
Working in partnership with the Probation Service, implement the new Multi Agency Public Protection Arrangements (MAPPA) Guidance, e.g. the statutory arrangements for managing sexual and violent offenders.	Head of Adult Care	September 2013
Develop a programme of awareness-raising campaigns linked to existing annual events to cover the hate crime strands.	Head of Early Intervention & Involvement	March 2014

3. Reduce re-offending

Reducing re-offending remains a strategic priority for the Safe Durham Partnership. This is in response to the national estimate that 10% of the active offender population is responsible for half of all crime.

A Reducing Re-offending Strategy 2011-14 has been developed with the aim of reducing crime by reducing re-offending rates through the following two objectives: Prevent inter-generational offending (criminal behaviour within families and across generations) and prevent repeat offending.

Our key priorities for 2013-17:

- ✓ Reduced re-offending rates for adults and young people.

Going well

- Significant reductions in first time entrants (FTEs) to the youth justice system continue to be achieved, falling from 1,129 in 2007/08 to 294 in 2011/12; equating a 74% reduction.
- Pre Reprimand Disposals (PRD) shows a 98% completion rate, with a 50% reduction in re-offending after the PRD compared to reprimand.

- The Safe Durham Partnership experienced a 61% reduction in offending for the Integrated Offender Management (IOM) cohort (prolific offenders) in 2011/12 compared to the same cohorts offending in 2010/11.

Cause for concern

- The new national single indicator for measuring proven re-offending. County Durham has a rate of 29.3% of proven re-offending (latest figures January 2010 - December 2010) compared to the national figure of 26.7%.
- Nationally, it is estimated that approximately 10% of the active offender population are responsible for half of all crime and that a very small proportion of offenders (0.5%) are responsible for one in ten offences.

Did you know?

- Success relies on the offender being motivated to change.
- Adult offenders are managed by Durham Tees Valley Probation Trust. Young people who offend (pre and post court) are managed by County Durham Youth Offending Service.

Look out for:

- An increased focus on diverting women offenders from the criminal justice system.
- Greater emphasis on the use of restorative justice and restorative approaches across reducing re-offending services (adult and youth services).
- Closer integration with Think Family services.

High level Action Plan

Action	Responsibility	Timescale
Prevent inter-generational and repeat offending by implementation of the Reducing Re-offending Strategy and Action Plan 2011/14.	Head of Early Intervention & Involvement	March 2014
Support the introduction of Integrated Restorative Practice across the Safe Durham Partnership.	Head of Early Intervention & Involvement	March 2014

4. Alcohol and substance misuse harm reduction

Alcohol consumption is a significant contributory factor relating to a range of offences, in particular violence, disorder and ASB. The main issue is addressing the circumstances and situations where the consumption of alcohol contributes to unacceptable forms of behaviour.

Excessive alcohol consumption is a contributory factor with respect to a range of offences including violence, disorder and ASB. The impact of this costing tax payers in County Durham almost £60 million per year.

Alcohol use can lead to people becoming more vulnerable to being both victims and offenders of crime. Alcohol is also a major factor in fire-related deaths and road traffic accidents. Drinking high levels of alcohol is also associated with family breakdown, worklessness, ill health and early death. Alcohol is a factor in approximately a third of children being involved in Initial Child Protection

Conferences and is reported as a factor in approximately 44% of domestic violence incidents. Alcohol harm reduction is a major public health priority in County Durham.

Substance misuse results in increased health problems for drug users, impacts significantly on families and is often a contributory factor to other social problems including ASB and acquisitive crime. Problems associated with substance misuse include mental ill health and social problems such as homelessness.

Our key priorities for 2013-17:

- ✓ Reduced harm caused by alcohol
- ✓ Reduced harm caused by drugs/substances

Going well

- In 2011/12 there were 1,759 drug users in effective treatment against a target of 1,888; 1,442 were Opiate or Crack users (OCU).
- The number of people successfully leaving substance misuse treatment is increasing.
- The Recovery Academy Durham has seen 12 individuals graduate since opening in Dec 2011 and nine graduated in partnership I Wing HMP Durham since Feb 2012. The graduates are now living completely drug free lives.
- Durham Recovery and Well Being centre is an aftercare facility for those leaving services abstinent from alcohol and has a healthy membership of people supporting each other and taking part in activities.
- An ambassador programme is now available to service users who have left treatment successfully so they can come back into services to support others.
- Between July 2011 and June 2012 960 under-18s were referred to 4Real following alcohol seizures.
- Best Bar None continues to increase in popularity amongst the on-licensed trade and has contributed to increased standards of management in the City and towns across the County.

Cause for concern

- Around 3% of school exclusions in County Durham are thought to be specifically due to alcohol, with a further 20% thought to be due to alcohol being a contributory factor.
- The percentage of the estimated drinking population in treatment with the Community Alcohol Service is below target.
- The most harmful drug, both to users and to communities, continues to be heroin.
- Cannabis is the most commonly used drug. The demand has resulted in more large scale/professional grows, often located in the more deprived areas where property is more available and cheaper.
- Alcohol is cheaper and more available than ever before.
- Between 38%-65% of the population of County Durham, over the age of 15, are drinking alcohol at levels that cause harm.
- Young adults are more likely to binge drink. The greatest number of increasing risk and higher risk drinkers can be found in the 25-44 year age group.
- More than 50% of offenders working with Durham Tees Valley Probation Service have alcohol problems.
- The most harmful drug, both to users and to communities continues to be heroin.

Did you know?

- The National annual cost of drug related crime is £13,9 billion and drug treatment helps to reduce an estimated 4.9m crimes nationally per year with an estimated saving of £960 million.
- It is understood that for every £1 spent on drug treatment saves £2.50 in costs to society.
- More young people are choosing not to drink, but those who do drink are drinking more often.
- More than half of all violent crimes are alcohol related.
- Locally, the percentage of alcohol related violent crime reported in 2011/12 has risen by 4% from 2010/11.
- There continues to be a strong link between alcohol and certain forms of sexual assaults and child sexual exploitation.
- There is intelligence to suggest that there are more than 40 domestic premises suspected of supplying illicit tobacco.

Look out for:

- 'Punched out cold' campaign, aimed at reducing drink fuelled violence.
- The Government's consultation on the level of a minimum unit price for alcohol.
- A refreshed County Durham Licensing Policy.
- An alcohol diversion scheme for binge drinkers who are arrested with an eligible alcohol related offence.
- The development of policy around new alcohol licensing legislation such as Early Morning Restriction Orders (which restricts the time after which alcohol may be sold) and Late Night Levy (a levy for businesses that supply alcohol late into the night).

High level Action Plan

Action	Responsibility	Timescale
Develop and implement a revised multi-agency Alcohol Harm Reduction Strategy for County Durham to: <ul style="list-style-type: none">• prevent and tackle crime and disorder problems associated with alcohol misuse;• reduce illegal sales of alcohol within the county.	Head of Early Intervention & Involvement / Director of Public Health	March 2014
Work with partners to deliver a range of intelligence led interventions to reduce the harm caused by tobacco and alcohol.	Head of Environment, Health and Consumer Protection	March 2014
Reduce demand, restrict supply, build recovery and support people to live a drug free life.	Head of Early Intervention & Involvement / Director of Public Health	March 2014

5. Counter terrorism and the prevention of violent extremism

In 2011, the government released new 'Contest' and 'Prevent' strategies. The strands of the Contest strategy remain the same:

- Pursue – to stop terrorist attacks (remit of police & security services);
- Prepare – where we cannot stop an attack, to mitigate its impact;
- Protect – to strengthen our overall protection against terrorist attacks; and
- Prevent – to stop people becoming or supporting terrorists.

Within County Durham the main focus is on the Prevent strand of the strategy. The new Prevent strategy has three objectives:

- Respond to the ideological challenge of terrorism and the threat we face from those who promote it.
- Prevent people from being drawn into terrorism and ensure that they are given appropriate advice and support.
- Work with sectors and institutions where there are risks of radicalisation which we need to address.

Objective three of the new 'Prevent' strategy is underpinned by new research and understanding about the risks of becoming susceptible to terrorist propagandists. Sympathy for terrorism is highest among young people. Most terrorist offences are committed by those under 30 and some people, supportive of terrorist groups and ideologies, have sought or gained positions in schools. National research should not be interpreted to mean that schools within County Durham are at particular risk however agencies need to be aware of the general risk and act in a proportionate manner.

Our key priorities for 2013-17:

- ✓ Implementation of CONTEST (the national strategy)
- ✓ Extremism and intolerance is challenged

Going well

- Raised awareness of extremism through the use of workshops to raise Awareness of PREVENT, 'Trust Your Instincts' DVD and through internal communications.
- Awareness-raising of extremism in schools through 'staying safe on the Internet'.
- Awareness-raising in further education through the Safe Spaces initiative.
- Tested community resilience to extremism through the use of the tension monitoring.
- A system is in place in all prisons to ensure extremist behaviour is challenged and managed effectively through use of interventions
- Awareness-raising across acute and community health sectors.
- Developed best practice in emergency planning validation.

Cause for concern

- The current threat level for the UK is 'substantial', which means that a terrorist attack is a strong possibility.

Did you know?

- 10% of all terrorist convictions nationally fall within the age range 15-19.
- A system is in place in all prisons to ensure extremist behaviour is challenged and managed effectively through use of interventions.

Look out for:

- Council's Community Resilience Plan.

High level Action Plan

Action	Responsibility	Timescale
Maintain up to date understanding of the ideology behind the terrorist threat among the CONTEST Silver Group. <ul style="list-style-type: none">• Deliver ongoing awareness raising training to members of the Silver group on both domestic and national ideologies delivered by national and regional bodies.• Provide monthly Home Office updates from the Research, Information and Communications Unit to the Silver group and Durham County Council virtual Contest group.• Achieve performance Level 3.	Head of Early Intervention & Involvement	March 2014
Contribute to the implementation of the Channel Policy in order to prevent people from being drawn into terrorism and ensure that they are given appropriate advice and support. <ul style="list-style-type: none">• Review and refresh Channel Policy.• Contribute to the Channel process.• Achieve Performance Level 3.	Head of Early Intervention & Involvement	March 2014
Deliver WRAP training to key individuals in order that they can recognise the signals of radicalisation and understand the support available to respond. <ul style="list-style-type: none">• Staff trained to deliver WRAP.	Head of Early Intervention & Involvement	March 2014

- Deliver WRAP training to key staff in youth offending.
- Deliver WRAP training to Key staff in schools.
- Achieve performance Level 3.

Implement the Hate Crime Action Plan.

Head of Early Intervention & Involvement

March 2014

6. Casualty reduction

The government has not as yet extended the casualty reduction targets beyond the 2010 timeframe set within the national casualty reduction strategy. As part of the work to develop the Local Transport Plan 3 (LTP3), the County Council has chosen to project the target line beyond the 2010 timeframe for the life of LTP3 i.e. 2015.

Road accident numbers in 2010 showed a reduction for the numbers of people killed or seriously injured, particularly children. During 2011 (January – September) the numbers of children involved in serious accidents has increased.

Our key priorities for 2013-17:

- ✓ Improved safety of roads and pavements.

Going well

- Overall, road casualties have fallen by more than half in the last ten years.
- 1300 young people put through the EXCELeRate Young Driver Training Scheme;
- We maintain:
 - 3,745 km of roads: 11% are 'A' roads, 11% 'B', 19% 'C', 59% unclassified
 - 592 road bridges
 - 3,486 km of footways and 491 footbridges
 - 87 cattle grids, 26 retaining walls
 - 104,000 gullies, in excess of 81,000 street lights and 5,500 lit signs

Cause for concern

- County Durham pedestrians killed or seriously injured has increased by 33%.
- Children (0-15) killed or seriously injured has risen by 40%.
- Casualty rate per billion vehicle miles during 2011 increased by 12% since 2010 and those injured increased by 6%. Both are a higher rate than of the region.
- While young driver casualty numbers are falling, they are still disproportionately high given the number of young drivers actually using our roads.
- County Durham sits well above the England average for bus casualties when comparing casualties per population size.
- Child pedestrians and child car occupants account for 80% of all child casualties, with child pedal cyclists also being a significant issue.

Did you know?

- 45% of roads are included in our winter maintenance plan and utilising the 42,000 tonnes of salt held in eight depots; our entire fleet pre-salts /ploughs roads round the clock. We also fill more than 2,000 salt bins and deploy more than 200 officers to clear priority footways and pavements.
- We oversee 193 school crossing patrols and deliver road safety training to more than 7,000 children each year.
- We have completed our new walking and cycling strategy and have started delivering the action plan to improve the safety of pedestrians and cyclists.

Look out for:

- Government proposals to limit car use by new (young) drivers who are statistically more likely to have an accident.
- Improvements to the rail network including a new rail station at Horden, East Durham to encourage residents to leave their cars at home and use public transport.

High level Action Plan

Action	Responsibility	Timescale
Develop and implement a risk based highway tree inspection regime in conjunction with Streetscene and Regeneration and Economic Development.	Head of Technical Services	March 2014
Identify trends and install appropriate engineering solutions to reduce road casualties and implement a programme of engineering improvements.	Head of Transport and Contract Services	March 2014

7. Embed the Think Family Approach

In 2009, the government introduced its 'Think Family Strategy' with the aim of securing better outcomes for children, young people and families with additional needs by co-ordinating the support they receive from children's, young people's, adults' and family services.

Subsequently, in December 2011, the Government introduced the Troubled Families' Programme, with the intention of turning around lives of 120,000 troubled families in England. This programme will specifically target:

- getting children back into school;
- reducing crime and ASB;
- getting people back into work; and
- where parental substance misuse, domestic abuse and mental ill health are present since we know that these factors predominate in cases leading to care proceedings and are therefore of high cost to the public purse.

Embedding the 'Think Family' approach into how we tackle those individuals and families that commit crime and ASB is vital if we are to intervene at an early stage to tackle the underlying causes of crime that often pass from generation to generation.

The Safe Durham Partnership has had a strategic priority since 2011 to target 'High Impact Households.' High Impact households are identified as those that have

a disproportionate impact on partner agencies as either perpetrators or victims of crime or ASB. Some families experience complex health, social, economic and behavioural problems; which can then impact upon individual wellbeing and the wellbeing of those they live in close proximity to.

These households often contain 'victims' and 'offenders' and require the support of a wide range of services. This area of work will further develop as it is more closely integrated with Think Family at both a strategic and locality problem-solving level.

Our key priorities for 2013-17:

- ✓ The most vulnerable families are diverted from offending and ASB.

Going well

- Partnership agreements with key agencies have been set up to develop new ways of working with families and to support service and workforce transformation.
- A Think Family Mentor Network has been established to support lead professionals.

Cause for concern

- The challenge of identifying a large number of families to work with over the next three years.

Did you know?

- The intention is to work with 1,320 families across County Durham over the next three years.
- These families almost always have other often long-standing problems which can lead to their children repeating the cycle of disadvantage. One estimate shows that in over a third of troubled families, there are child protection problems. Another estimate suggests that over half of all children who are permanently excluded from school in England come from these families, as do one-in-five young offenders.
- Other problems such as domestic violence, relationship breakdown, mental and physical health problems and isolation make it incredibly hard for families to start unravelling their problems.
- The cost of these families to the public purse is very significant – approximately £9 billion a year, the vast majority spent on reacting to their problems. And most importantly, most of the money being spent is not providing lasting results and changing lives.
- The Safe Durham Partnership has 11 Locality Multi-Agency Problem-Solving Groups (LMAPS) which tackle those engaging in crime and ASB. These groups are being reviewed to fully embed the Think Family Approach.
- The Think Family Programme aims to see a 60% reduction in ASB across the family and the offending rate by all minors in the family reduced by at least 33%.

Look out for:

- 'Think Family' E Learning Package for all Durham County Council staff and partner organisations.
- Level 4 Award (City and Guilds) Working with families with multiple and

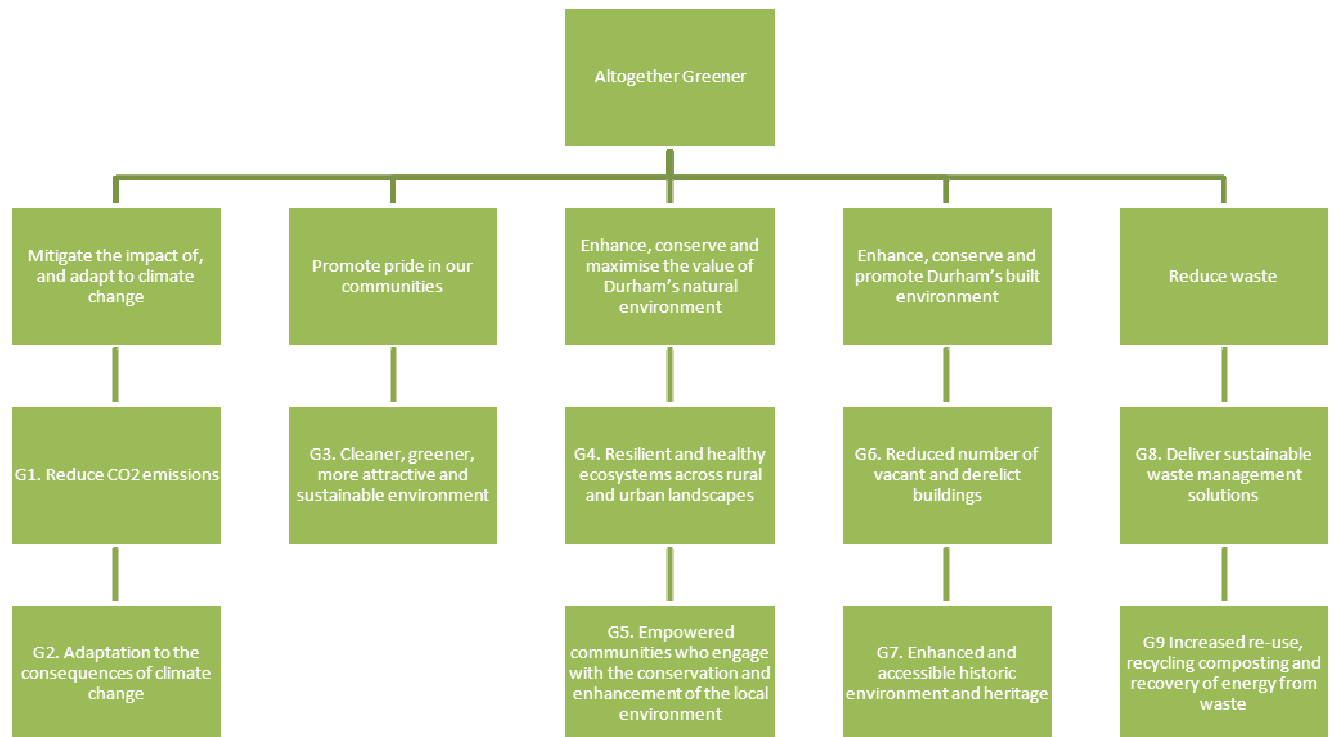
Complex Needs.

- A more co-ordinated approach with changes to the way services are provided to vulnerable families.

High level Action Plan

Action	Responsibility	Timescale
Review Locality Multi-Agency Problem-Solving Groups (LMAPS) to ensure that Think Family is embedded into problem-solving.	Head of Early Intervention & Involvement	March 2014
Review Thematic Delivery Group action plans to ensure that Think Family is embedded into strategic approaches to tackle Anti-Social Behaviour, Reduce Re-Offending, Domestic Abuse and Substance Misuse.	Head of Early Intervention & Involvement	March 2014

Altogether Greener



There is mounting evidence that the UK is experiencing changing climatic conditions and more extreme weather patterns due to the effect of global climate change. These changes are accelerating and will bring significant challenges to every aspect of our lives, our communities and the natural environment. Not only do we need to respond to any severe weather events, e.g. prolonged winter snow, heavy rain storms, high winds, but also we must develop adaptations that will ensure damage is limited and our services remain resilient. We have set challenging targets to reduce carbon emissions caused not only by our operations but also across the wider county. We will achieve these targets through programmed activity with residents and by working with local businesses.

Reducing waste, and re-using, recycling or composting what is produced, are important factors in sustaining our natural resources. The rollout of alternate weekly recycling and rubbish collection between January and June 2012 means residents now have wheeled bins for recycling increased the tonnage of dry recyclates collected from the kerbside. Although this, in turn, is helping to reduce landfill tonnages and costs, if our targets are to be achieved we need to further decrease the amount of waste produced, further increase re-use, recycling and composting levels, and where possible recover energy from waste.

The local environment consistently appears as a top priority for our residents and we recognise that the quality of the environment has a significant impact on feelings of happiness, security, well-being and pride. Clean streets, attractive towns and villages, and community cohesion all contribute to people's satisfaction with their

area as a good place to live. We believe that by encouraging people to take pride in their environment and empowering communities to develop and deliver change in their own neighbourhoods, we can collectively deliver improvements that will last for generations to come.

In addition, we must carefully manage both the natural and built environment to enhance and sustain our local environment. We will build on the importance placed on parks and open spaces and work with communities to ensure these areas meet their needs.

1. Mitigate the impact of, and adapt to climate change

The council has targets to reduce its own carbon emissions by 40% by 2015 and emissions across the authority area by 40% by 2020. Working with our partners we will ensure the county is well prepared to adapt to the consequences of climate change, for example to be able to cope with any major flooding events or other severe weather event. In conjunction with the Environment Agency, we have identified areas which may be vulnerable to flooding and we will be implementing actions to mitigate the potential impact and protect our communities.

Going well

- We are on target to install 120 electric vehicle charging points across the county by 2014. So far, we have installed 30.
- We've ensured that the County Durham Plan takes climate change into account and have begun a project with the Environment Agency to consider future flood mitigation works on the River Wear in Durham City.
- We are reducing both energy costs and carbon emissions through a number of initiatives including: installing solar panels on 35 public buildings, de-illumination of signs, retrofit of older lighting apparatus with up-to-date energy efficient apparatus, dimming street lights and replacing older vehicles with more fuel efficient versions.

Cause for concern

- Issues with developers still using 2006 building regulation means that overall carbon savings are not as significant as anticipated.
- The reduction of the Feed-in-Tariff from the Government to support private householders to invest in low carbon energy generation (wind/ solar etc) will reduce our ability to lower carbon emissions.
- Increase in severe weather events including prolonged winter snow, heavy rain storms, and high winds.

Did you know?

- One of the world's leading solar panel manufacturers is based at NETPark in County Durham.
- There are currently two geothermal test sites in the County. Hot water has been found beneath sites at Eastgate in Weardale and at Hawthorn in East Durham.
- You can find out if you are at risk of flooding and sign up for flood warnings from the Environment Agency.

Look out for:

- Events throughout Altogether Greener week.
- Dimming of street lighting.
- New electric charging points.

High Level Action Plan

Action	Responsibility	Timescale
Deliver the Street Lighting Energy Reduction Project to achieve energy reduction in respect of street lighting electrical apparatus through a combination of: <ul style="list-style-type: none"> • Design development • Procurement of equipment • Upgrade street lamps with new LED units and central control system • Identify potential locations for the de-illumination of traffic signs 	Head of Technical Services	March 2019 April 2013 April 2013 to March 2019
Coordinate the development and implementation of a re-charging network for electric vehicles through the Local Transport Plan 3 and planning conditions for new developments: <ul style="list-style-type: none"> • 35 electric charging points across the County 	Head of Transport and Contract Services	March 2014 March 2014
Develop an approach to providing fuel efficient pool vehicles at major depots to manage and reduce business mileage.	Head of Direct Services	March 2014
Establish a carbon reduction baseline and subsequent targets for 2014 onwards in relation to the new Waste Service contracts. Baseline established Targets set	Head of Project & Business Services	August 2014 June 2015
Work in partnership with Registered Housing Providers to minimise Fuel Poverty and improve Energy Efficiency.	Head of Economic Development & Housing	December 2015
Develop projects for renewable energy development on council assets and assist in the development of community renewable energy.	Head of Planning and Assets	March 2017

2. Promote pride in our communities

Consultation with our residents consistently identifies clean streets as a top priority. However, addressing this issue is not solely about the council improving its operations. To be truly effective and sustainable our approach should harness the contribution that everyone can make, as we all have a role to play in helping make our communities cleaner, and greener. We will continue to encourage local people to look at ways to improve their local area and to get involved in implementing their ideas.

Going well

- 15 of our parks and open spaces have been awarded green flags, the highest number of all North East authorities. We have more cemeteries with green flags than any other burial authority in the country. And we continue to support both Northumbria in Bloom and Britain in Bloom.
- Each year more than 100 organised litter picks are carried out.

Cause for concern

- Result of climate change impacting service delivery, eg increased verge/weed maintenance.

Did you know?

- Countryside volunteers contribute almost £400,000 of work to the County Council each year.
- Our Pride Team not only organises litter picks but also supports community groups to organise their own clean up days by lending equipment.
- By June 2013, a number of 'how to' guides for 'Pride' activities will have been developed.

Look out for:

- Events throughout Altogether Greener week.
- Declaration of an Air Quality Management Area in Chester-le-Street.
- Big Spring Clean 2013.

High level Action Plan

Action	Responsibility	Timescale
Work with social housing providers to deliver environmental improvements through local campaigns and schemes targeting environmental issues within localities, for example, dog fouling, littering and dirty yards and gardens.	Head of Direct Services	April 2014
Declare an Air Quality Management Area for Chester-le-Street and undertake further air quality assessment work.	Head of Environment, Health and Consumer Protection	September 2014

3. Enhance, conserve and maximise the value of Durham's natural environment

Our natural environment underpins our economic prosperity, as well as our health and well-being, therefore protecting the environment and enhancing biodiversity is a priority.

There have been many improvements to our natural environment; the air is cleaner, water quality has improved and our wildlife sites are in better condition. We will continue to take action to ensure that our natural environment is protected as a resource for future generations, including using large scale biodiverse landscapes to mitigate the impact of climate change.

The creation of Local Nature Partnerships (LNP's) will ensure a healthy and natural environment improving the multiple benefits we receive from the good management of the land.

Going well

- Countryside volunteers contribute almost £400,000 of work to the county council each year.

Cause for concern

- Changing weather patterns associated with climate change are expected to negatively affect habitats in Durham and the species they support.

Did you know?

- the council manages 120km of railway path and undertake biodiversity management and enhancement work at 70 sites totalling almost 1,200 hectares (five square miles).
- 30% of the North Pennines AONB is in County Durham.

Look out for:

- Community conservation days in your area and the Countryside Events programme.
- Environment Awards 2013.

High level Action Plan

Action	Responsibility	Timescale
Development and support of landscape-scale partnerships and designations and the delivery of associated actions plans, including:	Head of Planning and Assets	March 2014
<ul style="list-style-type: none">• Delivery of the Limestone Landscapes Heritage Lottery Fund programme, which includes the consolidation of Hawthorn Hythe Lime Kiln and Field training for staff and volunteers		November 2013

4. Enhance, conserve and promote Durham's built environment

Our built environment is the place where most people both live and work. Appearance is important but good design is not only how things look, it uplifts communities, transforms how people feel and behave, and ensures resources are used effectively and imaginatively.

We must carefully plan our built environment. As the population ages, it is important places are welcoming, inclusive, and designed for the convenience and the enjoyment of all. The challenge of climate change has meant we must fundamentally re-think the way we plan and design our built environment, both to mitigate by using local and sustainable materials and ensuring future energy use is minimised and to adapt, by ensuring that development is fully prepared for more extreme weather.

Going well

- The annual partnership programme of Heritage Open Days was held successfully in September 2012. As part of the event a Durham Booklet was produced, user feedback has been that it is of an excellent standard and is a useful information guide to the heritage assets in County Durham.
- Completion of works to improve town centres, ranging from shop front improvement schemes in Seaham and Consett to group repair schemes in Dawdon (part-funding improvements to doors/windows/ guttering).

Cause for concern

- The judicial review of the development of sites for supermarkets in Peterlee is restricting the further regeneration of the town centre. A regeneration framework for the town is due for completion later in the year which will set out how we will improve the built environment of this important town centre.

Did you know?

- County Durham has 28 buildings listed on the Heritage at Risk Register maintained by English Heritage

Look out for:

- Events throughout Altogether Greener week.
- Heritage Open days?

High level Action Plan

Action	Responsibility	Timescale
Manage promote and deliver an annual partnership programme of Heritage Open Days.	Head of Planning and Assets	October 2013

5. Reduce waste

The European landfill directive was introduced to prevent or reduce as far as possible negative effects on both the environment and human health from the landfilling of waste. The legislation has important implications for waste handling and disposal as it contains targets for the landfilling of biodegradable waste that the UK must achieve. The UK Landfill tax is the mechanism for meeting these targets because by increasing the cost of landfill, other waste treatment technologies become more financially attractive. We not only continue to search for more

innovative ways for disposing of waste but also reducing the amount of waste produced.

Going well

- The percentage of household waste re-used, recycled or composted continues to increase from 43% during 11/12 to 43.4 during 12/13.
- Alternate Weekly Collection (AWC) has resulted in more dry recycling being collected from the kerbside 5000 more tonnes during 12/13 than 11/12.

Cause for concern

- The possibility of less recycling due to a downturn in the market price of recyclates.

Did you know?

- Last year, our refuse and recycling team emptied household bins / containers over 20 million times; handling almost 240,000 tonnes of household waste, of which almost 105,000 tonnes were recycled or composted (43.4%).

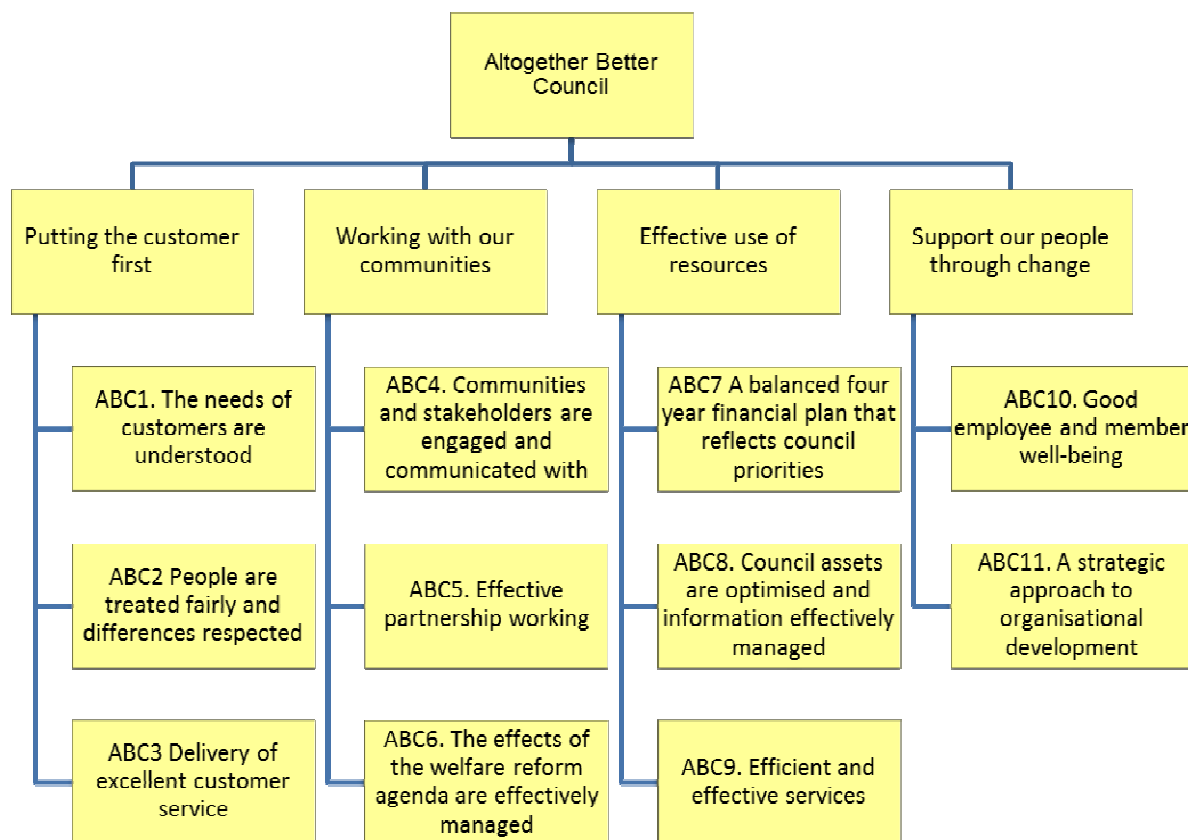
Look out for:

- Waste awareness campaigns and roadshows.
- Events throughout Altogether Greener week.

High Level Action Plan

Action	Responsibility	Timescale
Produce a new Waste Strategy for Durham County Council	Head of Projects & Business Services	September 2013
Deliver the Waste Transfer Stations Capital Improvement Programme:	Head of Projects and Business Services	
• Annfield Plain		December 2014
• Heighington Lane, Newton Aycliffe		December 2014
• Stainton Grove		December 2014
• Thornley (demolish and rebuild)		December 2015

Altogether Better Council



The Altogether Better Council priority theme contains the enablers that allow us to effectively manage change and deliver improvement across the other themes within this plan. Much work has been done during 2012/13 to rationalise the range of objectives and outcomes within this theme. Our plans in this area are now structured around four key objectives of serving our customers effectively, working with our communities, using our resources in an effective manner and supporting our people through change. These are key areas and they relate to all services within the council. It is imperative that we deliver against these objectives and they become increasingly important in times of significant change.

1. Putting the customer first

Local authorities exist to serve their customers and our new Customer First Strategy is been refreshed to reflect changing needs. Residents and customers pay for the services that we deliver through their taxes and through fees and charges. It is imperative that we understand what services our customers want from their local council and that they have a say in the shaping of services delivered to them. Increasingly, people want to do their business with the council at a time and place which is convenient to them. Many people are comfortable with booking tickets for the cinema, paying bills or reporting a fault online either on their computer or their mobile phone. It is more cost effective for the council and the customer to divert much of the business transacted with customers to be delivered online. However, we

also recognise that for some transactions, it is more convenient for customers to receive services face to face or by telephone. This is why we are spending time in enhancing our website and also investing in improving our telephone system and customer access points. The council's new Customer First Strategy will set out how we intend to further improve how we deliver services to our customers.

Going well 🍀

- We have completed a major project at Clayport Library in Durham City: refurbishing all three floors and relocating the Customer Access Point bringing council services together under one roof in a convenient and accessible location.
- We have transformed Crook Civic Centre to provide a new Customer Access Point and library, resulting in much-improved facilities for local residents.
- We have developed a new Primary School at Esh Winning including a library for use by both pupils and the community.
- Introduction of DisabledGo website providing detailed access information for disabled residents, visitors and their families on over 1,000 venues across the county.
- This year the council opened a new register office at Aykley Heads House which provides a choice of celebratory rooms in an elegant listed building.

Cause for concern 🚩

- Performance in terms of answering telephones and dealing with people face to face has been variable throughout the year and has fallen below target in some months, but is being addressed.

Did you know?

- Each year Customer Services answer more than 800,000 telephone enquiries and deal with almost 210,000 face to face enquiries.
- Care Connect were awarded the National Telecare Services Association 'Platinum' accreditation for providing an excellent service across the County.
- We maintain more than 6,000 homes in Durham City. Repairs can be reported via text message and we'll confirm the appointment time, by text, the day before we arrive. You can also set up a password in advance of visits so you can confirm our identity.
- Durham County Council is on Facebook and Twitter.

Look out for:

- Our refreshed Customer First Strategy.
- Additions to the DisabledGo County Durham website.
- Analysis of the 2011 census results for County Durham.

High level Action Plan

Action	Responsibility	Timescale
Develop a new Customer First Strategy.	Head of Projects and Business Services	May 2013

Improve understanding of customer and population needs <ul style="list-style-type: none"> • Sub-county analysis of performance and population needs • Census profiles 	Head of Planning and Performance	June 2013 March 2014
Evaluate electronic channels and identify which customers will be encouraged to use them and develop a programme to promote their use.	Head of Projects and Business Services	December 2013
Re-launch the council's website as a principal service channel.	Head of Policy and Communications	April 2014
Adopt a suite of golden numbers for the council to enable easier access to services for customers.	Head of Projects and Business Services	December 2014

2. Working with our communities

Effective engagement with local residents has been a key focus for Durham County Council since local government reorganisation. Our 14 Area Action Partnerships (AAPs) across the county are a key to achieving this. The Government is also placing a great emphasis on connecting with communities through the Localism Act 2011. This gives councils a general power of competence and residents now have the power to instigate referendums on any local issue. They will also be able to veto council tax increases above 2%. The act will also provide new power to residents to help save local facilities and services threatened with closure and give voluntary and community groups the right to challenge the council over service provision.

The Welfare Reform Act 2012 is one of the largest policy changes introduced by the current government. One of the aims of welfare reform is to simplify a very complex array of benefits available to people who are unemployed, disabled, unable to work, have childcare responsibilities or who are on low incomes.

It is therefore critical that we maintain a focus on effective partnership working within the changing national context, in particular working through the County Durham Partnership to ensure integrated delivery of public services across the county.

The council also continues to respond to the requirements of the Equality Act 2010. The public sector equality duty, applied from 2011, extended equalities legislation to the areas of age, faith, sexual orientation, transgender, pregnancy and maternity, marriage and civil partnerships, in addition to the already protected areas of gender, race and disability. the council has undertaken an on-going programme of Equality Impact Assessments to adhere to its Public Sector Equality Duty also included within the act.

Going well

- Three large participatory budgeting events were held in 2011 attracting 104 proposals for local projects. 37 projects were successful and were granted £150,000 funding.

- A participatory budgeting event run jointly by Durham County Council and Stanley Town Council in Stanley last year attracted 1353 attendees making it the largest in England.
- A peer challenge of the council conducted by a team of councillors and officers from other authorities in July 2012 reported that AAPs are working well, have a strong focus on action and an impressive record of running exciting events and projects.
- The council has set up a network of regular meetings to work with the voluntary sector and town and parish councils to maintain dialogue and identify opportunities to work together in delivery of local services.

Cause for concern

- National reforms to the welfare system may impact negatively on our residents and communities

Did you know?

- A new chair for the County Durham Economic Partnership Board, Professor Brian Tanner, was appointed in June 2012.
- Area Action Partnerships have attracted an additional £11.8 million in matched funding linked to area budgets since their inception. That is £1.65 of external money brought in for every £1 of council money spent.
- The latest census results show that the population has grown to 513,200.

Look out for:

- More local participatory budgeting events.
- World War I centenary commemoration.

High level Action Plan

Action	Responsibility	Timescale
Implementation of Local Council Tax Support Scheme and Welfare Assistance arrangements.	Head of Finance (Financial Services)	April 2013
Renew our Sustainable Community Strategy.	Head of Partnerships and Community Engagement	September 2013
Completion and monitoring of all risk and project plans, and compliance with the Electoral Commission's performance standards for the following elections;	Head of Legal & Democratic Services	
County & Local Elections		May 2013
European Union Elections		June 2014
Parliamentary Elections		May 2015

Establish a robust approach to consultation on budget reductions and service changes.	Head of Partnerships and Community Engagement	September 2013
Manage a programme of projects to monitor and respond to the impact of welfare reform on our residents and communities.	Head of Policy and Communications	December 2013
Develop a robust performance framework to capture the effectiveness of AAPs.	Head of Partnerships and Community Engagement	September 2013
Implementation of a community buildings strategy.	Head of Partnerships and Community Engagement	May 2014

3. Effective use of resources

The council continues to face unprecedented levels of reduction in Government support over the medium-term with a third year of very demanding reductions. Although the savings that the council needs to achieve are substantial, we have worked to develop plans that underpin this requirement. the council has agreed a strategy for making the savings where more than half of the required savings will be made through reductions in management costs, support services, efficiencies and increases to fees and charges so that the impact of reductions to frontline services are minimised.

A number of planned savings reflect the benefits to the council of becoming a unitary authority offering an opportunity for significant efficiency savings and modernisation opportunities. For example, consolidation of some of our computer systems onto a single platform following local government reorganisation has allowed us to achieve significant efficiency savings. The implementation of the council's Accommodation Strategy is also achieving reductions in premises costs which will deliver a net saving.

We have gained a better understanding of our costs and how they relate to performance in comparison with other service providers. Following the abolition of the national performance framework we have also developed a local new performance management framework that is designed to meet local needs and ensure scarce resources are targeted where they can achieve the greatest impact.

Going well

- The on-going development and delivery of the council's MTPF.
- The statutory deadline for the completion of final accounts was achieved.
- The Audit Commission's value for money conclusion identified that the council has proper arrangements in place to secure financial resilience.
- Successful Peer Challenge visit completed in July 2012.
- Preparation for the Local Council Tax Support Scheme.

Cause for concern

- The potential financial impact of the Business Rates Retention Scheme.
- The outcome of the next Comprehensive Spending Review for Local Government.
- The potential for increasing levels of need to be met by the Local Council Tax Support Scheme.
- The impact of the Government's welfare reforms.

Did you know?

- The Council Chamber from the former Easington District Council Offices is being dismantled and re-built at Beamish Museum.
- There are 236,000 chargeable properties in County Durham with a gross Council Tax liability of £251m and over 80% of properties are in bands A-C
- There are an estimated 67,000 claims for Council Tax Support each year.
- Housing benefit payments to private and social landlord tenants total £188m in County Durham. Around 70% of social housing tenants are in receipt of housing benefit.

Look out for:

- The roll out of Oracle Business Intelligence functionality and conversion of the Oracle financial system onto the new R12 version during 2013.
- The development of a Joint Regeneration Investment Plan for the council and its partners.

High level Action Plan

Action	Responsibility	Timescale
Develop and monitor detailed plans for achieving the required savings set out in our MTFP.	Head of Policy and Communications	April 2013
Effective management of the council's assets through: <ul style="list-style-type: none">• Development of Service Asset Management Plans for each service grouping• Review and deliver the council's Office Accommodation Strategy in accordance with agreed timescales	Head of Planning and Assets	September 2013 March 2017
Produce a joint Regeneration Investment plan to maximise external funding for the council and its partners.	Head of Strategy, Programmes and Performance	September 2013

Undertake a review of the Local Council Tax Support Scheme.	Head of Finance (Financial Services)	December 2013
Delivery of financial savings through procurement activity and reviews.	Head of Finance (Corporate Finance)	December 2013
Deliver a programme of data protection health checks to ensure that personal data held by the council is managed effectively.	Head of Planning and Performance	December 2013
Refresh and update the MTFP.	Head of Finance (Corporate Finance)	February 2014

4. Support our people through change

The Authority is continuing to undergo significant change in relation to the workforce over the medium term, due to the challenge we face in having to find savings as a result of reductions in government grant support. The council estimated that it would lose 1,600 full-time equivalent posts from its establishment during the period 2011/2012 to 2014/2015 to meet our existing savings targets. The targets set for each year 2011/12 and 2012/13 will be achieved and the figure will continually be reviewed in our forward planning towards 2017 in light of any further changes to the council's budget position.

Expressions of interest in early retirement, voluntary redundancy and flexible working were invited from all employees from across the council in order to minimise the impact on compulsory redundancies in meeting the significant savings that were required. We will continue to engage with the workforce in helping us to manage and implement the necessary changes, alongside developing strategic workforce development plans that can support the development of skills and capacity in a continually changing workforce, in order to support the future needs of the organisation over this period.

Going well

- The Durham Manager Programme was successfully launched in 2012.
- The development of the ResourceLink computer system; for example on-line expenses and mileage claims.
- The development of regional partnerships for Human Resources activity.
- Pay and conditions following implementation of single status has been agreed with the trade unions.

Cause for concern

- Increase in employee sickness absence.
- Data quality issues with performance information for staff appraisals completed.

Did you know?

- Almost 3,000 managers and employees attended manager/ employee

support programmes related to the MTPF.

- The Pay and Conditions Helpdesk handled over 3,000 telephone calls and almost 1,000 email queries between May and October 2012.
- The council held its first corporate annual staff awards ceremony in 2012 making awards for Employee of the Year, Team of the Year, Working Together, Excellent Service and Innovation.
- A staff survey on internal communications conducted in 2012 highlighted that 80% of respondents felt that their efforts were valued and recognised, 86% felt free to express their views to managers and 81% would speak highly of the council outside of work. These results compare very favourably to national benchmarks¹².

Look out for:

- A new Attendance Management Framework across the council.
- Induction and support of newly elected Members following the local election in May 2013.

High level Action Plan

Action	Responsibility	Timescale
During 2012/13, develop a member induction programme for roll out following the May 2013 local election	Head of Human Resources and Organisational Development	May 2013
Implement actions to improve attendance and the management of sickness absence.	Head of Human Resources and Organisational Development	June 2013
Implement actions to improve the quality of data used to report on the percentage of staff appraisals completed.	Head of Human Resources and Organisational Development	June 2013
Revise the council's Organisational Development Strategy to strengthen the approach towards workforce planning and development.	Head of Human Resources and Organisational Development	September 2013

¹² Chartered Institute of Personnel and Development (2012) *Employee Outlook*: Autumn 2012, CIPD.

Appendix 1 will include a corporate basket of performance indicators that are currently being reviewed and will be incorporated into the plan prior to Full Council.

MTFP Budget Savings 2013/14 to 2016/17 to be included in Appendix 2 following approval by Full Council

Glossary

AAPs	Area Action Partnerships	LEQS Pro	Local Environmental Quality Survey. LEQS pro is a system to monitor and analyse data from street cleansing activity, highways infrastructure etc.
ACE	Assistant Chief Executive's	LMAPS	Locality Multi-Agency Problem Solving Groups
AONB	Area of Outstanding Natural Beauty	LNP	Local Nature Partnerships
ASB	Anti-Social Behaviour	Lumiere	A spectacular festival of art and light in Durham in Nov 2011
AWC	Alternate Weekly Collection	MMI	Municipal Mutual Insurance
CAS	Community Alcohol Service	MTFP	Medium Term Financial Plan
CAT	Community Action Team	NEET	Not in Education, Employment or Training
CERT	Carbon Efficiency Reduction Target	NEPACS	North East Prison After Care Society
CTB	Council Tax Benefit	NHS	National Health Service
CVD	Cardiovascular disease	NNDR	National Non Domestic Rates
CYP&FP	Children, Young People and Families Plan	OCU	Opiate or Crack Users
DCC	Durham County Council	Ofsted	Office for Standards in Education
DECs	Display Energy Certificates	ONS	Office for National Statistics
DWP	Department for Work and Pensions	RIDOR	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations
EHCP	Environmental Health & Consumer Protection	RIPA	Regulation of Investigatory Powers Act
FTE's	First Time Entrants	PRD	Pre-Reprimand Disposal
FIT	Feed in Tariff	SOA	Scheme of Arrangement
FSM	Free School Meals	UC	Universal Credit
GP	General Practitioner		
GCSE	General Certificate of Secondary Education		
HB	Housing Benefit		
HWRC	Household Waste Recycling Centre		
ICT	Information and Communication Technologies		
IFS	Institute for Fiscal Studies		
IOM	Integrated Offender Management		
JSA	Job Seekers Allowance		
JSNA	Joint Strategic Needs Assessment		

Contact Details

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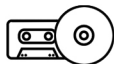
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