



## Overview and Scrutiny Management Board

**Date** Tuesday 25 March 2014  
**Time** 9.30 am  
**Venue** Committee Room 2, County Hall, Durham

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### Business

#### Part A

**Items during which the Press and Public are welcome to attend. Members of the Public can ask questions with the Chairman's agreement.**

1. Apologies for Absence
2. Substitute Members
3. Minutes of the meeting held on 17 February 2014 (Pages 1 - 8)
4. Declarations of interest, if any
5. Any items from Co-opted members or interested parties
6. Quarter 3 2013/14 Performance Management - Report of Assistant Chief Executive (Pages 9 - 70)
7. Update of the Delivery of the Medium Term Financial Plan 3 - Report of Assistant Chief Executive (Pages 71 - 76)
8. Sustainable Community Strategy - Report of Assistant Chief Executive (Pages 77 - 134)
9. Council Plan and Service Plans 2014-17 - Report of Assistant Chief Executive (Pages 135 - 230)

10. Review of Overview and Scrutiny Co-optee Arrangements - Report of Assistant Chief Executive (Pages 231 - 238)
11. Proposed Update to the Scope of Scrutiny Committees as set out in the County Council's Constitution - Report of Assistant Chief Executive (Pages 239 - 244)
12. Notice of Key Decisions - Report of Head of Legal and Democratic Services (Pages 245 - 254)
13. Information update from the Chairs of the Overview and Scrutiny Committees - Report of Assistant Chief Executive (Pages 255 - 260)
14. Any other urgent business (subject to the Chairman's approval)

**Colette Longbottom**  
Head of Legal and Democratic Services

County Hall  
Durham  
17 March 2014

To: **The Members of the Overview and Scrutiny Management Board**

Councillor J Armstrong (Chairman)  
Councillor P Stradling (Vice-Chairman)

Councillors B Alderson, A Batey, R Bell, J Blakey, A Bonner, D Boyes, J Chaplow, R Crute, B Graham, D Hall, K Henig, A Hopgood, P Lawton, J Lethbridge, H Liddle, E Murphy, T Nearney, C Potts, A Shield, M Simmons, W Stelling, R Todd, J Turnbull and S Wilson

**Faith Communities Representatives:**  
Revd K Phipps and Mrs M Sands

**Parent Governor Representatives:**  
Mr R Patel

**Co-opted Members:**  
Mr A J Cooke and Mr D Kinch

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**DURHAM COUNTY COUNCIL**

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD**

At a Meeting of **Overview and Scrutiny Management Board** held in Committee Room 2, County Hall, Durham on **Monday 17 February 2014 at 9.30 am**

**Present:**

**Councillor J Armstrong in the Chair**

**Members of the Committee:**

Councillors R Bell, J Blakey, A Bonner, D Boyes, J Chaplow, R Crute, B Graham, D Hall, P Lawton, J Lethbridge, N Martin (substitute for A Hopgood), C Potts, A Shield, M Simmons, R Todd, J Turnbull, S Wilson

**Co-opted Members:**

Mr A J Cooke and Mr D Kinch

**Also Present:**

Councillors G Bleasdale, J Shuttleworth, T Smith and L Taylor

**1 Apologies for Absence**

Apologies for absence were received from Councillors B Alderson, L Armstrong, K Henig, E Murphy and Revd K Phipps.

**2 Substitute Members**

Councillor N Martin substitute for Councillor A Hopgood.

**3 Minutes**

The minutes of the meetings held on the 22 November 2013 and 27 January 2014 were confirmed as a correct record and signed by the Chairman.

The Head of Planning and Performance referred to item 6 of the minutes of the meeting held on 22 November 2013 and advised that the Chairman had been provided with the figures for temporary staff employed by the Council.

In relation to item 7, the Head of Planning and Performance informed the Committee that a report on youth unemployment and migration levels would be reported to Overview and Scrutiny Management Board in April.

With reference to the percentage of people absent from work longer than 12 months, the Head of Planning and Performance confirmed that it would be considered as part of the refresh of the performance indicator basket.

With reference to the passenger journeys made on the Link2 service, the Head of Planning and Performance advised that Mr Kinch had been provided with the figures.

The Head of Planning and Performance referred to Item 5 from the minutes of the meeting held on 27 January 2014 and advised that Councillor Hopgood had now been included in the Customer First Strategy review process.

#### **4 Declarations of interest**

Mr Kinch declared an interest in Item No. 10 on the Review of Overview and Scrutiny Co-optee Arrangements.

#### **5 Any items from Co-opted members or interested parties**

There were no items from Co-opted members or interested parties.

#### **6 General Fund Medium Term Financial Plan, 2014/15 to 2016/17 and Revenue and Capital Budget 2014/15**

The Board considered a report of the Assistant Chief Executive which informed members of Overview and Scrutiny Management Board and Corporate Issues Overview and Scrutiny Committee of the Cabinet report (12 February 2014) that provided comprehensive financial information to enable Cabinet to agree a 2014/15 balanced revenue budget, an outline Medium Term Financial Plan (MTFP 4) for 2014/15 to 2016/17 and a fully funded capital programme for recommendation to the County Council meeting on 26 February 2014 (for copy see file of minutes).

The Head of Finance informed the Board that the Council had faced unprecedented reductions in Government grants since the 2010 Comprehensive Spending Review (CSR) when the expectation for local government was a 28% reduction in Government grant for the MTFP (1) period 2011/12 to 2014/15. Since that time the majority of the Chancellor's announcements in the annual March Budget and Autumn Statements had included additional savings requirements for local government culminating in the 2015/16 spending round announcement of June 2013 which detailed an additional 10% funding reduction in 2015/16. It was now forecast that Government grant to local government will have reduced by over 40% by the end of 2015/16.

The Chancellor of the Exchequer had also announced the need for a further £25bn of public expenditure reductions for 2016/17 and 2017/18. With £12bn expected to be found from Welfare budgets, £13bn would need to be found from Government Departmental budgets.. It was expected that Health, Education and Aid budgets would continue to be protected resulting in increased pressure upon the remaining Government Departments. It was forecast that Government grant reductions for local government in 2016/17 and 2017/18 would be of similar magnitude to those of 2014/15 and 2015/16.

Overall it was now forecast that the council would need to save £224m over the 2011 to 2017 period. A sum of £113.9m of savings would have been realised by the end of

2013/14 resulting in a £110.1m savings requirement for the three year MTFP (4) period 2014/15 to 2016/17. The 2014/15 budget required savings of £23m to be delivered to achieve a net budget requirement of £438.672m.

The Head of Finance further highlighted key issues relating to:

- Government Grant Reductions
- Business Rate and Council Tax Support Schemes
- 2014/15 and 2015/16 Settlement
- Spending Power
- MTFP Strategy
- Chairman and Vice-Chairman Expenses
- Financial Reserves
- Capital Grant Allocation / Additional Capital Schemes
- Key Findings and Next Steps

The Chairman advised that the Medium Term Financial Plan had been considered at Corporate Issues Overview and Scrutiny in July, September, October, November 2013 and January 2014 and an extensive amount of work had been carried out which would be debated at County Council on 26 February 2014.

Cllr Shuttleworth queried why the level of general reserve was being increased from 4% to between 5% and 7.5% and expressed concern that an increased level of general reserve was not only bad in terms of public perception but could also result in some form of intervention by central government.

The Head of Finance commented that the General Reserve currently stood around £26m, with an upper limit of £33m. The Council faced newer, significant risks which included the Local Council Tax Support Scheme, the relief given on empty properties and backdated appeals against business rate valuations. These were financial consequences that the County Council had never had to deal with before. Under such circumstances, it was not deemed unreasonable to increase the level of general reserve in the short term. The Head of Finance also commented that during the last 3 years, the level of all reserves had broadly remained unchanged.

Councillor R Bell asked for information about any grants that were outstanding at the last meeting and queried the highways maintenance grant allocation.

The Head of Finance reported that the Special Educational Needs Grant and Adoption Grants had been received since the last meeting and were broadly in line with expectations.

In term of the highways maintenance grant the Head of Finance informed that this was announced in February 2013. In 2014/15 an additional £0.77m was received in this area and had been included within MTFP3.

Councillor Martin advised that the figures presented for CAS Schools Devolved Capital and CAS Free School Meals Support on page 95 of the report had produced incorrect totals and would need to be amended before it was considered by the County Council on the 26 February. Councillor Martin also queried the free school meals support grant and commented that the Council had invested much capital into school kitchens over the last

few years bringing them up to standard. He queried which primary schools were still outstanding and suggested that a table detailing where the money was being spent would be helpful.

Councillor Martin also referred to the large consultation exercise carried out through the Area Action Partnerships and queried what changes had been made to the Cabinet's budget that had been directly affected by the consultation.

Councillor Armstrong commented that the feedback received through the AAP events and budgetary exercise had indicated that residents were not be opposed to a small council tax increase in order to reduce the severity of further savings.

Councillor Martin queried the lack of any reference to the effect of any new businesses being built in, and referred to Hitachi at Newton Aycliffe, which would be worth a lot of money in terms of business rates. Councillor Martin also queried if the Council should have more intelligence on the number of houses being built and referred to a recent development in his Electoral Division.

The Head of Finance informed the Committee that the Council now had a Business Rates Advisory Group (BRAG) which consisted of staff from teams such as assets, planning, and highways. This Group are ensuring that intelligence is passed onto the Council's business rates team in order for them to compile a full list of business development within the next 12 months for example the new Tesco development at Consett and potential new development at Stanley. The Council also had to be mindful of business rates appeals which could be backdated to the last valuation in 2010. Empty property relief also had to be filtered into the equation. In terms of the Council Tax base increases the Council had to submit a CTB1 form in September and the Council acted prudently in terms of the Council Tax Base and the New Homes Bonus increases.

Councillor Shield referred to page 94 of the report and asked for clarification regarding the Neighbourhood Budget increase.

Councillor Boyes referred to the potential capping of Council Tax increases for local authorities and sought clarification as to whether the capping would apply to Town and Parish Councils. Councillor Boyes also referred to school places at Easington Village Primary School and thought that some form of Section 106 money had been made available towards provision.

The Head of Finance commented that Town and Parish Councils would not be subject to the capping and referendum limits in 2014/15 as had been intimated by Central Government, although there was a possibility that they may be subject to this regime in future years.

The Head of Finance was not aware of Section 106 funding in relation to Easington Village Primary School and would check the detail with Children and Adults Services.

Councillor R Bell referred to the issue of the unfairness of certain funding methodology. He had read a related ANEC presentation and didn't disagree with it. In light of this Councillor Bell asked the Chairman if it was something that could be looked at through scrutiny on a cross-party basis to enable to the Council to make further representations.

## **Resolved:**

- i) That the contents of the Cabinet report of 12 February 2014 be noted and commented upon, prior to full Council on 26 February 2014.
- ii) That final suggestions be put forward as part of the scrutiny response to Council on 26 February 2014 with the Chair of OSMB being charged with reporting the response to Council.

## **7 Implications for Durham County Council of the Government's Policy Programme**

The Board considered a report of the Assistant Chief Executive that provided an update on the implications of the Government's policy programme, major policy developments and announcements and provided an analysis of the implications for the Council and County Durham (for copy see file of minutes).

The Head of Policy and Communication highlighted the most significant announcements since the last report to Members which relate to the following:

- Local government finance;
- Autumn statement;
- Universal Credit;
- Individual electoral registration;
- Community budgets;
- The Census;
- Openness, transparency and accountability;
- Parish councils;
- National Industrial Strategy;
- Witty Review of Universities and Growth;
- National Planning Practice Guidance;
- Planning Guidance Portal;
- Community Infrastructure Levy;
- Social Housing Rent Policy;
- North East Local Enterprise Partnership (NELEP) European Strategy;
- North East Combined Authority;
- Rural Growth Network Pilots;
- Regional Growth Fund Round 5;
- NHS reform;
- Care and support reform;
- Integration of Health and Social Care;
- Transforming rehabilitation;
- National curriculum reform;
- Qualifications;
- Special educational needs (SEN) reform;
- Single Inspection Framework for children in need of help and protection, children looked after and care leavers;
- Early education places.

Councillor N Martin raised concerns as to how Individual Electoral Registration would affect the larger communal establishments such as Universities and how late applications could cause added pressure on the elections team. The Head of Policy and Communications advised that a Members seminar on the new Electoral Registration system was scheduled for April 2014 where any concerns would be addressed.

**Resolved:**

That the information contained in the report and the actions taken to anticipate and respond to the government's reforms be noted.

## **8 Welfare Reform Update**

The Board considered a joint report of the Assistant Chief Executive, Corporate Director, Resources and Corporate Director, Regeneration and Economic Development which provided details on the impacts of welfare reform and aimed to use this understanding to further enhance the council's support to the affected households in County Durham (for copy see file of minutes).

The current changes to the welfare reform system are amongst the most significant for over a generation. The government believes that by amending the present system it will be able to encourage more people back into work, reducing dependency on welfare and achieving over £15 billion savings per year by 2015/16.

It is estimated that approximately 95,000 households within County Durham will be affected by one or more of the elements from the Welfare Reform Act. The Government have now confirmed that the flagship policy change of Universal Credit, which replaces six existing benefits with a new single payment, has been delayed and will not be in place for the North East before 2016.

In response to a question from Councillor R Bell in relation to the additional £10,000 funding for AAP's, the Head of Policy and Communications advised that the grant would be a one-off payment for this year only which would be funded from revenue income to top up existing projects or fund new ones within the area.

Councillor T Smith expressed concern regarding how the 8 million people who are not online apply for universal credit. The Head of Policy and Communications responded that Local Authorities have local support frameworks and initiatives under development to assist people with the application process and are working closely with government and partners to ensure people do not lose out.

**Resolved:**

That the information contained in the report be noted.

## **9 County Durham Partnership Update**

The Board considered a report of the Assistant Chief Executive that provided an update on issues being addressed by the County Durham Partnership (CDP) including summaries from the Board, the five Thematic Partnerships and all Area Action



Partnerships (AAPs). The report also includes updates on other key initiatives being carried out in partnership across the County (for copy see file of minutes).

The Principal Partnerships and Local Councils Officer reported that the Participatory Budgeting events attracted a wide range of people facilitated via the AAP autumn forums and saw support from partners and a range of services from within the council as well as AAP board members. 10,693 people cast their votes for local projects that will shape the work of the AAPs in 2014/15. Almost 1,300 people took part in one of the 270 budget consultation sessions that took place.

**Resolved:**

That the information contained in the report be noted.

## **10 Review of Overview and Scrutiny Co-optee Arrangements**

The Board considered a report of the Assistant Chief Executive which proposed to review the Council's Overview and Scrutiny Committee non-voting co-optee arrangements (for copy see file of minutes).

**Resolved:**

- i) That the review of the current non-voting co-optee arrangements be agreed
- ii) That a further report outlining proposals for the review of the non-voting co-optee appointment arrangement be received at the next meeting
- iii) That an extension of the current non-voting co-optee terms of office until the Annual Council meeting on 21 May 2014 be agreed.

## **11 Notice of Key Decisions**

The Board considered a report of the Head of Legal and Democratic Services which provided a list of key decisions which were scheduled to be considered by the Executive (for copy see file of minutes).

The Head of Planning and Performance reported that since the last update there had been some movement in items being considered at the Cabinet meetings in January and February 2014 relating to:-

- Durham City Masterplan – now scheduled for Cabinet in April 2014
- Update on Auckland Castle and Bondgate – has been moved from February and the date to be confirmed
- Parking Strategy – moved from February to Cabinet in July 2014, the report is to include CCTV and blue badge enforcement and was postponed due to new legislation on CCTV
- County Durham Plan – has been added to Cabinet in March 2014
- Fixed Play – has been removed from the notice as they will be consulting further with Town and Parish Councils before the report goes to Cabinet
- Review of Garden Waste – now scheduled for Cabinet in March 2014.

**Resolved:**

That the information contained in the report be noted.

## **12 Information update from the Chairs of the Overview and Scrutiny Committees**

The Board considered a report of the Assistant Chief Executive which provided an update of overview and scrutiny activity between November 2013 and February 2014 (for copy see file of minutes).

### **Resolved:**

That the information contained in the report be noted.

## **13 Update in relation to Petitions**

The Board considered a report of the Head of Legal and Democratic Services which provided an update on the current situation regarding various petitions received by the Authority (for copy see file of minutes).

The Head of Planning and Performance reported that since the last update, 5 new paper petitions had been received and 10 had completed the process. There was an e-petition live on the website regarding potential badger culling which was due to run until the end of March, to date 63 had signed up.

### **Resolved:**

That the information contained in the report be noted.

**Overview and Scrutiny Management Board****25 March 2014****Quarter 3 2013/14****Performance Management Report**

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**Report of Corporate Management Team****Lorraine O'Donnell, Assistant Chief Executive****Councillor Simon Henig, Leader**

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**Purpose of the Report**

1. To present progress against the council's corporate basket of performance indicators (PIs) and report other significant performance issues for the third quarter of 2013/14.

**Background**

2. This is the third quarterly corporate performance report of 2013/14 for the council highlighting performance for the period October to December 2013. The report contains information on key performance indicators, risks and Council Plan progress.
3. The report sets out an overview of performance and progress by Altogether priority theme. Key performance indicator progress is reported against two indicator types which comprise of:
  - a. Key target indicators – targets are set for indicators where improvements can be measured regularly and where improvement can be actively influenced by the council and its partners; and
  - b. Key tracker indicators – performance will be tracked but no targets are set for indicators which are long-term and/or which the council and its partners only partially influence.
4. A summary of key performance indicators is provided at Appendix 3. More detailed performance information and Altogether theme analyses are available on request from [performance@durham.gov.uk](mailto:performance@durham.gov.uk).

**Developments since Last Quarter**

5. There is a stronger focus this year on volume measures in our performance framework. This allows us to better quantify productivity and to monitor the effects of reductions in resources and changes in volume of activity. Charts detailing some of the key volume measures which form part of the council's corporate basket of performance indicators are presented in Appendix 4.

# Executive Summary

## Overview

6. Overall the local authority is performing well, maintaining performance in many areas and achieving improvements in some services. This quarter shows 80% of reported indicators are approaching, meeting or exceeding targets. This is despite the challenging financial context which is unprecedented in the history of local government and is hitting County Durham harder than most. The UK economy shows its strongest growth since 2007 (based on GDP), with the economic growth in the North East Local Enterprise Partnership outstripping the rest of the country this quarter, narrowing the gap on other regions. However, issues continue to affect performance across County Durham.
7. The employment rate in County Durham has fallen from last quarter and remains below the national and regional rates. The youth unemployment level remains high although this is continuing to decrease with the level improving from the same period last year. Long-term unemployment continues to rise and is worse than national and regional rates, although the actual number of claimants has fallen. There continue to be significant challenges in the underlying health picture in the county with male and female life expectancy remaining below North East and national comparators.
8. Despite challenges to the economy, housing indicators have shown improvement this period with the number of housing completions and affordable homes significantly increasing. The number of empty properties brought back into use and private sector properties improved and are both exceeding target. Homeless indicators continue to show a positive year on year trend with levels of applications, acceptances and preventions.
9. Demand on council services is rising across many key areas with increased volumes of activity in areas such as freedom of information requests, fly-tipping incidents and people rehoused through the Durham Key Options system but more worrying are those relating to vulnerable or potentially vulnerable residents such as increased referrals of children in need, and new claims for council tax support and housing benefit. However, a reduction in demand has occurred in overall planning applications, telephone calls received and face-to-face customer contacts. The drop in face-to-face contact is partly due to the Christmas close down period.
10. Crime levels in County Durham have continued to increase for the second consecutive quarter with a rise in the overall crime rate, including increases in alcohol related crime, victim based crime, stealing across most theft categories and serious and major crimes. The increase in crime has been observed in more than half of police force areas nationally. Re-offending remains worse than national rates. Incidents of anti-social behaviour have fallen and it is the lowest reported since 2011/12.
11. Performance has improved in some key areas of the Altogether Better Council priority theme this quarter. Customer service indicators show improved telephone call handling and customer waiting times at access points. The level of sickness absence within the organisation has reduced and places current sickness levels better than the corporate target for the first time this year. Despite the depressed local economy and the effects of welfare reform, some improvements have been made in benefit processing and rent arrears have fallen. Challenges persist in areas such as paying supplier invoices within 30 days which remains inconsistent and although employee appraisal has shown real improvement this year, levels are still short of the corporate target.

## Key Messages from Altogether Priority Themes

12. The state of our local economy remains one of the council's biggest challenges. Despite this, performance is improving and direction of travel is positive on the majority of tracker and target indicators which we measure within the Altogether Wealthier theme.
13. Despite the overall positive trend, the number of people employed has fallen by 3,800 since last quarter. This represents a decrease in the employment rate from 67.1% to 65.7% and is below both the regional (66.2%) and national rates (71.4%). The fall in employment this period may be attributable to seasonal fluctuations when uplift in employment was seen last quarter over the early summer period. The proportion of the working age population currently not in work who want a job has improved slightly falling from 15.49% to 14.39%. This is also worse than both the North East (14.13%) and national (11.5%) figures.
14. Long-term unemployment in County Durham, measured as the percentage of people claiming Jobseeker's Allowance (JSA) for one year or more continues to increase although the actual number of claimants has fallen from 4,740 to 4,320. Overall unemployment claimants in County Durham have also fallen from 13,123 to 11,884. Youth unemployment, as measured by the number of 18-24 year old JSA claimants, has again decreased, falling from 4,255 claimants last quarter to 3,525 this quarter. The number of apprenticeships started by 16 to 18 year olds has decreased however there has been a slight increase in the number of 19 to 24 year olds securing apprenticeships.
15. Despite challenges to the economy, housing indicators have shown improvement. There has been a significant increase in the number of new homes with 352 net completions this quarter, 176 of which are classed as affordable homes. The number of empty properties that were brought back into use as a result of local authority intervention has now achieved the annual target and the number of private sector properties improved is also exceeding quarterly targets. The numbers of major and overall planning applications however have both decreased.
16. The percentage of children in low income families has also improved slightly, from 24.7% last quarter to 24.4% this quarter, but still remains worse than national rates.
17. The number of families rehoused through Durham Key Options system has increased by 12% since last quarter. Homeless indicators continue to show a positive year on year trend. Although the number of Housing Solutions presentations has increased very slightly this quarter the volume of statutory homeless applications, acceptances and preventions have all improved.
18. Highlights for areas affecting children and young people confirm the positive position reported for educational attainment at quarter 2. Revised data show 63.1% of pupils achieved five or more A\*-C GCSEs or equivalent including English and maths. A positive position is also shown for A levels, 98.9% of pupils achieved two A Levels at grade A\*-E (level three) or equivalent. Revised data also show that 41.9% of pupils in the Early Years Foundation Stage achieved a good level of development. However current performance is worse than national, regional and statistical neighbour averages.
19. County Durham remains in the top 20% of local authorities and is ranked 15th highest nationally, based upon the total number of families achieving reduction in crime/anti-social behaviour, improved school attendance or moving back into employment, within and outside the Stronger Families Programme.

20. Between October and December 2013, 7% of 16 to 18 year olds were not in education, employment or training (NEET) which relates to approximately 1,048 young people. This is better than performance in quarter 1 and the regional average but worse than national and statistical neighbour averages.
21. The proportion of mothers smoking at time of delivery in County Durham is achieving target and is an improvement from last quarter but remains worse than the England average and same period last year.
22. Performance against key safeguarding targets continues to be challenging. The number of looked after children (LAC) reduced this period and improved from the same point of the previous year and compares favourably with the latest national, North East and statistical neighbours comparative data. Looked after children cases reviewed within timescale are slightly below target and the corresponding period of the previous year. Children in need referrals occurring within 12 months of the previous referral did not meet target and were higher than the corresponding period of the previous year. Child protection cases reviewed in timescale is below target but shows improvement from the corresponding period of the previous year.
23. Key health and adult care measures show that positive progress continues with care for older people and vulnerable residents.
24. Older people still at home 91 days after discharge from hospital was 87.1%, which continues to exceed target and national and regional averages. In addition, 94.7% of respondents to the local care survey responded that the help and support they received had improved their quality of life. The number of permanent admissions to residential or nursing care for adults aged 65 and over has shown a 13% reduction from the same period last year and has achieved the quarterly profiled target.
25. The proportion of service users requiring no on-going care following completion of their reablement package has improved from same period last year. The percentage of adults receiving secondary mental health services that were known to be in settled accommodation at the time of their last review exceeds target and provisional national and comparator group averages.
26. The number of smoking quitters has deteriorated from last year and the Stop Smoking Service has failed to achieve its target. This issue is not specific to the North East and is affecting the whole of England.
27. The percentage of eligible people who received an NHS health check failed to achieve target but performance is similar to regional rates and is better than national and comparator group averages.
28. Male and female life expectancy has increased to 77.9 years and 81.5 years respectively but remains below the national averages of 79.2 years for males and 83 years for females. This has a long-term effect on future demand for adult social care services for older people provided by the council and NHS partners.
29. Safer measures continue to show mixed performance this period. After the long-term trend of falling crime levels, overall crime has increased for the second consecutive quarter including increases in alcohol related crime, victim based crime, stealing offences across most theft categories and serious or major crimes. However, it is noteworthy that whilst the trend is cause for concern, crime levels are below 2011/12 levels. Reoffending rates in Durham remain worse than national rates.

30. Incidents of anti-social behavior (ASB) reported to the police have fallen and are the lowest reported since quarter 1, 2011/12. There are continuing low levels of repeat victims of domestic abuse and Durham consistently meets target and outperforms latest national and regional figures.
31. The percentage of adult social care users reporting that the care and support they receive helped them to feel safe and secure was 91.3%, which exceeds a target of 75% and 2012/13 national (77.9%) and the North East (79.4%) performance figures.
32. Low levels of successful drug treatment continue this quarter and remain below target and national performance. People successfully completing alcohol treatment is achieving target and national performance.
33. Key environmental indicators show that street and environmental cleanliness has improved with levels of litter and detritus better than the profiled target. Fly-tipping incidents have seen further increases this period.
34. There have been a number of improvements in some key areas under the Altogether Better Council theme.
35. The average time to process new housing benefit (HB) and council tax reduction (CTR) claims have met or are close to target. There has been an improvement in processing times for changes in circumstances as volumes have continued to fall during quarter 3. The target has been met for both HB claimants and CTR claims.
36. The level of sickness absence has reduced and levels are better than target for the first time this year. Employee appraisals have shown improvement this year but remain below target.
37. Customer service indicators show improved telephone handling with calls answered within three minutes above target and an improvement on the previous quarter. The average waiting time at a customer access point continues to improve and remains well within target. The volume of telephone calls received shows 8.9% fewer calls were received this quarter (235,064) when compared with quarter 2 (258,047).
38. The percentage of Freedom of Information (FOI) and Environmental Information Regulations (EIR) requests responded to within 20 days was 80% this quarter, which was below the national standard of 85%. This performance is against a backdrop of increasing numbers of FOI and EIR requests from 189 in quarter 3 2012/13 and 249 last quarter to 319 this quarter.
39. Tenant rent arrears have fallen for all three housing providers and targets have been met.
40. Despite renewed focus on paying supplier invoices within 30 days, performance is below target and remains inconsistent.

### **Volume of Activity**

41. Volume measures have been collected for three quarters now and some trends are beginning to emerge. There is generally a direct link between workload volumes and performance. As workloads increase then, given a fixed and in some cases reducing resource available to process this work, performance will be adversely affected. However, establishing targets does assist in performance managing services to within accepted levels. There are several areas where we see that performance deteriorates as volumes increase or performance improves as volumes decrease. This has been observed in the benefits service, telephone call handling, responses to requests for information made under the Freedom of Information Act and to a certain extent, in children in need referrals. (Appendix 4, Charts 5, 7, 9 and 10)

42. Services where the contrary trend has been observed is in the processing of planning applications (Appendix 4, Chart 1) and face-to-face customer waiting times (Appendix 4, Chart 8). The volume of planning applications received by the council has shown a steady decline over the year but performance has also been falling, albeit performance across all three quarters has remained within target. There are a number of variables which can affect planning application processing performance, not least of which is the mix of application types across major, minor and other planning applications. Major planning applications which are traditionally the most problematic and can lead to significant processing delays are down. The service is currently going through the implementation of a new planning system which will affect performance in the short term.
43. Waiting times for face-to-face enquiries at our customer access points (CAPs) has shown a continual trend of rising volumes and also reduced waiting times over the last two years. However, volumes of people accessing our CAPs did reduce over the last quarter from the absolute peak of over 93,000 people seen over the July to September period last year down to 78,729 contacts from October to December, partly due to the Christmas close down period. Waiting times further improved last quarter dipping below the four minute mark for the first time against a council target of 15 minutes.
44. The overall trend for presentations to the Housing Solutions Service, although demonstrating some seasonality is one of a steady increase (Appendix 4, Chart 2.) The number of people registered on the Durham Key Options service who have been rehoused has shown a continual increase over the last three years (Appendix 4, Chart 3.) The economic downturn and welfare reforms will both have an impact in this area.

### **Welfare reform and demand**

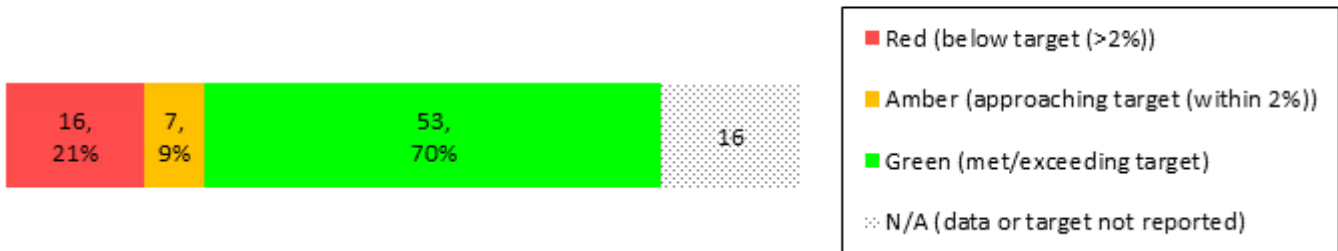
45. Overall, the expected levels of demand for support are lower than expected at this stage. Housing providers are not reporting large increases in arrears through the reduction in housing benefit or introduction of the benefits cap. In fact, overall they have seen a slight fall in the number of tenants who are in arrears compared to last year. Anecdotally, tenants appear to be prioritising housing costs over other spending.
46. Demand for Discretionary Housing Payments has increased over recent months, as a result of the work undertaken throughout the year through the triage process but it appears that the situation is similar with other authorities seeing an increase in demand over recent months. The number of tenants affected by the under occupation rules who were in arrears increased during quarter 1 but have reduced thereafter. Housing Solutions presentations have increased very slightly this quarter with the number of families rehoused through the Durham Key Options system also increasing. This is largely due to increased voids and internal transfers. In relation to the Welfare Assistance Scheme, the number of enquiries and awards has been lower than anticipated, although we have seen a significant increase in awards in recent months and work with partners to review the scheme is ongoing. More details are included within the Welfare Reform Update considered by Cabinet on 12 February 2014.



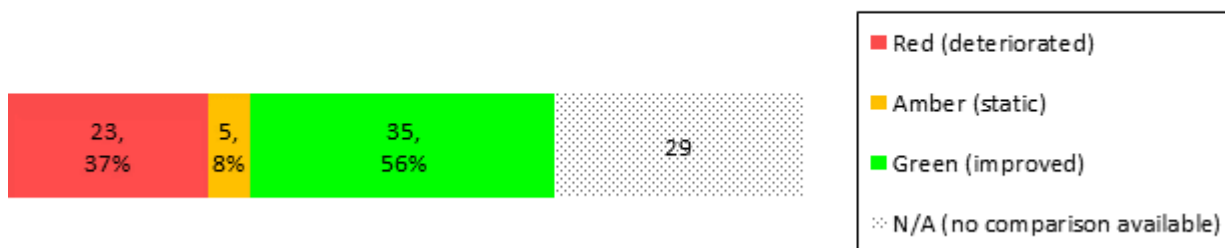
# Overall Performance of the Council for Quarter 3

## Key Performance Indicators

### Performance against targets



### Direction of travel



Source: Service performance monitoring data

47. In quarter 3, 64% (40) of key performance indicators have improved or remained static. In relation to performance against target 79% (60) of reported indicators are approaching, meeting or exceeding targets.

48. Areas where there has been improvement in performance in terms of direction of travel are:

- Number of affordable homes delivered
- Empty properties brought back into use
- Employment rates
- Number of those registered on the Durham Key Options system who have been rehoused
- Achievement of 5 or more A\*-C grades at GCSE level including English and Maths
- First time entrants to the youth justice system
- Children becoming the subject of a Child Protection Plan for a second or subsequent time
- Under age conception rate
- Children in reception and year 6 recorded as having excess weight
- Looked After Children per 10,000 population
- Exits from alcohol treatment that are planned discharges
- Adult community health checks
- Permanent admissions to residential or nursing care (aged 65+)

- People who have no ongoing care needs following completion of provision of a reablement package
- Patient experience of community mental health services
- Perceptions that police and local council are dealing with concerns of anti-social behaviour and crime
- Police reported incidents of anti-social behaviour
- Repeat incidents of domestic abuse
- Properties occupied by owner occupiers made energy efficient as a direct consequence of local authority assistance
- Average waiting time at a customer access point
- Council tax and business rates collected in-year
- Current tenant arrears as a percentage of the annual rent debit
- Freedom of Information (FOI) and Environmental Information Regulations (EIR) requests responded to within statutory deadlines
- Days/shifts lost to sickness absence – all services including school staff

49. Key issues in terms of areas where there has been a deterioration in performance in terms of direction of travel compared to last year are:

- Total planning applications received
- Apprenticeships started by young people resident in County Durham as recorded by the National Apprenticeship Service
- JSA claimants claiming for 1 year or more
- Number of housing solution presentation
- Businesses engaged with/ assisted
- Pupils on Level 3 programmes achieving 2 A levels at grade A\*-E or equivalent
- Achievement gap between pupils eligible for free school meals and their peers at GCSE level
- Children in Need referrals occurring within 12 months of previous referral
- Looked after children cases reviewed within required timescales
- 16 to 18 year olds who are not in education, employment or training
- Older people who were still at home 91 days after discharge from hospital into reablement/rehabilitation services
- Overall crime rate
- Feed In Tariff installations
- Fly-tipping incidents reported
- Income generated from council owned business space

50. Examples of areas where performance is meeting or exceeding target are:

- Affordable homes delivered
- Empty properties brought back into use
- Planning applications determined within deadline
- Achievement of 5 or more A\*-C grades at GCSE level including English and Maths
- Pupils on Level 3 programmes achieving 2 A levels at grade A\*-E or equivalent
- Successful interventions via Stronger Families programme
- Successful completions of those in alcohol treatment

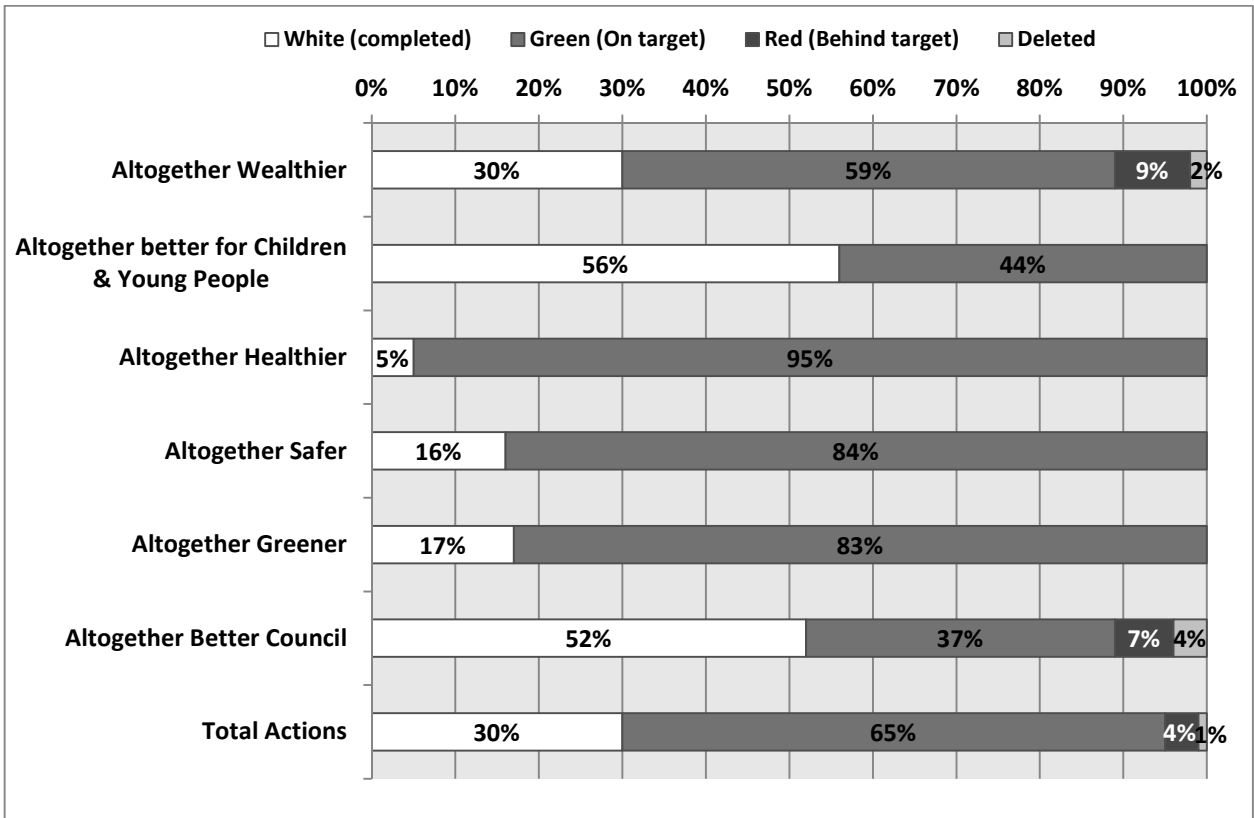
- Patient experience of community mental health services
- Land and highways with high levels of litter and detritus
- Household recycling and composting collected from the kerbside
- Municipal waste landfilled
- Calls answered within 3 minutes
- Current tenant arrears as a percentage of the annual rent debit

51. Key issues in terms of areas where performance has not achieved target include:

- Looked after children achieving 5 A\*-C grades at GCSE level including English and Maths
- Children in Need referrals occurring within 12 months of previous referral
- Child protection cases reviewed within required timescales
- Eligible people who receive an NHS health check
- Successful completions of drug treatment
- Reduction of CO2 emissions from local authority operations
- Freedom of Information (FOI) and Environmental Information Regulations (EIR) requests responded to within statutory deadlines
- Appraisals completed

# Council Plan Actions

## Progress against Council Plan by Altogether theme: Quarter 3 2013/14



52. Monitoring of the Council Plan is carried out on a quarterly basis to ensure that actions are being completed. Good progress has been made overall in the third quarter of 2013/14 with 30% (48 out of 161) of actions being achieved and 65% (104 actions) on target. Actions behind target equate to 4% (seven actions). The Altogether Better for Children and Young People theme has achieved the highest percentage of actions completed (56%) and the Altogether Better Council theme has the highest percentage behind target (7%), which amounts to two actions.

## Service Plan Actions

### Service Plan Progress to End of Quarter 3

Service Grouping	Total number of Service Plan actions	Number of actions met or exceeded target	% of actions met or exceeded target	Number on target	% of actions on target	Number behind target	% of actions behind target	Deleted	% of actions deleted
Assistant Chief Executive	74	45	61%	18	24%	10	14%	1	1%
Children & Adult Services	178	54	30%	121	68%	3	2%	0	0%
Neighbourhood Services	113	36	32%	69	61%	2	2%	6	5%
Regeneration & Economic Development	96	12	13%	75	78%	8	8%	1	1%
Resources	116	64	55%	43	37%	8	7%	1	1%
<b>Total</b>	<b>577</b>	<b>211</b>	<b>37%</b>	<b>326</b>	<b>56%</b>	<b>31</b>	<b>5%</b>	<b>9</b>	<b>2%</b>

Source: Service monitoring data

53. The table above shows that overall, 93% of service plan actions have either been achieved or are on target to be achieved by the deadline. Actions behind target equate to 5%. There are a number of actions (2%) proposed to be deleted as they are either no longer relevant or have been incorporated into other actions. The Children and Adult Services grouping has the highest percentage of actions achieved or on target (98%) and the Assistant Chief Executive service grouping has the highest percentage of actions behind target (14%).

54. Reporting of these key actions is on an exception basis with a full copy of the exceptions, deletions, amendments and additions available on request from [performance@durham.gov.uk](mailto:performance@durham.gov.uk)

### Equalities and Diversity

55. Service plan monitoring has shown that Single Equality Scheme actions are progressing well with 50 (38%) actions complete, 75 (57%) on track to achieve target, five (5%) actions behind target and two (1%) actions deleted.

### Carbon Reduction by the Council

56. In order to achieve the targets for reducing carbon emissions by the council, a set of three actions have been included in all service plans and progress monitored. One action was completed during quarter 1, which was to recruit a minimum of one eco-champion per tier 4 manager. The action relating to the office carbon reduction surveys has been completed in quarter 3. The remaining action to reduce car business mileage for each service grouping (by a minimum of 10% for 2013/14) is on target.

## Risk Management

57. Effective risk management is a vital component of the council's challenging change agenda, so that any risks to successful delivery can be identified and minimised. The council's risk management process therefore sits alongside our change programme and is integrated into all significant change and improvement projects.
58. The key risks to successfully achieving the objectives of each corporate theme are detailed against each Altogether theme in the relevant sections of the report. These risks have been identified using the following criteria:-
- Net impact is critical, and the net likelihood is highly probable, probable or possible.
  - Net impact is major, and the net likelihood is highly probable or probable.
  - Net impact is moderate, and the net likelihood is highly probable.
59. As at 31 December 2013, there were 33 strategic risks, which is a net decrease of four from the previous period ending 30 September 2013. Of these, five are key risks matching the criteria above. The following matrix summarises the total number of strategic risks based on their net risk assessment as at 31 December 2013. Where there have been changes to the number of risks from the last quarter period end, the risk total as at 30 September 2013 is highlighted in brackets.

**Figure 4: Corporate Risk Heat Map**

<b>Impact</b>					
Critical	2 (2)	1 (1)	2 (3)		1 (0)
Major		3 (3)	4 (3)	1 (3)	
Moderate		0 (1)	9 (10)	4 (6)	1 (3)
Minor				2 (2)	2 (0)
Insignificant					1 (0)
<b>Likelihood</b>	Remote	Unlikely	Possible	Probable	Highly Probable

Key risks 

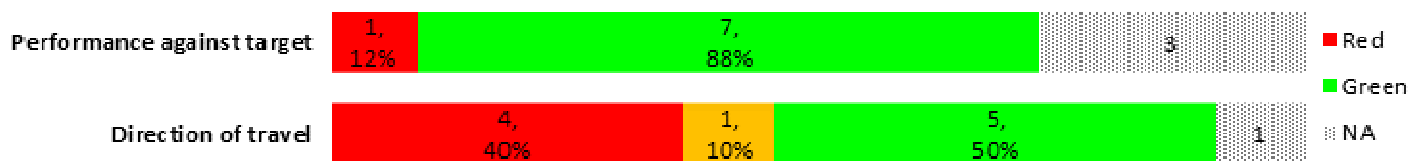
60. At a corporate strategic level, key risks to draw attention to are:
- Government ongoing funding cuts which now extend to at least 2017/18 will continue to have an increasing major impact on all council services. This key risk is categorised with critical impact and highly probable likelihood. Sound financial forecasting is in place based on thorough examination of the Government's "red book" plans.
  - If there was to be slippage in the delivery of the agreed Medium Term Financial Plan (MTFP) savings projects, this will require further savings to be made from other areas, which may result in further service reductions and job losses. This key risk is categorised with critical impact and possible likelihood. The implementation of the delivery plan by ACE is closely being monitored by Corporate Management Team (CMT) and Cabinet.
  - If local authority schools and other local authority services choose not to take council services, together with the loss of community buildings, both Technical and Building Services could see a loss of business. This key risk is categorised with major impact and

probable likelihood. A draft booklet will be produced to promote Building Services ready for distribution throughout council services.

- d. Potential restitution of search fees going back to 2005. This key risk is categorised with moderate impact and highly probable likelihood. The mitigation of this risk is dependent upon the outcome of the negotiations and litigation currently being defended by lawyers instructed in group litigation.
  - e. If we were to fail to comply with central government's Public Services Network Code of Connection criteria, this would put some of our core business processes at risk, for example, revenues and benefits. This key risk is categorised with critical impact and possible likelihood. In May 2013, an ICT Health Check was carried out and a number of recommendations were made to bring the council to a position of compliance.
61. Five risks have been removed from the register in this quarter. This is due to management of the risks by the services as mitigating actions have been completed to reduce risks to a level where management now consider existing controls to be adequate.
62. The implementation of additional mitigation on a number of risks has enabled the council to improve performance, decision-making and governance, and this is detailed in the relevant sections of the report.

## Altogether Wealthier: Overview

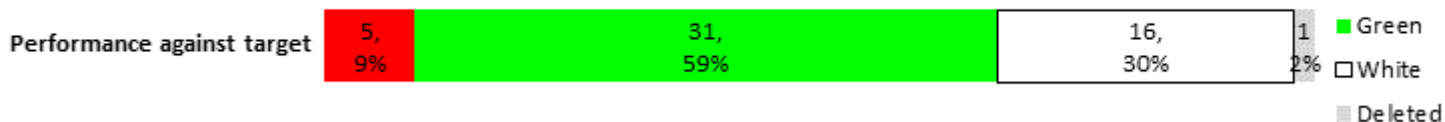
### Target performance indicators



### Tracker performance indicators



### Actions



## Council Performance

63. Key achievements this quarter include:

- a. During quarter 3 a further 28 empty properties have been brought back into use due to the targeted approach and partnership work with registered providers. Since April 2013, 80 properties have been brought back into use and performance now exceeds the annual target of 75. Discussions with owners regarding the options for returning their properties back into use has continued and included purchase, lease and repair schemes or advertising through the Durham Key Options scheme. The revised grants and interest free repayment loans process, through the empty homes cluster programme, was launched in October to assist the return of empty properties back into use within designated areas.
- b. This quarter 215 private sector properties were improved as a consequence of local authority intervention, bringing the total since April 2013 to 674. Performance exceeds the period target of 592. Property condition inspections continue to be undertaken in selective licensing designations.
- c. The number of non-decent homes for all providers continues to decrease from last quarter. East Durham Homes has improved from 31.9% to 26% and good progress is being made towards their target of 25% by the year end. This represents an improvement of 43% from the corresponding period last year, when 45.5% of homes were non-decent. Dale and Valley Homes has improved from 14.8% to 6.8%. Non-decency levels for Durham City Homes have reduced from 8% to 4.5%. Both Dale and Valley Homes and Durham City Homes are on track to meet their 0% target.
- d. Good progress has been made with the following Council Plan and service plan actions:
  - i. Delivery of Durham City Regeneration Schemes is due for completion by March 2017. Works on the former ice rink site for the National Savings and Investment office are on course. Design options are under consideration for the redevelopment of North Road Bus Station and the preferred option feasibility design and costing for the redevelopment of North Road is expected in March 2014.
  - ii. Work to increase the number of visitors to the city, making it a viable 48 hour stay for tourists, is due by March 2015. The destination marketing campaign for Lindisfarne Gospels was nominated for UK creative out of home awards and the



destination marketing for Lumiere was profiled at the World Travel Market as an example of best practice in digital marketing.

- iii. In relation to the future of council housing across County Durham, the council submitted its application to proceed with the stock transfer to the Homes and Communities Agency on 3 December 2013 and it is hoped that an outcome will be known by March 2014. The shadow board has met for the first time and an Interim Managing Director to lead the new registered provider was appointed in December.
- iv. Renewal/refurbishment of Gypsy roma traveller sites has made good progress. Works at the Adventure Lane, West Rainton site commenced in October 2013 and at the Tower Road, Stanley site in November 2013 and both sites are progressing to schedule. Planning approval for the Drum Lane, Chester-le-Street site was granted in November and for Green Lane, Bishop Auckland in December. Works are scheduled to commence on both sites shortly.

64. The key performance improvement issues for this theme are:

- a. The percentage of major planning applications determined within 13 weeks has fallen from 76.7% in quarter 2 to 72.7% this quarter. However this remains above the 71% target and is an improvement from 69.7% in quarter 3 2012/13. Performance compares favourably with the national rate (67%) although is not as good as the nearest statistical neighbour rate (75%). The overall proportion of planning applications determined within deadline has also fallen, from 88.5% last quarter to 85% this quarter but performance is in line with the 85% target. Staff changes and IT training have contributed to this slight dip in performance this period. The numbers of major and overall planning applications have both decreased this quarter compared to previous quarter. Major planning applications have fallen from 43 at the previous quarter to 33 this quarter. Overall planning applications have fallen from 762 at the previous quarter to 711 this quarter with a further fall from 719 in quarter 3 2012/13 (see Appendix 4, Chart 1).
- b. Key Council Plan actions behind target in this theme include:
  - i. The development of the County Durham Plan. Preparation for examination in public, including mock examination and pre-enquiry meeting is due by June 2014. This has been revised to July 2014. Following on from the extensive consultation on the pre-submission draft, work is being undertaken to prepare the plan for submission. If any changes are made to the plan at this stage then further consultation may be required. It is anticipated that submission will take place in April 2014 with the examination in public likely to start in July 2014, possibly lasting for up to three months.
  - ii. Delivery of a programme of transport capital works across the county:
    - A167 Northlands roundabout at Chester-le-Street is due for completion by April 2014. Advance utility works are now ongoing however construction will now take place between April and August 2014.
    - Bishop Auckland rail station was due by November 2013. This has been revised to February 2014 because a delay with the BT Openreach telephone connection has deferred the opening of a new passenger waiting room and travel hub. The waiting room will be opened as soon as possible once the external signage is complete. This action was delayed from September to November 2013 in quarter 2.
    - East Durham rail station was due for completion by December 2014. This has been delayed until March 2015 due to communication issues with Network Rail. The revised development agreement has been received from

Network Rail for stages one to four of the Governance for Railway Investment Project and it is anticipated to commence in February 2014.

- c. There is also one action that has been deleted which is to deliver traffic priorities in Durham City including linking traffic signals to develop more effective flows of traffic and the use of technologies to reduce congestion on the network by 2015. Funding was expected for this project when the Council Plan for 2013/14 was in development but unfortunately this was not granted and no other form of funding has yet been identified.

65. Tracker indicators for this priority theme (see Appendix 3, table 2) show:

- a. The number of people in employment has fallen by 3,800 since the last quarter, from 228,300 to 224,500. This represents a decrease in the employment rate from 67.1% reported last quarter to 65.7% at the end of September 2013 and remains worse than national (71.4%), regional (66.2%) and nearest statistical neighbour (69.4%) rates. The fall in employment this period may be attributable to seasonal fluctuations when uplift in employment was seen last quarter over the early summer period. The employment rate however remains higher than the corresponding period last year when 65.2% of the working age population were employed.
- b. The proportion of the working age population currently not in work who want a job has improved, falling from 15.49 % to 14.39% (47,400 people). This represents an improvement from the same period last year (16%) but remains below both the national (11.5%) and North East (14.13%) figures. A recent TUC report on the labour market in the regions of England found that despite increases in the number of people in work in the UK and the likelihood of people having a job increasing, people's chances of having a job have fallen in the North East.
- c. The proportion of Job Seekers Allowance (JSA) claimants claiming for one year or more continues to rise, from 36.12% last quarter to 36.35% this quarter, although the actual number of long term claimants has fallen from 4,740 in September to 4,320 in December, reflecting a fall in overall numbers claiming JSA. County Durham's rate is worse than both the national (27.1%) and North East (35.8%) rates.
- d. The number of 18 to 24 year olds claiming JSA continues to decrease from 4,255 last quarter to 3,525 this quarter. The youth unemployment level has improved 31% from the same period last year, when there were 5,115 claimants.
- e. Data provided by the National Apprenticeship Service shows a 17% decrease in the number of apprenticeships started by young people resident in the county from 1,659 in 2011/12 academic year to 1,372 in 2012/13 academic year. However, the number of 19 to 24 year olds starting apprenticeships shows a small increase of 3% during the same period from 2,075 to 2,140. Regional and national comparisons demonstrate similar trends. This quarter, 38 apprenticeships were started through Durham County Council funded schemes, achieving the quarterly target of 33, although this has reduced from 43 reported last quarter.
- f. The latest local measure at May 2013 shows that the percentage of children in low income families has improved slightly, falling from 24.7% last quarter to 24.4% this quarter. This represents 21,600 children in County Durham where households are claiming out-of-work benefits. The rate shows a reduction from the same period last year (24.8%). This compares favourably with the regional rate (25.3%) but is worse than the national rate (19.4%).
- g. There has been a significant increase in the number of housing completions with 352 net additional homes being completed during quarter 3 compared to 165 in quarter 2 and 158 for the corresponding period last year. The number of affordable homes delivered has also improved, from 78 in quarter 2 to 176 in quarter 3, exceeding the

quarterly target of 88 and performance for the same period last year (55). Since April 2013, 314 affordable homes have been completed, showing good progress towards achieving the annual target of 350. The increase is as the result of a number of planning permissions being implemented in the southern area of the county. In Durham City there were 18 new homes completed, an increase from 11 in quarter 2 and 10 in quarter 3 2012/13. The proportion of homes completed in and near major settlements fell from 69.09% last quarter to 44.8% this quarter.

- h. Homeless indicators continue to show a positive year on year trend. The number of homeless presentations this quarter (1,443) shows a slight increase from last quarter (1,437) and also the same period in 2012/13 (1,437) (see Appendix 4, Chart 2). The level of statutory applications has reduced from 15.17% (218 applications) in quarter 2 to 13.1% (189 applications) in quarter 3 with a 28.7% decrease compared to the same period last year (18.37%, 264 applications). The level of acceptances of a statutory duty has also fallen to 3.4% (49 acceptances) in quarter 3 from 3.83% in quarter 2 (55 acceptances) and 5.22% for the corresponding period last year. The level of preventions has increased from 24.57% in quarter 2 (353 preventions) to 25.29% in quarter 3 (365 preventions), with an improvement of 20% since quarter 3 2012/13 when performance was 21%.
- i. The number of families rehoused through Durham Key Options system has increased by 12% from 1,224 last quarter to 1,370 this quarter. This compares to 937 for the same period in 2012/13, an increase of 46% (see Appendix 4, Chart 3). This is largely due to increased voids and internal transfers.

66. New developments this period within this priority theme relate to:

- a. The draft North East Local Enterprise Partnership (NELEP) European Structural and Investment Fund (ESIF) Strategy was submitted to Government in October 2013. Durham County Council is leading on the NELEP's Implementation Group to develop governance arrangements for the ESIF programme. A series of work streams have been set up through the Business, Enterprise and Skills EU Group to identify potential activities for the new ESIF programme.
- b. The draft North East Strategic Economic Plan, which was developed collaboratively with a range of partners across the area, was submitted to Government on the 19th December. Six weeks consultation will commence from January 2014 and the final plan will be submitted to Government in March 2014. Work on the implementation plan for the prioritisation framework will take place January to March 2014.
- c. Durham, Gateshead, Newcastle, North Tyneside, Northumberland, South Tyneside and Sunderland councils have all come together to form the North East Leadership Board (NELB). The NELB will join a number of other areas, including West Yorkshire, South Yorkshire and Merseyside, in making working arrangements more formal by creating a legal body called a 'combined authority'. This will ensure that the North East does not lose out on opportunities for greater decision-making powers or access to more funding from Government. A proposal has been submitted to the Secretary of State at the Department for Communities and Local Government to establish the NELB as the combined authority for the area. If successful, the NELB will come into effect on 1 April 2014. We will continue to work together to develop the practical arrangements necessary to operate the combined authority.

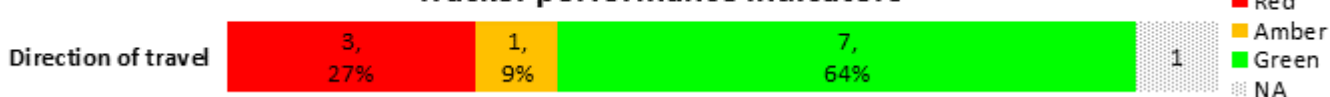
67. There are no key risks in delivering the objectives of this theme.

## Altogether Better for Children and Young People: Overview

### Target performance indicators



### Tracker performance indicators



### Actions



## Council Performance

68. Key achievements this quarter include:

- Revised data for the 2012/13 academic year confirms the positive position reported at quarter 2 with 63.1% of pupils achieving five or more A\*-C GCSEs or equivalent including English and maths, an improvement from 62.5% in the previous year and exceeding national performance of 59.2%. A positive position is also shown for A levels with 98.9% of pupils achieving two A Levels at grade A\*-E (Level 3) or equivalent. This is a slight decrease from 99.1% in the previous year but is better than target (98.1%) and national performance (97.9%).
- As at September 2013, 42% of families allocated a lead professional within the Stronger Families Programme met the turnaround results criteria, which has resulted in a payment by result claim. The local authority has claimed £186,500 reward grant up to September 2013. Turned around is defined as the individual(s) in the family achieving the reductions in crime/anti-social behaviour, improved school attendance or moving back into employment as set out in the Department for Communities and Local Government's Troubled Families Programme Financial Framework (March 2012). Performance has achieved the quarterly profiled target of 25%. There have been a total of 312 families turned around to date. County Durham remains in the top 20% of local authorities and is ranked 15th highest nationally based upon the total number of families turned around as at the end of September 2013.
- The number of looked after children (LAC) reduced to 599 at the end of December 2013, which equates to a rate of 59.8 per 10,000 population (see Appendix 4, chart 4). This is an improvement from 63.6 per 10,000 at the same point of the previous year and is better than national (60 per 10,000), North East (80) and statistical neighbours (81) data. The reduction in LAC is primarily due to early intervention and prevention strategies but is balanced with the need to secure placements to address safeguarding concerns. The Early Help Strategy ensures families receive appropriate, timely support to prevent an escalation of difficulties, which may result in children needing to be looked after in the future. The LAC Reduction Strategy aims to improve the adoption process placing children permanently, either within their family or with foster carers, without unnecessary delay and embracing the Government's Adoption Reform Programme, which is now being extended into 2014/15.

69. The key performance improvement issues for this theme are:

- a. Revised data for the 2012/13 academic year show that 41.9% of pupils in the Early Years Foundation Stage (EYFS) achieved a good level of development. Once a baseline has been established for this new indicator a target will be set. Current performance was however worse than the national (52%), regional (45%) and statistical neighbour (47%) averages. In order to improve this position the Education Development Service have:
  - Discussed outcomes with head teachers
  - Developed a handbook to support schools in EYFS assessment
  - Devised a training programme for schools to support embedding the EYFS assessment
- b. Between July and September 2012, the percentage of mothers smoking at time of delivery in County Durham was 19.1%. Performance is achieving the 20.6% target and is an improvement from previous quarter (21.6%) but remains worse than the England average (11.8%) and the same period last year (18.5%), although this was the lowest quarterly figure recorded in the last three and a half years. The babyClear project which is the North East's regional approach to reducing maternal smoking is now fully implemented. BabyClear is led by Fresh and the Tobacco Control Collaborating Centre and is supported by all eight of the North East's Foundation Trusts. In addition, the Stop Smoking Service receives referrals from maternity services to initiate discussions on stopping smoking with the client. Latest data shows that 67% of referrals were declined or the client could not be contacted.
- c. Data for April to December 2013 show that 565 out of 585 looked after children (LAC) cases were reviewed in timescale, which equals 96.6%. Performance is slightly below the 97.6% target and the corresponding period of the previous year (97.5%). During quarter 3 there were six reviews (relating to eight children) that were not undertaken within timescale due to a case moving placement and recording issues.
- d. Child protection reviews undertaken between April and December 2013 show that 276 out of 289 cases were reviewed within timescale, which equals 95.5%. There were only four reviews that were not completed within timescale, however these related to large sibling groups. Performance is below the target of 100% but is an improvement from 92.7% during the corresponding period of the previous year. Durham is above the 2012/13 statistical neighbour average of 94.8% and is marginally below the national (96.2%) and North East (96.6%) rates. Systems have been put into place to ensure that, where reviews have to be rearranged, this is done as early as possible so that the revised date is still within timescale. Any proposals to cancel reviews are to be agreed by senior managers within Children and Adults Services.
- e. Between April and December 2013, 1,695 out of 5,574 children in need referrals occurred within 12 months of the previous referral, which equals 30.4%. Performance did not meet the target of 21% and is worse than the corresponding period of the previous year (15.3%) (see Appendix 4, chart 5). An audit of a sample of 16 cases where there had been at least one re-referral in the previous 12 months has been undertaken. The findings of the audit did not reveal any patterns for re-referrals in terms of geographical variations or the length of time between referrals. The transformation of children's care, including a revision of the common assessment framework/children in need processes and the creation of a single point of access, to be implemented from April 2014, will ensure that referrals are dealt with appropriately and families are provided with ongoing support so that issues do not recur which would lead to re-referral.

- f. There are no Council Plan actions behind target in this theme.

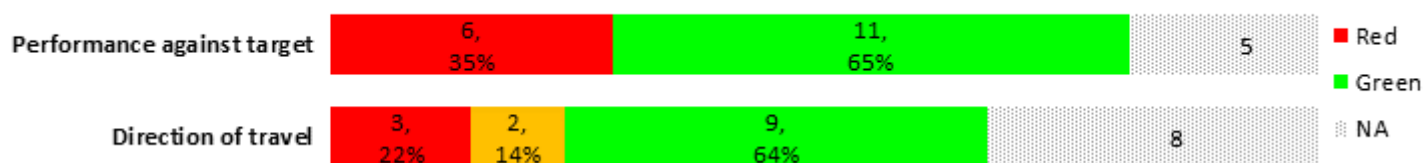
70. Tracker indicators for this priority theme (see Appendix 3, table 2) show:

- a. The percentage of children recorded as having excess weight in reception has reduced from 23.6% in the 2011/12 academic year to 21.9% in 2012/13, which is better than the national rate of 22.2%. The percentage of year six children recorded as having excess weight has also reduced from 38.4% in the 2011/12 academic year to 35.9% in 2012/13, which although higher than the national average of 33.3% is similar to the North East figure of 35.7%. A healthy weight alliance for County Durham has been launched to promote healthy weight in the county and a Healthy Weight Strategy is currently being developed to support delivery. The main focus is to reduce the inequality gap between reception and year six and continue to provide support to families to achieve a healthy weight.
- b. Data for October to December 2013 indicate that 7% of 16 to 18 year olds were not in education, employment or training (NEET), which relates to approximately 1,048 young people. This is better than performance in quarter 1 (8.7%) and the regional average of 7.8% but worse than the national rate of 5.7% and statistical neighbour average of 6.5%. As part of the September Guarantee to ensure 16 and 17 year olds receive an appropriate place in education or training, 97.3% of 16 year old school leavers received an offer of education or training in a school, college, work based training provider, or an apprenticeship. This is an increase from 96% in 2012. The proportion of 17 year olds who received an offer was 90.3%, an increase from 89.4% in 2012. Intensive work by the One Point Service and Improving Progression Team has facilitated an increase in 16 to 18 year olds progressing into education, employment or training destinations which has resulted in a significant decrease in the proportion of NEETs. Additional actions which have contributed to the decrease in NEETs include:
- Implementation of risk of NEET indicators across schools so that measures can be put in place to support young people at key transition points.
  - Information about young people who are NEET and young people who are not known is shared on a monthly basis with key partners e.g. schools, colleges and other learning providers.
  - Information about young people who are eligible for support from the youth contract is shared with the provider on a monthly basis in order to engage with those NEETs and help overcome barriers to progression.
- c. The rate of proven re-offending by young people displayed a downward trend from 2010/11 to 2012/13 (1.73 offences to 1.29). However, during 2013/14 there has been a rising trend in re-offending with 140 offences committed by the 151 young people within six months of inclusion in the 2013 cohort. This equates to a frequency rate of 0.93 offences per young offender and an increase from 0.56 during the equivalent period of the previous year. Actions taken by County Durham Youth Offending Service (CDYOS) to reduce re-offending include:
- Targeting resources on high risk young people
  - Robust risk management planning processes
  - Implementation of CDYOS Offending Behaviour Programmes
  - Expansion of restorative justice across all orders
  - Increased focus on young people's speech, language and communication needs and barriers to engagement

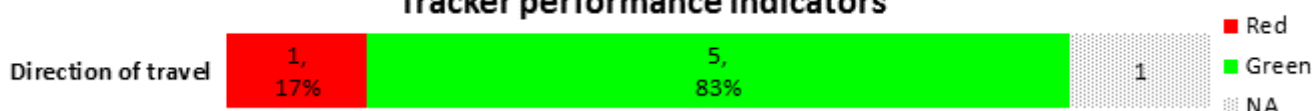
71. There are no key risks in delivering the objectives of this theme.

## Altogether Healthier: Overview

### Target performance indicators



### Tracker performance indicators



### Actions



## Council Performance

72. Key achievements this quarter include:

- Between April and December 2013, 520 over 65 year olds were admitted on a permanent basis to residential or nursing care. This equates to 538.4 per 100,000 and achieved the quarterly profiled target of 642.9 per 100,000. Performance is also better than at the same period last year (618 per 100,000). This is in line with our strategy to support more people to live independently at home.
- At the end of December 2013 (rolling year), 59.5% (10,714 of 18,001) of all social care service users in receipt of community services had a personal budget, which compares to 53.2% at the same time last year and exceeds the target of 55%. This is better than the 2012/13 England average of 55.5% and North East rate of 52%.
- Between April and December 2013, 94.7% (586 of 619) of service users reported that the help and support they receive has made their quality of life better. This is above the target of 92%.
- Of those older people discharged from hospital into reablement or rehabilitation services between January and September 2013, 87.1% (929 of 1,067) remained at home three months later. This is exceeding the target of 85%, the 2012/13 national average (81.4%) and the North East average (84.9%).
- From April to December 2013, 74.6% of service users (742 of 995) required no ongoing care following completion of their reablement package. Performance is above the same period last year (59.6%).
- In the year ending December 2013, 2,540 out of 2,878 (88.3%) of adults receiving secondary mental health services were known to be in settled accommodation at the time of their last review or assessment, which is slightly better than at the same time period last year (88.1%). This is exceeding the 2013/14 target of 85% and 2012/13 provisional national (59.3%) and comparator group (57.4%) averages.

73. The key performance improvement issues for this theme are:

- Latest provisional figures show that the Stop Smoking Service achieved 2,023 smoking quitters between April and September 2013. This equates to 475 quitters per 100,000 which is below the target of 535 per 100,000 and is less than the 554 per 100,000

during the same period of the previous year. County Durham's performance is worse than the regional average of 488 quitters per 100,000 but better than the England rate of 316 per 100,000.

North East Stop Smoking Services are struggling to engage with the volume of smokers that they have historically achieved, which is affecting quit numbers. This issue is not specific to the North East and is affecting the whole of England. There is speculation on what is behind this trend, with the growth of the electronic cigarette market potentially having an impact.

Actions being taken to increase the number of quitters include:

- New Year Health Harms Campaign, including promotional material at shopping centres in Bishop Auckland, Peterlee, Stanley and Consett.
- Managers within the Specialist Stop Smoking Service are setting up new clinics and closing non-productive clinics.
- On-site visits to providers (e.g. pharmacies) to discuss performance and support providers with any delivery issues they are struggling with.

- b. Between April and September 2013, 4.8% of eligible people (7,855) received an NHS Health Check, which falls below the quarterly profiled target of 10%. This is however higher than the same period last year when 3% of eligible people (4,930) had received a health check. Performance is similar to the regional average of 4.7%, and is better than the England and statistical neighbour figures of 4.2% and 4.4% respectively.

Public Health is considering changing the focus of health checks from a universal to a targeted approach. This would involve expanding the community based Check4Life Programme in areas with a high prevalence of cardiovascular disease (CVD) risk factors and GP practices targeting those eligible people with an estimated high risk of CVD. The CVD Prevention Framework will be presented to the Health and Wellbeing Board for approval in March 2014.

- c. There are no Council Plan actions behind target in this theme.

74. Tracker indicators for this priority theme (see Appendix 3, table 2) show:

- a. In the eight sample days in 2013 there were 375 delayed transfers of care from hospital which equates to a rate of 11.3 delays per 100,000 population. This is a slight increase from 10.7 per 100,000 in the equivalent period in the previous year. This performance is worse than the England average of 9.3 delays. Only 31 delayed transfers were fully or partly attributable to adult social care, which equates to a rate of 0.94 per 100,000 population. Performance has improved from 1.86 in the equivalent period of 2012/13 and is better than the national figure for the period of 3.08 delays.

- b. Latest data show that male and female life expectancy in County Durham has increased. For males born in County Durham, life expectancy increased by three years in the last ten years from 74.9 in 2001/03 to 77.9 in 2010/12. County Durham has kept pace with the national and regional rise in male life expectancy. The gap between County Durham and England has remained at 1.3 years over the period. Male life expectancy stands at 79.2 for England and 77.8 for the North East.

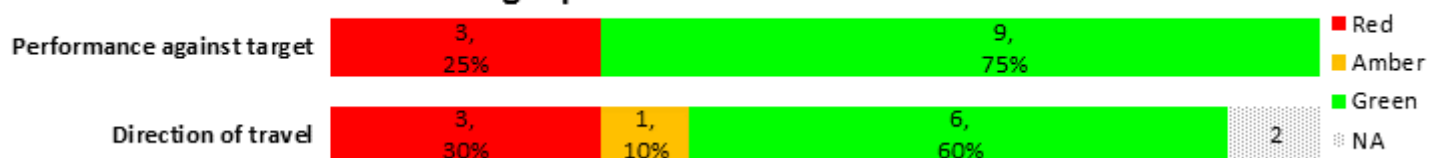
For females born in County Durham, life expectancy has increased by 2.3 years in the last ten years from 79.2 in 2001/03 to 81.5 in 2010/12. County Durham has kept pace with the national and regional rise in female life expectancy. The gap between County Durham and the North East has narrowed by 0.2 years, from a gap of 0.3 in 2001/3 to 0.1 in 2011/12. The gap between County Durham and England has remained at 1.5 years over the period. Female life expectancy stands at 83.0 for England and 81.6 for the North East.

75. There are no key risks in delivering the objectives of this theme.



## Altogether Safer: Overview

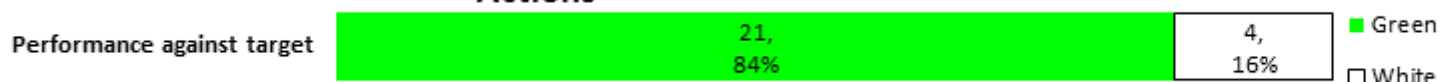
### Target performance indicators



### Tracker performance indicators



### Actions



## Council Performance

76. Key achievements this quarter include:

- Of the adult social care users who responded to the local Children and Adult Services survey, 91.3% reported that the care and support services they received helped them to feel safe and secure. This exceeds the target of 75% and 2012/13 performance for national (77.9%) and the North East (79.4%).
- The change in detected crimes for offenders in the Integrated Offender Management cohort shows a 46% reduction this period against the previous year and has achieved the target of a 40% reduction.
- The number of people in alcohol treatment with the Community Alcohol Service between October 2012 and September 2013 was 1,531. Of the 1,531 people in treatment, 555 successfully completed their treatment plan. This equates to a 36.3% successful completion rate, which is achieving target of 36% and is consistent with national performance of 36%.
- During April and December 2013, 184 victims presented at the Durham Multi Agency Risk Assessment Conference (MARAC) of which 15 were repeat referrals for domestic abuse, equating to 8.2%, better than the period target of less than 25% and national (24.4%) and North East (27%) rates. As reported at quarter 2, the MARAC partners and the Co-ordinated Action Against Domestic Abuse (CAADA) are to undertake a self-assessment to explore the apparent lower level of referrals overall compared with regional and national rates. This will be undertaken in February 2014, and initial findings will be available in March 2014.

77. The key performance improvement issues for this theme are:

- The number of people in drug treatment with the Community Drugs Service (CDS) for opiate use between April 2012 and March 2013 was 1,472. Of the 1,472 people in treatment, 109 successfully completed, i.e. they did not re-present to the CDS between April and September 2013. This equates to a 7.4% successful completion rate, which is below the annual target of 11% and slightly below national performance of 8%. The provision of treatment through the Recovery Academy Durham (RAD) was temporarily reduced due to a lack of appropriate supported housing. Four three bedroom houses are now available to the RAD, leased from East Durham Homes, and one of these houses will be a female only house. Referrals to RAD are now being made by the Community Drug Service with a view to filling the houses as soon as possible. The RAD has also started accepting day cases (clients who live in their own accommodation

but access treatment within RAD). A performance clinic was held with providers in November 2013 which addressed the specific issue of increasing successful completions. Action plans have been developed and sent out to providers.

- b. The number of people in drug treatment with the Community Drugs Service (CDS) for non- opiate use between April 2012 and March 2013 was 430. Of the 430 people in treatment, 152 successfully completed, i.e. they did not re-present to the CDS between April and September 2013. This equates to a 35.3% successful completion rate, which is below the annual target of 48% and below the national outturn of 40%.
- c. The number of people killed or seriously injured in road traffic accidents between January to September 2013 was 140. Of the 49 incidents in the most recent quarter (quarter 2) there were three fatalities (6%). The number of children killed or seriously injured in road traffic accidents between July and September 2013 was six. This has contributed to a cumulative figure over January to September 2013 of 19 which has exceeded the target of 12, however none were fatal.
- d. There are no Council Plan actions behind target in this theme.

78. Tracker indicators for this priority theme (see Appendix 3, table 2) show:

- a. During the period April to December 2013 there were 18,797 crimes reported to the police (36.6 per 1,000 population). This has increased from 17,733 crimes in the same period of 2012/13 and equates to a 6% rise in overall crime. Based on current figures, Durham Constabulary is forecasting a 9.6% increase in total crime by the end of 2013/14. Increasing crime has been observed in more than half of forces nationally. Despite this the County Durham Community Safety Partnership (CSP) area continues to have one of the lowest levels of crime per 1,000 population and is currently ranked first out of 15 most similar CSPs.
- b. During April to December 2013 there were 8,905 stealing offences. This is an increase of 4.9% when comparing to the equivalent period in 2012/13. Increases have been observed across most theft categories except dwelling burglary and theft from vehicle which are showing decreases. Durham Constabulary has also had a major success with reducing metal theft.

The following table shows a breakdown of theft offences that have displayed a rise in comparison to the same period of the previous year:

Offence	Apr-Dec 2012	Apr-Dec 2013	% Change
Theft of a pedal cycle	277	335	+20.9%
Theft from the person	74	87	+17.6%
Burglary other (non-dwellings e.g. sheds, garages)	1459	1606	+10.1%
Theft of a vehicle	324	356	+9.9%
Shoplifting	1460	1572	+7.7%

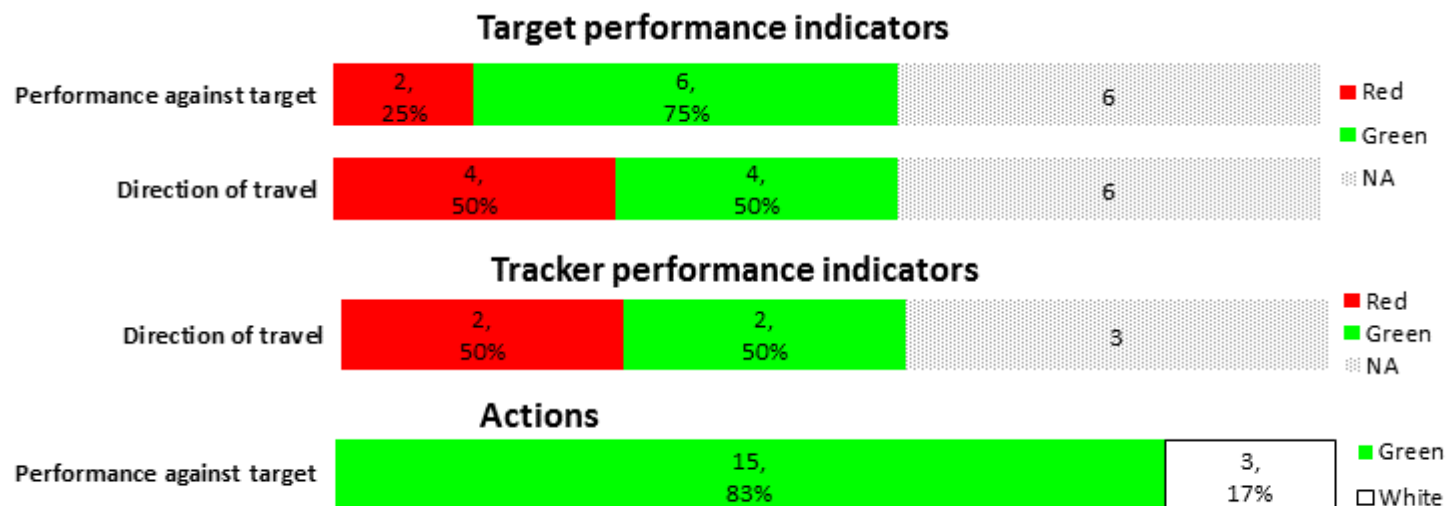
- c. There were 16,666 victim based crimes between April to December 2013, which is a 7% increase (1,086 more victims of crime) when comparing to the same period in 2012/13. During this period there were 557 serious or major crimes, a 61% increase compared to the equivalent period last year. The main contributing factor to this significant rise in serious crimes is the highly publicised Saville enquiry which has highlighted the issue of historic sexual offences, and this has had an impact in the County Durham CSP area.
- d. During April to December 2013 there were 19,011 incidents of anti-social behavior (ASB) reported to the police. This equates to a 2.2% decrease from the equivalent

period in 2012/13. It should be noted that the number of incidents recorded during October to December 2013 (5,451) is the lowest reported since quarter 1 2011/12. As a result of this recent downward trend Durham Constabulary is forecasting a 6% reduction in ASB by the end of 2013/14.

- e. During April to December 2013, there were 2,996 incidents of alcohol related ASB incidents, which equates to 16% of total ASB reported to the police. Performance shows a two percentage point increase on the equivalent period in 2012/13. There were 3,625 violent crimes reported to the police, of which 34% were recorded as alcohol related. Performance shows a two percentage point increase on the equivalent period in 2012/13. Durham Constabulary identified that the increases are partly due to the improved recording of alcohol as an aggravating factor and partly due to the good weather experienced in 2013. Actions within Durham Constabulary's ASB Alcohol Delivery Plan include:
- Tackling high impact locations where alcohol is being used and is impacting upon ASB.
  - Tackling outlets that are selling alcohol and in turn are a causal factor to incidents of ASB.
  - The Constabulary's Alcohol Harm Reduction Unit is using ASB data to identify and target hot spots.
- f. Latest data relating to the rolling year January to December 2011 show that 29.2% of offenders in Durham reoffended, compared to 26.8% nationally. This figure represents a 0.1 percentage point decrease on the previous year's equivalent period.

79. There are no key risks in delivering the objectives of this theme.

## Altogether Greener: Overview



## Council Performance

80. Key achievements this quarter include:

- a. Street and environmental cleanliness has improved this period. The results of the second survey relate to the period August to November 2013 and indicate that of relevant land and highways assessed as having deposits of litter, 5.91% fell below an acceptable level. Performance was better than the target of 7% and it has improved from 8% reported at quarter 3 2012/13. Of relevant land and highways assessed as having deposits of detritus, 7.33% fell below an acceptable level. Performance was better than the target of 10% but it has slightly deteriorated from 7.04% reported at quarter 3 2012/13.
- b. There were 844 feed in tariff installations registered and approved during quarter 3, including 374 solar PV installations equating to installed capacity of 1.425MW. The quarter 3 target of 800 installations was achieved. There has been an increase of 14.4% in renewable energy generation this quarter compared to the same period last year. The installed or installed/approved capacity within County Durham was 205.13MW in quarter 3; 172.4MW operational and 32.729MW approved (Wind - 128.83 operational and 6.51 approved).
- c. Good progress has been made with the following Council Plan and service plan actions:
  - i. Projects for renewable energy development on council assets are progressing with the biomass boiler at Killhope performing well. The biomass boiler at Green Lane, Spennymoor has now been installed and performance data is awaited. Following a promotional campaign there has been considerable interest with regard to community energy projects.
  - ii. In relation to the North Pennines Area of Outstanding Natural Beauty (AONB) the production of the new statutory AONB Management Plan is underway and the plan is due for completion in early January and adoption by the five local authorities by the end of March 2014.

81. The key performance improvement issue for this theme relates to fly-tipping.

There were 7,889 fly-tipping incidents reported in the 12 month rolling period from January to December 2013. There has been an increase of 8.9% compared to the previous period and 20.1% compared to 12 months earlier (see Appendix 4, chart 6). Analysis shows that there has been an increase in the number of larger vehicles fly-tipping, typically relating to building

and construction and there has been a 60% increase in fly-tipping incidents in the east, particularly around Seaham, Horden and Peterlee. The deployment of 10 CCTV cameras in the east resulted in 10 fixed penalty notices; 2 court convictions with fines and costs totalling £1,400; 4 cases pending court action; and 6 cases currently under investigation.

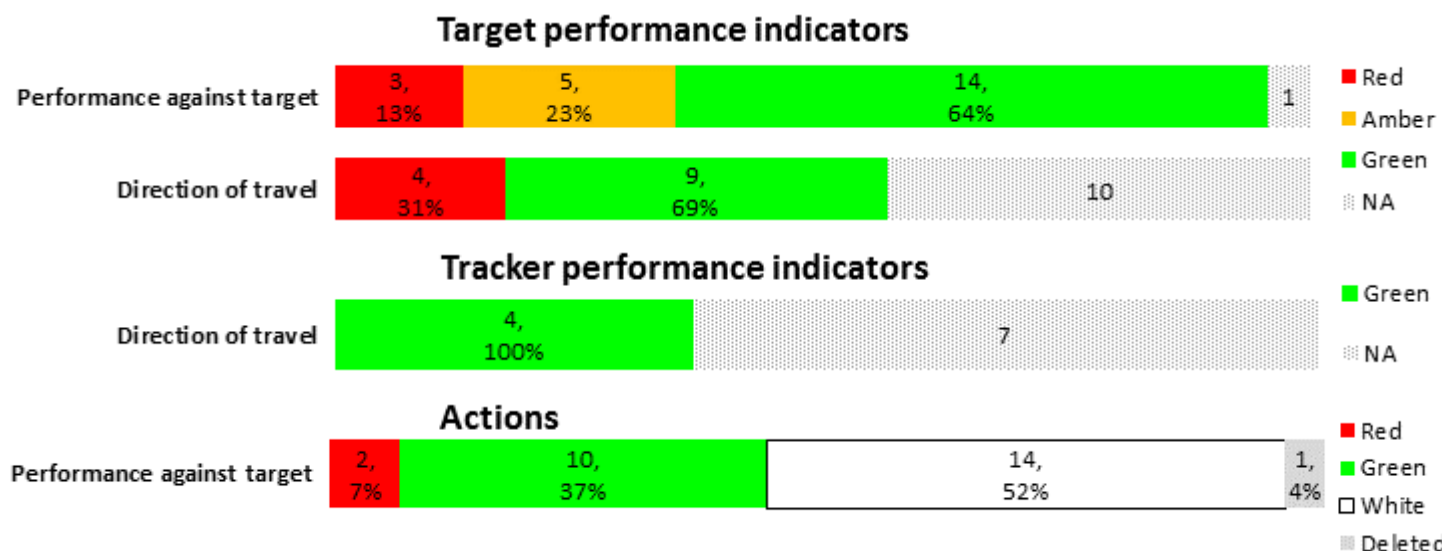
Actions being taken include:

- A number of stop and search operations are being carried out by neighbourhood wardens to identify any vehicles carrying waste illegally. In addition, wardens are also carrying out more duty of care checks with any firms seen carrying out building or other types of maintenance work to ensure appropriate means of disposing of waste are in place.
- An awareness and enforcement campaign has taken place during December and January to coincide with increased purchasing of household items. This campaign will focus on the householder's duty of care.
- Durham County Council (DCC) in partnership with the police and Environment Agency ran a campaign in December targeting people who dump waste illegally. Actions included:
  - Surveillance of known fly-tipping hotspots, checking companies which transport and dispose of waste to ensure they are properly registered and disposing of the waste correctly.
  - As part of the campaign residents were also encouraged to report incidents and provide information to help Durham County Council's Neighbourhood Protection Team to identify those responsible.
  - During the campaign over 100 suspected incidents of fly-tipping were reported and are under investigation. Some fixed penalty notices have already been issued and checks also been made on a number of traders. As a result of investigations by Durham County Council into incidents of fly-tipping, there are cases due to go before the courts in January/February 2014.
- A joint project with the police has commenced looking at environmental issues and part of this work will be to identify fly-tipping hot spots. Once analysis is complete, an action plan will be produced.

82. There are no Council Plan actions behind target in this theme.

83. There are no key risks in delivering the objectives of this theme.

## Altogether Better Council: Overview



## Council Performance

84. Key achievements this quarter include:

- a. Between October and December 2013, 212,323 telephone calls were answered which is 91% of all calls received compared to 88% at quarter 2. Improvements have also been seen in call handling times. During quarter 3, 87% were answered within three minutes against a target of 80%, an improvement on quarter 2, when 78% were answered within three minutes. The volume of telephone calls show 8.9% fewer calls received this quarter (235,064) when compared with quarter 2 (258,047) (see Appendix 4, Chart 7).
- b. During quarter 3, the average waiting time at a customer access point was 3 minutes 53 seconds, which is well within the 15 minutes target. Footfall in our Customer Access Points decreased from 93,059 in quarter 2 to 78,729 in quarter 3, partly due to the Christmas close down period. Face to face contact dropped in November and December, however contact during quarter 3 this year was 2.2% higher than the same period last year (see Appendix 4, Chart 8).
- c. During quarter 3, new housing benefit (HB) claims were processed in 21.02 days on average while new council tax reduction (CTR) claims were processed in 22.18 days on average. Current performance is better than the 25 day end of year target and the Great Britain average of 24 days for processing new HB claims.

The volume of new HB claims processed has increased from 2,962 in quarter 2 to 3,453 this quarter. The volume of new CTR claims processed has increased from 3,389 in quarter 2 to 3,801 this quarter (see Appendix 4, Chart 9).

Processing rates for changes of circumstances have continued to improve and have been well below the 12 day target for both HB and CTR claims for the last three months. The average time taken to process change of circumstances was on average 9.45 days for HB claims and 10.05 days for CTR claims. Performance is better than the Great Britain average of 11 days for HB claims.

The volume of change of circumstances for HB claims processed has fallen from 25,152 in quarter 2 to 22,873 this quarter. The volume of change of circumstances for CTR claims processed has fallen from 27,215 in quarter 2 to 24,319 this quarter (see Appendix 4, chart 10).

- d. The average days lost to sickness absence per full time equivalent (including school based employees) reduced from 9.31 in quarter 2 (October 2012 to September 2013) to 8.92 days this quarter (January to December 2013). This represents an improvement of over 4% and places current sickness levels better than the 9.05 days corporate target for the first time in 2013/14. Improving the management of attendance and reducing incidences of sickness absence is a priority for the council.
- e. Tenant rent arrears have fallen for Durham City Homes from 2.24% in quarter 2 to 2.05% this quarter and the target of 2.5% has been met. Dale and Valley Homes performance of 1.58% is well within target of 3% and it has improved from 1.64% reported last quarter. Arrears for East Durham Homes have fallen slightly from 2.89% in quarter 2 to 2.85% this quarter and the target of 3% has been achieved. There has been an improvement in performance during this quarter which is assumed to be linked to the two weeks rent free period in December.
- f. Good progress has been made with the following Council Plan and service plan actions:
  - i. Become public service network compliant allowing the council to trade services by March 2014. The Public Service Network Code of Connection (PSN CoCo) is a set of standards that govern the security, risk management and information assurance of networks connected to the Government Conveyance Network (GCN) and Government Connect Secure Extranet (GCSx). The council achieved PSN CoCo compliance on 22 October 2013 through a documented submission containing a number of planned activities to mitigate outstanding risks. The council's compliance is effective until mid-2014, when further assessment will be required.
  - ii. Increase availability of technology across the county by developing the Digital Durham programme for next generation broadband delivery to all areas of the county by March 2015. December 2013 saw the official launch of the first fibre cabinet in the programme located in Durham City Marketplace. This cabinet can supply fast speed broadband to businesses and residents in the heart of the city, supporting regeneration, economic growth and job opportunities. Also during December 2013 a further 22 cabinets were surveyed and are progressing to build stage. With an additional 112 cabinets to be surveyed before the end of March 2014, the first phase of the nine phase programme is well underway. Additional funding from the Rural Community Broadband Fund is being sought for Teesdale and Weardale with a final application to DEFRA expected during quarter 4 2013/14.

85. The key performance improvement issues for this theme are:

- a. Despite renewed focus on paying supplier invoices on time, performance continues to hover around 91%, short of the 92% target. Although December performance was 93%, performance is not yet consistent enough to deliver on-target performance over a quarter. Whilst it is clear that consistent compliance with agreed business processes is a matter that needs to be continuously highlighted, addressed and reinforced, a software issue arose during quarter 3 that slowed down the invoice payment process and may affect future performance.
- b. Employee appraisals recorded across the council has shown real improvement over the last year in particular and the introduction of email alerts for managers seems useful in this regard, but further and sustained effort is required by managers and supervisors to ensure that all relevant employees have undergone an appropriate appraisal event in the last 12 months and that this is recorded on the 'MyView' system. The percentage of performance appraisals completed and recorded fell slightly from 75.3% in quarter 2 to 73.3% this quarter. This is short of the 80% corporate target.

- c. The percentage of Freedom of Information (FOI) and Environmental Information Regulations (EIR) requests responded to within 20 days was 80% this quarter which was below the national standard of 85%. Current performance reflects a good month in October but slightly lower performance in November and December. The volume of FOI and EIR requests received this quarter was 319 which has increased compared with 249 last quarter and 189 at same period last year (see Appendix 4, chart 11).
- d. Key Council Plan actions behind target in this theme include:
  - i. The production of a regeneration investment plan to maximise external funding for the council and its partners was due for completion by December 2013. This has been delayed until April 2014. This action was delayed from September 2013 to December 2013 in quarter 2.
  - ii. The delivery of a programme of data protection health checks to ensure that personal data held by the council is managed effectively was due by December 2013. An initial pilot programme has been completed with full rollout now due by September 2014.
- e. There is also one action that has been deleted which is to undertake a review of the Local Council Tax Support Scheme by December 2013. This action has been deleted as there are no changes required for 2014/15 and the review will be carried out in the Spring of 2014 ahead of a decision for 2015/16.

86. The key risks to successfully delivering the objectives of this theme are:-

- a. Government ongoing funding cuts which now extend to at least 2017/18 will continue to have an increasing major impact on all council services. This key risk is categorised with critical impact and highly probable likelihood. Sound financial forecasting is in place based on thorough examination of the Government's "red book" plans.
- b. If there was to be slippage in the delivery of the agreed Medium Term Financial Plan (MTFP) savings projects, this will require further savings to be made from other areas, which may result in further service reductions and job losses. This key risk is categorised with critical impact and possible likelihood. The implementation of the delivery plan by ACE is closely being monitored by Corporate Management Team (CMT) and Cabinet.
- c. If local authority schools and other local authority services choose not to take council services, together with the loss of community buildings, both Technical and Building Services could see a loss of business. This key risk is categorised with major impact and probable likelihood. A draft booklet will be produced to promote Building Services ready for distribution throughout council services.
- d. Potential restitution of search fees going back to 2005. This key risk is categorised with moderate impact and highly probable likelihood. The mitigation of this risk is dependent upon the outcome of the negotiations and litigation currently being defended by lawyers instructed in group litigation.
- e. If we were to fail to comply with central government's Public Services Network Code of Connection criteria, this would put some of our core business processes at risk, for example, revenues and benefits. This key risk is categorised with critical impact and possible likelihood. In May 2013, an ICT Health Check was carried out and a number of recommendations were made to bring the council to a position of compliance.



## Conclusions

87. Overall the local authority is performing well, is maintaining performance in many areas and achieving improvements in some services despite an extremely challenging environment of continued budget reductions, a depressed local economy and the Government's welfare reforms.
88. Although the UK economy shows its strongest growth since 2007, issues continue to affect performance across County Durham such as the employment rate and youth and long-term unemployment. There are significant challenges in the underlying health picture in the county with male and female life expectancy below North East and national comparators.
89. Demand on council services is rising across many key areas but more worrying are those relating to vulnerable or potentially vulnerable residents. Crime levels in County Durham have continued to increase for the second consecutive quarter, a theme that has been observed in more than half of forces nationally.
90. A small number of Council Plan actions need to be amended or deleted to reflect current circumstances.
91. This quarterly report has highlighted a number of performance issues which require further investigation or intervention.

## Recommendations and Reasons

79. Overview and Scrutiny Management Board is recommended to:
- a. Note the performance of the council at quarter 3 and the actions to remedy under performance.
  - b. Note all changes to the Council Plan outlined below:

### Altogether Wealthier

- i. Development of the County Durham Plan. Preparation for examination in public, including mock examination and pre-enquiry meeting by June 2014. Revised date: July 2014.
- ii. Deliver a programme of transport capital works across the county:
  - A167 Sunderland Bridge junction, Durham by April 2104. Revised date: August 2014.
  - Bishop Auckland rail station by November 2013. Revised date: February 2014.
  - East Durham rail station by December 2014. Revised date: March 2015.

### Altogether Better Council

- iii. To produce a Regeneration Investment Plan to maximise external funding for the council and its partners by December 2013. Revised date: April 2014.
- iv. Deliver a programme of data protection health checks to ensure that personal data held by the council is managed effectively by December 2013. Revised date: March 2015.

## **Deleted Actions**

### **Altogether Wealthier**

- v. Deliver traffic priorities in Durham City including linking traffic signals to develop more effective flows of traffic and the use of technologies to reduce congestion on the network by December 2015.

### **Altogether Better Council**

- vi. Undertake a review of the Local Council Tax Support Scheme by December 2013 (as previously agreed by Cabinet as there is no requirement to review for 2014/2015).

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## **Appendix 1: Implications**

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### **Finance**

Latest performance information is being used to inform corporate, service and financial planning.

### **Staffing**

Performance against a number of relevant corporate health PIs has been included to monitor staffing levels and absence rates.

### **Risk**

Reporting of significant risks and their interaction with performance is integrated into the quarterly monitoring report.

### **Equality and Diversity/Public Sector Equality Duty**

Corporate health PIs and key actions relating to equality and diversity issues are monitored as part of the performance monitoring process.

### **Accommodation**

Not applicable

### **Crime and Disorder**

A number of PIs and key actions relating to crime and disorder are continually monitored in partnership with Durham Constabulary.

### **Human Rights**

Not applicable

### **Consultation**

Not applicable

### **Procurement**

Not applicable

### **Disability Issues**

Corporate health PIs and key actions relating to accessibility issues and employees with a disability are monitored as part of the performance monitoring process.

### **Legal Implications**

Not applicable

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## Appendix 2: Key to symbols used within the report

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Where icons appear in this report, they have been applied to the most recently available information.

### Performance Indicators:

#### Direction of travel

Latest reported data have improved from comparable period

**GREEN**

Latest reported data remain in line with comparable period

**AMBER**

Latest reported data have deteriorated from comparable period

**RED**

#### Performance against target

Performance better than target

Getting there - performance approaching target (within 2%)

Performance >2% behind target

### Actions:

**WHITE**

Complete (Action achieved by deadline/achieved ahead of deadline)

**GREEN**

Action on track to be achieved by the deadline

**RED**

Action not achieved by the deadline/unlikely to be achieved by the deadline

### Benchmarking:

**GREEN**

Performance better than other authorities based on latest benchmarking information available

**AMBER**

Performance in line with other authorities based on latest benchmarking information available

**RED**

Performance worse than other authorities based on latest benchmarking information available

## Appendix 3: Summary of Key Performance Indicators

Table 1: Key Target Indicators

Ref	Description	Latest data	Period covered	Period target	Current performance to target	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
<b>Altogether Wealthier</b>										
1	Apprenticeships started through Durham County Council funded schemes	109	Apr - Dec 2013	97	<a href="#">Not comparable</a> [1]	New indicator	<a href="#">Not comparable</a> [2]			
2	Percentage achievement rate of all enrolments on adult learning courses	92	2012/13 ac yr	92.0	GREEN	96.5	RED	91.7 GREEN		2010/11 ac yr
3	Number of affordable homes delivered	176	Oct - Dec 2013	88	GREEN	55	GREEN			
4	Number of private sector properties improved as a direct consequence of local authority intervention	674	Apr - Dec 2013	592	GREEN	911	RED			
5	Number of empty properties brought back into use as a result of local authority intervention	80	Apr - Dec 2013	53	GREEN	46	GREEN			
6	Proportion of Dale and Valley Homes properties currently not meeting decency criteria	6.8	As at Dec 2013	0.0	<a href="#">Not comparable</a> [1]	1.3	RED	36.4 <a href="#">Not comparable</a>	4.4** <a href="#">Not comparable</a>	2011/12
7	Proportion of Durham City Homes properties currently not meeting decency criteria	4.5	As at Dec 2013	0.0	<a href="#">Not comparable</a> [1]	4.5	AMBER	36.4 <a href="#">Not comparable</a>	4.4** <a href="#">Not comparable</a>	2011/12
Page 43	Proportion of East Durham Homes properties currently not meeting decency criteria	26.0	As at Dec 2013	25.0	RED	45.5	GREEN	36.4 <a href="#">Not comparable</a>	4.4** <a href="#">Not comparable</a>	2011/12

Ref	Description	Latest data	Period covered	Period target	Current performance to target	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
9	Percentage of council owned factories and business support centre floorspace that is occupied	76.5	As at Dec 2013	75.0	GREEN	71.0	GREEN			
10	Percentage of major planning applications determined within 13 weeks	72.7	Oct - Dec 2013	71.0	GREEN	69.7	GREEN	67.0 GREEN	75** RED	Oct - Dec 2013
11	Overall proportion of planning applications determined within deadline	85	Oct - Dec 2013	85.0	GREEN	85.2	RED			
<b>Altogether Better for Children and Young People</b>										
12	Percentage of looked after children achieving 5 A*-C GCSEs (or equivalent) at KS 4 (including English and maths)	20	2012/13 ac yr	25.0	RED	17.4	GREEN	15.3 GREEN	16.3* GREEN	2012/13 ac yr
13	Percentage of 16-18 year olds whose status is 'not known'	7.0	As at Dec 2013	8.5	GREEN	NA	<a href="#">Not comparable [2]</a>	11.1 Not comparable	8.3** Not comparable	As at Nov 2013
14	Percentage of pupils achieving 5 or more A*-C grades at GCSE or equivalent including English and Maths	63.1	2012/13 ac yr	63.0	GREEN	62.5	GREEN	59.2 GREEN	60.1** GREEN	2012/13 ac yr
15	Percentage of pupils on Level 3 programmes in community secondary schools achieving 2 A levels at grade A*-E or equivalent	98.9	2012/13 ac yr	98.1	GREEN	99.1	AMBER	97.3 GREEN	98.6** GREEN	2012/13 ac yr
16	Achievement gap between pupils eligible for free school meals and their peers (Key Stage 2) (% pts)	21.0	2012/13 ac yr	not set	GREEN	20.0	<a href="#">Not comparable [2]</a>	19 RED	21** AMBER	2012/13 ac yr

Ref	Description	Latest data	Period covered	Period target	Current performance to target	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
17	Achievement gap between pupils eligible for free school meals and their peers (Key Stage 4) (% pts)	30.5	2012/13 ac yr	30.0	AMBER	30.3	RED	26.4 RED	31.6** GREEN	2011/12 ac yr
18	Percentage of mothers smoking at time of delivery	19.1	Jul - Sept 2013	21	GREEN	18.5	RED	11.8 RED	19.7* GREEN	England Jul-Sept 2013 NE 2012/13
19	First time entrants to the Youth Justice System aged 10 - 17 (per 100,000 population of 10-17 year olds) <b>(Also in Altogether Safer)</b>	347	Apr - Dec 2013	560	GREEN	410	GREEN	712 Not comparable	738** Not comparable	2011/12
20	Percentage of Children In Need (CIN) referrals occurring within 12 months of previous referral	30.4	Apr - Dec 2013	21.0	RED	15.3	RED	24.9 RED	22.5** RED	2012/13
21	Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time	14.1	Apr - Dec 2013	15.0	GREEN	18.3	GREEN	14.9 GREEN	13.3** RED	2012/13
22	Percentage of looked after children cases which were reviewed within required timescales	96.6	Apr - Dec 2013	97.6	AMBER	97.5	RED	90.5 GREEN	93.7** GREEN	2009/10
23	Percentage of child protection cases which were reviewed within required timescales	95.5	Apr - Dec 2013	100.0	RED	92.7	GREEN	96.2 RED	94.8** GREEN	2012/13
Page 45	Parent/carer satisfaction with the help they received from Children and Young People's Services	72.0	Apr - Sept 2013	72	GREEN	72.80	RED			

Ref	Description	Latest data	Period covered	Period target	Current performance to target	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
25	Percentage of successful interventions via the Stronger Families Programme	42.0	Apr 2012 - Sept 2013	25.0	GREEN	NA	NA	7.1 GREEN		Jan 2013
26	Percentage of children in the Early Years Foundation Stage meeting or exceeding expected levels of development in the prime areas of learning	41.90	2012/13 ac yr	Not set for 2012/13	NA	NA	NA	52 RED		2012/13 ac yr
<b>Altogether Healthier</b>										
27	Four week smoking quitters per 100,000	475	Apr - Sep 2013	535	RED	554	RED	316 GREEN	488*	Apr - Sep 2013
28	Percentage of eligible people who receive an NHS health check	4.8	Apr - Sept 2013	10.0	RED	NA	NA	4.2 GREEN		Apr - Sept 2013
29	Percentage of people eligible for bowel cancer screening who were screened adequately within a specified period (new definition under development)	No data recorded	NA	NA	NA	NA	NA			
30	Percentage of women eligible for cervical screening who were screened adequately within a specified period	77.7	2013	80.0	RED	78.8	RED	73.9 GREEN	75.9*	2013
31	Under 75 all cause mortality rate per 100,000 population	294.6	2012	288	RED	307	GREEN	256.4 RED	298.3*	2012
32	Under 75 mortality rate from cardiovascular diseases (including heart disease and stroke) per 100,000 population	70.3	2009/11	Not set for 2009/11	NA	New indicator	NA	60.9 RED		2009/11
33	Under 75 mortality rate from cancer per 100,000 population	119.2	2009/11	Not set for 2009/11	NA	New indicator	NA	108.1 RED		2009/11



Ref	Description	Latest data	Period covered	Period target	Current performance to target	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
34	Under 75 mortality rate from liver disease per 100,000 population	17.9	2009/11	Not set for 2009/11	NA	New indicator	NA	14.4 <b>RED</b>		2009/11
35	Under 75 mortality rate from respiratory disease per 100,000 population	28.5	2009/11	Not set for 2009/11	NA	New indicator	NA	23.4 <b>RED</b>		2009/11
36	Percentage of women eligible for breast screening who were screened adequately within a specified period	78.6	2013	70	<b>GREEN</b>	79.3	<b>AMBER</b>	76.3 <b>GREEN</b>	77.9* <b>GREEN</b>	2013
37	Percentage of exits from alcohol treatment (Community Alcohol Service) that are planned discharges <b>(Also in Altogether Safer)</b> <i>This indicator is no longer reported, please see indicator below.</i>	73	Apr 2012 - Mar 2013	64	<b>GREEN</b>	64	<b>GREEN</b>	68 <b>GREEN</b>		Apr 2012 - Mar 2013
38	Percentage of successful completions of those in alcohol treatment <b>(Also in Altogether Safer)</b>	36.3	Oct 2012 - Sep 2013	36	<b>GREEN</b>	36	<b>GREEN</b>			
39	Percentage of successful completions of those in drug treatment - opiates <b>(Also in Altogether Safer)</b>	7.4	Apr 2012 - Mar 2013	11	<b>RED</b>	New indicator	NA	8 <b>RED</b>		2012/13
40	Percentage of successful completions of those in drug treatment - non-opiates <b>(Also in Altogether Safer)</b>	35.3	Apr 2012 - Mar 2013	48	<b>RED</b>	New indicator	NA	40 <b>RED</b>		2012/13
Page 47	Number of adult community health checks / appraisals completed	3,276	Apr - Dec 2013	1,875	<b>GREEN</b>	3,191	<b>GREEN</b>			

Ref	Description	Latest data	Period covered	Period target	Current performance to target	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
42	Adults aged 65+ per 100,000 population admitted on a permanent basis in the year to residential or nursing care	538.4	Apr - Dec 2013	642.9	GREEN	618.2	GREEN	709 Not comparable	759** Not comparable	2012/13 (provisional)
43	Proportion of people using social care who receive self-directed support, and those receiving direct payments	59.5	As as 30 Dec 2013	55.0	GREEN	53.2	GREEN	55.5 GREEN	52.6** GREEN	2012/13 (provisional)
44	Percentage of service users reporting that the help and support they receive has made their quality of life better	94.7	Apr - Dec 2013	92.0	GREEN	95.4	RED	88.2 GREEN		Apr 2011 - Mar 2012
45	Proportion of older people who were still at home 91 days after discharge from hospital into reablement/ rehabilitation services	87.1	Jan - Sept 2013	85.0	GREEN	87.6	AMBER	81.4 GREEN	84.9** GREEN	2012/13
46	Percentage of people who have no ongoing care needs following completion of provision of a reablement package	63.0	Apr - Dec 2013	55.0	GREEN	59.6	GREEN		60.2* GREEN	Jul - Sept 2013
47	Percentage of adults receiving secondary mental health services known to be in settled accommodation	88.3	Jan - Dec 2013	85.0	GREEN	88.06	GREEN	59.3 GREEN	57.4** GREEN	2012/13 (provisional)
48	Patient experience of community mental health services (scored on a scale of 0-100)	89.4	2013	87	GREEN	88.4	GREEN	85.8 GREEN		2013
<b>Altogether Safer</b>										
9	Repeat incidents of domestic abuse (referrals to Multi-Agency Risk Assessment Conferences (MARAC))	8.2	Apr - Dec 2013	25.0	GREEN	10.7	GREEN	24.4 GREEN	27* GREEN	Oct 2012 - Sept 2013

Ref	Description	Latest data	Period covered	Period target	Current performance to target	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
50	Percentage of adult safeguarding investigations completed within 28 days	75.3	Apr - Dec 2013	75.0	GREEN	81.7	RED			
51	Proportion of people who use adult social care services who say that those services have made them feel safe and secure	91.3	Apr - Dec 2013	75.0	GREEN	86.4	GREEN	78.1 GREEN	80.1* GREEN	2012/13
52	Percentage reduction in detected crimes for offenders in the Integrated Offender Management (IOM) cohort	46	Oct - Dec 2013	40	GREEN	66	RED			
53	First time entrants to the Youth Justice System aged 10 - 17 (per 100,000 population of 10-17 year olds) <b>(Also in Altogether better for Children &amp; Young People)</b>	347	Apr - Dec 2013	560	GREEN	410	GREEN	712 Not comparable	738** Not comparable	2011/12
54	Percentage of exits from alcohol treatment (Community Alcohol Service) that are planned discharges <b>(Also in Altogether Healthier)</b> <i>This indicator is no longer reported, please see indicator below.</i>	73	Apr 2012 - Mar 2013	64	GREEN	64	GREEN	68 GREEN		Apr 2012 - Mar 2013
55	Percentage of successful completions of those in alcohol treatment <b>(Also in Altogether Healthier)</b>	36.3	Oct 2012 - Sep 2013	36	GREEN	36	GREEN			
Page 49	Percentage of successful completions of those in drug treatment - opiates <b>(Also in Altogether Healthier)</b>	7.4	Apr 2012 - Mar 2013	11	RED	New indicator	NA	8 RED		2012/13

Ref	Description	Latest data	Period covered	Period target	Current performance to target	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
57	Percentage of successful completions of those in drug treatment - non-opiates <b>(Also in Altogether Healthier)</b>	35.3	Apr 2012 - Mar 2013	48	RED	New indicator	NA	40 RED		2012/13
58	Building resilience to terrorism (self assessment)	3	Apr 2012 - Mar 2013	3	GREEN	3	AMBER	2.34 GREEN	2.88** GREEN	2009/10
59	Number of people killed or seriously injured in road traffic accidents	140	Jan - Sept 2013	140	GREEN	145	GREEN			
	Number of fatalities	17				21				
	Number of seriously injured	123				124				
60	Number of children killed or seriously injured in road traffic accidents	19	Jan - Sept 2013	12	RED	14	RED			
	Number of fatalities	0				1				
	Number of seriously injured	19				13				
<b>Altogether Greener</b>										
61	Reduction in CO <sub>2</sub> emissions from local authority operations	5.5	2012/13	9	RED	6.3	RED			
62	The number of properties within the private sector made energy efficient with the use of Green Deal loans as part of the Warm Up North consortium	5,356	Apr 2012 - Mar 2013	2,500	GREEN	2,134	GREEN			
63	Number of registered and approved Feed In Tariff (FIT) installations	844	Apr - Dec 2013	800	GREEN	900	RED			
64	Value of bids to Environment Agency for Local Levy Scheme	Reported Q4	NA	0	NA	New Indicator	NA			

Ref	Description	Latest data	Period covered	Period target	Current performance to target	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
65	Percentage of relevant land and highways assessed (LEQSPRO survey) as having deposits of litter that fall below an acceptable level	5.91	Aug - Nov 2013	7	GREEN	8	GREEN	11 GREEN		2011/12
66	Percentage of relevant land and highways assessed (LEQSPRO survey) as having deposits of detritus that fall below an acceptable level	7.33	Aug - Nov 2013	10	GREEN	7	RED	11 GREEN		2011/12
67	Percentage of the 378 local sites (geological and wildlife) that have an up to date management plan in place	18.3	Apr 2012 - Mar 2013	18.3	GREEN	16.9	GREEN			
68	Area of council owned woodland brought into positive management (ha)	Reported Q4	NA	50	NA	New indicator	NA			
69	Percentage of conservation areas in the county that have an up to date character appraisal.	39	As at Dec 2013	37	GREEN	35	GREEN			
70	Number of additional heritage assets that are open for Heritage Open Days	20	As at Sept 2013	30	RED	34	RED			
71	Percentage of household waste that is re-used, recycled or composted	43.5	Jan - Dec 2013	44.0	<a href="#">Not comparable [2a]</a>	43.4	<a href="#">Not comparable [2a]</a>	41.57 GREEN	35.89* GREEN	2012/13
72	Percentage of household waste collected from the kerbside - recycling	21.9	Jan - Dec 2013	19.0	<a href="#">Not comparable [2a]</a>	17.5	<a href="#">Not comparable [2a]</a>			
Page 51	Percentage of household waste collected from the kerbside - composting	10.3	Jan - Dec 2013	10.1	<a href="#">Not comparable [2a]</a>	10.2	<a href="#">Not comparable [2a]</a>			

Ref	Description	Latest data	Period covered	Period target	Current performance to target	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
74	Percentage of municipal waste landfilled	23.1	Jan - Dec 2013	35.0	<a href="#">Not comparable</a> [2a]	40.2	<a href="#">Not comparable</a> [2a]	30.3 <b>RED</b>	28.33* <b>RED</b>	2012/13
<b>Altogether Better Council</b>										
5	Percentage of calls answered within 3 minutes	87	Oct - Dec 2013	80	<b>GREEN</b>	New Indicator	NA			
76	Average waiting time at a customer access point (mins:secs)	03:53	Oct - Dec 2013	15:00	<b>GREEN</b>	05:17	<b>GREEN</b>			
77	Percentage all ICT Service Desk incidents resolved on time	91	Oct - Dec 2013	90	<b>GREEN</b>	93	<b>RED</b>			
78	Average time taken to process new housing benefit claims (days)	21.02	Oct - Dec 2013	22.0	<b>GREEN</b>	New Indicator	NA	23 <b>GREEN</b>	25** <b>GREEN</b>	Jul - Sept 2013
79	Average time taken to process new council tax reduction claims (days)	22.18	Oct - Dec 2013	22.0	<b>AMBER</b>	New Indicator	NA	33 <b>GREEN</b>	27** <b>GREEN</b>	Jan - Mar 2013
80	Average time taken to process change of circumstances for housing benefit claims (days)	9.45	Oct - Dec 2013	11.0	<b>GREEN</b>	New Indicator	NA	11 <b>GREEN</b>	9** <b>RED</b>	Jul - Sept 2013
81	Average time taken to process change of circumstances for council tax reduction claims (days)	10.05	Oct - Dec 2013	11.0	<b>GREEN</b>	New Indicator	NA	16 <b>GREEN</b>	12** <b>GREEN</b>	Jan - Dec 13
82	Percentage of council tax recovered for all years excluding the current year	99.1	As at Dec 2013	98.5	<b>GREEN</b>	NA	NA			
83	Percentage of business rates recovered for all years excluding the current year	99.2	As at Dec 2013	98.5	<b>GREEN</b>	NA	NA			

Ref	Description	Latest data	Period covered	Period target	Current performance to target	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
84	Savings delivered against the MTFP (£m)	18.7	As at Dec 2013	20.9	<a href="#">Not comparable [1]</a>	NA	NA			
85	Percentage of council tax collected in-year	82.9	Apr - Dec 2013	84.0	AMBER	82.7	GREEN	97.4 Not comparable	96.7* Not comparable	2012/13
86	Percentage of business rates collected in-year	85.4	Apr - Dec 2013	86.0	AMBER	84.3	GREEN	97.7 Not comparable	96.7* Not comparable	2012/13
87	Percentage of accounts paid to the council within 30 days (debtors)	79.5	Oct - Dec 2013	73.0	GREEN	73.6	GREEN			
88	Income generated from council owned business space (£)	1,986,971	Apr - Dec 2013	1,927,500	GREEN	2,134,000	RED			
89	Percentage of local authority tenant satisfaction with landlord services	86	As at Apr 2013	87	AMBER	New indicator	NA			
90	Current tenant arrears as a percentage of the annual rent debit - Dale & Valley Homes	1.58	As at Dec 2013	3.0	GREEN	1.72	GREEN			
91	Current tenant arrears as a percentage of the annual rent debit - Durham City Homes	2.05	As at Dec 2013	2.5	GREEN	2.45	GREEN			
92	Current tenant arrears as a percentage of the annual rent debit - East Durham Homes	2.85	As at Dec 2013	3	GREEN	2.88	GREEN			
Page 53	Average asset rating of Display Energy Certificates (DECs) in county council buildings	98.9	As at Sept 2013	96.0	RED	98.4	RED			

Ref	Description	Latest data	Period covered	Period target	Current performance to target	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
94	Percentage of Freedom of Information (FOI) and Environmental Information Regulations (EIR) requests responded to within statutory deadlines	80	Oct - Dec 2013	85	RED	73	GREEN			
95	Percentage of undisputed invoices paid within 30 days to our suppliers	91	Oct - Dec 2013	92	AMBER	91.4	RED			
96	Percentage of performance appraisals completed	73.3	Jan - Dec 2013	80.0	RED	NA	NA			
97	Days / shifts lost to sickness absence – all services including school staff	8.92	Jan - Dec 2013	9.05	GREEN	9.7	GREEN			

[\[1\] Annual target](#)

[\[2\] Due to changes to the indicator previous year's data is not comparable](#)

[\[2a\] Due to changes to the indicator's reporting period data is not comparable](#)



**Table 2: Key Tracker Indicators**

Ref	Description	Latest data	Period covered	Previous period data	Performance compared to previous period	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
<b>Altogether Wealthier</b>										
98	Number of the top retailers represented in Durham City	13	As at Dec 2013	13	AMBER	13	AMBER			
99	Percentage of households within County Durham that can access Durham City market place by 8.30am, using public transport with a total journey time of 1 hour, including walking time	71.08	As at Dec 2013	73.58	RED	75.57	RED			
100	Number of visitors to the main tourist attractions in Durham City.	298,698	Jul - Sept 2013	99,687	<a href="#">Not comparable [3]</a>	121,626	GREEN			
101	Number of passenger journeys recorded by the operator of the 3 Durham City Park and Ride sites	317,904	Oct - Dec 2013	325,457	RED	301,729	GREEN			
102	Number of all new homes completed in Durham City	18	Oct - Dec 2013	11	GREEN	10	GREEN			
103	All homes completed in and near all major settlements, as defined in the County Durham Plan, as a proportion of total completions	44.80	Oct - Dec 2013	69.09	RED	67.00	RED			
104 105	Proportion of properties within the county that are within council tax band D and above as provided by the District Valuation Office	14.89	As at Dec 2013	14.86	GREEN	14.79	GREEN			

Ref	Description	Latest data	Period covered	Previous period data	Performance compared to previous period	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
105	Total number of planning applications received against all categories	711	Oct - Dec 2013	762	RED	719	RED			
106	Total number of major planning applications received	33	Oct - Dec 2013	43	RED	33	AMBER			
107	Number of apprenticeships started by young people resident in County Durham as recorded by the National Apprenticeship Service	1,372	2012/13 ac yr	1,659	RED	1,659	RED			
108	Proportion of the working age population defined as in employment	65.7	Oct 2012 - Sept 2013	67.1	RED	65.2	GREEN	71.4	66.2*	Oct 2012 - Sept 2013
109	Number of Jobseeker's Allowance (JSA) claimants aged 18-24	3,525	As at 12 Dec 2013	4,255	GREEN	5,115	GREEN			
110	Proportion of all Jobseeker's Allowance (JSA) claimants that have claimed for one year or more	36.35	As at 12 Dec 2013	36.12	RED	30.78	RED	27.10	35.8*	As at Dec 2013
111	Percentage of children in low income families (quarterly proxy measure) <b>(Also in Altogether Better for Children and Young People)</b>	24.4	As at May 2013	24.7	GREEN	24.8	GREEN	19.4	25.3*	As at May 2013
112	Percentage of children in low income families (national annual measure) <b>(Also in Altogether Better for Children and Young People)</b>	23.0	2011	23.0	AMBER	23.0	AMBER	20.6	24.5*	2011

Ref	Description	Latest data	Period covered	Previous period data	Performance compared to previous period	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
113	Proportion of the working age population currently not in work who want a job	14.39	Oct 2012 - Sept 2013	15.49	GREEN	16.00	GREEN	11.50 RED	14.13* RED	Oct 2012 - Sept 2013
114	Proportion of the working age population who are qualified to NVQ Level 3 or equivalent	47.4	2012	46.5	GREEN	46.5	GREEN	56.9 RED	50.9* RED	2012
115	Number of net homes completed	352	Oct - Dec 2013	165	GREEN	158	GREEN			
116	Total number of those registered on the Durham Key Options system who have been rehoused (includes existing tenants and new tenants)	1,370	Oct - Dec 2013	1,224	GREEN	937	GREEN			
117	Number of preventions as a proportion of the total number of housing solutions presentations	25.29	Oct - Dec 2013	24.57	GREEN	21.00	GREEN			
118	Number of statutory homeless applications as a proportion of the total number of housing solutions presentations	13.1	Oct - Dec 2013	15.17	GREEN	18.37	GREEN			
119	Number of homeless acceptances (of a statutory duty) as a proportion of the total number of housing solutions presentations	3.4	Oct - Dec 2013	3.83	GREEN	5.22	GREEN			
Page 15 of 57	Total number of housing solutions presentations	1,443	Oct - Dec 2013	1,437	RED	1,437	RED			

Ref	Description	Latest data	Period covered	Previous period data	Performance compared to previous period	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
121	Number of passenger journeys made by concessionary bus pass holders	2,513,309	Oct - Dec 2013	2,567,198	RED	2,528,542	RED			
122	Number of passenger journeys made on the Link2 service	8,351	Oct - Dec 2013	8,425	RED	8,089	GREEN			
123	Number of trips made using council funded community transport	10,500	Oct - Dec 2013	11,515	RED	41,085	<a href="#">Not comparable [2]</a>			
124	Number of local passenger journeys on the bus network	6,210,395	Oct - Dec 2013	6,106,674	GREEN	6,177,587	GREEN			
125	Number of visitors to the main attractions in County Durham	1,665,324	Jul - Sept 2013	1,326,220	<a href="#">Not comparable [3]</a>	1,433,272	GREEN			
126	Number of tourism businesses actively engaged with Visit County Durham	Not reported	Not reported	89	<a href="#">Not comparable [3]</a>	47	GREEN			
127	Businesses engaged with/assisted (all sectors)	77	Oct - Dec 2013	104	RED	212	RED			
128	Number of new business start-ups as a result of receiving business assistance	9	Jul - Sept 2013	11	RED	New indicator	NA			
<b>Altogether Better for Children and Young People</b>										
129	Percentage of 16 to 18 year olds who are not in education, employment or training (NEET)	10.4	Nov 2012 - Jan 2013	7.5	RED	7.5	RED	5.6 RED	7.3** RED	Mar 2013

Ref	Description	Latest data	Period covered	Previous period data	Performance compared to previous period	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
130	Percentage of 16 to 18 year olds who are not in education, employment or training (NEET) - comparison against corresponding quarter of previous year	7	Oct - Dec 2013	14.9	<a href="#">Not comparable [2]</a>	Not comparable	<a href="#">Not comparable [2]</a>	6 <b>RED</b>		Sept - Nov 2013
131	Percentage of children in reception with height and weight recorded who have excess weight	21.9	2012/13 ac yr	23.6	<b>GREEN</b>	23.6	<b>GREEN</b>	22.2 <b>GREEN</b>	22.8** <b>GREEN</b>	2012/13 ac yr
132	Percentage of children in year 6 with height and weight recorded who have excess weight	35.9	2012/13 ac yr	38	<b>GREEN</b>	38.4	<b>GREEN</b>	33.3 <b>RED</b>	34.7** <b>RED</b>	2012/13 ac yr
133	Under 18 conception rate per 1,000 girls aged 15-17	31.8	Jul - Sept 2012	34.3	<b>GREEN</b>	37.1	<b>GREEN</b>	26.0 <b>RED</b>	35.6** <b>GREEN</b>	Jul - Sept 2012
134	Under 16 conception rate per 1,000 girls aged 13 - 15	7.7	Jan - Dec 2011	10.8	<b>GREEN</b>	10.8	<b>GREEN</b>	6.1 <b>RED</b>	8.7** <b>GREEN</b>	Jan - Dec 2011
135	Rate of proven re-offending by young offenders	0.93	Apr - Sept 2013	0.37	<a href="#">Not comparable [4]</a>	0.56	<b>RED</b>			
136	Emotional and behavioural health of Looked After Children	16.1	Apr 2012 - Mar 2013	15.9	<b>GREEN</b>	15.9	<b>GREEN</b>	13.8 <b>GREEN</b>	13.5** <b>GREEN</b>	2011/12
137	Rate of Looked After Children per 10,000 population	59.8	As at 31 Dec 2013	61.9	<b>GREEN</b>	63.6	<b>GREEN</b>	60.0 <b>GREEN</b>	81** <b>GREEN</b>	As at Mar 2013
138	Prevalence of breastfeeding at 6-8 weeks from birth	27.3	Oct - Dec 2013	26.4	<b>GREEN</b>	30.6	<b>RED</b>	47.2 <b>RED</b>	31.2* <b>RED</b>	Jan - Mar 2013

Ref	Description	Latest data	Period covered	Previous period data	Performance compared to previous period	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
139	Percentage of children in low income families (quarterly proxy measure) <b>(Also in Altogether Wealthier)</b>	24.4	As at May 2013	24.7	GREEN	24.8	GREEN	19.4 RED	25.3* GREEN	As at May 2013
140	Percentage of children in low income families (national annual measure) <b>(Also in Altogether Wealthier)</b>	23.0	2011	23.0	AMBER	23.0	AMBER	20.6 RED	24.5* GREEN	2011
<b>Altogether Healthier</b>										
141	Male life expectancy at birth (years)	77.9	2010/12	77.5	GREEN	77.5	GREEN	79.2 RED	77.8* GREEN	2010/12
142	Female life expectancy at birth (years)	81.5	2010/12	81.4	GREEN	81.4	GREEN	83.0 RED	81.6* RED	2010/12
143	Percentage of the adult population participating in at least 30 minutes sport and active recreation of at least moderate intensity on at least 3 days a week	29.8	Oct 2011 - Oct 2013	24.3	GREEN	24	GREEN	22.6 GREEN	22.1* GREEN	Jan - Dec 2012
144	Excess winter deaths (3 year pooled)	18.1	2008/11	19.8	GREEN	19.8	GREEN	19.1 GREEN	16.7* RED	2008/11
145	Delayed transfers of care from hospital per 100,000 population	11.3	Apr - Nov 2013	10.3	RED	10.7	RED	9.3 RED	7.6* RED	England Apr- Nov 2013 NE 2012/13 provisional

Ref	Description	Latest data	Period covered	Previous period data	Performance compared to previous period	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
146	Delayed transfers of care from hospital, which are attributable to adult social care, per 100,000 population	0.9	Apr - Nov 2013	0.9	AMBER	1.9	GREEN	3.1 GREEN	2.2* GREEN	England Apr-Nov 2013 NE 2012-13 Provisional
147	Suicide rate per 100,000 population( <b>Also in Altogether Safer</b> )	11.4	2009/11	New indicator	NA	New indicator	NA	7.9 RED	9.3* RED	2009/11
<b>Altogether Safer</b>										
148	Recorded level of victim based crimes	16,666	Apr - Dec 2013	10,814	<a href="#">Not comparable [4]</a>	15,580	RED			
149	Perceptions that the police and local council are dealing with concerns of anti social behaviour and crime	58.3	Oct 2012 - Sept 2013	0.0	GREEN	57.6	GREEN		55.3** GREEN	Apr 2012 - Mar 2013
150	Overall crime rate (per 1,000 population)	36.6	Apr - Dec 2013	23.8	<a href="#">Not comparable [4]</a>	34.6	RED	71 Not comparable		Apr 2011 - Mar 2012
151	Perceptions of anti-social behaviour	35.3	Aug - Nov 2013	43.7	GREEN	41.7	GREEN			
152	Number of serious or major crimes	557	Apr - Dec 2013	369	<a href="#">Not comparable [4]</a>	345	RED			
153	Number of police reported incidents of anti-social behaviour	19,011	Apr - Dec 2013	13,517	<a href="#">Not comparable [4]</a>	19,437	GREEN			
154	Number of reported crimes categorised as stealing	8,905	Apr - Dec 2013	5,808	<a href="#">Not comparable [4]</a>	8,486	RED			

Ref	Description	Latest data	Period covered	Previous period data	Performance compared to previous period	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
155	Number of adult safeguarding referrals fully or partially substantiated	161	Apr - Dec 2013	99	RED	New indicator	NA			
156	Proportion of offenders who re-offend in a 12-month period	29.2	Jan - Dec 2011	29.7	GREEN	29.3	GREEN	26.9 RED		Jul 2010 - Jun 2011
157	Percentage of alcohol related anti-social behaviour incidents	16	Apr - Dec 2013	16	AMBER	13.8	RED			
158	Percentage of alcohol related violent crime	34.4	Apr - Dec 2013	34	RED	32	RED			
159	Percentage of families where a successful intervention for crime/anti-social behaviour is achieved	33.6	Apr 2012 - Oct 2013	22.8	GREEN	New indicator	NA			
160	Suicide rate per 100,000 population (Also in Altogether Healthier)	11.4	2009/11	New indicator	NA	New indicator	NA	7.9 RED	9.3* RED	2009/11
161	Number of hate incidents	224	Apr - Dec 2013	144	<a href="#">Not comparable [4]</a>	174	RED			
<b>Altogether Greener</b>										
162	Reduction in CO <sub>2</sub> emissions in County Durham by 40% by 2020	41.2	As at Dec 2011	25.1	GREEN	25.1	GREEN	6 GREEN	18* GREEN	2009
163	Renewable energy generation -MwE installed or installed/ approved capacity within County Durham	205.13	As at Dec 2013	202.71	<a href="#">Not comparable [5]</a>	181.97	Not comparable			



Ref	Description	Latest data	Period covered	Previous period data	Performance compared to previous period	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
164	Number of fly-tipping incidents reported	7,889	Jan - Dec 2013	7,242	RED	6,568	RED			
165	Percentage of fly tipping incidents that have been investigated	87	Oct - Dec 2013	92	RED	New Indicator	NA			
166	Number of prosecutions by Durham County Council in response to fly tipping	2	Oct - Dec 2013	1	GREEN	New Indicator	NA			
167	Net change in the number of sites on the Heritage at Risk Register	4	2012/13	0	RED	0	RED			
168	Net change in the number of sites at 'high risk' on previous years Heritage at Risk register	-1	2012	0	GREEN	0	GREEN			
<b>Altogether Better Council</b>										
169	Staff aged under 25 as percentage of post count	5.45	As at Dec 2013	5.55	NA	4.37	NA			
170	Staff aged over 50 as a percentage of post count	37.79	As at Dec 2013	36.84	NA	37.80	NA			
171	Women in the top 5 percent of earners	52.11	As at Dec 2013	51.53	NA	50.20	NA			
172	BME as a percentage of post count	1.4	As at Dec 2013	1.4	NA	0.96	NA			

Ref	Description	Latest data	Period covered	Previous period data	Performance compared to previous period	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
173	Staff with disability (DDA definition) as a percentage of post count	2.9	As at Dec 2013	2.93	NA	3.10	NA			
174	Percentage of abandoned calls	9	Oct - Dec 2013	12	GREEN	10	GREEN			
175	Percentage of calls answered within 1 minute	76	Oct - Dec 2013	60	GREEN	67	GREEN			
176	Staff - total headcount (ONS return)	17,577	As at Dec 2013	17,533	NA	17,743	NA			
177	Staff - total full time equivalent (FTE) (ONS return)	14,211	As at Dec 2013	14,198	NA	14,276	NA			
178	Number of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) incidents reported to the Health and Safety Executive (HSE)	17	Apr - Dec 2013	16	<a href="#">Not comparable [4]</a>	26	GREEN			
179	Percentage of posts with no absence (excluding SCHOOLS)	73	Oct - Dec 2013	78.31	RED	69.44	GREEN			

[\[2\] Due to changes to the indicator previous year's data is not comparable](#)

[\[3\] Due to seasonal changes data is not comparable with the previous quarter](#)

[\[4\] This data is cumulative and the figure is based on 12 months data for the year end so comparisons are not applicable.](#)

[\[5\] This data is cumulative year on year](#)

Chart 1 – Planning applications

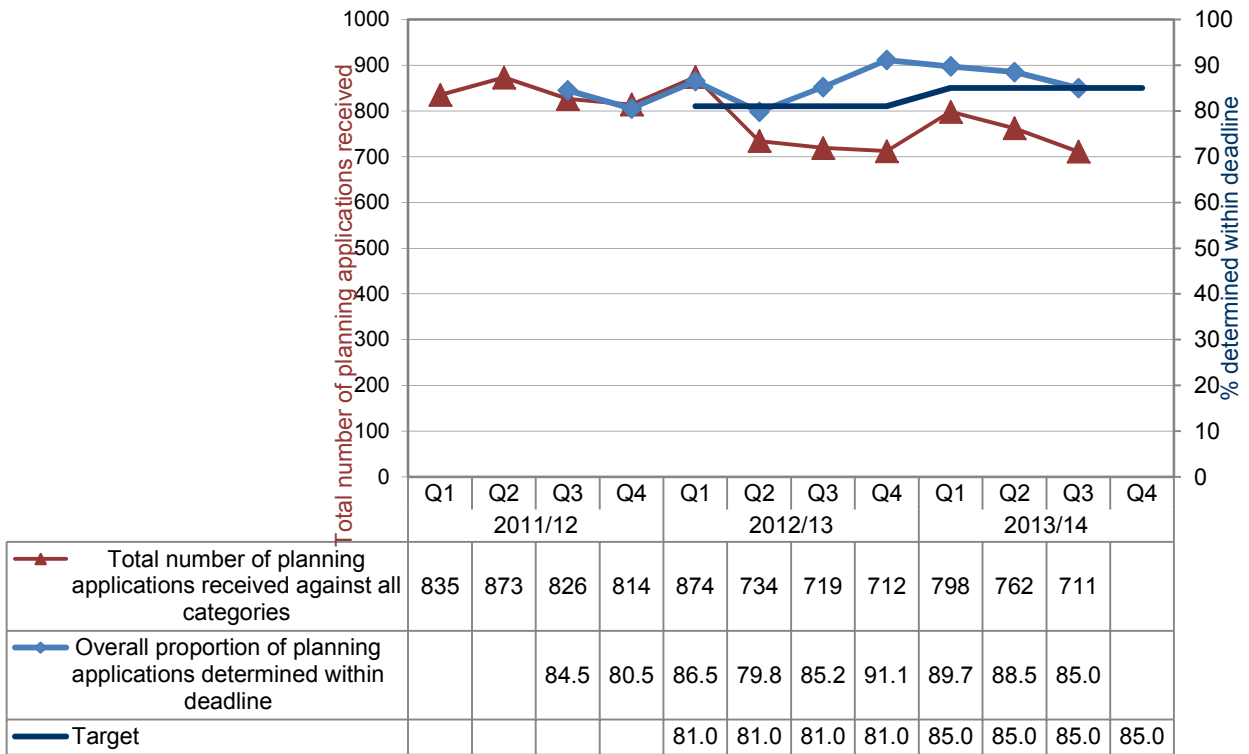
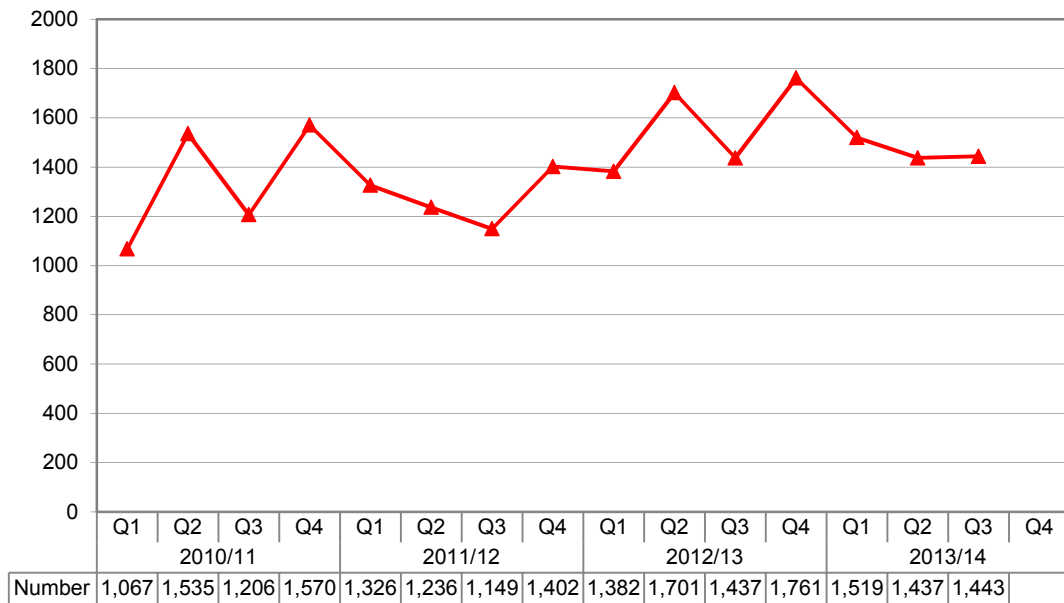
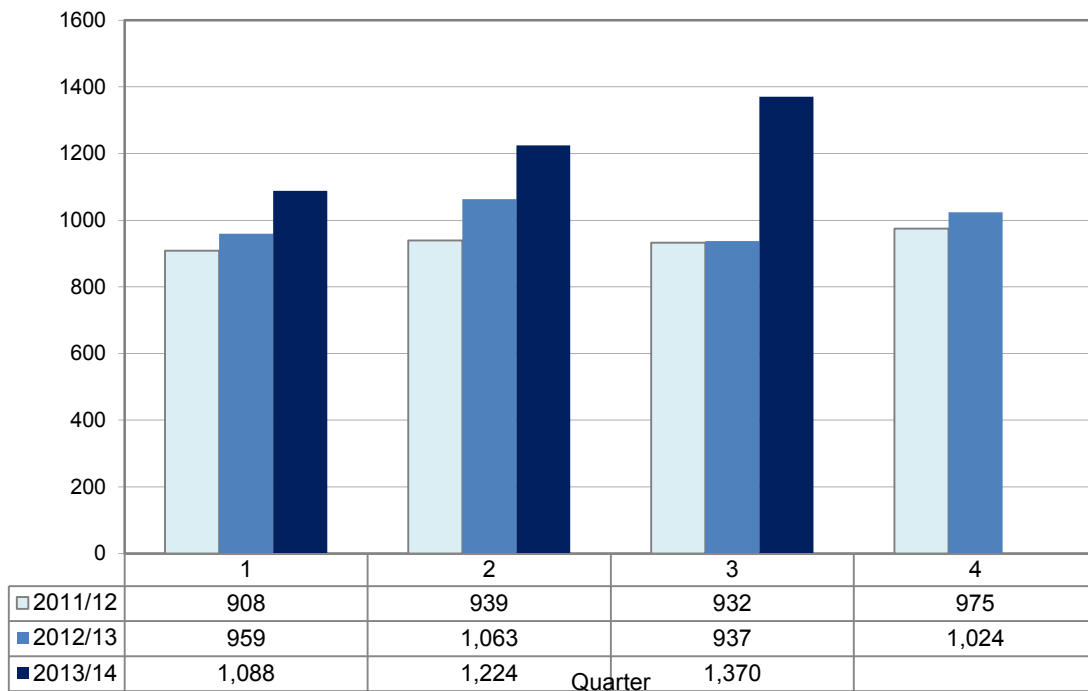


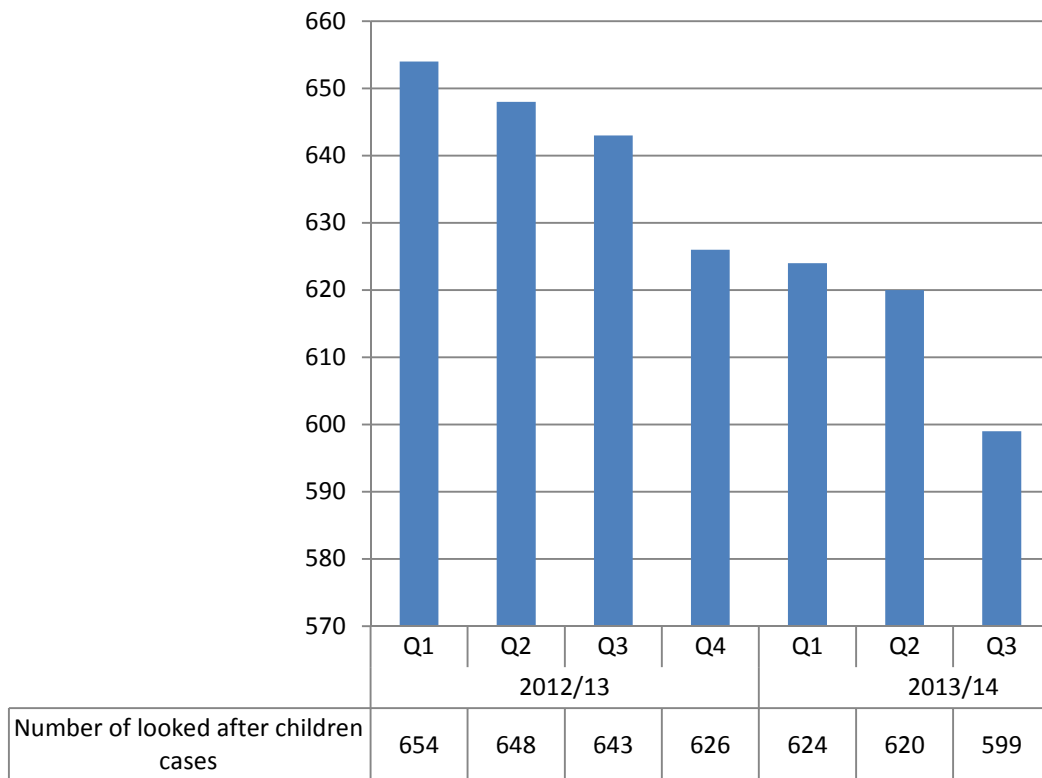
Chart 2 – Housing Solutions presentations



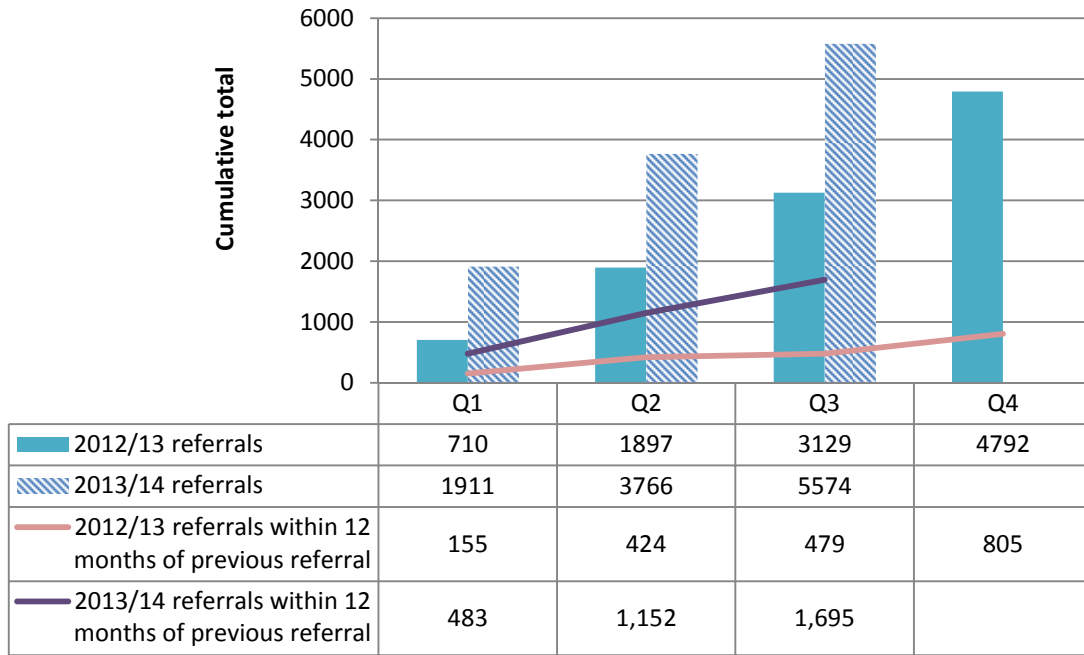
**Chart 3 – Durham Key Options - total number of those registered on the Durham Key Options system who have been rehoused (includes existing tenants and new tenants)**



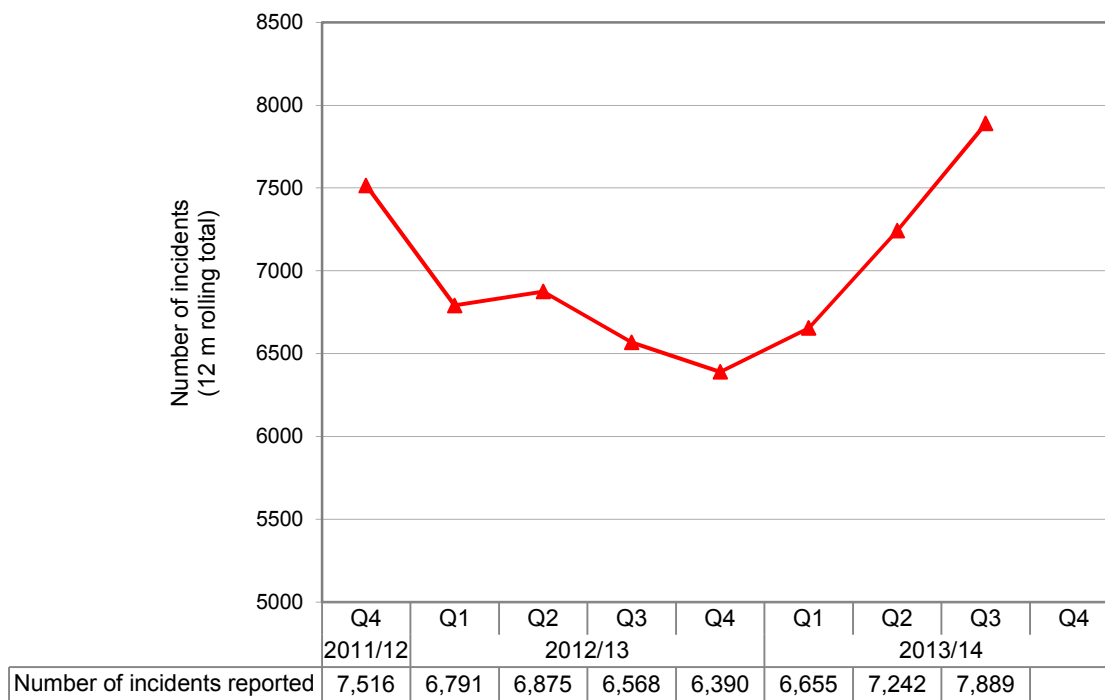
**Chart 4 - Number of looked after children cases**



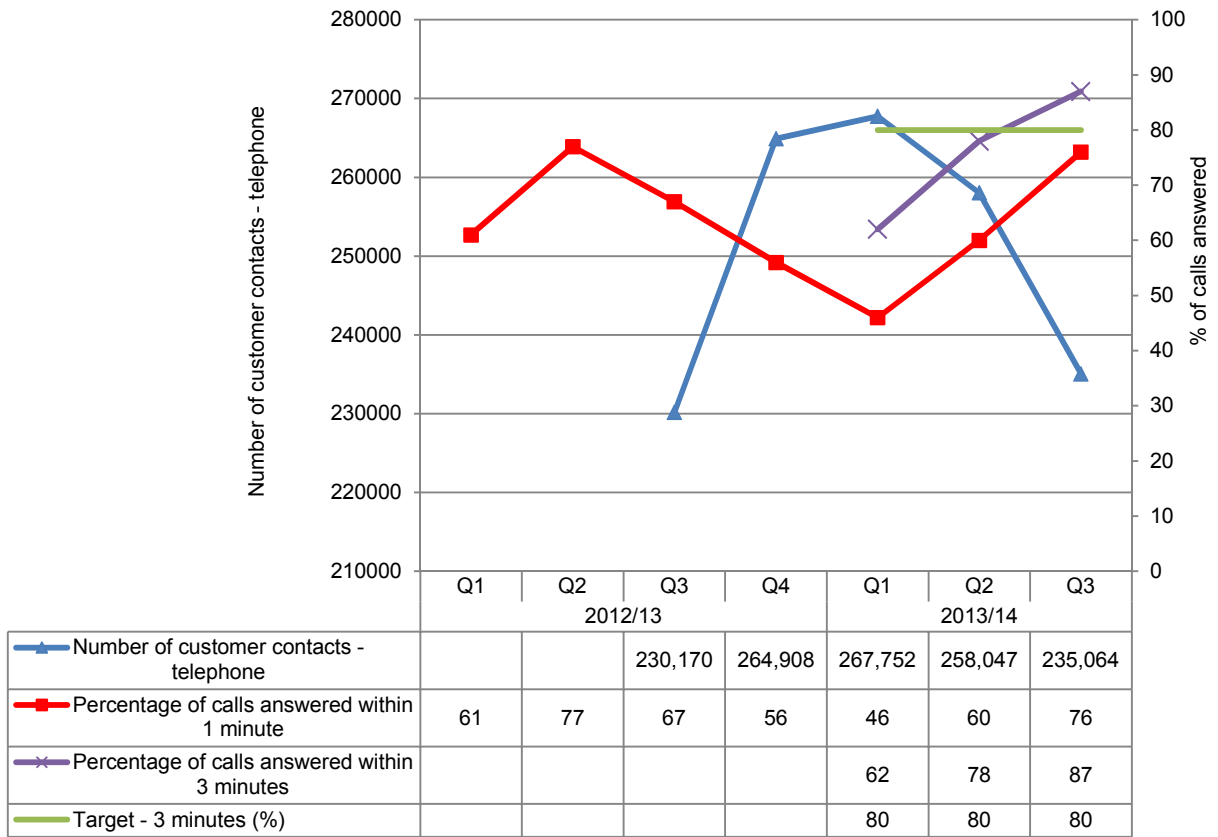
**Chart 5 - Children in need referrals within 12 months of previous referral**



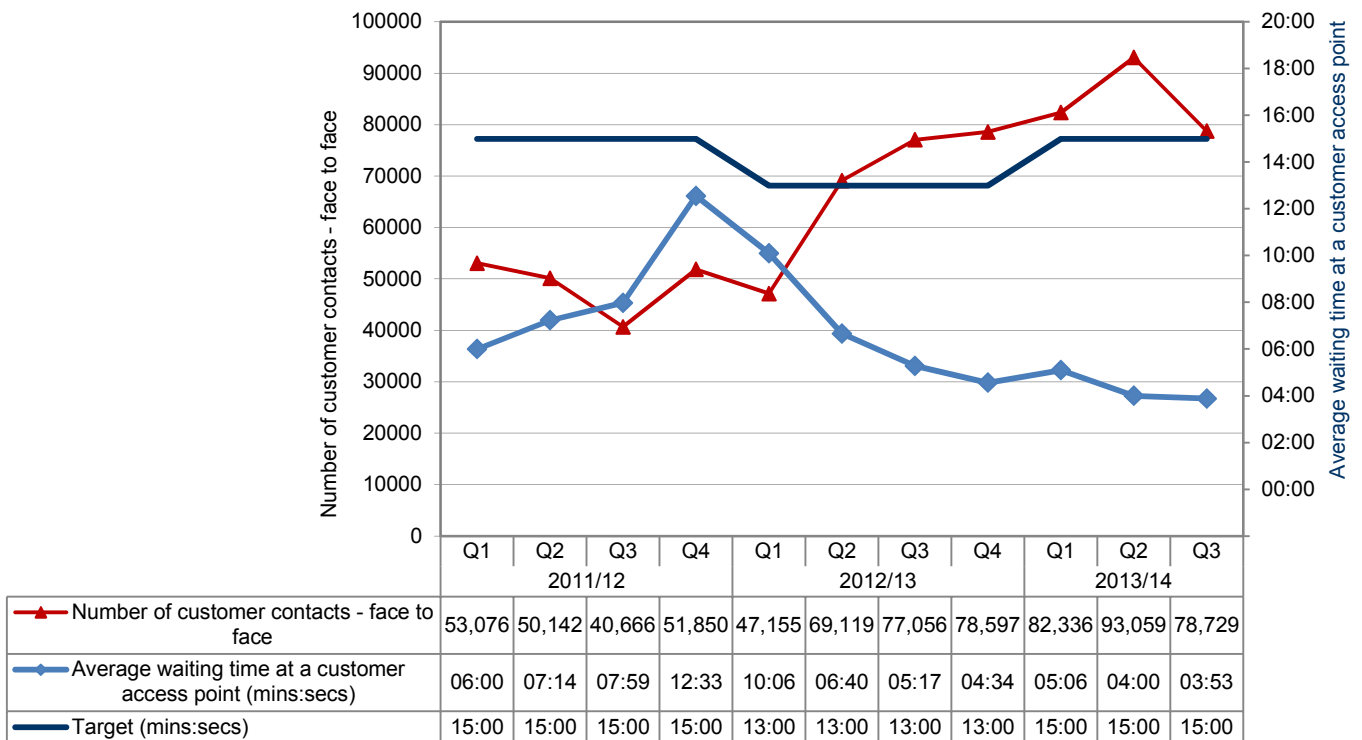
**Chart 6 – Fly-tipping incidents**



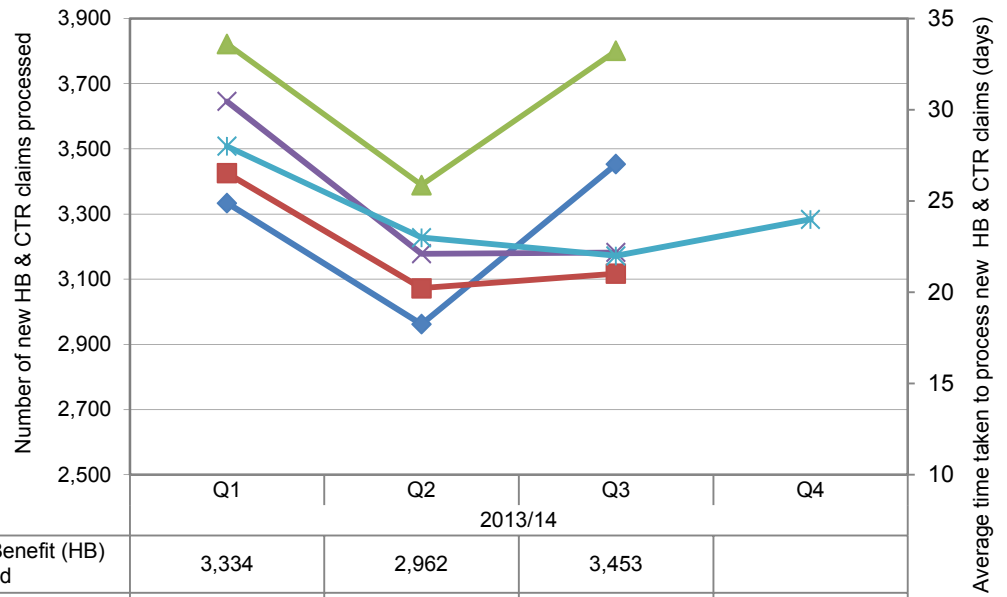
**Chart 7 - Telephone calls**



**Chart 8 – Face to face contacts**

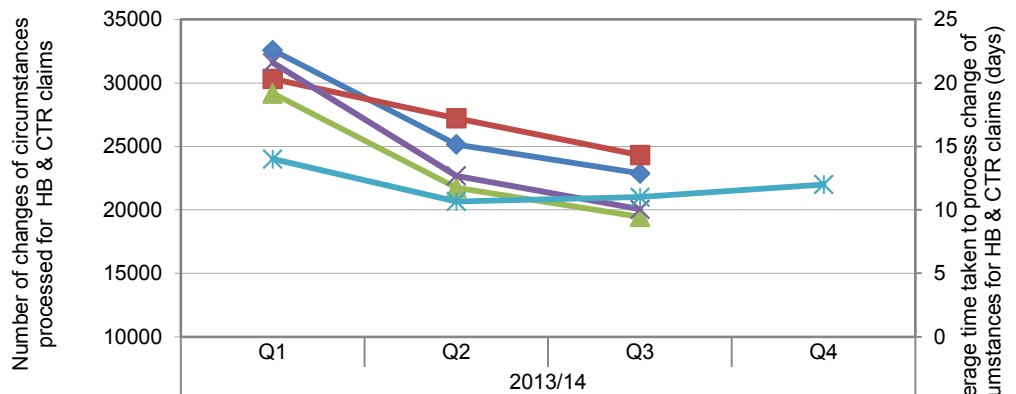


**Chart 9 – Benefits – new claims**



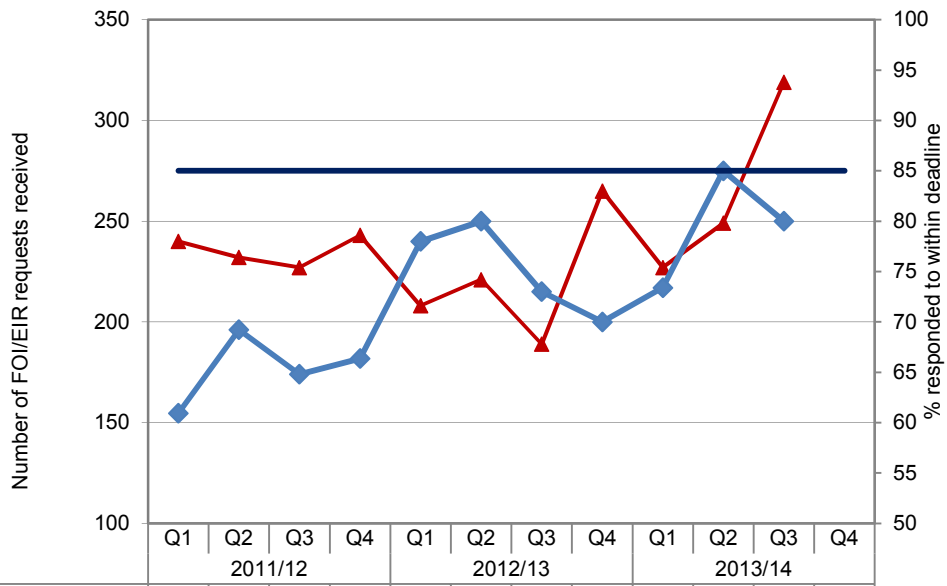
	Q1	Q2	Q3	Q4
2013/14				
Number of new Housing Benefit (HB) claims processed	3,334	2,962	3,453	
Number of new Council Tax Reduction (CTR) claims processed	3,822	3,389	3,801	
Average time taken to process new HB claims (days)	26.53	20.23	21.02	
Average time taken to process new CTR claims (days)	30.46	22.11	22.18	
Target - discrete quarter (days)	28	23	22	24

**Chart 10 – Benefits – changes of circumstances**



	Q1	Q2	Q3	Q4
2013/14				
Number of changes of circumstances processed for Housing Benefit (HB) claims	32,574	25,152	22,873	
Number of Changes of Circumstances processed for Council Tax Reduction (CTR) claims	30,326	27,215	24,319	
Average time taken to process change of circumstances for HB claims (days)	19.18	11.74	9.45	
Average time taken to process change of circumstances for CTR claims (days)	21.59	12.68	10.05	
Target - discrete quarter (days)	14	10.66	11	12

**Chart 11 – Freedom of Information (FOI) requests**



	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	2011/12				2012/13				2013/14			
Number of FOI/EIR requests received	240	232	227	243	208	221	189	265	227	249	319	
% of FOI/EIR requests responded to within statutory deadlines	61	69	65	66	78	80	73	70	73	85	80	
Target (%)	85	85	85	85	85	85	85	85	85	85	85	85



**Overview and Scrutiny Management Board**

**25<sup>th</sup> March 2014**



**Cabinet**

**19<sup>th</sup> March 2014**

**Update on the delivery of the Medium Term Financial Plan 3**

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**Report of Corporate Management Team**

**Lorraine O'Donnell, Assistant Chief Executive**

**Councillor Simon Henig, Leader of the Council and all Cabinet collectively**

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**Purpose of the Report**

- 1 This report provides an update on the progress made at the end of December 2013 on the delivery of the 2013/14 to 2016/17 Medium Term Financial Plan (MTFP3).

**Background**

- 2 Cabinet has received regular updates on the progress made by the Council in delivering the financial targets within MTFP1 which covered the period 2011/12 to 2014/15 and within MTFP2 which covers the period 2012/13 to 2015/16. These updates have also outlined the approach being taken to ensure the Council has a rigorous programme management framework in place to make certain we meet our duties under the Equalities Act, we comply with our duties as an employer and we consult on and communicate the changes being made.
- 3 MTFP3 agreed by Council in February 2013 takes the overall savings target for the period from 2011/12 to 2016/17 to over £188m.
- 4 However at Council on 26th February 2014, Members were advised that the latest forecast has increased the savings required by 2017 to £224m based on the impact of the 2015/16 Spending Round and the 2014/15 and 2015/16 Local Government Finance Settlement.

**Progress to date**

- 5 Savings of this level continue to be a major challenge for the Council, for example, the programme to deliver the MTFP savings comprises of more than

300 individual projects. Details of the approach were included as part of the members induction programme following the Council elections in 2013.

- 6 Through detailed planning and robust decision making, we have continued to meet the savings targets either on time or ahead of the planned delivery date.
- 7 In some instances projects are affected by other factors causing a delay or change in the delivery of the savings and for these it is necessary to find another way of making the savings targets through mitigation. These mitigating actions ensure the overall savings target is still delivered. An example has been the proposed savings through the creation of a Leisure Trust. As a result of a number of external factors which meant that the original savings planned were unlikely to be achieved, the service replaced this proposal with a number of alternative proposals, some of which were new and some of which were future years planned savings which were brought forward.
- 8 Through the ongoing vigilance over the delivery of the proposals, the Council continues to deliver well against the savings target. At the end of the third quarter (end of December) 97% of the 2013/14 total has been delivered (£20.16m against a target of £20.87m).
- 9 This progress continues to reflect the work undertaken already on delivering the previous MTFPs and the high level of savings this year from projects and changes implemented previously. During 2013/14 service restructures continues to be the main area where savings have been made.
- 10 Work is well advanced for future savings required in 2014/15.

### **Consultation**

- 11 As Members will be aware the council undertook innovative and wide ranging public consultation on the MTFP throughout October to early December last year.
- 12 Building on our expertise on participatory budgeting (PB), all 14 Area Action Partnerships (AAPs) conducted a PB event (or events in the case of Mid Durham). Over 10,000 people voted at the PB events with more than 3,000 giving the council their views on the MTFP and 1,300 taking part in a board game based exercise designed to glean spending priorities through group discussion.
- 13 The key findings from the consultation were:
  - members of the public found it hard to identify the required level of savings that the council needs to deliver;
  - across all of the different consultation methodologies, there was little consensus on which services to 'protect' in relative terms;
  - there was considerable consensus on the services from which to take more savings. However, on their own, these would not be sufficient to meet the level of savings required;
  - there was a rich level of intelligence from the group exercise work;

- there was support from the group exercises for a council tax rise of up to 2% but very little support for a rise in excess of this level.
- 14 In respect of the current MTFP, consultations on specific service changes which occurred during this period included the review of waste charges and lunchtime school crossing patrols. There was also a consultation on in-house social care provision which relates to savings for the next MTFP year 2014/15.
- 15 However as the majority of savings for 2013/14 relate to staffing restructures, the majority of consultation activity this period has been undertaken internally with staff and trade unions.
- 16 Feedback from consultations is taken into account in deciding the final outcomes; an example of this was seen in the review of libraries and future library opening hours. Feedback from consultation has also identified the need to protect frontline services as far as possible and to date over 64% of the savings that have been delivered have been from non-frontline services.

### **HR implications**

- 17 The impact on the Council's workforce continues to be in line with the original MTFP estimates in 2011. At that time it was anticipated that approximately 1,600 staff posts would be removed from the establishment together with a further 350 vacant posts deleted over the period from 2011 to 2015.
- 18 During the first three quarters of this financial year 101 employees have left through redundancy or early retirement related to MTFP and 77.5 vacant posts have been deleted.
- 19 The Council has continued to support employees affected by the MTFP including offering staff affected alternative employment through the Council's redeployment process. The financial challenges facing the Council continue to be shared through direct communications with all staff, with another series of staff roadshows being planned for the first quarter of 2014/15.
- 20 Employees are also continuing to apply for ER/VR and to date we have 185 expressions of interest which we are actively managing and expect to be able to facilitate as part of future savings proposals.
- 21 The impacts on staff are also considered as part of the equality impact assessment process. It should be noted that although the information below does not relate to MTFP decisions alone, the majority are the result of MTFP and this offers a useful indication of the impact on staff across the authority.
- 22 The gender balance of those leaving through voluntary redundancy, early retirement and ER/VR during Quarter 3 showed that 61% were female and 39% male; this reflects the overall gender balance in the workforce. Around 12.5% had a disability, this is higher than the overall workforce (2.9% of employees are disabled) but the number is very low. 37.5% were not disabled while the remainder had not disclosed whether or not they had a disability. All were white British except for 11% who had not disclosed their ethnicity. The majority (78%) were full-time workers. A small number of compulsory redundancies showed that 75% were female and 75% were full-

time workers. All were white British and a very low number had disclosed a disability.

## **Equality Impact Assessments**

- 23 Equality impact assessments (EIA) form a key part of the ongoing MTFP process. A number of the initial screenings provided to Cabinet in January 2013 have been updated during the year to take account of consultation responses and additional evidence; the updates also include information on any mitigating actions.
- 24 Action plans from equality impact assessment are monitored on a quarterly basis. The impact assessments and action plans are also reviewed during the decision making process, for example, updated EIAs are provided where Cabinet receive a report ahead of consultation and where a further report is received with any final recommendations.

## **Conclusions**

- 25 The Council's approach of planning early and delivering the savings through robust programme management continues to be an important aspect in overcoming the significant challenge of delivering the MTFP.
- 26 By the end of December we had delivered £20.16m of the 2013/14 MTFP target of £20.87m. By the end of 2013/14 we will have delivered savings totalling £113.9m against a target of £224m for the period 2011 to 2017.
- 27 It will become increasingly difficult to deliver the levels of savings required over future years, and this will involve a number of difficult decisions. However £22m of savings proposals are in place for 2014/15 and planning work is already well advanced, in order that the appropriate consultations and decision making can occur in adequate time to deliver the savings necessary.

## **Recommendations**

- 28 Members are recommended to note the contents of this report and the progress being made in delivering the £20.87m of savings for 2013/14 where 97% of the savings have been delivered by 31<sup>st</sup> December 2013.

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**Contact: Roger Goodes, Head of Policy & Communications**  
**Tel: 03000 268050**

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## Appendix 1: Implications

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**Finance** – The delivery of the MTFP involves cumulative saving of approximately £224m over the period from 2011 to 2017 of which £66.4m was delivered in 2011/12 and £26.4m delivered during 2012/13. In the current year we have already delivered 97% of the target of £20.87m, which brings the total amount saved to date to over £113m.

**Staffing** – Where the proposals affect staff, full consultation is undertaken and the trade unions consulted. Wherever possible, staff reductions are done through voluntary means. In addition, there has been a proactive management of vacancies to lessen the impact on staff and the Council has a redeployment process which continues to find alternative employment for a number of staff

**Risk** – The delivery of the MTFP is highlighted as one of the Council's strategic risks and is monitored through the corporate risk management process. In addition, risks for individual proposals are being monitored through the work undertaken to deliver the proposal.

**Equality and Diversity / Public Sector Equality Duty** – An Equality Impact Assessment (EIA) was undertaken for the original 4 year MTFP plan and additional screening was undertaken for the 2012/13 proposals and any other changes made to the original plan. In addition, for each proposal an EIA is undertaken as part of the decision-making before the proposal is implemented.

**Accommodation** As proposals are planned the impact on accommodation is ascertained, with staff being consulted on any moves as part of the process. The anticipated loss of 1600 posts from the Authority will mean a requirement for less accommodation and the Office Accommodation Team has built this into the Office Accommodation Strategy.

**Crime and Disorder** – N/A

**Human Rights** – N/A

**Consultation** – A full consultation with a range of stakeholders was undertaken on the MTFP prior to its agreement. In addition, where appropriate for individual proposals, internal and external consultation plans are developed so that consultation informs the decision making process.

**Procurement** – A number of the proposals involve the changing of existing contracts and this work is being taken forward through the Council's agreed procurement processes.

**Disability Issues** – Any disability impacts are being picked up through the Equality Impact Assessments undertaken.

**Legal Implications** – The legal implications of any decisions required are being considered as part of the delivery of the proposals.

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**Overview and Scrutiny Management Board**



**25 March 2014**

**Cabinet**

**19 March 2014**

**Sustainable Community Strategy**

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**Report of Corporate Management Team**

**Report of Lorraine O'Donnell, Assistant Chief Executive**

**Councillor Simon Henig, Leader of the Council**

**Councillor Brian Stephens, Cabinet Portfolio Holder for Neighbourhoods and Local Partnerships**

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**Purpose of the Report**

1. To consider a draft of the renewed Sustainable Community Strategy for County Durham, prior to consideration by full Council on 2 April 2014.

**Background**

2. The Sustainable Community Strategy (SCS) is the overarching plan for County Durham which sets out our optimistic and ambitious vision for the future and sets the direction for the work of the County Durham Partnership.
3. The present strategy, covering 2010 – 2030, has been in place for the last three years and is now being refreshed to reflect the changing landscape and need to deliver services with fewer resources. The new strategy will therefore embed strong cross thematic work, build on community strengths, support local communities to help themselves, promote and guide collective action, help us to focus interventions in localities and make the best use of existing networks.
4. The SCS has been amended to reflect changes in local priorities as well as national policy changes. The Council and partners have maintained and strengthened partnership working in times of significant national and local change to ensure service delivery continues to meet existing need and where possible to prevent the need for costly services in the future. There is a continued focus on improving the quality of life for people and reducing inequalities within across the county.
5. Cabinet agreed the SCS high level objectives listed in appendix two for all five priority themes at the meeting held on 20 November 2013, and these were also considered by Corporate Issues OSC on 25<sup>th</sup> November 2013.

## Overview

6. Significant elements of the renewed strategy include:
  - a. Showing that the partnership has a clear strategic direction and is ready to seize opportunities and face challenges together;
  - b. The economy remains the county's top priority;
  - c. The delivery of the SCS is underpinned by the County Durham Plan which is the spatial expression of the strategy and as such provides details on proposed housing, employment and retail developments across the county;
  - d. There are many successes to build on, however all partners recognise there are challenges ahead;
  - e. We are maximising benefits by working with our wider networks including the voluntary and community sector, local councils, armed forces and faith communities;
  - f. All partners understand the interdependencies of their work as well as that the needs of communities are different across the county;
  - g. We are supporting local communities through building capacity and utilising the skills, knowledge and experience within them;
  - h. Moving forward there will be a need to make tough decisions in a timely manner;
  - i. With all of these in mind we can still be optimistic about the future.
  
7. The five thematic partnerships show how they have developed their work plans and individual strategies since 2010 and have many strengths and achievements on which they can build upon when looking to the future to meet the challenges they have identified.

## Cross Thematic Focus

8. In addition to the existing work of the thematic partnerships and high level objectives, it has been agreed that the renewed SCS should target a number of areas that need additional joined up working. The revised SCS will therefore have a stronger focus on issues that cut across more than one thematic priority, particularly those that will have a significant impact on the high level objectives of more than one thematic partnership (wider determinants and interdependencies).
  
9. Six most frequently mentioned issues were:
  - a. Job creation
  - b. Mental wellbeing
  - c. Stronger families
  - d. Volunteering
  - e. Alcohol
  - f. Reducing inequalities
  
10. These are being pursued as the focus of further work for the CDP Board and for inclusion within the SCS. Scoping work around the areas of cross thematic focus will consider how we can work differently to have a bigger impact on these issues over the next three to five years.



## **Approach**

11. Over the last three years the commitment to work in partnership has grown and there is broad support that, at a time when we are facing increasing challenges, there is an even greater need to work together. The support for the partnership is based on the many achievements that have been made over recent years.
12. To be most effective it has been agreed that the CDP and particularly the CDP Board adopt a more proactive approach around the cross cutting themes detailed above. It will encourage community independence and support local people to take ownership to allow partners to focus on meeting the needs of the most vulnerable.

## **Recommendations and reasons**

13. Members are asked to endorse the renewed Sustainable Community Strategy (appendix three) for presentation to Full Council on Wednesday 2 April 2014.

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**Contact:** Gordon Elliott, Head of Partnerships and Community Engagement,  
03000 263605

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## **Appendix 1: Implications**

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**Finance** - Area and Neighbourhood budgets are utilised and delivered through the 14 AAPs and ensure the Council (and AAPs) receive improved information on the outputs achieved through use of locality budgets.

**Staffing** - None

**Risk** - None

**Equality and Diversity / Public Sector Equality Duty** - The actions set out in this report aim to ensure equality and diversity issues are embedded within the working practice of AAPs.

**Accommodation** - None

**Crime and Disorder** - Altogether safer is the responsibility of the Safe Durham Partnership.

**Human Rights** - None

**Consultation** - The County Durham Partnership framework is a key community engagement and consultation function of the Council and its partners. The recommendations in the report are based on extensive consultation with AAP partners and the establishment of a Sounding Board to progress the recommendations will continue this consultative approach.

**Procurement** - None

**Disability Issues** - None

**Legal Implications** - None

## Appendix two – high level objectives

- Altogether wealthier
  - Thriving Durham City
  - Vibrant and successful towns
  - Sustainable neighbourhoods and rural communities
  - Competitive and successful people
  - A top location for business
- Altogether better for children and young people
  - Children and young people realise and maximise their potential
  - Children and young people make healthy choices and have the best start in life
  - A think family approach is embedded in our support for families
- Altogether healthier
  - Children and young people make healthy choices and have the best start in life
  - Reduce health inequalities and early deaths
  - Improve the quality of life, independence and care and support for people with long term conditions
  - Improve the mental and physical wellbeing of the population
  - Protect vulnerable people from harm
  - Support people to die in the place of their choice with the care and support they need
- Altogether safer
  - Reduce anti-social behaviour
  - Protecting vulnerable people from harm
  - Reducing re-offending
  - Alcohol and substance misuse harm reduction
  - Embed the Think Family approach
  - Counter terrorism and prevention of violent extremism
  - Reduce road casualties
- Altogether greener
  - Deliver a cleaner, more attractive and sustainable environment
  - Maximise the value and benefits of Durham's natural environment
  - Reduce carbon emissions and adapt to the impact of climate change
  - Promote sustainable design and protect Durham's heritage

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# Altogether Better Durham The Sustainable Community Strategy for County Durham

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**This document is produced for Cabinet on 19 March 2014.**

## The Overarching Plan for County Durham

This Sustainable Community Strategy (SCS) is the overarching plan for County Durham. It sets out our shared long-term vision for the county, our ambitions for the area and the priorities that partners and communities believe are important. It provides the blueprint to deliver long lasting improvements and sets the scene for the County Durham Plan, the local plan for the county which identifies where new housing, employment and retail development should take place and which areas need to be protected and enhanced, in order to ensure that Durham develops a thriving economy and remains a beautiful place to live and visit. Improving the economy continues to be our top priority as a partnership as it is recognised that employment opportunities and supporting people into employment, has a massive impact on their lives and the lives of those around them.

County Durham is a beautiful and diverse county with a strong sense of community identity. It has some of the most outstanding landscapes from the North Pennines Area of Outstanding Natural Beauty in the West to the Heritage Coastline in the East and is the home to a range of treasures including Durham Cathedral and Castle, a UNESCO World Heritage Site.

We have much to be proud of in County Durham, but we also recognise we need to improve and this vision sets out a path to an **altogether better Durham** by 2030. It sets the direction and provides the context for all partners working to improve quality of life in the county.

Fundamentally, it is about realising two aims for County Durham:

- An altogether better place
- Altogether better for people

### Altogether better place

An **altogether better place** is one where people of all ages and circumstances can meet their needs, whether material, social or spiritual. It is concerned with the physical structure of our towns and villages, the location of housing, jobs, shopping and leisure facilities, the design of buildings and the transport links between them.

Our ambition is to create sustainable places where people want to live, work, visit and invest.

### Altogether better for people

Making the county **altogether better for people** involves many strands, including tackling deprivation, narrowing the gap in life chances across the county and reducing inequalities for the most deprived and disadvantaged. This aim is about ensuring that individual and community well-being results from the programmes and actions we develop.

We want to reduce inequalities between different sections of the community as well as between the county and the rest of the region and the country. We will promote 'equality of opportunity' for all, ensuring that our residents and communities have the skills and support they need to achieve their goals and improve their life chances.

Since our first SCS was written in 2010, we have worked hard to make this vision a reality and through strong partnership working, have seized opportunities and faced a range of challenges together. This collective approach to supporting local communities is now a way of life in County Durham and, through partners' continued commitment, our performance has increased year on year:

- ❖ We delivered a very successful Year of Culture in 2013 which saw over 500,000 visitors to the county and generated in the region of £30M for the economy.
- ❖ We have been instrumental in attracting Hitachi Rail UK into our area which will mean thousands of jobs for local people.
- ❖ Our young people continue to achieve GCSE results higher than the national average with eleven consecutive years of improvement.
- ❖ We have won awards for our approach to working with young offenders.
- ❖ The teenage conception rate is now better than our neighbouring authority areas and continues to improve.
- ❖ Police recorded incidents of anti-social behaviour have fallen by almost 20,000.
- ❖ We have already exceeded our ambitious carbon reduction target of 40% by 2020.
- ❖ We outperform national averages in recycling.
- ❖ The Area Action Partnerships, the most local element of the County Durham Partnership framework, have secured over £34M of match funding in communities.
- ❖ We have won national and international recognition for our participatory budgeting work which has awarded £1M to over 100 local groups.
- ❖ We have undertaken one of the biggest and most ambitious asset transfer programmes with our community buildings that will see a network of sustainable buildings managed by local communities.

Through strong leadership, a clear strategic direction, our ability to innovate and our commitment to working together, we plan to address local needs, reduce inequalities, improve life chances for all and shape a better future for the county.

There have been substantial national policy changes since 2010 which have had significant impacts on local people and partners working together to meet local needs. There have also been considerable reductions in both mainstream and targeted funding, which have particularly affected our county given its levels of deprivation. County Durham has responded rapidly to financial austerity, by managing the necessary changes well, making difficult but timely decisions, protecting front line services wherever possible and working with local people to find alternative solutions to the problems we all face.

By sharing ideas and developing local solutions, we hope to maintain our path towards an altogether better Durham. We have set in place the foundations for robust and sustainable growth and continue to search for and identify new opportunities. Moving forward, we will need to do more to enable communities to take control of local assets and services, so that public sector resources are used effectively and where they are needed most. We are, therefore, willing to try new things and to work differently in order to achieve better outcomes for local people.

We will continue to work together to maximise our resources and, with careful planning and good management, we will continue to deliver value and achieve our shared priorities for the county.

Together we can be optimistic about the future and will continue to work towards our vision of an Altogether Better Durham, by realising our five priority themes and high level objectives:

- Altogether wealthier

- Thriving Durham City
- Vibrant and successful towns
- Sustainable neighbourhoods and rural communities
- Competitive and successful people
- A top location for business

- Altogether better for children and young people

- Children and young people realise and maximise their potential
- Children and young people make healthy choices and have the best start in life
- A think family approach is embedded in our support for families

- Altogether healthier

- Children and young people make healthy choices and have the best start in life
- Reduce health inequalities and early deaths
- Improve the quality of life, independence and care and support for people with long term conditions
- Improve the mental and physical wellbeing of the population
- Protect vulnerable people from harm
- Support people to die in the place of their choice with the care and support they need

- Altogether safer

- Reduce anti-social behaviour
- Protecting vulnerable people from harm
- Reducing re-offending
- Alcohol and substance misuse harm reduction
- Embed the Think Family approach
- Counter terrorism and prevention of violent extremism
- Reduce road casualties



### o Altogether greener

- o Deliver a cleaner, more attractive and sustainable environment
- o Maximise the value and benefits of Durham's natural environment
- o Reduce carbon emissions and adapt to the impact of climate change
- o Promote sustainable design and protect Durham's heritage

## Changing Landscape

The world in which many public, private and voluntary sector services are delivered has changed significantly in recent years, and continues to do so. All partners have proactively faced these challenges and taken the opportunities where they have been available whilst still delivering services for our local people.

### Funding

Councils, police, fire service and health services have seen the biggest changes in generations to their structures and funding. This has resulted in significant reductions in resources, with the county council alone facing reductions of more than £224M by 2017. However by working in partnership and with an emphasis on accurate forecasting, strong decision making, robust planning and a commitment to listen to and action the views of local people, we are in as strong a position as possible. This also enables us to take the opportunity to look at the resources we have and explore new ways of working as well as different ways of achieving the efficiencies needed.

Whilst many jobs in County Durham are reliant on public sector funding and there are planned reductions in this sector, we recognise that there has been growth in other areas including the University and the private sector.

### Cross-thematic focus

Partners are keen to target resources where they are needed most and in addition to the thematic priorities highlighted above, they have identified key areas for focus by the whole partnership. These are issues that will benefit from additional joined up working and cut across more than one theme of our work:

- Job creation;
- Mental wellbeing;
- Stronger families;
- Volunteering;
- Inequalities;
- Alcohol.

### Welfare Reforms

County Durham has many deprived areas and government changes to the welfare system have had a significant impact on people living in the county. The total financial loss to the county's economy per year, as at December 2013, is estimated to amount to £188 million. Partners have responded together to anticipate benefit changes, mitigate impacts and support benefit claimants to become more independent. Specific packages of support have been developed to help residents and service users adapt and welfare reform conferences have been held to promote innovative solutions that meet the needs of local people. However these changes are undeniably impacting on local people and the economy.

### **North East Local Enterprise Partnership**

Changes to national economic policy have created some new structures, most notably for the county, the North East Local Enterprise Partnership (NELEP) - a business-led organisation responsible for promoting and developing economic growth in Northumberland, Durham and Tyne and Wear. The NELEP commissioned an independent economic review of the economy which identified what needed to be done strategically over the next five years to stimulate productivity and increased employment opportunities. The review made a number of recommendations that will be taken forward by the NELEP and the County Durham Economic Partnership.

### **European Structural and Investment Funds**

European funding of €157M from 2014 to 2020 offers significant opportunity for investment in the county to boost economic recovery and contribute to the ambitions of the NELEP and also the Europe 2020 strategy.

There are a number of themes that this funding will be used for in County Durham: volunteering; youth employment; digital demand (ICT); education and business links; energy awareness and sustainability; pre and start up enterprise and business support; access to finance; higher level skills; innovation; social inclusion and a capital programme. All parts of the partnership are involved in this work, therefore ensuring that work plans developed will complement existing pieces of work.

### **The Combined Authority**

The council has played a leading role in establishing a combined authority to formalise joint working between seven of the North East Local authorities (Durham, South Tyneside, North Tyneside, Sunderland, Gateshead, Newcastle, Northumberland) on transport and skills, along with improving the opportunity to attract external funding. This will offer County Durham opportunities that would not otherwise be available and which will have significant impact in the future.

### **Changes to health structures**

We have established a Health and Wellbeing Board which sets the health priorities for the local area and is a key part of the County Durham Partnership. The Board is committed to improving the health and wellbeing of the people of County Durham and reducing health inequalities.

The reforms to the National Health Service have been the most significant we have seen since the NHS was introduced in 1948. We have two General Practitioner (GP) led Clinical Commissioning Groups which implement and commission locally led responses to health problems. These are groups of GPs, nurses and clinicians who commission local health services.

The Council, through its Public Health team which transferred in to the local authority in 2013, has responsibility for improving and protecting the health of the county's residents and helping them to stay well. The team works with partners to commission and develop new health improvement initiatives with communities. The annual Report of the Director of Public Health looks at the health inequalities in the area and sets out proposals to address them.

### Academies and Free Schools

The county now has an extended Academies Programme and includes free schools, which are set up and managed by parents, teachers, charities and businesses. This follows significant changes in national education policy.

### Changes to community safety structures

Our directly elected Police and Crime Commissioner is responsible for agreeing policing priorities in consultation with local people and delivering against these through the development of a Police and Crime Plan (PCP).

We are changing the way we work with and manage offenders within the community as part of the 'Transforming Rehabilitation' Government initiative. A new National Probation Service and a local Community Rehabilitation Company are being established. These new arrangements will be in place by March 2015 following a period of transition.

### The County Durham Plan

The County Durham Plan, the local plan for the county is the spatial expression of the SCS and outlines where development will take place up to 2030. It is our strategy for the future physical development of the county and identifies where new housing, employment and jobs and retail development should take place and which areas need to be protected and enhanced,

We have identified a completely new direction for the county, moving away from a public sector funding led strategy to one which is more market driven.

We will focus growth around the county's principal towns by stimulating the development of good quality housing, employment opportunities and town centre renewal and investment. This will help the county realise its potential as the ideal location for a range of industries and businesses and to provide 30,000 new jobs for current and future residents.

We recognise that the social impacts of increased housing and employment opportunities are a key aspect of the plan and all partners have been involved in its development. Schools will be developing across the county and existing schools improved to accommodate the children of the families living in new housing developments. We will also increase health care provision in some areas to cope with population changes.

We will invest in transport infrastructure, environmental improvements and additional services due to the increase in physical developments, both in business and residential areas.

Durham City is one of the North East's prime economic assets and a key location for sustainable growth, with 5,000 new houses and 7,000 new jobs proposed. Other elements of the plan include:

- increasing the percentage of the workforce that is in work to 73%;

- focusing new development on the county's 12 main towns (Barnard Castle, Bishop Auckland, Chester-le-Street, Consett, Crook, Durham City, Peterlee, Seaham, Shildon, Spennymoor, Stanley and Newton Aycliffe);
- making sure the transport system is easily accessible;
- protecting and enhancing the natural, built and historic environment; and
- increasing the number of visitors to the county and the amount of time and money they spend.

The SCS is the overarching strategy for the county and is underpinned by a series of plans. These meet the priorities of all partners whilst helping us tackle any pressures as well as take opportunities as they are presented.

Individual delivery plans set out our ambitions in full and can be accessed via [www.countydurhampartnership.co.uk](http://www.countydurhampartnership.co.uk) – **paper version**  
(Individual delivery plans set out our ambitions in full and can be accessed through the links above – **web version**)

## **Commitment to working together**

### **Our Ambition for County Durham**

Our plans for the county remain focused and ambitious and we are committed to working together with communities to try new things and to build stronger communities ready to take advantage of every opportunity. We have high aspirations and a proven ability to deliver, and along with the tenacity of local people, we expect to succeed.

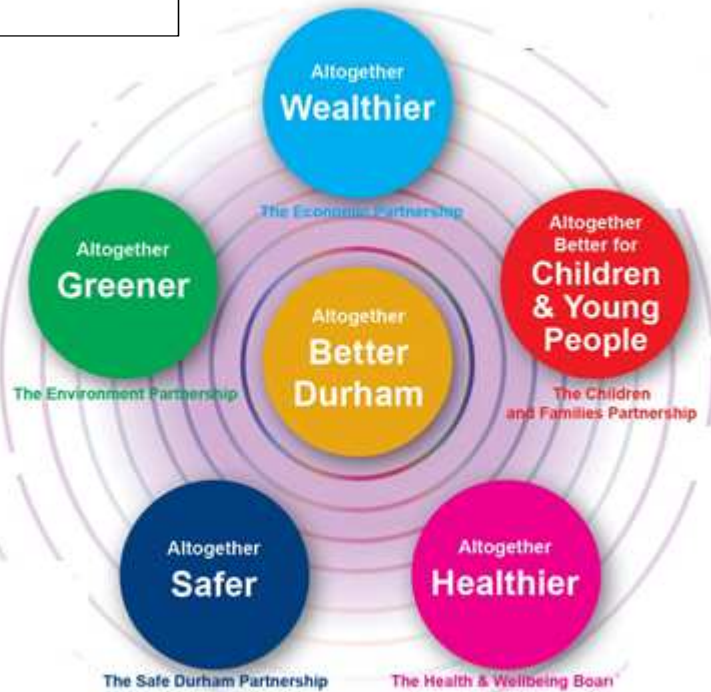
### **Partnership Framework**

The County Durham Partnership (CDP) brings together key organisations from the public, private and voluntary and community sectors and is made up of the CDP Forum, CDP Board, five thematic partnerships and 14 Area Action Partnerships. It exists to ensure local needs and priorities are met and to drive a common purpose and ambition for the county, influence the use of all partners' resources and ensure a strong focus on the achievement of the county's priorities, as set out in this SCS.

The Economic Partnership aims to make County Durham a place where people want to live, work, invest and visit whilst enabling our residents and businesses to achieve their potential.

The Environment Partnership aims to transform and sustain the environment within County Durham, maximising partnership arrangements to support the economy and the wellbeing of local communities.

The Safe Durham Partnership tackles crime, disorder, substance misuse, anti-social behaviour and other behaviour adversely affecting the environment and to reduce re-offending.



The Children and Families Partnership works to ensure effective services are delivered in the most efficient way to improve the lives of children, young people and families in County Durham.

The Health and Wellbeing Board promotes integrated working between commissioners of health services, public health and social care services, for the purposes of advancing the health and wellbeing of the people in the area.





## Area Action Partnerships

At a local level Area Action Partnerships (AAPs) have had a significant impact across the county by developing and successfully implementing a wide variety of initiatives locally. Of over 2,000 projects delivered since 2009, a selection includes:

- o The regeneration of Durham's Wharton Park which was initiated by Durham AAP and has now resulted in a £2m award from the Heritage Lottery Fund.
- o 13 apprenticeships have been created and 76 residents/ businesses have been engaged with through support from Spennymoor AAP, with 17 residents moving into employment or further training.
- o 208 unemployed Aycliffe residents have received training, resulting in 55 people getting a job due to Great Aycliffe AAP working with Bishop Auckland College and Livin Housing Association.
- o 100 local new businesses have been created through Bishop Auckland and Shildon AAP working with South Durham Enterprise Agency on an innovative Business Advisor Programme.
- o Mid Durham AAP has supported Derwentside Homes develop an older people's telephone befriending support scheme which has 30 volunteers working with 130 regular users. The scheme is being rolled out across the county.

- o A Credit Union has been developed by East Durham AAP which is delivered by over 50 volunteers in 14 community venues with over 1,000 members.

This action focused approach has seen £21 million allocated to local priorities and just under £34 million attracted in matched funding over the last five years.

New ways of working have been piloted through AAPs and over 11,000 people are now involved as AAP Forum members, more than 30,000 people have attended decision making events and over 18,600 people have engaged in participatory budgeting events. Indeed our work on participatory budgeting has attracted attention from the USA, Canada and Denmark.

The work of AAPs, Thematic Partnerships and the CDP board together have effectively linked strategic vision with local action and improved our opportunities for success.

We recognise that to achieve our ambitions, greater public involvement presents a wealth of untapped skills, knowledge and capacity for action. Local people want to do more and the partnership is committed to providing the support and resources needed to enable local people to take greater control.

## Added value of wider networks

We can only achieve our goals by working together through our wider networks. A shared approach to delivering the savings and increasing efficiency helps all partners to manage their services in a better way, than if they had to do it individually.

The **voluntary and community sector (VCS)** in the county contributes mutual understanding and a shared vision. The difference in skills and perspective that the sector offers complements the way the partnership has developed.

VCS organisations play a key role in the delivery of services, particularly at a time of major change for public sector organisations and are well placed to take advantage of opportunities and identify new ways of working. The sector can become a delivery agent that will ensure the sustainability of vital services across the county by taking a proactive approach. This joint approach shows how we are evolving and strengthening our ethos of partnership working.

Our Voluntary and Community Sector Strategy identifies that knowledge has improved, understanding increased and productive working relationships have developed. All partners recognise that a strong, active and flourishing VCS is a vital component in building resilient communities and enabling individuals to reach their potential.

**Local councils** are also engaged in the partnership and support other partners to achieve shared priorities and outcomes. As a democratically elected group, town and parish councils are informed by the views of local people and work on the behalf of their communities. These views are important to the partnership and are help shape local priorities and, perhaps more importantly, inform partners about the impacts of changes on local people.

There are a range of opportunities for joint working with local councils across partnership organisations that include efficiencies through joint procurement as well as devolution of services to reduce duplication.

The County Durham Partnership sets out its support for the **armed forces community** through its commitment to the Armed Forces Community Covenant. This encourages local people to support people in their area and to help them understand issues, service personnel may face on their return. We have also developed suitable approaches to support which include detailed information on a dedicated element of our website with links to a number of external organisations. We have highlighted armed forces personnel, through the work of some of our thematic partnerships, particularly when looking at employment support and the health and wellbeing of people and their families.

Our work with **faith communities** ensures that we acknowledge the contribution and resources offered to our communities by the huge range and variety of individuals, groups and organisations that make up this network. Much of the work supports the most vulnerable members of our communities which will become increasingly important as the economic landscape continues to change. This cooperation takes place through education provision in schools; in health and wellbeing projects; in imaginative employment schemes for young people; through creative and artistic cultural initiatives and other leisure focused activities; and philanthropic and charitable initiatives.



Given their role, faith communities are ideally placed to contribute to realising the county's vision, acting as 'critical friends' for other partners and co-creating a socially just and inclusive society.

## Interdependencies

All parts of the partnership have an impact on each other and it is very important that plans or programmes are not developed in isolation. Tackling an issue by working in partnership offers benefits and opportunities that may not be realised if only one organisation or part of the partnership is involved. We all try to avoid duplication, as well as ensuring that services are not completely stopped in a community, if there is evidence that there is still a need for it.

## Social determinants of health

People's health is often determined by wider social issues such as lifestyle, employment and housing. Our commitment to working together to address the social determinants of health is recognised across all of our priorities, but is most clearly defined in relation to health. The World Health Organisation (WHO) describes the social determinants of health as "the conditions in which people are born, grow, live, work and age". They include jobs, housing, education, crime, access to services and other aspects of living conditions. People's health can be determined by a variety of factors such as their gender, age and genetic makeup as well as factors that they have more impact on and control over such as their lifestyle choices and social environment.

These factors can't be addressed by one single organisation or partnership as they have multiple impacts and contributory factors. We understand how our work impacts on the social determinants of health and what can be done to address them, while addressing individual partners or thematic partnership's own objectives. Some practical examples include:

- Education – low education levels are linked with poor health, more stress and lower self-confidence. Education plays a large part in shaping the futures of children and provides on going opportunities for adults to develop their skills.
- Physical environment – safe water and clean air, healthy workplaces, safe houses, communities and roads all contribute to good health.
- Employment and working conditions – being in employment is a key element of mental and physical wellbeing. Having more control over working conditions has a positive impact on health. Healthy workplaces can contribute significantly to improving the health of the workforce.
- Social support networks – greater support from families, friends and communities is associated with better health.
- Culture - customs and traditions, and the beliefs of the family and community all affect health.
- Personal behaviour and coping skills – individual behaviour and lifestyle choices can have a great impact on health and wellbeing.
- Health services - access and use of services that prevent and treat disease influences health, whether in a hospital or community.
- Age, gender and individual factors – these are clearly important factors that impact on health across an individual's lifetime. Health changes over

time as we age and certain biological and genetic factors affect some individuals more than others.

## Profile of the county

In developing shared plans and strategies we aim to ensure we all have a shared understanding of County Durham and some of its key challenges. The following narrative looks at the make-up of the county in 2014 and recognises the diversity within it. It identifies inequalities between the major centres of population, smaller towns and other localities. We have collected a wide range of information relating to various priorities across all parts of the partnership which has identified some key trends.

### Population Growth

Between 2001 and 2011 the population of the county increased by 4.0%, from 493,678 to 513,242, faster than the regional average but slower than the national average of 7.1% over the same period.

Population growth in County Durham is a recent trend. Now, the county has almost exactly the same total population as it did 30 years ago with growth very similar to the North East average. County Durham has the largest population in the North East, and looking to the future, is projected to continue to increase by 9.3% to 543,000 by 2030.

### Age Profile

The county's population is ageing as well as increasing in number. The number of older people is increasing at a quicker rate than the population overall, whereas the number of younger people has fallen. This is similar to the regional picture, however nationally, younger age groups are increasing. County Durham already has a relatively large number of older people with almost a fifth (18%) of the population aged 65 or over compared to 17.3% regionally and 16.4% nationally.

The oldest age group (aged 85+) has also increased by the highest rate. Between 2001 and 2011 the number people aged 85 and over increased by 27.4% compared to 23.3% nationally.

These trends are likely to continue, largely because of the county's current age structure and trends in people living longer. The number of older people in the county is projected to increase substantially by 48.9% by 2030. This means the number of residents aged 65+ will increase from 93,000 in 2011 to 138,400 in 2030. The number of 85+ people is set to increase even more sharply over the same period, doubling from around 11,000 to 22,000 residents.

The working age population overall is projected to decline by 1.1% by 2030. The younger working age population (aged 16-39) will increase over this period by 12% whilst the older working age population (aged 40-65) is projected to decline by 11.9%. Despite declines in the number of children over the last ten years recent increases in births means the number of children aged 0-15 is projected to steadily increase by 6.6% up until 2022.

## Local economy

Geographically, the county is both large and diverse. More than half the county's population live in the 12 major centres of population with around a third living in smaller town and urban fringe areas. The remaining population live in villages and hamlets some of which are the most rural areas in England. The county has many physical assets with a World Heritage Site, 70 parks and open spaces, an area of outstanding natural beauty covering the upper Teesdale and Weardale and 15km of defined Heritage Coast.

Our top priority is to improve the local economy leading to an Altogether Wealthier Durham. Economic factors shape the circumstances in which people are born, educated, live healthy lives, work and grow old. These circumstances, along with government policies, can help define life for our communities.

Local economic indicators show a significant gap between County Durham and England average. One of the ways we show this is through Gross Value Added (GVA) which measures the value of all goods and services produced in an area. In County Durham this shows that the local economy would need to increase by 70% to close the gap with the England average. Regional comparisons also show a significant difference, with a 25% increase needed to close the gap with the North East average.

**Text box/Infographic quantifying trends in employment rate 2007-2012 e.g.**

**CD (2012) 65.1%, (change since 2007) -6%**

**NE 66.2%, -3.2%**

**GB 70.7%, -1.6%**

Other economic measures show a similar trend. The local employment rate compared to the England average had been improving before 2008 but fell considerably during and following the recession. The proportion of local people in employment fell and remained low for a long time, only showing some signs of improvement in 2013.

The impact of the recession on local unemployment has been considerable. The number of people claiming Jobseekers allowance (JSA) doubled, adding to long term unemployment issues that the county has always had, with around one in ten of the working age population claiming a sickness related benefits. The number of young JSA claimants and those claiming for more than a year have both increased considerably which need new approaches and interventions to ensure we break the cycle of worklessness.

**Text box/Infographic quantifying scale and trends in unemployment**

**1)JSA claimants 12,000 (up 110% May 08-May 13)**

**2)LT unemployment 4,500 ( up 890% May 08-May 13)**

**3) youth unemployment (70% May 08-May 13).**

Together these indicators illustrate the scale of the task and provide the partnership with further evidence as to why improving the local economy is the top priority. However, all thematic areas clearly remain vital in delivering a better quality of life for all residents.

## Quality of life

More than one in four residents have no qualifications (27.5%) which is high when compared nationally (23.9%). There are also relatively fewer highly qualified residents in the county (21.5%) than compared nationally (28.7%).

There are, however, signs for optimism. In 2012/13, GCSE educational attainment showed a consecutive improvement for the eleventh year, outstripping the national average, with 62.9% of pupils achieving 5 or more A\*- C grades at GCSE or equivalent including English and maths.

**Text box/Infographic quantifying scale of those going on to higher education (2011/12),**

**CD 16.1 per 1,000 18+ population, +20% since 2001**

**NE 18.1 per 1,000 18+ population, +25% since 2001**

**Eng 21.6 per 1,000 18+ population, +28% since 2001**

This good performance at GCSE level is not reflected in higher education starts because relatively few people go on to study at university. Also, because of increases in apprenticeship starts locally, in both 2010/11 and 2011/12, more County Durham residents started apprenticeships than went on to study at university for a first degree.

New and improved approaches to health mean that life expectancy has been steadily improving in County Durham but is still relatively low when compared nationally. However, there is still a large gap between affluent and deprived areas within the county. A boy born today in the most deprived areas of County Durham is expected to live around eight years less than if he were born in the most affluent. Similarly girls born in the most affluent area are expected to live around six years longer than those born in the most deprived areas.

**Text box/Infographic quantifying inequality in Life Expectancy 2008-2010**

**Male/Female**

**CD 77.0 years/81.0years**

**ENG 78.6 years/82.6years**

Patterns in why people die early show that circulatory diseases and cancers are the main factors that contribute to poor life expectancy for males and females. However, smoking is the biggest single contributor to a shorter life expectancy in the county and contributes substantially to the many cancers. Between 2008 and 2010 cardiovascular disease (CVD) and cancer accounted for 65% of early or premature deaths in County Durham.

Almost one in four residents (23.6%) reported that they had a long term illness or disability which limits their day-to-day activities in the 2011 Census. Despite improvements since 2001 this remains much higher than national (17.9%) comparison.

Inequalities such as these are also shown in other population needs data which show referrals for social care are much higher in relatively deprived areas. Health and social care providers also have the added challenge of providing services for a rapidly increasing number of older people, many of whom have very complex needs.

County Durham is one of the safest places to live in the UK as crime is low and below the average for England. It is, however, relatively higher in more deprived areas. Anti-social behaviour remains a significant issue for many residents despite recent improvements.

### **Partnership Localities**

In April 2013 the County Durham Partnership agreed to adopt a new partnership geography comprising five sub-county areas, to be used to develop a cross-thematic analysis for the consideration of priorities and need below county level. The following information describes how these areas vary in terms of population characteristics, trends as well as needs and will be used to support the geographic focus of the partnership's work.

## Central Durham

Central Durham is home to the county's largest settlement, Durham City, and also includes various suburbs and satellite villages. It is also home to our world heritage site in Durham Cathedral and a world renowned university.

**Map of SPA geography  
highlighting Central Durham**

Between the 2001 and 2011 censuses Central Durham had the highest rate of population growth of all of the five sub-county areas, with an increase of 6.6%, rising to 106,700 people. Parts of Durham City experienced particularly large growth.

This increase is mainly due to Durham City being the home to one of the country's leading universities and its expansion of undergraduate and postgraduate places prior to 2011. This added to the already disproportionately high number of 16-39 year olds living in Durham City. The role of the university can be clearly seen in the area's age profile with around a sixth (15.8%) of the area's population aged between 18-24, far higher than the county average of 9.7%.

The area differs to the rest of the county in other ways too. Mainly it stands out as the most affluent area of the county, albeit with some areas of deprivation. Unemployment (2.8%) and worklessness are relatively low (10.1%) compared to the national levels (3.6% and 11.4%). Both long term (1%) and youth unemployment (3%) are also low.

Educational attainment levels in the area are very good. In 2012 more than seven out of ten pupils achieved 5 or more A\*-C GCSEs including English and maths. What is also notable is the relatively high level of attainment amongst disadvantaged pupils in the area, much higher than their equivalents elsewhere in the county.

Life expectancy is generally high with two areas, Belmont and Carville for females and Newton Hall for males, having the highest life expectancy in the county at 87.1 and 81.3 years respectively. However, despite the proportion of people in the area with a limiting long term illness being the lowest of all sub-county areas, it remains above the national average.

**Text box/Infographic quantifying scale of poor health in Central Durham**

**Limiting Long Term Illness**

**Central Durham - 20% 19,000 people**

**E&W - 18%**

Crime and antisocial behaviour in the area are very low when compared nationally.



## East Durham

East Durham's two major centres of population: Peterlee and Seaham, have each experienced different trends in population change. The area had the lowest rate of growth in population of all five areas, with an increase of 1.2% between 2001 and 2011 rising to 95,100 people.

Map of SPA geography highlighting East Durham

This has been concentrated in areas with housing developments, particularly in the North Seaham area, with the East Shore Village development contributing to the 17.1% increase in the local population. The greatest increase was in Murton South and South Hetton which increased by 19.9% due to developments on former colliery and factory sites. These developments have radically changed the housing mix in the local area adding substantially to the number of detached properties available.

Peterlee, however, was the opposite with a fall in the overall population with central Peterlee and the Blackhalls falling considerably, each by 8.0% and 8.0%. The area has also experienced a relatively large fall in the number of school age children falling by over a fifth (-21.4%) almost double the county trend (-12.8%).

East Durham has long had high levels of worklessness despite recent improvements. The latest data indicates that around 13,000 people (21.4% of the working age population) claim out of work benefits of which over half (around 7,000 people) claim a sickness related benefit. In addition, the Job Seeker's Allowance (JSA) claimant rate is high with youth unemployment more than twice the national rate.

Text box/Infographic quantifying scale of worklessness in East Durham

ED (Workless) 21.4% (JSA)6% (LTU)1.9% (YU)11.4%

NE 15.5%, 5.3%, 1.8%, 8.1%

Eng 11.4%, 3.6%, 1%, 5.1%

Smaller areas within East Durham show very high concentrations of worklessness. Almost a third of the working age population in parts of Easington Colliery, Eden Hill and Horden are claiming out of work benefits.

More than a third (34%) of the population aged 16+ has no recognised qualifications, much higher than county and nationally. GCSE attainment in 2012 was relatively low (57%) compared to the county average (65%) but is only slightly below the England average (59%).

Text box/Infographic quantifying scale of poor health in East Durham

Limiting Long Term Illness

East Durham - 28% 26,000 people

E&W - 18%

Poor health is also a significant issue with more than one in four residents (28%) reporting that they had a long term illness or disability which limits their day-to-day activities. Despite relatively large improvements since 2001 this remains far higher than national (17.9%) and regional

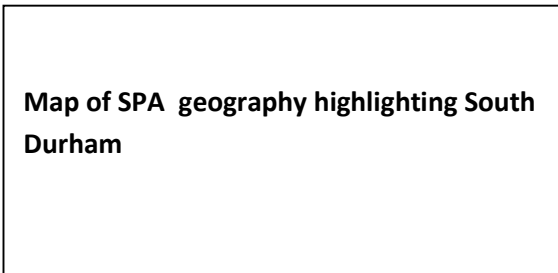


(21.6%) comparisons. Life expectancy in many areas of East Durham is also lower and referrals for social care are high.

Crime in the area is below national and anti-social behaviour is relatively high in the area and continues to be a significant issue for many residents.

### South Durham

South Durham is the most populated locality, with 145,000 residents, more than a quarter (28.2%) of the county's population. Between the 2001 and 2011 censuses this increased by a relatively small amount, 2.8% or 3,900 people.



Almost three in five of the area's population (57.9%) live in the five major centres; Bishop Auckland, Crook, Newton Aycliffe, Shildon and Spennymoor. There have been small areas of high population growth in Bishop Auckland largely related to new housing. There have also been areas of population decline, most notably in parts of Spennymoor and Ferryhill, although this is an area which includes the Durham Gate project where housing developments are underway.

Worklessness is high in the area with over 16,000 residents claiming out of work benefits, equivalent to almost a fifth of working age population. Over the course of the recession JSA claimants more than doubled with youth unemployment more than twice the national rate.

**Text box/Infographic quantifying scale of worklessness in South Durham**

**SD (Workless) 18% (JSA)5.5% (LTU)1.9% (YU)10.7%**

**NE 15.5%, 5.3%, 1.8%, 8.1%**

**Eng 11.4%, 3.6%, 1%, 5.1%**

Almost a third (30%) of the population aged 16+ has no recognised qualifications, higher than county (28%) or national comparisons (24%). However GCSE attainment in the area in 2012 (66%) was slightly above the county average (65%) and good compared to the England average (59%).

Poor health is also a significant issue in the area. Around one in four South Durham residents (24.8%) reported that they had a long term illness or disability which limits their day-to-day activities, higher than national (17.9%) and regional (21.6%) comparisons. Life expectancy in the area is low and referrals for social care are high.

**Text box/Infographic quantifying scale of poor health in South Durham**

**Limiting Long Term Illness**

**South Durham - 25% 36,000 people**

**E&W - 18%**

Crime in the area is below national. Anti-social behaviour is relatively high in the area and continues to be a significant issue for many residents.

## North Durham

The population of North Durham increased by 5.6% between 2001 and 2011 to around 133,500 people which was the second largest of the five sub-county areas.

North Durham is the most urban area with around 70% of its population living in the three major centres; Chester-le-Street, Consett and Stanley. Since 2001 housing developments in South Stanley and particularly in the Delves and Leadgate areas of Consett, have led to relatively high levels of population growth.

Worklessness is near the county average with around 12,000 residents claiming out-of-work benefits. Similar to county trends, just over half of worklessness is made up of people claiming sickness related benefits.

Slightly more than a fifth of the area's population (22.9%) reported that they had a limiting long term illness or disability which is higher than national (17.9%) and regional (21.6%) comparisons, though slightly lower than the county average (23.6%). Just over a quarter (26.4%) of the population aged 16+ have no recognised qualifications which is lower than county (28%) but higher than national (24%) comparison. GCSE attainment in the area in 2012 (62.7%) was slightly below county levels (65%) but better than the England average (59%).

Crime and antisocial behaviour in the area are very low when compared nationally.

**Map of SPA geography highlighting North Durham**

**Text box/Infographic quantifying scale of worklessness in North Durham**

**ND (Workless)14.4%% (JSA)4.2% (LTU)1.4% (YU)7.9%**

**NE 15.5%, 5.3%, 1.8%, 8.1%**

**Eng 11.4%, 3.6%, 1%, 5.1%**

## The Dales

The Dales is the county's most rural locality with around a third of people living in small towns. Slightly less than half of these live in Barnard Castle, the only major population centre. Around two thirds of the population live in rural villages some of which are located in the most sparsely populated areas in England.

**Map of SPA geography highlighting The Dales**

This area has the lowest number of people out of the five sub-county areas with only 6.4% of the county's population, 33,100 people. Between 2001 and 2011 this population increased by 2.8% or 900 people. The number of people aged 65+ increased by 19.0% to 7,400 and those aged 85+ increased by 28.7% to just over 900 people. This means that people aged 65 and over account for more than a fifth of the local population, higher than the other four localities and the England average (17%).

Worklessness is low with around 1,800 residents claiming out-of-work benefits. Both long term and youth unemployment are also relatively low. This is reflected in general low levels of deprivation as nowhere falls within the top 10% most deprived when compared nationally<sup>1</sup>. However because of the area's rural nature, the challenges are different from the rest of the county. For example, more than one in four households are believed to be in fuel poverty, higher than the county and England averages. This is likely to be related to the lack of mains gas supply in the area leading to many residents using alternative, more costly fuels.

**Text box/Infographic quantifying scale of Fuel Poverty.**

**The Dales 4,000 households (26.4%)**

**CD 44,300 (19.5%)**

**E&W 320,900 (14.6%)**

Just over a quarter (25.2%) of the population aged 16+ has no recognised qualifications, lower than county (27.5%) but higher than national (23.9%) comparison. GCSE attainment in 2012 (67.3%) was above county and national levels. There is however a large gap in attainment in the area between disadvantaged and non-disadvantaged pupils.

Around one in five residents (21.1%) reported a long term illness or disability which limits their day to day activities, less than the county average (23.6%) but higher than the national average (17.9%). This is reflected in other health data with relatively low mortality rates as well as fewer social care referrals.

Crime and antisocial behaviour in the area are very low when compared nationally.

**Text box/Infographic quantifying gap in**

**GCSE attainment 2011/12. %+ A\*-C GCSE inc. Eng + Maths**

	All	Disadv	Non-Disadv	Gap
<b>Dales</b>	<b>67.3%</b>	<b>37.8%</b>	<b>75.7%</b>	<b>38%</b>
<b>CD</b>	<b>64.9%</b>	<b>44.1%</b>	<b>73.3%</b>	<b>29.2%</b>
<b>ENG</b>	<b>58.8%</b>	<b>38.5%</b>	<b>65.7%</b>	<b>27.2%</b>

<sup>1</sup> Indices of Deprivation 2010

## Altogether wealthier

### Our Vision for 2030

Our vision is for a modern and dynamic county characterised by excellent quality of place, competitive businesses with a highly skilled and economically active labour market and high levels of economic activity. We will create sustainable places where people want to live, work, invest and visit whilst enabling our residents and businesses to achieve their potential.

### By 2030 County Durham will be known for:

- Its diverse and competitive economy, which has made County Durham an attractive place to work and invest.
- Its importance as a significant visitor destination and the renaissance of its small towns and villages.
- Its well educated, skilled and enterprising people.

By recognising job creation, sustainable economic growth and regeneration as the top priority for County Durham we aim to ensure that, by 2030, it is a place people will want to visit, invest in and make their home. It will also support and enable local people and businesses to achieve their potential.

The county faces significant economic challenges, with high unemployment and low land values alongside low levels of investment. To realise our vision for growth we need to direct investment into the most effective way possible and ensure that we have the right infrastructure, the right support, in the right places, to support job growth.

It is vital that the county, its businesses and its people, are supported to take advantage of the opportunities available through the wider economy. If people are in employment it is recognised that they have more chance of enjoying a longer, healthier life. So by supporting more people into work, there is a benefit on the wider determinants of health. Also, children who grow up in a home where one or both parents are in employment will go on to achieve higher levels of educational attainment and employment themselves. It will also have an impact in reducing crime and anti-social behaviour and provide a foundation for children and young people to achieve their potential.

### Achieving our vision

To achieve our vision, our high level objectives are:

#### Thriving Durham City

- To **exploit the city's potential** as a major retail, business and residential centre, academic hub and visitor destination. Through a coordinated regeneration programme in the city centre we seek to build on the city's potential, attracting much needed private sector employment opportunities which will support economic growth.
- To deliver the cultural and tourism ambitions for the City which benefit the entire County. Through a variety of approaches, specifically the **County Durham**

**Cultural Programme** we will improve the cultural offer within the county and increase opportunities for people to experience and take part in cultural activities.

### Vibrant and Successful Towns

- To embed a **'Whole-Town' approach** through coordinated investment in housing, infrastructure, employment, retail, leisure, education and health. By enabling and supporting the ambitions within the County Durham Plan and our regeneration frameworks we will help to stimulate investment in our towns which boost opportunities to support employment growth.
- To improve the **Economic Transport Corridors** to unlock the potential of our network of major centres. Through investments in key junctions and opening up new rail and road routeways we will improve transport network flows and access to our employment sites.

### Sustainable Neighbourhoods and Rural Communities

- To **establish communities where people live, can live and want to live**. Working in partnership we will continue to provide support for residents and communities to improve their resilience.
- To **improve the housing offer** and narrow the deprivation and inequalities gap between communities. Through a joined up approach we will continue to effectively enhance the housing choices and support services available to our residents.
- To improve equality of access to employment and services. Through digital inclusion and delivering the **Digital Durham Broadband Delivery Programme** we will improve equality of access for businesses and residents, helping to enhance economic and social well-being by providing superfast broadband access to all businesses, homes and communities in County Durham.
- To mitigate the impact of welfare reform on our most vulnerable residents.

### Competitive and Successful People

- To **raise the aspirations, participation and attainment of young people**. We will continue to promote apprenticeships as a viable route into employment, support employer led skill development and stimulate and promote the opportunities presented through entrepreneurship.
- To re-engage adults with work and move economically inactive residents into the labour market. By supporting people on paths back into work, including through volunteering opportunities and enhancing national employment support programmes we will work in partnership to increase our employment levels within the county. Through initiatives such as **County Durham Apprenticeship Programme** we will continue to help increase the numbers of 16-24 year olds participating in education, training and work by providing sustainable work based training opportunities. Interventions like the **Families First Project** provide families with a long history of worklessness with tailored support to overcome the barriers they face in finding employment.
- To stimulate demand for higher level skills and support an employer led skills agenda. Through joint working we will continue to support employer led skills development with our businesses, Durham University, our further education

colleges and training providers. With particular focus on our growth sectors we will enhance opportunities for business and employment growth.

### A Top Location for Business

- To **nurture business creation, development and growth**, aligned with key wealth creating sectors. Business Durham and partners will continue to build on local potential to help grow and sustain businesses, expand labour markets, create new businesses and develop new business market growth.
- To **create the right environment for innovation and growth**. Through the development and delivery of the County Durham Innovation Framework opportunities for commercialisation and opening new business markets will be capitalised. Fostering business growth and through the enhancement of business sites within the county we will help to stimulate and grow our business base.
- To promote County Durham as an **attractive economic location for investment**. Through place promotion championed by Visit County Durham and Business Durham we will continue to promote the county as a top location for business. By removing development constraints and taking a development led approach to investment opportunities and stimulating the right infrastructure development we will enhance the county as a place to do business and improve our business offer.

The success of our delivery will be measured through five key outcomes over the lifetime of this strategy.

1. The County Durham employment rate to return to, and be maintained at, pre-recession levels (73% of the working age population) within the period 2010-2030 leading to 30,000 additional jobs for County Durham residents.
2. The number of businesses in the county to increase by 4,300 by 2030 contributing towards the rise in the employment rate.
3. Overall disposable income of households to rise within the next 20 years to 103% of the regions values (or 87.4% of the national figure).
4. The county's per capita GVA figure to rise to 87% of the regional value (or 68% of the UK figures) by 2030.
5. The number of areas in the county which are ranked nationally in the top 20% of the Index of Deprivation's for low employment to reduce from the current number of 174 to 64.

Of the five measures of success, the CDEP has agreed that the top priority outcome is to improve our **employment rate**. Taking into account changes in population, in order to achieve the pre-recession employment rate, we require an additional 30,000 residents of County Durham to be in employment. This will come from a mix of:

- Additional employment and self-employment opportunities located in the county.
- More residents being able to access employment within a broad travel to work area.
- Additional numbers of employed people becoming resident in County Durham.



## Successes to build on

Much of our work involves working at a regional, national and, in the case of Hitachi Rail Europe, internationally. This area of work is particularly open to external forces and therefore the role of partners within the Economic Partnership is key in attracting businesses in to the county. Some of the successful services, initiatives and programmes include:

- Continuing to grow and support our business base through partnership working and tailored support:
  - Newton Aycliffe Business Park with Hitachi Rail Europe awarded the Intercity Express programme
  - Business Durham and its provision of proactive support to the business community through the promotion of enterprise and business start-ups. The Future Business Magnates continues to flourish and stimulate possibilities of enterprise for our young people and harness our employer education links.
- Improving the infrastructure of the county and its access to maximise opportunities for our businesses, residents and communities through initiatives like:
  - £5 million Transit 15 programme, improving connections between settlements and Durham City
  - Seaham North Dock St John's Square – public services centre including local authority and health provision
  - Securing funding for the Digital Durham Broadband Delivery Programme. This will be implemented and will improve the economic and social well-being of all residents by providing superfast broadband access to all businesses, homes and communities
- Supporting and enhancing national employment support programmes through local initiatives, raising aspirations and opportunities:
  - **County Durham Apprenticeship Programme** which aims to increase the numbers of 16-24 year olds participating in education, training and work by providing sustainable work based training opportunities.
  - **Families First Project** provides families with a long history of worklessness with tailored support to overcome the barriers they face in finding employment
- Development of the World Heritage Visitor Centre for the Durham Castle and Cathedral World Heritage Site
- County Durham 2013 Cultural Programme which provided a varied programme of events and activities and increasing opportunities for people to experience and take part in cultural activities.

In addition, all 14 AAPs are focused on supporting local communities to become stronger and better prepared. Much of this activity has been focused on helping people into employment, either through mentoring and developing skills to help make people job ready or through involvement in initiatives such as the County Durham Apprenticeship Scheme. The approaches taken by different partnerships vary due to their locality and specific characteristics whilst some AAPs are delivering initiatives jointly.

## Business advice with a twist

The Durham Creatives programme is a good example of the role the County Durham Economic Partnership can play by investing in the development of a potential growth sector, and enabling a fresh approach to delivery. It aims to deliver a package of prestart, start-up and growth support to County Durham's creative sector.

By offering "Business Advice- with a twist" they have been able to capture the attention of a wide range of potential creative start-up businesses and offer specialist support in a number of different fields.

Following a successful pilot a more comprehensive programme was commissioned. The initial funding of £175,000 was matched with a European Regional Development Funding (ERDF) contribution, creating a substantial project worth £350,000.

They have generated 17 new business starts and have at least five more in the pipeline. 307 people have engaged in the project, 67 of whom are now ready to start their own businesses.

## Looking to the future

We recognise that we are operating in a global economic downturn with reduced resources as well as declining private investment, both of which lead to an underperforming local economy with high numbers of unemployed people. It is therefore more important than ever that we take advantage of our key assets, tackle constraints to growth and as partners, we work together to achieve our ambitions.

To drive forward our priorities the Economic Partnership will give attention to:

- **Making our places work** (our economic infrastructure) and promotion of County Durham as a place to invest, do business and visit.
- **Influencing and informing wider decision making priorities and investments** in particular the North East Local Enterprise Partnership (NELEP) and North East Leadership Board (Combined Authority)
- **Enabling effective investment planning within the County** – developing, supporting, overseeing and promoting a pipeline of prioritised schemes and making the most of available resources. The CDEP will maximise the benefits of available funding and resources such as the EU 2014-20 Programme to help achieve our ambitions to support job creation.
- Creating **more opportunities for employment** and reducing disparities, with a key current emphasis on opportunities for young people and promoting training and skills development in new and emerging employment sectors.



## Altogether better for children and young people

### Our Vision for 2030

Our vision is for a Durham which is altogether better for children, young people and their families. We want all children and young people in County Durham to be safe, healthy and to believe, achieve and succeed.

### By 2030 County Durham will be known for:

- The value it places on the views of children, young people and parents and for listening to what they say.
- Educational attainment and achievement, which consistently exceeds the national average.
- Working in partnership to ensure children have a safe, happy and healthy start to life that continues into their youth.

It is important for the future of the county that our children and young people are supported to make the best start in life and empowered to be able to make the right choices. As educational attainment continues to rise every year it is important that we continue to work with our partners in the private sector and further and higher education to ensure our children and young people have the right skills to be able to take on the opportunities available to them in the jobs market.

### Achieving our vision

In order to achieve the aims set out in the Children, Young People and Families Plan we will deliver the following high level objectives:

#### Children and Young People realise and maximise their potential

- To **support children to achieve and develop during their early years**. Families are supported when needs arise through the development of the Early Help Strategy, and statutory changes in relation to Health Visitors and Family Nurse Partnerships will enable a whole systems approach to health improvement services and service delivery.
- To **support children and young people to achieve and attain during school years** to prepare them for adulthood in all phases of education. We will support schools to provide early support to children and young people who have additional needs but who do not require more specialist services.
- To support young people to **progress and achieve in education, employment and training** to meet their potential through access to impartial and independent careers advice. Young people also have access to, and benefit from, high quality, comprehensive education and training opportunities, including Apprenticeships. We will support young people into education, employment or training, and work will continue with young people who are not, in order to help maximise their potential.
- To support children with **additional needs** to achieve and attain and educational outcomes will be improved for children with special educational needs and disabilities (SEND) with the introduction of new Education, Health

and Care Plans. A local offer will be provided so that families are aware of what services are available to them.

### Children and Young People make healthy choices and have the best start in life

- **To reduce negative risk taking behaviour** through supporting children and young people to take part in positive activities which are appropriate for their age and reduce negative and sexual health risk taking behaviours e.g. smoking, drinking alcohol, teenage conceptions.
- **To reduce incidents of self-harm by children and young people** to ensure they are more resilient. Improvements will continue to be made to ensure the emotional wellbeing of children and young people and effective, appropriate mental health services will be provided to those who need it.
- To provide a range of **positive activities** for children and young people. We will review youth support services to provide a clear focus on delivering targeted support to young people who are vulnerable to poor outcomes, and will work with the voluntary and community sector to provide a comprehensive offer of positive activities for young people in County Durham.

### A think family approach is embedded in our support for families

- To improve early intervention and prevention services which will **improve outcomes** for families and we will ensure that we target resources at the families who need it most in the most effective and efficient ways including implementation of the Team Around the School model which will be offered to all secondary schools, so that early help is provided to young people and their families.
- To embed the 'First Contact' system, which is a 'single front door' for children, young people and families to easily access services and advice. This is achieved by the service having one access point to one team through a single telephone number.
- To **protect children from harm** and ensure they are safeguarded and through effective working practices including, adult mental health, substance misuse and domestic abuse services. We will implement joint agency response to child sexual exploitation / sexual violence and children who go missing from home and care.
- To offer **permanence and stability** in a timely manner for children who cannot live with their families, through our fostering and adoption work which streamlines processes to provide permanence and stability.

### Successes to build on

Whilst financial and demand pressures on all services have increased significantly, we have maintained our quality standards and developed new and innovative approaches. We are ensuring all agencies working with families work effectively together using a 'think family' approach which joins up local services, dealing with each family's problems as a whole and using a range of methods of support and challenging poor behaviour. The 'Stronger Families' programme, known nationally as Troubled Families, supports families in the county experiencing problems or difficulties, including those who:

- have children who don't attend school or who are excluded;

- are involved in antisocial behaviour or crime;
- are not in work; and
- result in high cost services.

This includes families with children on the child protection list, families affected by parental substance misuse, domestic abuse and mental health problems.

Stronger Families is aiming for lasting change, resulting in families achieving positive outcomes. These include getting children and young people back into school, reducing crime and anti-social behaviour and getting young people and parents back on the road to employment.

Another area of work that has been successful in achieving good outcomes for children and young people is our work on diverting young people from the criminal justice system and reducing re-offending. Our Pre Reprimand Disposal scheme is a voluntary programme offered to young people who commit their first offence and who otherwise would receive a police reprimand. It ensures interventions are based the needs of the young person and aims at preventing further offences being committed.

Our Intensive Employability Programme (IEP), which aims to achieve successful progression into appropriate and accredited training or employment for young people in order to prevent re-offending, has exceeded its targets. This is a major achievement considering the significant offending history and complex needs of the young people involved. The IEP provides programme of intensive support and provision, delivered on a 1-1 basis and tailored to young people's individual needs.

The number of looked after children in the county has reduced. Reviewing our work in this area provides a positive indication that the priorities are the right ones and actions are supporting the achievement of progress.

The Pre-Birth Intervention (PBI) Service, which launched in March 2012, has reached 30 highly vulnerable families with a wide range of complexities and risk issues, who have all experienced the previous permanent removal of children through the process of care proceedings. The PBI intervenes early in the pregnancy of high risk families, ensuring that parents have support to help them demonstrate that they can provide safe and appropriate care. Where this is not possible, the service aims to reduce delay and make timely decisions, enabling the child to form secure attachments to permanent caregivers.

There has been continued improvement in GCSE attainment, with Durham's young people performing higher than the national average. Particular improvements have been made with children who were looked after for 12 months and Gypsy Roma Traveller pupils. Also the percentage of care leavers in education, employment or training has increased. We received 'Outstanding' Ofsted ratings in latest inspections for Durham's Children's Services and Fostering Services, and will continue to build on this good work. These examples show that we are making on-going improvements with our children and young people and giving them the best opportunities.

## Case Study

'Family A' was identified for the Stronger Families Programme in 2012 as their child was involved in anti-social behaviour in the community and had high unauthorised absence from school.

A lead professional met with the family to undertake an assessment which identified a wide range of issues impacting on the family including bereavement and Attention Deficit Hyperactivity Disorder (ADHD). A support plan was drawn up with the family including actions agreed by everyone and included practical actions including: a morning routine was established; one-to-one work between the child and a Youth Offending Service worker to address the consequences of their behaviour and the impact on the family; involving the wider family to provide additional family support and involving Child and Adolescent Mental Health Services (CAMHS).

As a result, school attendance improved to 89% and improved behaviour was recognised in school with the child being awarded merit points. There were no further anti-social behaviour incidents reported over a six month period.

## Looking to the future

We are always striving to improve services that we offer to children, young people and their families and are seen as national leaders in many areas. This includes working with those children and young people who are at risk of offending as well as those that are in need of fostering and adoption.

This area of work is constantly changing and we all need to be able to plan effectively as well as react to changing situations and policies. We will be focussing on a number of key areas in the future in order to:

- Embed a Think Family ethos/approach, which seeks to provide early intervention for those families that have problems and cause problems to the community around them.
- Transform the way in which we respond to the demand for Children's Services, including the development of an Early Help Strategy which will ensure that we target resources at the families who need it most in the most effective and efficient ways
- Integrate Children's Care and develop a single assessment process and single point of access
- Focus resources to supporting families with children most in need
- Work together to implement the Special Education Needs and Disability reforms including implementation of the 0-25 Education, Health and Care Plans.

## Altogether healthier

### Our Vision for 2030

Our vision is for a Durham where people are **altogether healthier**. Where the health and wellbeing of the people of County Durham improves and health inequalities are reduced.

### By 2030 County Durham will be known for:

Its strong focus on healthy lifestyles, which has significantly reduced deaths from cancers and circulatory diseases, and almost eliminated health inequalities within the county.

As a result of the national health reforms this priority theme has seen the most significant change in the last 12 months with the statutory introduction of Health and Wellbeing Boards and the Joint Health and Wellbeing Strategy (JHWS) with the overall aim to ***‘Improve the health and wellbeing of the people of County Durham and reduce health inequalities’***. Central to this vision is that decisions about the services provided for service users, carers and patients, are made as locally as possible and involving the people who use them.

### Achieving our vision

The Joint Health and Wellbeing Strategy is delivered by the Health and Wellbeing Board. It is developed using evidence gathered in the Joint Strategic Needs Assessment and has six overarching strategic objectives, listed below. As health is such a complex area there are a number of cross cutting issues that will be addressed as part of the strategy and there are high level objectives that are shared with other thematic partnerships. The objective focussing on children and young people is shared with our Children and Families Partnership whilst the initiatives aimed at protecting vulnerable people from harm are delivered by the Safe Durham Partnership. An additional area of focus that has been added as a specific objective since the introduction of the Health and Wellbeing Board is that of end of life care which is led by the NHS.

To achieve our vision our overarching objectives are:

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

- To reduce **childhood obesity** by improving support to women to start and continue to breastfeed their babies. Also, to improve support to families with children who are obese or overweight.
- To reduce levels of **tobacco related ill health** by providing and developing a range of interventions to reduce the availability of age restricted products (e.g. tobacco) to children and young people. We will also improve **early health intervention services** for children and young people by implementing the ‘healthy child’ programme, a single pathway for early intervention by midwives and health visitors. Also, we will ensure our services are effective in coordinating the provision of early help to families identified with additional needs.
- To ensure that partner organisations work together to improve the **emotional wellbeing** of children and young people, and specifically to support those who **self-harm** including the development of open access and drop in clinics for

Child and Adolescent Mental Health Services, as well as increased utilisation of outreach work. We will increase publicity around the issues of self-harming and ensure parents receive appropriate advice and support. We will review the pathway for paediatric self-harm admissions and develop the knowledge and skills of school based staff to identify and support vulnerable young people engaging in self-harm behaviours.

### Reduce health inequalities and early deaths

- To reduce **death from cancers and circulatory diseases** by implementing systematic approaches to primary and secondary prevention work. We will raise the profile of cancer awareness and earlier diagnosis and encourage the uptake of cancer screening programmes from communities where take up is low.
- To reduce levels of **drug related ill health** we will prevent harm, restrict supply and sustain a future for individuals to live a drug free and healthy life, whilst minimising the impact of drugs on communities and families through the implementation of the County Durham Drugs Strategy.
- We will address health issues caused by alcohol in County Durham through the Alcohol Harm Reduction Strategy.
- To reduce **obesity levels** we will provide a wide range of physical activity opportunities across County Durham to support more active lifestyles. Through the Healthy Weight Alliance for County Durham we will aim to reduce the number of people who are obese. Our Food and Nutrition Plan for County Durham will include work around policy, food provision and access. We will ensure that national food and health campaigns are a visible part of health promotion strategies.
- To **reduce excess winter deaths** and improve life quality for those with an underlying health condition by commissioning interventions to address the impact of fuel poverty such as 'Hotspots'. 'Hotspots' helps vulnerable people who live in a cold, damp home and have an underlying health condition via referral to a range of services including advice on switching supplier, debt advice, home safety checks and access to an 'Emergency Fund'. We have also commissioned a 'Health through Warmth' service following involvement in the Warm Up North (WuN) Partnership, which helps residents improve the energy efficiency of their homes and save money.

### Improve the quality of life, independence and care and support for people with long term conditions

- To ensure that **adult care services** are commissioned for those people most in need we will carry out a review of early intervention and preventative services and develop new services to meet gaps in provision, where appropriate.
- To increase **choice and control** through a range of personalised services we will use marketing campaigns to extend the number of people on the Durham Information Guide (DIG) website to provide more choice in the services available. We will also support people who have dementia to live in their own home for as long as possible where appropriate, and give people greater choice and control over the services they purchase and the care that they receive.
- To improve **independence and rehabilitation** we will support people on their return home from hospital and enable them to recover more quickly, through



better co-ordination of care. We will improve people's ability to reach their best possible level of independence by providing more short term care (reablement /intermediate care) in different settings.

- To continue the **joint commissioning of services** we will support and enable voluntary and community sector resilience and appropriate service provision through development, involvement and capacity building.

#### Improve the mental and physical wellbeing of the population

- To **maximise independence** by ensuring that people using mental health services who are in employment have a care plan that reflects the additional support needed to help them retain this employment.
- To increase **social inclusion** by identifying ways that will support the armed forces community who have poor mental or physical health.
- To reduce **suicides** through the implementation of our Mental Health and Suicide Prevention Strategy including a local workplace health programme which will support employers to promote healthy workplaces, and tackle the causes of mental ill health at work. Access will be improved for individuals into support and recovery, through early provision of activities such as supported employment, housing support, and debt advice. We will work to reduce stigma and discrimination towards people who experience mental health problems through awareness raising campaigns.

#### Protect vulnerable people from harm

- To improve the safety of victims and **reduce repeat incidents of domestic abuse** by providing support to victims of domestic abuse from their partners or members of the family. We will do this by increasing awareness of domestic abuse across services, organisations and the general public. We will provide training and continue to develop service delivery across agencies in line with lessons learned from Domestic Homicide reviews. A perpetrator strategy will be developed to understand what preventative intervention and rehabilitation capabilities are available for perpetrators and identify areas for activity. Teenage perpetrators of sexual violence will be targeted specifically in order to break the cycle of abuse.
- To **safeguard children and adults** whose circumstances make them vulnerable and protect them from avoidable harm. We will make it easier for individuals to highlight concerns of abuse, such as more efficient reporting procedures and work in partnership to identify signs of family vulnerability and to offer support earlier.

#### Support people to die in the place of their choice with the care and support they need

- To improve the **End of Life Pathway** and implement the North East Charter relating to a 'good death', which aims to provide a guide to those people who are involved with people who are approaching the end of their life. This will ensure the right services are available at the right time for individuals who are dying, their families and carers. We will reduce the **number of emergency admissions to hospital** for people who have been identified as approaching their end of life by providing palliative services in the community.

## Successes to build on

We know that some interventions take many years to demonstrate improved health outcomes. There are a number of ways that we can monitor progress against those interventions and a number of initiatives and ways of working together have been developed in recent years that allow us to do this. Looking back we can see that there are improvements in people's health and wellbeing. For example, between 1991-93 and 2008-10, male life expectancy in County Durham increased from 72.2 to 77 years and female life expectancy increased from 77.5 to 81 years. Although there have been great improvements we need to continue our work to close the gap between County Durham and England and also within County Durham.

A specific area of focus is the death rate for cardiovascular diseases, respiratory diseases and cancers, which have reduced since 2001. One area that has seen considerable improvement is that of cancer screening rates, particularly for breast cancer and cervical cancer, which are both higher than the England average.

We have had remarkable success in reducing early deaths from cardiovascular disease in County Durham. The early death rate has reduced by 70% since 1993, faster than the average reduction across England.

There have also been outstanding and improving results from our reablement service, which provides personal care, help with daily living activities and other practical tasks, for a limited period, and encourages people to develop the confidence and skills to carry out these activities themselves and continue to live at home. Admission rates to residential care have reduced as people are supported to live independently.

The under-18 conception rate has continued to fall and performance is now better than the North East region but further work is needed to catch up to the England average.

Community based programmes have also seen good success. Examples within area action partnerships include:

- The Over 50's Healthy Living Project in Teesdale provided information and training courses on how to eat a healthy diet on a tight budget
- The Cancer Champions project in Chester-le-Street identified volunteers to promote cancer screening in areas with a low take up
- The Silver Talk telephone befriending service enables older people to have regular social telephone conversations with friendly, fully trained, volunteers.

## Case Studies

At the heart of all health related services is the individual and there are a number of examples of how different services support the specific needs of people.

One such example is an 84 year old man who lives alone and has dementia. His daughter lives several hundred miles away. She would worry if her father didn't answer the phone, especially that he had gone out and had forgotten how to get home. He was provided with a 'buddi' device which is worn by him and enables his movements to be tracked via satellite. With his permission, his daughter is allowed to log onto a secure



website and check the whereabouts of her father. She is now re-assured that she knows where her father is, whilst he feels more confident that he can continue to live at home.

### Looking to the future

There is no doubt that tackling health inequalities and the long-standing poor health of County Durham's communities will remain challenging in the long-term. The issues are complex and inter-related with no easy solutions.

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 needing care, and possible financial support or services. There are however a range of actions that we can be taken forward in the short, medium and long-term. It is important to maintain a clear focus on reducing inequalities across all of our services and communities so that no one is disadvantaged because of where they live. We will continue to focus on prevention to reduce the pressure on our hospitals and other health services, particularly working with our voluntary sector. We will focus on support and rehabilitation services to help maintain independence and provide early help to families.

## Altogether safer

### Our Vision for 2030

Our vision is for a Durham which is altogether safer where every adult, child and place in County Durham will be, and will feel, safe.

#### By 2030 County Durham will be known for:

Its quality of life which is enhanced by low crime, safe neighbourhoods and public confidence in the ability of partners to deal with crime and anti-social behaviour. Partners continue to work together to reduce crime and disorder and, in Durham, we have seen considerable successes as a result. However, it is recognised that we still face major challenges ahead to narrow the gap between our more deprived communities, who are still more likely to be victims of crime and anti-social behaviour, and our more affluent areas, as well as people's perceptions and confidence.

Crime in County Durham is at its lowest since 1983 and during the last three years we have built upon this success and experienced on-going reductions in both crime and anti-social behaviour, with fewer young people in court and less re-offending. We continue to strengthen the support for victims of domestic abuse and provide more opportunities for people to recover from drug and alcohol misuse.

The Safe Durham Partnership Plan for 2014-17 demonstrates how we work together to tackle those issues that are of most concern to the people of County Durham, in order that our communities feel safe and have confidence in those agencies delivering services to them. Working in partnership will be crucial if we are to meet existing and emerging challenges during a time of significant change for those agencies working towards our vision. We will involve a wide range of agencies, members of our communities, voluntary and community sector, social enterprises and charities.

### Achieving our vision

The Safe Durham Partnership Plan is developed through evidence gathered through the Safe Durham Partnership's Strategic Assessment. This helps us to identify priorities as well as highlight performance, progress and achievements against the commitments made in the 2011/14 Partnership Plan. It also identifies key crime and disorder risks and threats to the community.

To achieve our vision our overarching objectives, and associated outcomes, are:

#### Reduce anti-social behaviour

- To increase **public confidence** in the ability of partners to deal with crime and anti-social behaviour issues by developing awareness of, and increase community involvement in, the Police/Partners and Community Together (PACT) meetings and raise public awareness of opportunities, and benefits from, getting involved in improving their area through initiatives such as Neighbourhood Watch;
- To reduce **anti-social behaviour** and low level crime - including secondary deliberate fires by targeting measured reductions including home safety checks;

- To create **high quality, clean, green, attractive, accessible environment** by carrying out targeted campaigns as residents tell us that dog fouling, litter and fly-tipping affect their perception of the local area.

### Protecting Vulnerable People from Harm

- To provide protection and support to improve outcomes for **victims of domestic abuse and their children** - whilst working towards preventing its occurrence within County Durham by; by challenging the attitudes and behaviours which foster it and intervening early to prevent it; taking action to reduce the risk to people who are victims of these crimes and ensure that perpetrators are brought to justice; and, providing adequate support where abuse does occur and obtain the best outcome for victims and their families.
- To tackle **sexual violence** and the negative impact it has on individuals and families by giving victims access to the right help and support throughout the criminal justice process with services in place to support them including; preventing sexual violence and sexual exploitation and reducing the associated harm; ensuring that all victims of sexual violence have the access to the right help and support throughout the criminal justice process and that services are available to address their needs; and, improving the criminal justice response to tackling sexual violence and sexual exploitation.
- To reduce the impact of **Hate Crime** by increasing reporting through awareness raising activities carried out so that people know that hate crime can relate to disability, race, religion and belief, sexual orientation and transgender/gender identify.

### Reducing Re-offending

- To prevent **inter-generational offending** that occurs when, for example, parental offending increases the risk of their child offending, which will incorporate working with families to prevent first time entrants to the youth justice system by; maintaining and developing pre-court assessments and interventions for young people; meeting the health needs of young people who offend and embedding the 'Think Family' approach.
- To prevent **repeat offending** by delivering a range of offender management interventions and will include developing local transitional arrangements for the Government's Transforming Rehabilitation program to improve the management of offenders.

### Alcohol and Substance Misuse Harm Reduction

- To **reduce the harm caused by alcohol** to individuals, families and communities through the 'prevention and control' element of the Alcohol Harm Reduction Delivery Plan including; delivering education and raising public awareness of alcohol related harm; reducing the number of alcohol related incidents and offending; supporting responsible licensed premises management; delivery of effective treatment and recovery services and helping people to break the cycle of alcohol misuse.

- To reduce the **harm caused by drugs/substances** - through prevention, restricting supply and building recovery. A Drugs Strategy will be developed in 2014 which will focus on these strands of action.

### Embed the Think Family Approach

- To **embed 'Think Family' and 'Stronger Families'** into offender and victim services as part of the prevention and early help approach of supporting families. The Think Family approach joins up local services, dealing with each family's problems as a whole and using a range of methods of support and challenge poor behaviour.

### Counter Terrorism and prevention of violent extremism

- To **implement 'CONTEST'** (national strategy) by responding to the ideological challenge of terrorism and the threat we face from those who promote it. We will work to prevent people from being drawn into terrorism and ensure that they are given appropriate advice and support. We will also work with key sectors and institutions where there are risks of radicalisation which we need to address.
- To challenge **extremism and intolerance** by implementing a cohesion action plan in cases where a community is presented with risks from extremist groups.

### Road Casualty Reduction

- To improve **education and raise awareness in communities** by delivering road safety education in schools, colleges, youth centres, children's centres and nurseries. We will also deliver road safety training including child pedestrian training, Bikeability Training and EXCErate to young driver training in schools and colleges. A road safety publicity campaign will be delivered to embed safe road use.
- To improve health and wellbeing of communities through **road casualty reduction** including leading on the implementation of a revised speed management policy for the county, to ensure greater safety for pedestrians and cyclists and other road users.
- To **develop a safer road environment** by delivering a community speed watch and camera enforcement programme and develop a Speed Management Strategy to address both excess and inappropriate speed.

### Police and Crime Commissioner

The introduction of Police and Crime Commissioners (PCC) nationally has been a significant change in the community safety arena in recent years. The PCC's vision is "to achieve excellence in local policing and the highest levels of public confidence by working alongside communities and partners to address what matters locally"<sup>2</sup>. As part of that vision, the PCC aims to achieve the following outcomes, underpinned by a personal commitment to work with and for our communities:

- **Making local communities and the victims of crime feel empowered** through: involving them in the design/redesign of local police and crime

<sup>2</sup> Police and Crime Plan 2013-17 page 3

services, listening to their feedback in the evaluation of service delivery, defining services that match the needs our communities have identified to us.

- **Maximising the benefits of partnerships** through the use of innovative shared working arrangements to tackle and prevent crime at its source.
- **Using our resources intelligently** to ensure what we do is both efficient and effective.

The Commissioner also has the responsibility of delivering against the policing priorities as well as engaging with local people to develop and deliver against their priorities through the development of a Police and Crime Plan. Priorities you have voted for in consultation are:

- To tackle anti-social behaviour.
- To tackle the harm caused to individuals and communities by alcohol and drugs.
- To improve road safety by tackling careless and dangerous driving, speeding and other related road safety issues.
- To make our policing services visible and accessible at all times.

In addition the Commissioner also has personal commitments which are:

- To reduce the impact of domestic abuse, particularly violence against women and girls
- To reduce the impact of hate crime
- To improve engagement with local communities across the Constabulary area

### Successes to build on

Our approaches towards managing offenders, and the benefits of restorative justice, are two key pieces of work that have been developed and embedded in our everyday work. Restorative approaches is an important element of the work to have fewer victims, fewer crimes and reduced demand on the criminal justice system. A restorative approach brings those harmed by crime or conflict and those responsible for the harm together, enabling everyone affected by the incident to play a part in repairing the harm and finding a positive way forward. Our schools are using this approach to improve the learning environment and developing important skills for learning; reducing exclusions and improving attendance. Neighbourhood police teams are applying restorative approaches to every day policing and our Youth Offending Service use the approach as an option for every young person who offends.

Another significant area of work that has continued to be strengthened is the approach we take to those young people who are at risk of committing crimes. Our Pre Reprimand Disposal scheme is a voluntary programme offered to young people who commit their first offence and who otherwise would receive a police reprimand. It ensures interventions are based the needs of the young person and aims at preventing further offences being committed. It has led to a 78% reduction in first time entrants in to the youth justice system between 2007/08 and 2012/13 which is significantly better than regional and national rates. The system has been recognised nationally and won the Youth Justice Category for the Children and Young People Now Awards 2012. It has also received commendations from organisations such as the Howard League Community Programmes Awards and the Butler Trust.

Domestic abuse has also been a key area of focus for the partnership with new ways of working introduced in order to ensure that both victims and perpetrators are offered support in the hope of stopping the abuse. Success for high risk victims of domestic abuse has also been achieved through the Multi-Agency Risk Assessment Conference (MARAC). This is a co-ordinated and immediate approach involving the key agencies and is focussed on the individual who has suffered domestic abuse. Also, our Domestic Homicide Review Procedure makes sure that lessons are learned when a person has been a victim of a domestic homicide.

The Safe Durham Partnership has also continued to address issues such as anti-social behaviour as well as drug and alcohol misuse through existing strategies and working arrangements that undergo regular monitoring and reviews. Our communities have proved to be very important in terms of reducing anti-social behaviour; not least through the Safe Durham Partnership strategy to modernise Neighbourhood Watch. Our aim was for a bigger, stronger and more active movement and today, Durham Constabulary Force area has a higher percentage of households in a Neighbourhood Watch scheme than any other Force area in England and Wales. A range of initiatives have been put in place by Neighbourhood Watch Coordinators that have shown demonstrable success.

Our 'Building Recovery' objective demonstrates our aim to deliver effective treatment and recovery services in order to help individuals achieve abstinence from illicit drugs, to ensure that recovery is sustained and help people successfully re-integrate into their communities and wider society. A range of services are used to deliver this approach, including the 'Recovery Academy Durham'. The Recovery Academy works with up to a maximum of 14 clients, 24 hours a day, seven days a week. The model includes a course of intensive 12 step study, on a one-to-one and group basis with trained peer therapists. It offers a secondary program after graduation to help with education, employment and training and ongoing recovery support.

## Case Study

As alcohol misuse remains a concern, particularly amongst young people, the work of the Brief Interventions Team is important in working with people across the County. A 12 year old was found by the police to be in possession of one litre of cider. A home visit was arranged and it was found that the young person lived with their grandmother as they had refused to live with their parent. During the intervention it became apparent that they were consuming strong white cider regularly. Their safety was questioned following further disclosures and it was clear that the grandmother was in desperate need for support. These concerns were escalated to the initial response team and the young person was referred to the 4Real alcohol service that provided specialist support while additional support was provided to the wider family.

## Looking to the future

The Safe Durham Partnership Plan 2014-2017 highlights some key areas for improvement under each of the seven high level objectives.

Despite reductions in levels of **anti-social behaviour** incidents, the public still perceive this to be a problem. Reducing people's perception and increasing confidence in the

police and partners efforts to deal with anti-social behaviour will be a key focus over the next three years. Specific issues which the public have raised include dog fouling, speeding traffic and rubbish lying around.

When trying to **reduce reoffending**, adult offender health assessments shows mental health has become the issue of greatest need, while a recent assessment of young people who offend has identified a range of health needs and in particular that of speech, language and communication needs. The partnership will develop timely access to specialist adult mental health services where appropriate and develop pathways and access for identified health needs of young people who offend with a focus on their communication needs.

Nationally identified risks associated with women offenders are reflected locally. These include abuse, anxiety and depression, substance misuse, safe accommodation, vulnerability from male offenders and leaving behind dependent children when entering prison. Highlighted as a new area of focus in 2013 the partnership will continue to tackle the vulnerability issues these women face.

Maintaining a strong understanding of the Prevent objectives, the drivers of **terrorism** and a strong, tried and tested Safeguarding Referral Programme, called 'Channel' will be the three important elements of stopping people becoming terrorists or supporting terrorism. A multi-agency group is in place and is represented by all key sectors that understand the risk of radicalisation and their obligation to ensure terrorist ideologies, and those that promote them, do not go uncontested. It will be important that all key sectors are delivering a range of tools to ensure key members of staff, and others working within key sectors, have a good understanding of how to recognise those vulnerable, or subject, to radicalisation and know how to respond.

A new focus which is shared by the Police and Crime Commissioner is around **vulnerability**, particularly concerning increasing reporting of **hate crime**. There will also be a continued focus on increasing the reporting of domestic abuse while reducing repeat victimisation.



## Altogether greener

### Our Vision for 2030

Our vision is for an altogether greener Durham which makes efficient use of energy resources, has built resilience to extreme weather events, protects its natural assets for all to enjoy, conserves and made best use of its heritage through open access to historic buildings and where people are proud of their contribution to clean neighbourhoods.

### By 2030 County Durham will be known as:

A place where people want to live and visit because of the quality of the natural and historic environment.

The Environment Partnership aims to develop innovative approaches to addressing environmental issues across County Durham, pooling collective resource and sharing best practice. The strength of the partnership lies in its ability to engage with, and harness, the commitment of communities and key organisations to work together to both improve the natural and built environment through enhancing existing assets, and to engender behavioural change in businesses and neighbourhoods to consider the environmental impact of their actions.

Since the Sustainable Community Strategy was developed in 2010, several changes that impact on this theme have taken place. Consequently the Environment Partnership has restructured to take these changes into account and build on previous successes.

These involved:

- Recognition that we need to engage much more closely with communities; therefore greater representation from AAPs, voluntary and community groups have been factored into each of the thematic groups.
- Development of two Local Nature Partnerships (LNPs) cutting across County Durham which will drive improvements in relation to habitats and natural landscapes in accordance with natural boundaries rather than Local Authority boundaries.
- Changes in Public Health and the recognition of wider determinants playing a key role in the health and wellbeing of our communities. This presents an opportunity for more cross thematic working.

### Achieving our vision

The priorities of the Environment Partnership have been collectively developed by all partners following community liaison and looking at a range of evidence.

To achieve our vision our overarching objectives are:



## Deliver a cleaner, more attractive and sustainable environment

- To **reduce environmental crime**, ensuring streets and open spaces are well-maintained, free from litter, dog fouling, graffiti and fly-tipping. This is to be achieved through a targeted programme of activity, with joint educational campaigns and enforcement operations at hot-spot locations throughout the county. We will also instigate our locality teams to work in specific neighbourhoods to address issues such as poor housing environments.
- To **reduce the amount of waste sent to landfill** by delivering and promoting a range of services tailored to local communities and based on the principles of sustainable living. This will include educational campaigns to convey the benefits of re-using, recycling and composting, whilst promoting self-sufficiency by encouraging individuals and communities to utilise appropriate spaces to grow their own produce and work with organisations who can share the benefit of this with those struggling financially.
- To harness the contribution individuals and local communities can make toward a cleaner, greener and sustainable environment by **raising awareness of everyone's contribution to improving the local environment and increasing volunteering** to encourage businesses and communities to get involved. We will build on our existing activity, for example the Big Spring Clean, Britain in Bloom, as well as developing new local campaigns across the county and promoting community champions

## Maximise the value and benefits of Durham's natural environment

- To **increase the value of local landscapes, biodiversity and eco-systems** by encouraging all to utilise and enjoy our natural environment. We will promote the natural environment as an ideal place to take exercise and be in contact with nature.
- To **implement a sympathetic grassland management regime** on selected verges and open spaces across the county to **maximise their biodiversity potential**. We will also identify sites suitable for wildflower planting and include poppies to commemorate World War I.
- To actively **encourage the sustainable management of our woodland resources** by promoting the development and marketing of woodland products and encouraging planting schemes whilst ensuring any impact on wildlife is positive.
- To utilise the benefits of the **natural environment** we can maximise opportunities to use our natural habitats for the absorption of carbon emissions
- To protect our **valued natural environment** we will work with businesses and key organisations to consider what defences can be put in place to address the impact of extreme weather events

## Reduce carbon emissions and adapt to the impact of climate change

- To **support communities to deal with the increased frequency of extreme weather** events, e.g. flooding, by changing how they think and encouraging them to act now. We will undertake a co-ordinated approach to increase environmental awareness and encourage householders and businesses to reduce energy consumption and limit CO<sub>2</sub> emissions as well as adapt to climate change.

- To **address and reduce incidences of ‘fuel poverty’** by increasing the take-up of households energy efficiency improvements through the ‘Warm Up North Scheme’ without up-front cost as these are paid back via energy bill savings as part of the government's green deal scheme.
- To facilitate a programme of energy efficiency in our business community buildings and schools to reduce energy costs, cut carbon and increase comfort.

### Promote sustainable design and protect Durham’s heritage

- To **develop and retain the expertise** essential to repair historical sites and maintain our built heritage by working with local training organisations to provide opportunities for skills development
- To seek funding opportunities to support **‘Heritage at Risk’ projects** across the county.

### Successes to build on

There are many examples of community volunteering projects through which local people give their time to improve their local environment. The most high profile event is the Big Spring Clean which ran in 2013 and saw nearly 1,500 volunteers giving up over 2,000 combined hours to collect over 1,000 bags of rubbish at 85 locations. Many other local events, litter picks and community clear ups take place on an almost continuous basis, the number mostly limited by the availability of supervisors and equipment. In addition, a number of ‘Weeks of Action’ have taken place at hotspot areas. Responsible dog ownership continues to be promoted through the Green Dog Walkers Scheme and to date almost 1,000 dog owners have signed up to the scheme.

A hotline to enable responsible walkers to report any environmental anti-social behaviour issues has been set up to protect the coastline. We not only protect the natural environment but also our wildlife, for example the ‘Little Tern’ Project located at Crimdon and funded by the Heritage Coast. We have worked with the RSPB to improve the little tern’s habitat and therefore its population. The attractiveness of the local environment is reflected in the number of awards the county has received which includes 21 green flags for parks and green spaces. We continue to work hard to reduce carbon emissions across the county and have already achieved a 40% reduction from our baseline year of 2011. A low carbon recovery is being encouraged and we are aiming for an 80% reduction from levels in 1990 by 2050.

We continue to inform residents of the home insulation measures available to them: take-up resulting in lower carbon emissions and energy bills, reducing the impact of climate change as well as fuel poverty. County Durham has the highest uptake of free insulation measures in the North East and between 2008 and 2013, the energy efficiency of more than 54,000 homes was improved. We will build on this success with the Warm Up North Scheme, a multi-area partnership with eight other North East local authorities which maximises the uptake of the Government’s Green Deal and Energy Company Obligation Scheme grants and is the largest and most advanced such partnership in the UK.

During September each year, properties across the county take part in Heritage Open Days and we continue to promote this scheme and encourage all to visit. The number of sites participating increases each year 78 properties took part in 2013.

### Case Study

The Chester Le Street School & Community Gardening Project aimed to encourage local children and young people to take pride in their local environment through planting up a half barrel for their school grounds or communal space.

Chester-le-Street & District AAP engaged with young people from 22 local schools and six youth groups in planting activities to improve their environment and benefit communities across the area. They also received an information pack with additional ideas for growing projects.

The ultimate aim was for children and young people to feel a sense of achievement and ownership of their own gardening project and, through this, they gained an increased understanding of the local environment as well as wider environmental issues.

### Looking to the future

The partnership recognises that a greater emphasis on adaption to extreme weather and climate resilient communities is needed. A countywide climate adaptation campaign emphasising self-help, awareness raising and encouraging investment in adaptation measures in homes and businesses has been proposed which would focus on high risk communities and vulnerable citizens and building on existing networks and channels of communication. There are plans for a programme of green infrastructure improvements including sustainable urban drainage, peatland protection, tree planting, wetland creation and flood mitigation schemes.

An increase in severe weather events, including prolonged winter snow, hotter summers, heavy rain storms, high winds and flooding, as a consequence of climate change will make it more difficult to manage services and will have a significant impact on both the natural and built environment.

As the economy improves and the business sector grows, it is imperative that County Durham remains a low carbon economy and that any growth is sustainable. Increased energy costs are proving challenging for both businesses and households. Due to this it is possible that more people will experience fuel poverty. Almost half of buildings or structures on the national Heritage at Risk Register do not have a beneficial use so there is no economic incentive to look after them. In addition, the funding gap between the cost of repairs and the value of the building or structure (conservation deficit) has increased significantly since 2012. Many buildings and structures have been on the register for a long time and the partnership is committed to finding solutions for them.

## Shaping the Future

Together we want to shape a better future for County Durham. It is important that we continue to be ambitious and collectively identify areas of work that will add value. Working in partnership is more important than ever and looking for new and innovative ways of doing things is equally as important.

We recognise that the key to a stronger future is jobs and all parts of the partnership are focused on creating jobs, building the skills and confidence needed to seize opportunities and addressing those problems that prevent people accessing high quality employment.

## Building on Community Strengths

Our communities are one of our strongest assets and, as such, offer a wide and diverse range of skills and experience. Communities coming together around a common goal or purpose and achieving something positive can facilitate and support the wellbeing of individuals, families and neighbourhoods.

As the resources available in the county change and many partner organisations are no longer able to provide the same range of services for local communities, or these services are reduced, it is more important than ever to make sure our communities are supported and enabled to meet many of the challenges they face.

We know that there are many examples across the county of where the benefits of the strengths, skills and knowledge that lay within communities are being recognised every day across the diverse range of communities that make up County Durham. People are volunteering and helping to maintain the social fabric of their communities by helping to keep their local community centre or church hall open, or by supporting vulnerable people who live nearby. All of these acts enable service providers to join up with activities taking place in localities and also, with resources reducing, to be able to identify areas that could offer savings whilst not seeing services reduce. We recognise that individuals and communities are themselves a resource and not only users of services. There are a number of examples of how this works including local people involved in the running of local community venues including community centres and leisure centres.

## Case Study – Macrae House

We have undertaken one of the biggest asset transfer programmes in the country in order to support a network of sustainable community buildings. Each building and management group has brought its own unique set of needs and issues as well as a wealth of history and experience.

Macrae House and Murton Community Centre were both located quite close together in Murton and each had different strengths, from the activities on offer to the wealth of knowledge from the management committee. Through the support of our team the two groups met and decided that the community centre would close and their activities would transfer to Macrae House. Importantly everyone felt that this was the best outcome for their respective centres and worked closely together in order for the new working arrangements to feel right for everyone involved.

The centre is now successfully running many projects that fully engage the community and reach previously 'hard to reach' groups therefore benefiting everyone by reducing social isolation. The personal journeys of the management committees of both original organisations have been life changing with new skills learnt, self-confidence raised, an increased sense of well-being and many actively engaged in many social and fitness activities.

### Cross thematic focus

We have set out how we plan to focus on key issues such as jobs, growth, families, health inequalities, anti-social behaviour and the environment. In short we are aiming to improve quality of life and create an altogether better Durham. To enhance this work the County Durham Partnership Board has set out its commitment to focus on what matters and identify key actions that members can drive forward to make a difference. These are issues that will benefit from additional joined up working and cut across more than one theme of our work.

In addition to the work programmes of the thematic partnerships and the AAPs, the County Durham Partnership Board has identified six key areas that they will jointly focus on to shape and delivery shared work programmes. These are:

- Job creation
- Volunteering
- Mental Wellbeing
- Stronger Families
- Alcohol
- Reducing inequalities

A member of the County Durham Partnership Board will lead each work programme and seek to bring a different perspective to some of the County's most difficult issues. Importantly, this work will add value to existing programmes being driven forward by thematic partnerships and AAPs and ensure that the Partnership makes a real difference and facilitates change. We will be innovative in our approach and set a clear programme for change. The actions will look towards encouraging community independence and supporting local people to develop new and innovative solutions and take ownership of local services and facilities where this supports their needs and aspirations.

The areas we are focusing on are:

**Volunteering** - in the present climate there is significant potential and need to increase the number of volunteers. 'Volunteering' has many different elements to it, both for the individual and for the organisation and can offer a wide range of benefits to both.

Building the capacity, skills and a strong CV for someone wanting to build up experience to compete for work is invaluable and the work the voluntary sector does to support individuals is very important. Volunteering is also important for strengthening communities. It brings people together around a common cause and can achieve real outcomes for people. As public sector resources reduce, volunteering and supporting volunteers will enable activities to continue.

Through work on these we aim to develop a consistent approach to volunteering that will work for both the individual, and for the organisations with which they volunteer. This will improve the way volunteers are matched with placements as well as enable both parties to be supported as necessary. It will also offer a sustainable approach that can be developed to meet specific needs.

**Job creation** - is considered vital that this remains our number one priority and the focus of more intensive work. Without employment, so many of the challenges faced by all parts of our communities would be compounded and the quality of life of people and their families would be affected in so many ways. It is acknowledged that there is a lot of work already taking place in this area across the partnership, however, it is hoped an additional emphasis across all areas will add value to this.

This work offers an opportunity to explore new and innovative ways of working and will help to ensure that everyone can benefit from a comprehensive range of support that links to all parts of the broader partnership's work. People seeking good quality employment face difficulties in the present climate and individuals with multiple issues or who have been unemployed for a long period face additional pressures that partners will work together to address.

As this is our top priority we will also ensure that all parts of the partnership address this when developing new plans and work programmes. It is important that opportunities to train, support and employ local people are recognised in all parts of our work and we will learn from examples of where partners have done this already.

**Mental Wellbeing** - There are a number of external pressures that can impact on people's wellbeing and these run through every aspect of the work of the County Durham Partnership including employability, parenting, crime and health. It is also important that any activity that takes place helps to counteract the stigma of mental health issues and enables people to seek help and support that is appropriate to them.

Through supporting people suffering from mental health difficulties we will help to combat the feelings of social isolation. We will also look at the range of support services available for both young people and adults and ensure they are appropriate and accessible when they are needed. We will further engage with employers to broaden the scope of our healthy workplace programme. We will also proactively support individuals and their families who are impacted on by external factors such as changes to the welfare system to mitigate the need for health based services.

**Stronger families** - the Stronger Families programme is our new way of working with County Durham families who need intensive support. If any member of the family - a child, young person or adult - has a problem, it generally has an effect on other people in the family. If the whole family is supported, it's more likely that things will improve and it is important to understand the role that all partners and partnerships can play in this emerging agenda.

Through all thematic partnerships and partner organisations being involved in this work families who may not be immediately identified could receive support. Also, practices developed through this programme could be rolled out to other areas of work such as employability initiatives and the work of community safety partners.



**Alcohol** – all partners acknowledge that alcohol misuse is a problem and that there is a significant amount of work carried out across the partnership on this, focused on the County Durham Alcohol Harm Reduction, which sets out a number of objectives under the three themes of Prevention, Control and Recovery. It is acknowledged, however, that more could be done with a challenging approach that may not be possible without a strategic cross thematic focus.

The costs to public services from alcohol misuse is estimated at nearly £200M per annum for County Durham and covers health, crime and policing, licensing and social services as well as time lost from the workplace. In times of reduced resources and increasing demands on services it is important to review what we are doing to check we are still meeting the needs of local people.

**Inequalities** – Running through this cross-cutting work will be a focus on addressing inequalities. We know that there are many areas of deprivation in County Durham and overall improvements can often mask significant inequalities. Throughout our partnership work we will therefore seek to support the most vulnerable members of our community, reduce deprivation and child poverty and address inequalities. We have seen how changes to welfare support can exacerbate the problems people face and we know how problems can multiply, as one issue leads to another, putting significant pressures on individuals and families. Our action plans will therefore seek to narrow the gap in our communities; proactively ensure that changes and new policies do not impact heavily on the most vulnerable people and seek to take action that will build community capacity and prevent further problems emerging.

### **Facing the Challenges**

All organisations involved in the County Durham Partnership are committed to the vision of an altogether better Durham. Whilst public sector partners face reduced resources which may impact on service delivery, some partners, particularly in the education and private sectors, are seeing increases in resources and opportunities available to them. Through working together to achieve our vision we aspire to meet the changing needs of our communities. We will continue to prioritise the economy and ensure we support local people back into employment.

The government's austerity programme has reduced public sector expenditure and local authorities in northern and most deprived areas have been hit the hardest, not only by higher levels of reduction in local government grant support, but also by the wider impact of welfare reform and lower rates of economic growth. We have planned and managed our changes and engaged communities in financial planning and decision making and sought to find innovative ways forward whilst maintaining front line service provision. Local people have also risen to the challenge taking on services such as leisure centres and taking control of community buildings.

Our approach is about enabling communities to flourish by supporting them, where appropriate, in the helping in the running of assets and services that matter to them and finding solutions to local problems when the public sector can no longer afford to provide the response.

There are important learning points that have helped us to successfully transfer public sector assets to local people in a well-managed and supportive way, utilising the

experience of the VCS and the skills of the University. This work has helped communities to flourish, gain confidence and establish plans beyond expectations and will inform future asset transfer in the county.

We recognise that moving forward we need to target our resources where they are needed most. To reduce health inequalities and improve health and wellbeing we are investing in preventative services, community based services and using personal budgets to enable local people to make their own decisions about their care. Working with and through the community and voluntary sector we are making great progress in supporting local community and voluntary action to tackle health, wellbeing and social isolation.

Strategically we have set out to change the culture of the county and fundamentally change the way we work – promoting and supporting independence and community resilience, which will enable us to target finite resources to where they are needed most.

Our ambitions and confidence that we can successfully achieve our vision for the county in 2030 remain high. We have set in place the foundations for robust and sustainable growth and continue to search for and identify new opportunities. We are willing to try new things and work differently in order to achieve better outcomes for local people.

We will continue to work together to maximise our resources and, with careful planning and good management, we will continue on our clear path forward to deliver value and achieve our shared priorities for County Durham.



## Overview and Scrutiny Management Board

25 March 2014

Cabinet

19 March 2014

Council Plan and Service Plans  
2014 – 2017



Key Decision CORP/A/03/14/01

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### Report of Corporate Management Team

Lorraine O'Donnell, Assistant Chief Executive

Simon Henig, Leader of the Council

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#### Purpose of the Report

- 1 To provide a draft of the Council Plan for 2014-17, attached for consideration and comment before being submitted for approval by Council on 2 April 2014.

#### Background

- 2 The Council Plan is the overarching high level plan for the County Council and details Durham County Council's contribution towards achieving the objectives set out in the Sustainable Community Strategy (SCS) together with its own change agenda. It aims to provide a readable and accessible summary for members, partners and the public of our priorities for the county and the main things that we will do over the forthcoming three years.
- 3 It has been developed at a time when the council is facing unprecedented reductions in public sector finance and also an agenda of significant policy change over all areas of council services. It has been amended this year to cover a three year timeframe in line with the council's Medium- Term Financial Plan (MTFP) and sets out how we will deliver our corporate priorities and the key actions we will take to support of the longer term goals set out in the SCS. The Council Plan for the forthcoming period has been revised alongside the review of our MTFP and SCS.
- 4 The Council Plan is underpinned by a series of service plans at a service grouping level. Service plans provide more detailed information on the actions we are taking to deliver the council's priorities, plus actions required to deliver other service specific priorities. They have been prepared to a standard format and provide more detailed information on service context, details of strategic links, key actions, resources and reference to relevant risk assessments.

## **Council Plan 2014 – 2017**

- 5 This year's council plan rolls forward the 2013-17 plan, updating it to reflect emerging priorities and the results of the latest MTFP consultation and budget plans. Whilst this has resulted in changes to some of the outcomes and action areas there are no fundamental changes at a strategic level. The five key altogether better themes remain unchanged in line with the review of the Altogether Better Durham vision by the County Durham Partnership.
- 6 Both the Sustainable Community Strategy and Council Plan are structured around the five priority themes for Durham which are:
  - **Altogether wealthier** – focused on creating a vibrant economy and putting regeneration and economic development at the heart of what we do;
  - **Altogether better for children and young people** – enabling children and young people to develop and achieve their aspirations and to maximise their potential in line with Every Child Matters;
  - **Altogether healthier** – improving health and wellbeing;
  - **Altogether greener** – ensuring an attractive and 'liveable' local environment and contributing to tackling global environmental challenges;
  - **Altogether safer** – creating a safer and more cohesive community.
- 7 An additional theme of an **Altogether Better Council** has been developed for the Council Plan to capture corporate improvements that the Council has identified that it wants to make in order to enable achievement against the five priority themes.
- 8 Despite the unprecedented reductions in financial support from the Government, the focus of the Council's and partners' ambitions remains the same. This vision and the objectives developed for each of the five Altogether priority themes within the Sustainable Community Strategy still articulate what the Council and partners want to achieve.
- 9 This year's plan is a rolling forward of last year's, but takes on board new policy challenges and developing priorities such as responding to the Care Bill, and ongoing development of our economic regeneration plans.
- 10 The Council Plan details the objectives and outcomes that we aspire to achieve. These priorities have been developed following an analysis of available consultation data. A report on the Medium Term Financial Plan presented to Cabinet on 12<sup>th</sup> February 2014 sets out how revenue and capital resources have been aligned to the priority themes within the Council Plan and how consultation data has been used to shape these priorities and resourcing decisions.

- 11 The Council Plan also details the strategic actions that we will be engaged in delivering during the next three years in support of these priorities. These strategic actions are underpinned by a framework of specific actions within our service plans and will be monitored through our quarterly reporting arrangements.

### **Service Plans**

- 12 Each service grouping has developed their own service plan to cover the forthcoming three years. These plans have been prepared to an agreed format, and have been considered collectively to reduce overlap. These plans set out the common priorities for each service grouping. Action plans for each service area contained within the plans are designed to achieve these service priorities which in turn, contribute to corporate priority themes of the Council.

### **Changes to the Current Council Plan**

- 13 A set of draft objectives and outcomes around which the Council Plan is structured was agreed at Cabinet on 20 November 2013 and considered by Corporate Issues OSC on 25 November 2013. A small number of additional changes brought forward by services and partnerships are detailed in Appendix 2. The main changes have been made to the Altogether Safer priority theme, to align with the Safe Durham Partnership Plan. Two objectives were removed from the council plan framework but retained with the Sustainable Community Strategy framework, where it was felt they were more appropriately suited as the improvement actions sit with partners. One objective was also removed from the Altogether Greener theme, but again remains within the partnership framework. Small changes were also made to the frameworks of the Altogether Wealthier and Altogether Healthier priority themes.

### **Further Work**

- 14 Work is underway to review the corporate basket of indicators used to monitor council performance. New targets are also being developed for the forthcoming years which we use to monitor our success in achieving the priorities set out in the Council Plan. This work will be completed by the end of this financial year.

Please note that the service plans are now complete and copies are available on the Council's intranet (see link below under background papers). For the Cabinet meeting, service plans will be made available in the Members' Library. Following the Council Plan being approved by Council, both the Council Plan and service plans will be published on the council's website.

### **Risk Management**

- 15 Any new risks associated with actions contained within service plans are identified as part of the service planning process. Actions contained within the Council Plan are risk managed through the inclusion of the relevant risks within the Plan. These risks are reported on through the Council's risk management processes to the Council's Audit Committee and to Cabinet via performance management reports.

### **Recommendations and reasons for Cabinet**

16 Cabinet is asked to

- Agree the content of the draft Council Plan and recommend it for approval by full Council on 2 April, subject to any final minor amendments by the Assistant Chief Executive.
- Approve the content of the draft service plans, subject to any final minor amendments by the relevant Director and Portfolio Holder.

### **Recommendations for OSMB**

17 OSMB Members are asked to

- Note and comment on the content of the draft Council Plan as approved by Cabinet on 19<sup>th</sup> March, prior to submission to full Council.
- Note the content of the draft service plans.

### **Background Papers**

Council Plan 2014 -17 (attached)

Service Plans (click on [here](#) to access Service Plans)

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**Contact: Tom Gorman**

**Tel: 03000 268027**

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## **Appendix 1: Implications**

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### **Finance**

The Council Plan sets out the corporate priorities of the Council for the next 3 years. The Medium Term Financial Plan aligns revenue and capital investment to priorities within the Council Plan.

### **Staffing**

The Council's strategies are being aligned to achievement of the corporate priorities contained within the Council Plan.

### **Risk**

Consideration of risk is a key element in the corporate and service planning framework with both the Council Plan and Service Plans containing sections on risk management.

### **Equality and diversity/Public Sector Equality Duty**

Individual equality impact assessments have been prepared for each savings proposal within the Medium-Term Financial Plan which also underpins the Council Plan. In addition a full impact assessment has previously been undertaken for the Council Plan. The actions in the Council Plan include specific issues relating to equality and aim to improve the equality of life for those with protected characteristics.

### **Accommodation**

The Council's Corporate Asset Management Plan is aligned to the corporate priorities contained within the Council Plan.

### **Crime and disorder**

The Altogether Safer section of the Council Plan sets out the Council's contributions to tackling crime and disorder.

### **Human rights**

The priorities and actions in the Council Plan are in line with relevant articles of the Human Rights Act, for example, many of the actions support the right to family life.

### **Consultation**

Council and partnership priorities have been developed following an analysis of available consultation data including consultation carried out as part of the development of the interim Sustainable Community Strategy and this has been reaffirmed by subsequent consultation on the budget. Results have been taken into account in developing our resourcing decisions. The draft Council Plan objectives and outcomes were also discussed at member seminars on 22 October 2013, and by Corporate Issues OSC on 25 November 2013.

### **Procurement**

None.

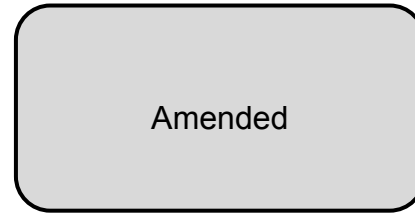
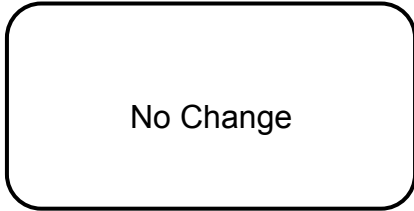
### **Disability Issues**

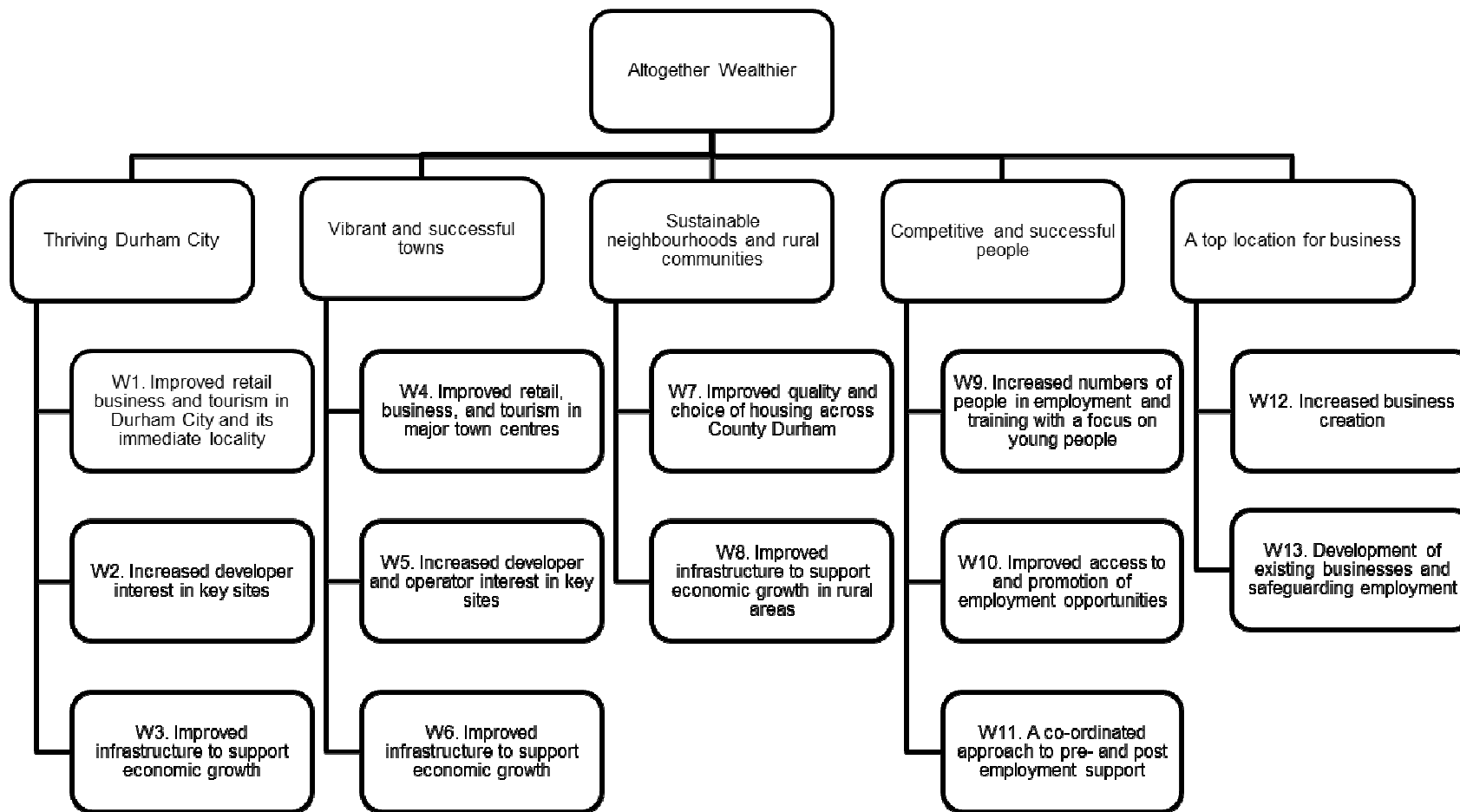
See equality and diversity implications above.

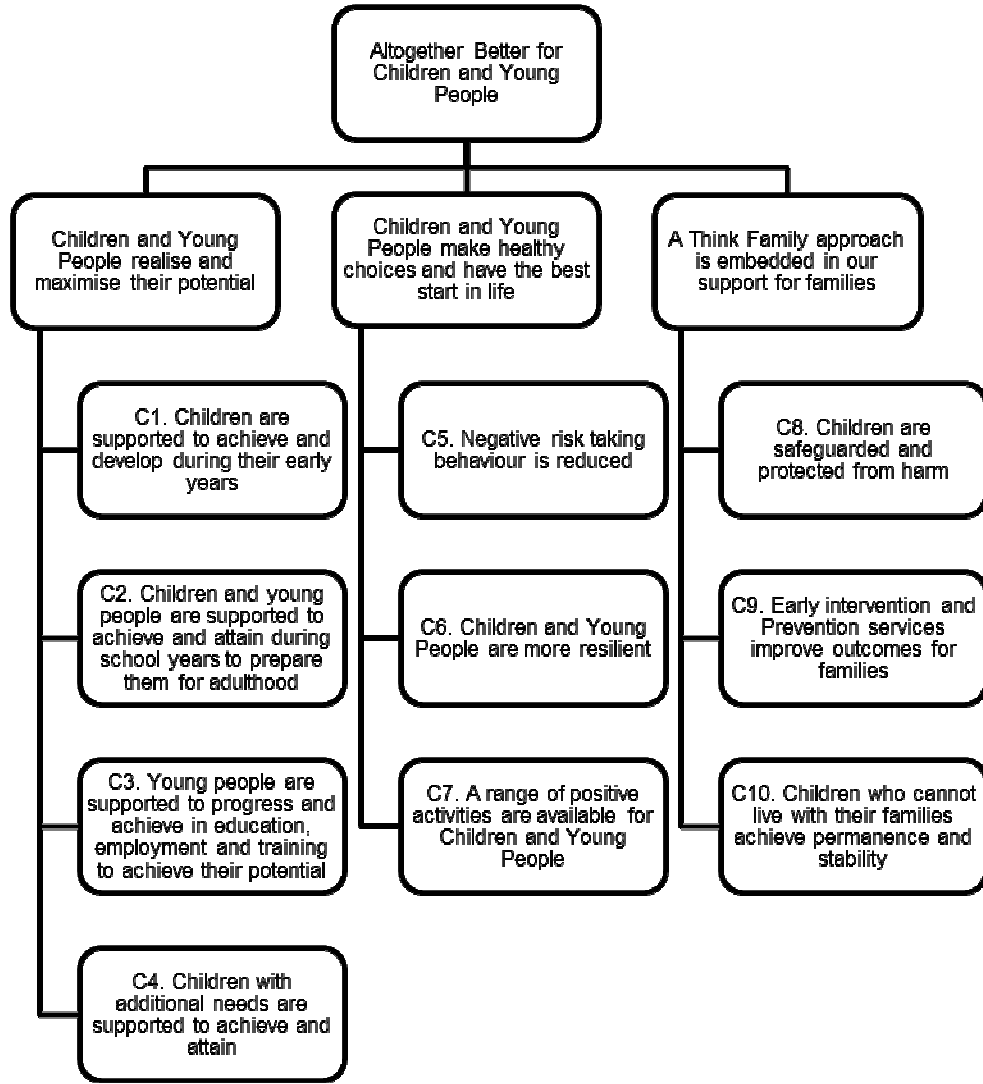
### **Legal Implications**

None.

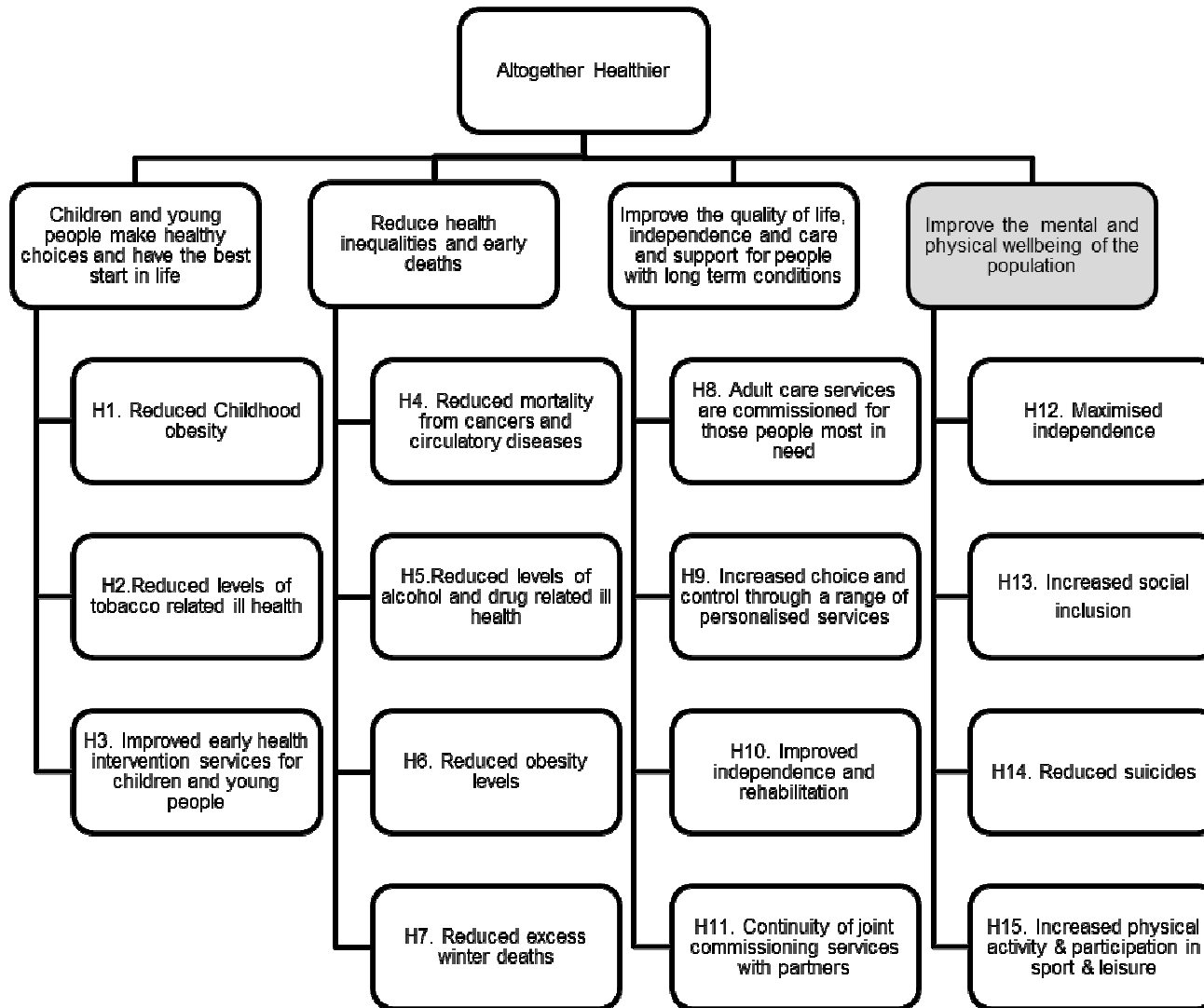
## Appendix 2 - Key

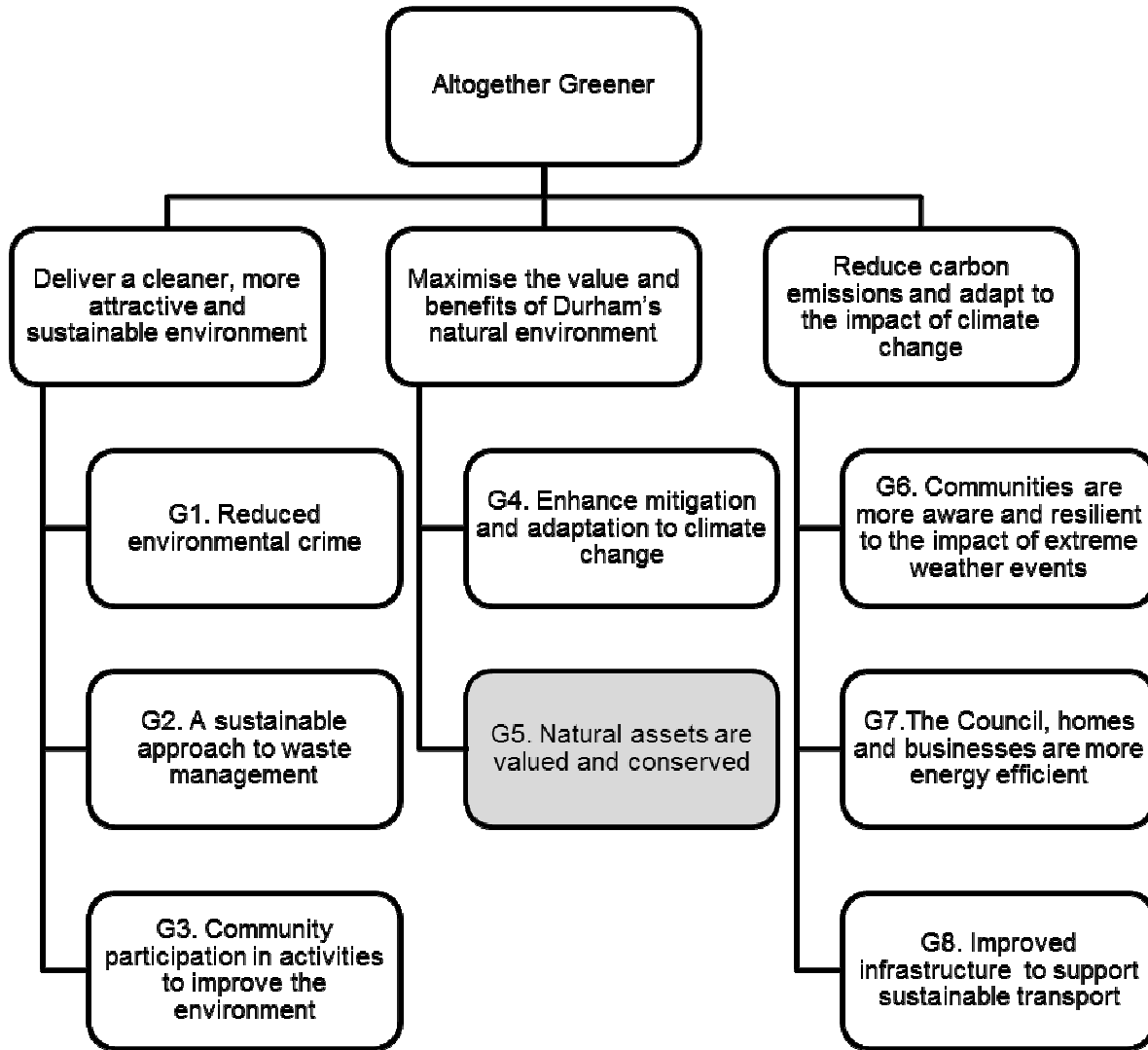


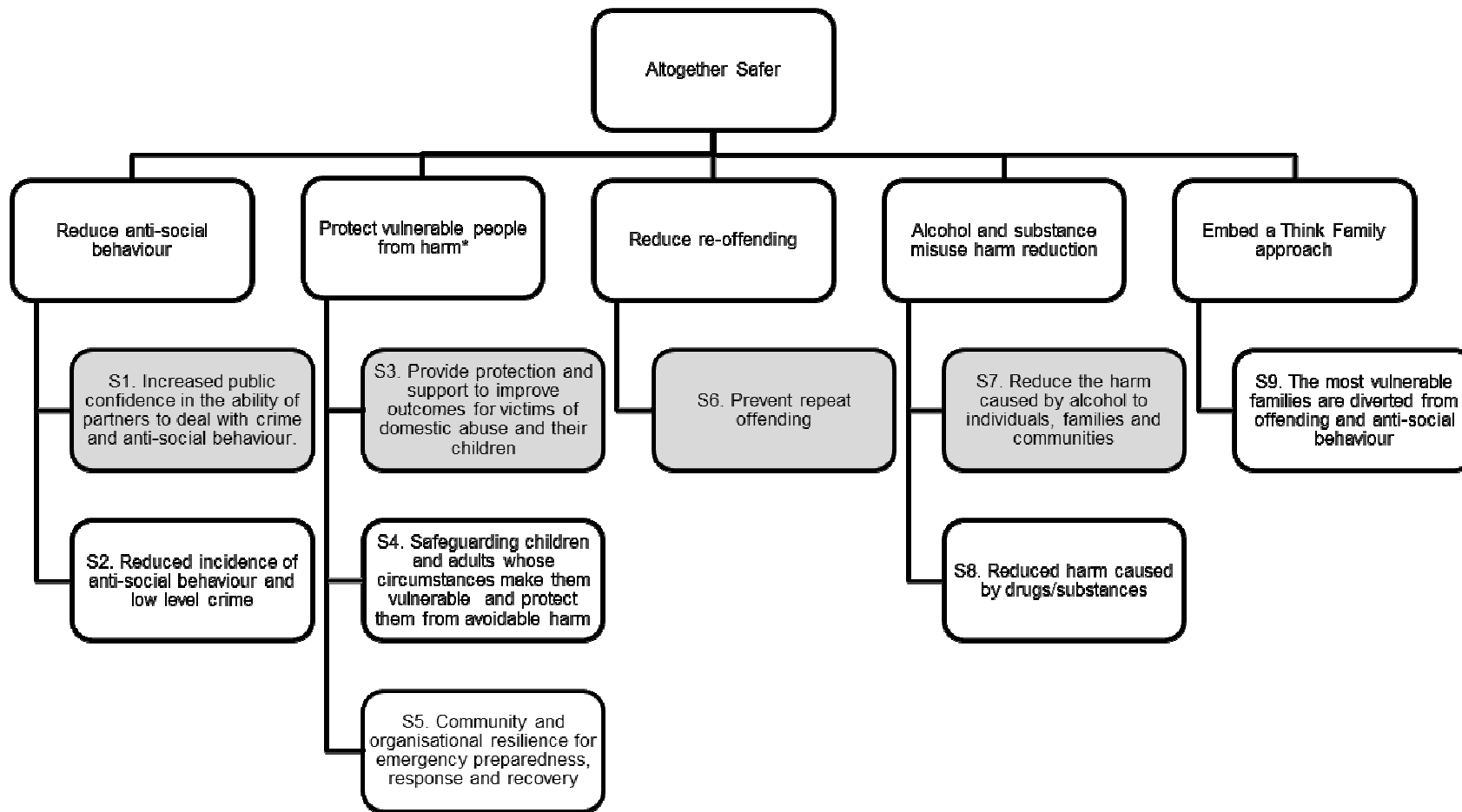


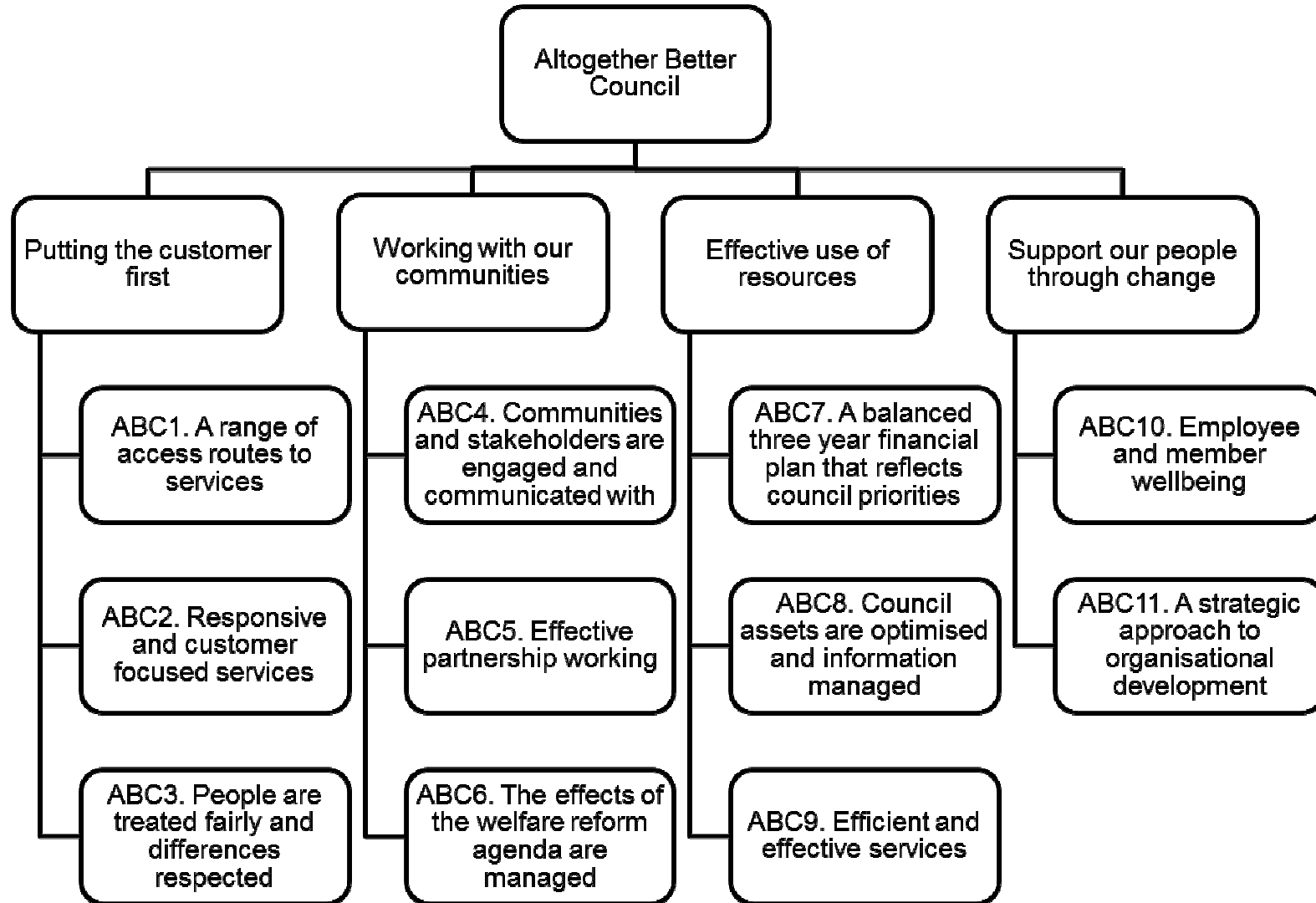












# Durham County Council

## Council Plan 2014-17

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### Foreword

This Council Plan sets out what Durham County Council aims to achieve for the people of County Durham over the next three years. Local elections were held in May last year where all 126 seats on the Council were contested. I would like to welcome both new and returning Members to the Council. Our 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 plan sets out the council's approach to delivering on its part in this vision.

The council has a clear focus on economic growth and this is recognised as a priority within our plans. 2013 saw us celebrate all that is unique and great about our county in our Year of Culture where we supported a range of arts, cultural and sporting events which helped boost the local visitor economy. During the year we also progressed a growth orientated local plan to one of the most advanced stages in the country. This will shape the future of the county for the next 20 years, helping to develop a thriving economy and promote business, building on successes such as Hitachi Rail UK, Durham Gate, Freeman's Reach and NETPark. We have also sought to work collaboratively with six other local authorities on shared priorities such as the economy, transport and skills and have submitted proposals to the Government to establish a combined authority for the North East.

The progress the council has made and the successes we have achieved are all the more impressive considering that they have been delivered during a challenging period of austerity. Grant funding reductions to the council have meant that we have had to take some difficult decisions about the services that we provide. Our spending reductions have been well managed and have been informed by extensive consultation with our residents. We work closely with our communities and have involved them in making decisions on a range of other issues such as participatory budget funding on local projects and our community buildings programme.

The Government's reductions in public sector spending have not just affected the council. Welfare reforms have resulted in significant cuts in the benefits budget. This has impacted harder in Durham than in other parts of the country. We have delivered a package of measures to help ease the burden including the introduction of a local council tax support scheme to protect those on benefits from national funding reductions in council tax benefit. We have also worked closely with housing providers and the voluntary and community sector to develop welfare assistance policies to help those who are most in need.

Our agenda over the lifetime of this plan is to ensure that local services are effectively managed over a period of significant change. We have already made some notable achievements during difficult times. We face a future that is not without its challenges but I believe that we have the right skills and attitude to overcome these and succeed in our vision to make Durham better for local people and provide better places to live and work

*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, Angles, Saxons and Normans. The city of Durham developed as a centre of Christian worship in the 11<sup>th</sup> century with the completion of the cathedral which is a UNESCO 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 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 Coast. 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 514,300 residents<sup>1</sup>, 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 300 settlements including rural villages, small and medium-sized 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 41.3 years in 2011 rising to 42.1 years in 2021. 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 29% of the population<sup>2</sup>.

Black and minority ethnic communities make up 1.8% of the population<sup>3</sup>. 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 areas<sup>4</sup>. 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.

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<sup>1</sup> Population Estimates for UK, England and Wales, Scotland and Northern Ireland, Mid-2011 and Mid-2012, Office for National Statistics, 2013

<sup>2</sup> County Durham Joint Strategic Needs Assessment 2013, Durham County Council and County Durham and Darlington NHS

<sup>3</sup> Census 2011, Office for National Statistics

<sup>4</sup> English Indices of Deprivation 2010, Department of Communities and Local Government.

In September 2013, 13,110 people were claiming Job Seekers Allowance (JSA), which equates to 4.0% of the working age population. This is lower than the regional average of 4.7% but higher than the Great Britain average of 3.2%. In February 2013, 50,660 people were claiming out of work benefits<sup>5</sup>, which equates to 15.3% of the working age population and is a fall from 16% of the working age population in February 2012. The county figure is lower than the regional average of 15.5% but higher than the Great Britain average of 11.7%<sup>6</sup>. The history of heavy industry has left the region with a legacy of greater sickness and disability and dependency on benefit payments. The estimated financial loss in the county per working age adult due to welfare reform is the equivalent of £565 a year compared to £320 in the South East and £470 across Great Britain as a whole<sup>7</sup>.

## 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 new single all-purpose authority providing the full range of local government services to the public.

Countywide elections took place on 2<sup>nd</sup> May 2013 when all 126 seats on Durham County Council were contested. This was the first county council election to be held since Local Government Reorganisation in 2009. The council is made up of 126 Members representing 63 electoral divisions, each represented by either one, two or three members. The Labour Party has a controlling majority. The political makeup of the council is as follows:

Labour	94 Councillors
Independent	19 Councillors
Liberal Democrat	9 Councillors
Conservative	4 Councillors

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	Deputy Leader and Finance
Councillor Morris Nicholls	Adult Services
Councillor Ossie Johnson	Children and Young People's Services
Councillor Jane Brown	Corporate Services
Councillor Neil Foster	Economic Regeneration
Councillor Eddie Tomlinson	Housing and Rural Issues
Councillor Maria Plews	Leisure, Libraries and Lifelong Learning
Councillor Brian Stephens	Neighbourhoods and Local Partnerships
Councillor Lucy Hovvels	Safer and Healthier Communities

<sup>5</sup> Department for Works and Pensions (DWP)'s 'out of work benefits' statistical group includes people claiming JSA, Incapacity Benefit, Employment & Support Allowance (ESA) and 'other' income related benefit claimants. In addition, one-parents are also included in this group.

<sup>6</sup> NOMIS Official Labour Market Statistics, February 2013.

<sup>7</sup> Hitting the poorest places hardest: The local and regional impact of welfare reform, Sheffield Hallam University, 2013.



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 will probably have a hand in it somewhere. We have a budget of £1.326 billion<sup>8</sup>, we employ over 7,826 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, emergency planning, County Record Office.
Corporate Director, Resources	Don McLure	Finance, procurement, legal and democratic services (inc. electoral and registration services), human resources and organisational development, information and communications technology, internal audit, risk, insurance and corporate fraud, welfare rights (inc. management of the Citizens' Advice Bureau contract) and revenues and benefits (inc. creditors and debtors)
Corporate Director, Children and Adult Services	Rachael Shimmin	Adults' and children's social care and safeguarding, commissioning, public health, adult learning, fostering and adoption, looked after children, education development services, school admissions, attendance and exclusions, school transport, youth offending service, community safety, early intervention and partnership services.
Corporate Director, Neighbourhood Services	Terry Collins	Waste management, parks, customer services, 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,

<sup>8</sup> £1,326,033,000 gross expenditure budget for 2013/14, Statement of Accounts for Year Ended 31 March 2014

libraries, street lighting, coastal protection, road safety, highways, winter maintenance, building design.

Corporate Director,  
Regeneration and  
Economic Development

Ian Thompson

Physical and economic regeneration, transport, asset management, spatial policy and planning, support for business, tourism, strategic housing, landlord and tenant services, housing solutions, environment and design services, Care Connect, strategy programmes and performance support.

## The Council's Vision

The council has a vision and priorities which are shared together with partners and which are based on consultation with local people and Area Action Partnerships. This vision developed by the council reflects the views and aspirations of the community and opportunities for improvement. It focuses 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 ten to fifteen of this Council Plan.

## Planning environment

The council has developed its corporate, service and financial plans in a very challenging economic climate and at a time of significant change for local authorities. Unprecedented reductions in grant funding to local government will result in the Council's funding from the Government reducing by about 40% between 2011 and 2017. 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<sup>9</sup>. Durham County Council is planning to deliver savings of £224m over the six-year period of 2011/12 to 2016/17. The Local Government Finance Settlement consultation published in December 2013 confirmed a 11.5% cut in Government funding for 2014/15 with an additional 16% in 2015/16. Funding reductions are expected to continue up to 2020.

To achieve the savings required to balance our budget the council has adopted an approach that seeks to minimise the effects on frontline services wherever possible. Significant savings are being achieved through reductions to management costs, and support services. 64% of savings to date have been made from non-frontline services, exceeding our initial aspiration that at least half would be from non-frontline services. However, this will become increasingly difficult to achieve in future years. The council also needs to absorb inflationary pressures at a time of increasing demand for services. These savings requirements have required us to fundamentally challenge each line of the budget for every service and explore more innovative approaches to service delivery. This work will continue to dominate our thinking over the course of this 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 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 the demographic profiles which consist of a large number of people on low incomes. Areas with a history of heavy industry also have a larger proportion of the population with a disability and who are dependent on benefits.

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

- The phased introduction of Universal Credit (UC) which is currently being piloted. This single benefit will replace six existing benefits (Income-based Jobseeker's Allowance', Income-related Employment and Support Allowance,

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<sup>9</sup> Local government spending: where is the axe falling? Institute for Fiscal Studies, 2012.

Income Support, Working Tax Credit, Child Tax Credit and Housing Benefit.)  
The Government plan to have rolled out the new benefit by 2016;

- The abolition of both Housing Benefit (HB) and Council Tax Benefit (CTB), with CTB replaced by a localised council tax support scheme 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. This funds a local Welfare Assistance Scheme in Durham which is administered by the charity, Five Lamps. That funding will discontinue after 2015/16.
- The Disability Living Allowance (DLA) will be replaced for all working age claimants by a Personal Independence Payment (PIP). Durham was a pilot area and new claimants have been applying for the PIP since April last year. Existing DLA claimants will be moved onto the PIP between 2013 and 2017 ;
- The introduction of a cap in 2013 on the total benefits which an individual or a couple is entitled to;
- The introduction of a size criterion last year for payment of housing benefit in the social sector which means that tenants occupying a home with more bedrooms than they need are having their benefits reduced.

The ultimate effect 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. Employment figures in County Durham have shown recent improvements for the first time in three years. However, the employment rate still remains 7.7 percentage points below the national figure of 10. 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.

The Institute for Fiscal Studies (IFS) has 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 deprived areas in the country. County Durham is also the most deprived local authority area in the region in terms of the scale of income deprivation<sup>11</sup>.

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 six communities in County Durham, the figure is over half of children living in poverty<sup>12</sup>. Whilst the figures in County Durham are better than the average for the North East, the proportion is worse than the England national average.

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<sup>10</sup> Office for National Statistics, September 2013.

<sup>11</sup> Index of Deprivation, Department for Communities and Local Government, 2010.

<sup>12</sup> Child Poverty, HM Revenue & Customs, 2012

We estimate that around 95,000 households in Durham will eventually be affected by the ongoing 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.

### **European Funding**

Structural and Cohesion Funds are the European Union's main funding programmes for supporting social and economic restructuring across the EU. These funds are aimed at reducing the geographic and social differences in economic fortunes across EU member states. The EU 2014-2020 programme provides a significant opportunity to provide investment into the economic development of County Durham, at a time of reducing resources. Within the National Programme, a strong role has been given to Local Enterprise Partnerships (LEPs), who are to be given a notional allocation of European Regional Development Fund (ERDF) and European Social Fund (ESF) for the programme period with a spend review period in 2017. The allocation for the North East LEP is €539.6 million for the programme period. Of this amount €157 million is Transition Region Money specifically for County Durham and €383 million for the rest of the LEP area. This equates to circa €305 per head for County Durham and €265 per head for the rest of the LEP area. In addition to this, the European Council has identified youth unemployment as a high priority and has created a Youth Employment Initiative. Durham will be able to access a further €9 million for 2014-2018.

Within the programme there are requirements as to the proportion of ERDF and ESF as well as minimum levels of spend for particular objectives. As a Transition Region there is more flexibility over spend than in those areas classed as More Developed Regions which means that within the North East LEP, County Durham has slightly more freedom to spend monies on local issues than the rest of the LEP area which is to be welcomed. This focuses the strategic leadership role for the County Durham Economic Partnership who has been tasked with leading on developing opportunities for County Durham.

### **The Future of Our Social Housing Stock (to be updated)**

Durham County Council has formally submitted proposals to the government to transfer ownership of its 19,000 homes to a new not-for-profit social housing group. This group will include its existing housing management organisations – Dale and Valley Homes, Durham City Homes and East Durham Homes. Before a transfer can take place, council tenants will be asked to vote on whether they think that it should go ahead. This tenant vote is likely to take place in the summer of 2014.

### **Care and Support Reform**

The Care Bill brings together care and support legislation into a new, modern set of laws and builds the system around people's wellbeing, needs and goals. It sets out new rights for carers, emphasises the need to prevent and reduce care and support needs, and introduces a national eligibility threshold for care and support. It introduces a cap on the costs people will have to pay for care and sets out a universal deferred payment scheme, whereby the government states that people will not have to sell their home in their lifetime to pay for residential care.

The Bill places a duty on local authorities to carry out their care and support responsibilities (including carers' support and prevention services) with the aim of joining up services with those provided by the NHS and other health-related services (for example, housing or leisure services).

### **Better Care Fund**

In June 2013, the government announced that it would be allocating £3.8 billion to a pooled budget called the Better Care Fund. In County Durham, joint plans have been developed between the local authority and Clinical Commissioning Groups and £43.735m has been allocated locally on health and social care initiatives through pooled budget arrangements from 2015/16.

The aim for the Better Care Fund is to improve the health and wellbeing of the people of County Durham by innovating and transforming services, with a focus on reducing reliance on long term health and social care, providing more preventative services, helping people to stay independent in their own homes, and improving care in community settings.

### **Tougher Regulatory Regime**

The government has done much to reduce the burden of centrally imposed regulation on local authorities whilst retaining inspection in areas where it is necessary to protect vulnerable people and public welfare including health, children's services and adult social care.

The Care Quality Commission which is the body responsible for regulating and inspecting health and adult social care services in England is introducing a tougher regime following recommendations of a number of national inquiries including the Francis Report into the failings at Mid Staffordshire NHS Foundation Trust. This new approach to regulation will include a better registration system for new care services, improvements to how services are inspected, establishing clear standards of care, a new rating system to encourage improvement and help people choose between services and the introduction of a tougher response to poor care.

Ofsted inspects and regulates services which care for children and young people, and those providing education and skills for learners of all ages.

Ofsted has introduced a number of changes to the way in which it inspects early years provision, schools and local authorities. Early years providers are subject to a tougher early years inspection framework, which will be used to make sure that they are delivering a high quality service.

Ofsted's single inspection framework brings together into one inspection child protection, services for looked after children and care leavers, and local authority fostering and adoption services. Inspectors will make three key judgements in the single inspection, focusing on the experiences and progress of children who need help and protection; the experiences and progress of children looked after and achieving permanent homes and families for them; and leadership, management and governance.

The reintroduction of local authority school improvement inspections aims to assist local authorities in their duty to promote high standards and fulfilment of potential in schools and other education and training providers, so that all children and young people benefit from at least a good education.

Durham County Council has a team of subject specialist inspectors so that we can respond to the needs of schools (including primary schools) from a subject perspective. This means that we are very well placed to advise schools about, for instance, the challenges of the new national curriculum at a critical subject-specific level. A number of our officers are trained as additional inspectors working for Ofsted, which gives personnel a critical insight into the inspection process and enables us to advise schools and settings with genuine precision.

Schools in Northumberland, Sunderland, Hartlepool, Darlington and elsewhere buy into County Durham's support services. This level of optional involvement with the local authority is a resounding endorsement of the quality of support currently on offer, especially in a climate where many independent consultants and school support organisations (including large national players) have entered the marketplace.

Whilst Durham has an excellent assessment record, these regulatory changes are about raising the bar in the services that we provide. We will continue to work with partners to ensure that we provide the best possible services to children and adults.

### **School Funding in 2015-16 and Beyond**

The government has plans to review the way in which schools are funded in England. The current funding system is old and based on historic decisions made by previous governments. It means that the amount of funding per pupil differs widely between local authority areas. The review will build upon the pupil premium which was introduced in 2011 and is paid to schools to help support disadvantaged children and young people. The Department for Education will be consulting on options for school funding reform in 2014.

Schools have been protected by spending cuts to date. Local authorities and academies receive Education Services Grant to support essential services provided to schools. The Chancellor has announced that this grant will be reduced by £200 million or 20% in 2015-16 and will target local authorities to make further efficiencies focusing only on the core essential services to schools.

### **Children and Families Bill and SEN Reform**

New legislation to transform the support given to children and young people with special educational needs and disabilities is currently going through Parliament. Changes are planned to the way in which statements, reviews and services will be provided and publicised. Local authority responsibility will be defined as being for people aged 0-25 years old which will extend rights and protections of young people into further education and training. Joined up education, health and care plans will replace statements of special educational needs. Plans will come with the option of personal budgets.

The Children and Families Bill will also introduce reforms to the systems for adoption, looked after children and family justice. The Bill promotes 'fostering for adoption' so that children are placed sooner with the families that are likely to adopt them. It will also encourage growth in the childcare sector, introduce a new system of shared parental leave and ensure that children in England have a strong advocate for their rights.

## **Stronger Families Programme**

The Stronger Families Programme led by Durham County Council with the involvement of a number of partner agencies was launched in 2012 with the aim of turning around the lives of over 1,300 families within the county that have been identified as experiencing problems ranging from low level crime and anti-social behaviour, children and young people with poor school attendance and young people and/or parents who are not in work. Government funding has been made available to incentivise local authorities and their partners to develop new ways of working with families focusing on lasting change. Local authorities are paid up to £4,000 per family. This is a payment-by-results based funding scheme and will be paid on achievement of pre-determined measurable improvements.

In response to the national programme, Durham County Council and partner agencies have been developing new ways of working over the past year with children, young people and their families facing multiple and complex challenges. The programme involves partnership working to embed a whole-family approach across all of our services, with the collective aims of:

- getting children back into school
- cutting youth crime and anti-social behaviour across the whole family
- getting adults into work
- reducing the costs to the taxpayer of tackling their problems.

## **Climate Change**

Climate change continues to be a major policy driver in County Durham. The council is well placed to drive and influence carbon reductions within the county through the services that we deliver such as waste, transport and the buildings and equipment that we use. We can also use our position as a social landlord, major employer, community leader and through our regulatory and strategic functions such as planning. We can also support the development of a low carbon economy in the region through the targeting of available European funding. We recognise that some climate change is inevitable and mitigating against the effects of this is a key objective for the council. We have a role in preparing for this by adapting to a range of potential climate change impacts across the county as highlighted by recent flooding events in other parts of the country.

## **Risk Management**

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 responsible for monitoring the development and operation of risk management and 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.



## Consultation

The council has a good track record of consulting the public on spending decisions. A consultation exercise was carried out in 2010 where public were asked to identify priority services for protection against budget cuts. The results of this exercise were used to inform our budget setting process for 2011 to the present date. The results of a survey carried out in 2012 showed that the public believed that the council had managed spending reductions effectively.

A new programme of budget consultation was carried out in 2013. Attendees at events across 14 Area Action Partnerships were invited to take part in a desktop exercise where participants were asked to make decisions on levels of reductions to make to a range of services to help meet a £100m saving in the council's revenue budget. Almost 1,300 people took part in these exercises. Results from these local events were supplemented by 2,074 individual paper based and 517 online responses. Responses to questionnaires indicated that almost all (97%) of participants enjoyed the exercise, thought that it was easy to understand (98%), easy to use (99%), that their views had been listened to (97%) and that there was sufficient time to complete the exercise (92%).

The services most frequently prioritised for larger savings in the consultation were as follows:

- **Finance, legal, IT and human resources**<sup>13</sup>
- Planning services
- Maintenance of council buildings
- Grass cutting, trees and flower beds
- **Subsidised bus travel**<sup>13</sup>
- **Performance management, policy and communications**<sup>13</sup>
- **Democratic support – decisions and elections**<sup>13</sup>
- Borrowing for new developments
- Support for community projects, centres, partnerships and groups
- Collection, disposal and recycling of waste

The services identified by consultees as requiring a smaller reduction were:

- Job creation
- Social work and protecting vulnerable children and adults
- Support for adults in their homes
- Gritting and snow clearance

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<sup>13</sup> Services highlighted in bold were prioritised for larger savings by focus groups, respondents to paper based and online services

- School support and education services
- Children's centres and support for families

There was support from the focus groups for a council tax rise of up to two percent but very little support for a rise in excess of this level.

These consultation results will be used to inform future decisions on financial planning and budget setting.

## Performance and Efficiency

The council has a corporate planning framework which sets out how the performance of its services is managed. Objectives setting out what the council wants to achieve over the next three years are developed together with key measures which are used to determine the extent to which our objectives 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.

The council's performance needs to be considered in the context of reducing budgets and staff numbers and also increasing demand for a number of our services including face-to-face contacts at our customer access points, presentations at our Housing Solutions Service, applications for housing benefit and requests for information made under the Freedom of Information Act.

Despite the tough financial climate for the council, we have achieved improvements in many areas. Noteworthy achievements last year include:

### **Altogether Wealthier**

- 2013 Durham's Year of Culture has helped to increase visitor numbers, initially estimated to be up by 16 per cent for the county and 146 per cent for Durham City.
- Major planning applications are 50 per cent higher in Q2 2013/14 than the previous year and the percentage of major planning applications determined within 13 weeks is now 67.4 per cent, 10 percentage points above the national average.
- Over 88 per cent of planning applications are determined within statutory guidelines.
- The employment rate is improving and compares favourably to the rest of the North East region with youth unemployment falling quarter on quarter for the last year.
- The number of empty properties brought back into use through local authority intervention continues to improve and exceeds target.

- Performance against the decent homes standard across all council owned stock of 18,500 homes continues to improve and is on course to achieve target.
- The council has been instrumental in attracting top class businesses such as Hitachi Rail UK to the county and in securing major property investments such as Durham Gate, Freeman's Reach and NETPark.
- The council has invested in its own apprenticeship support programme, creating 357 additional places for young people across the county since November 2011.

### **Altogether Better for Children and Young People**

- GCSE results in our schools have improved for the eleventh consecutive year and both GCSE and A-level results are higher than regional and national averages.
- Our award winning pre-reprimand disposal system ensures that the number of first time entrants to the youth justice system continues to decline and is significantly lower than regional and national averages.
- The rate of re-offending for young offenders has reduced significantly over the last 18 months.
- The County Durham Think Family Programme has been recognised nationally by Louise Casey and the Troubled Families National Programme as a model of best practice. Our pre-birth intervention work has won national acclaim and awards for early years family support and child protection.
- Our fostering service was rated as outstanding by Ofsted as were our safeguarding services. Durham's inspection judgement was the equal second highest of 151 local authorities inspected in the country.

### **Altogether Healthier**

- Both male and female life expectancy in the county are increasing.
- The teenage conception rate continues to improve and is better than the regional average.
- Key performance indicators demonstrate effective management of care for older people and vulnerable residents whilst maintaining high levels of satisfaction. 88.5 per cent of older people are still at home 91 days after discharge compared to the England average of 81.5 per cent and the percentage of service users reporting that the help and support they receive has made their quality of life better is 94.3 per cent, over six percentage points above the national average.
- A larger proportion of service users required no on-going care following completion of their reablement package and this is exceeding target. The percentage of adults receiving secondary mental health services that were known to be in settled accommodation at the time of their last review exceeds target and provisional national and comparator group averages.
- The percentage of social care users in receipt of community services who have a personal budget continues to improve and exceeds the national average.

### **Altogether Safer**

- Overall crime per 1,000 population was 52.8 in 2011/12 compared to 71.0 nationally, and it fell to 44.9 in 2012/13 compared to 64.3 nationally.
- Police recorded incidents of anti-social behaviour fell from 45,200 in 2010/11 to under 25,500 in 2012/13.
- The numbers of adult social care users reporting that the care and support helps them to feel safe and secure significantly exceeds national figures.

### **Altogether Greener**

- We will continue to build on the previous successful completion of projects such as the smooth transition to the new waste contracts which have provided significant savings
- We have made excellent progress in recycling and composting rates and levels of municipal waste being landfilled, with Durham outperforming the regional and national averages.
- We have already exceeded our ambitious target to reduce carbon dioxide emissions across the county by 40 per cent by 2020.
- We have invested over £4 million in installing solar PV panels onto council buildings and through our building efficiency retrofit project making improvements to heating and lighting systems.
- Our street lighting efficiency programme will save £2 million whilst reducing our carbon footprint.
- The lighting scheme we designed for Durham Cathedral and Castle has won the international Auroralia Award for exemplary and original sustainable urban lighting. The scheme has also been shortlisted in the national Lighting Design Awards 2014.

### **Altogether Better Council**

- Key corporate health indicators such as council tax and business rates collection rates continue to improve.
- Housing rent arrears across all providers is achieving target, bucking the trend experienced in other parts of the country following welfare reform.
- 100 per cent of the stock owned and managed by the council (Durham City Homes) met the decent homes standard at the end of last year.
- Our income team won 'Most Improved team of the year' at the Institute of Revenues, Rating and Valuation (IRRV) awards.
- Our auditors gave the authority an unqualified value for money conclusion.

## **Equality and Diversity**

Equality is at the heart of our planning processes. Our Council Plan and Service Plans contain actions to eliminate unlawful discrimination, advance equality and foster good relations in line with the Equality Act 2010. The actions support our corporate aims and objectives which are set out in our Corporate Equalities Policy and were based on evidence and consultation, these are:

**Aim 1** – Provide high quality accessible services to all by:

- Understanding the needs of County Durham’s diverse communities;
- ensuring equal access to council services, and;
- improving services to meet diverse customer needs.

**Aim 2** – Be a diverse organisation by:

- Providing strong leadership in relation to equality and diversity;
- recruiting and retain a diverse workforce, and;
- promote equality and diversity through working practices.

**Aim 3** – Work with others to promote equality countywide by:

- Working effectively with underrepresented communities;
- working effectively with partners, and;
- integrating equality and diversity through commissioning and procurement.

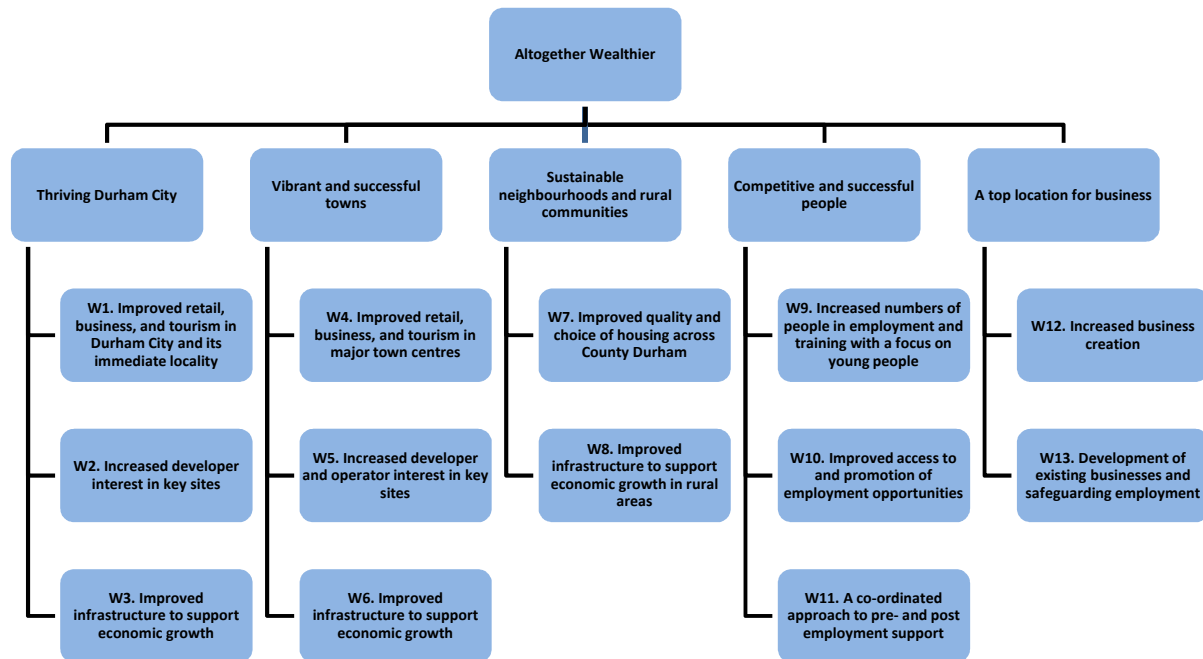
Equality actions from the Council Plan and service plans are monitored and reported to senior managers and councillors as part of our corporate performance management process. In addition, we have an equality impact assessment process to identify actions relating to specific service or policy changes and key decisions including proposals for achieving savings within the Medium Term Financial Plan.

## Conclusions

Our analysis of national policy imperatives, local needs, current performance and consultation data has helped us to formulate the priorities contained within this plan. The council’s requirement to make substantial savings following government grant reductions to balance our budget remains a priority. It is important that the council continues to effectively programme manage the achievement of these savings so that they are realised in a planned way. Demand for many of the council’s advice, guidance and support services has increased as a result of the economic downturn and reforms to the welfare system. Managing the performance of our services against a background of reducing budgets and increasing demand in some areas is a major challenge for the council.

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 at a time of limited resources and significant national policy shifts.

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 extra 30,000 in employment 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 that stands out as a key economic driver for 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. A core business quarter at Aykley Heads, a housing offer that complements economic growth, a visitor offer that encourages visitors to stay longer, together with the associated infrastructure needed to support this growth is therefore central to our approach.

### Going well

- The Former Ice Rink site in Durham City has been demolished and construction has started for a mixed use development, including business space and leisure to be known as 'Freemans Reach'.
- There have been 584,243 passenger journeys on the three Durham City Park and Ride sites, which is a 9% increase in usage compared to the same period last year. This could be attributed to the excellent summer weather and events like the Gospels, Streets of Durham and the Brass Festival.
- The bus corridor improvement works at the A167 at Croxdale have been completed.
- A new Police Headquarters at Aykley Heads is due for completion by September 2014.

### Cause for concern

- The economic climate continues to make it difficult for the private sector to invest in schemes across the city.
- The level of homes completed in the city remains low.
- Delays to the extension of Sniperley Park and Ride site mean it will not be completed until December 2015.
- Funding for flood mitigation from the government remains challenging but the Council continues to discuss options with partners.

### Did you know?

- The 'Lumiere' light festival attracted 175,000 people into the city between the 14<sup>th</sup> and 17<sup>th</sup> November 2013.
- 97,208 tickets were sold for the Lindisfarne Gospels exhibition (1 July - 30 September 2013).
- Transport modelling for the Western and Northern Relief Roads has been completed, which will inform public consultation on the County Durham Plan.
- The Pearl Izumi Tour Series Cycle Race 2013 in Durham City attracted 12,000 spectators and TV viewing figures of 297,000.
- Durham International BRASS Festival attracted more than 35,000 visitors.
- Durham Book Festival 2013 reached more than 8,000 people.

- The 180<sup>th</sup> Durham Regatta in 2013 welcomed more than 600 crews from all over the UK to compete on the River Wear.

**Look out for:**

- A regeneration framework for Durham City is expected to be completed by April 2014.
- Details of the strategy and business case for Aykley Heads will be produced in 2014.
- Development of a new roundabout on the A167 at Sunderland Bridge.
- Completion of housing regeneration works at Esh Winning.
- Development of a new bus station in Durham City expected by December 2015.

**High level Action Plan**

<b>Action</b>	<b>Responsibility</b>	<b>Timescale</b>
Agree the development plan of Elvet waterside	Head of Economic Development & Housing	September 2014
Produce a delivery strategy for Aykley Heads	Head of Economic Development & Housing	March 2015
Construction of a new roundabout at Sunderland Bridge	Head of Transport & Contract Services	March 2015
Agree a delivery plan for Milburngate House	Head of Economic Development & Housing	June 2015
Relocate the bus station on North Road	Head of Transport & Contract Services	December 2015
Obtain planning consent for the Western Relief Road in Durham	Head of Transport & Contract Services	December 2015

**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**

- Highways works at DurhamGate are now complete.
- Physical improvements to Barnard Castle Town Centre have been completed including landscaping works at the Castle and Scar Top and Amen Corner.
- A Heart of Teesdale website has also been launched.
- The County Durham Plan has been out for consultation and work is ongoing to prepare the “Publication” Draft Plan which is the version which will be submitted to the Secretary of State.
- Construction of the Horden link road project is now complete.
- Co-location of Durham County Council and Cestria Community Housing in a new customer access point in Chester-le-Street town centre.
- Digital Durham - the official launch of the first ‘fibre cabinet’ which can supply fast speed broadband to businesses and residents in the heart of the city, supporting regeneration, economic growth and job opportunities.

### **Cause for concern**

- The number of applications for planning permission, seen as an indication of the buoyancy of the economy has been declining since 2011/12.
- Development of additional car parking at Auckland Castle has been delayed to July 2015
- The St. John Square redevelopment in Seaham has been delayed and will now be completed in September 2014.

### **Did you know?**

- The North Dock Marina at Seaham was opened to the public, with a launch event held in July 2013.
- Durham’s Emirates International Cricket Ground at Chester-le-Street hosted its first Ashes Test Match, the fourth in the series from the 9<sup>th</sup> to the 13<sup>th</sup> August 2013.
- Restoration of Witham Hall, Barnard Castle has provided a new venue for creative and cultural industries with a 225 seat auditorium for conference, theatre, events and cinema, created 61 jobs and supported 34 businesses.
- A further new business centre at Consett was completed in November 2013.
- Marie Curie Cancer Care Etape Pennines cycle race attracted more than 1,000 cyclists.
- You can see the hygiene ratings for over 3,500 catering and retail businesses operating across County Durham by visiting <http://food.gov.uk>.
- The Council successfully bid for Government funding to get junction 63 on the A1(M) at Chester-le-Street upgraded by March 2015.

### **Look out for:**

- Completion of a new roundabout at Northlands and Perkinsville, Chester-le-Street.

- The Examination in Public of the County Durham Plan.
- Completion of improvements of Heighington Railway Station serving Aycliffe Business Park.
- Improvements to the council's industrial unit property portfolio, including Tanfield Lea Business Park at Stanley and Stella Gill Industrial Estate at Chester-le-Street.
- Delivery of the South Durham Embracing Local-Motion project in Bishop Auckland, Shildon and Newton Aycliffe. This will provide improvements to travel facilities including rail stations, cycling facilities, bus service enhancements and an expansion of the electric vehicle infrastructure.
- Refurbishment of Spennymoor Cricket Club

## High level Action Plan

Action	Responsibility	Timescale
Introduction of a new signal controlled roundabout at Northlands, Chester-le-Street	Head of Transport & Contract Services	August 2014
Complete and share the Tourism visitor market assessment to enable the private and public sector to increase support for the tourism economy	Head of Economic Development & Housing	September 2014
Delivery of the Food and Drink Campaign	Head of Economic Development & Housing	December 2014
Complete road access improvements at Front Street, Stanley	Head of Transport & Contract Services	December 2014
Adoption of the County Durham Plan	Head of Planning & Assets	March 2015
Deliver improvements to Heighington Railway Station to support the Hitachi facility at Merchant Park	Head of Transport & Contract Services	March 2015
Develop and deliver a co-ordinated Events Programme for the county as set out in the Events Strategy	Head of Culture & Sport	March 2015
Deliver new car parking capacity at North Bondgate to support significant increase in tourists visiting Bishop Auckland	Head of Economic Development & Housing	July 2015
Construction of a new railway station at Horden on the Durham Coast Railway Line	Head of Transport & Contract Services	March 2016

Agree the delivery plan for the Seaham Colliery site with the Homes and Communities Agency	Head of Economic Development & Housing	May 2016
Secure a developer for a residential project for the North East Industrial Estate at Peterlee	Head of Economic Development & Housing	December 2016

### 3. Sustainable neighbourhoods and rural communities

Sustainable neighbourhoods and rural communities are places where people can and want to live and are 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 in some communities in County Durham and also across the region as well as nationally. 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 both varying needs and a varying 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

- Dale & Valley Homes and Durham City Homes are on course to achieve their target for all homes to meet the Government's decency standard by March 2014.
- East Durham Homes are well ahead of schedule and have extended their target from 25% to 21% of homes being non-decent by March 2014.
- At the end of Q3 2013/14, 674 private sector properties have been improved as a direct consequence of local authority intervention.
- Between April and December 2013, 80 properties were brought back into use as a result of local authority intervention.
- Traveller sites at Tower Road, Stanley and Drum Lane, Birtley are being refurbished.
- The number of affordable homes delivered at the end of Q3 was 314 against a profiled target of 262.

#### Cause for concern

- Analysis shows there is high demand for one bedroomed properties, and falling demand for three bedroomed properties. Houses let through the council's Durham Key Options scheme have increased but the number of empty properties is also increasing.

## Did you know?

- The Government's decision is expected by April 2014 as to whether the council has a place on the transfer programme for the Council owned housing stock.
- Between April and December 2013, 3682 people were re-housed through the Durham Key Options System.
- 23.9 million bus passenger journeys were made on the network in 2012/13. As of September 2013; 11.9 million journeys have been made in 2013/14.

## Look out for:

- Completion of housing regeneration works at Easington, Dawdon, Wheatley Hill and Craghead.
- Completion of Gypsy, Roma and Traveller sites at West Rainton and Bishop Auckland.
- The decent homes improvement programme for Durham City Homes worth £3.5m will be completed by April 2015.
- A tenant vote on the future of the council's 18,500 homes in the summer of 2014.

## High level Action Plan

Action	Responsibility	Timescale
Work with partners to develop a Houses in Multiple Occupation (HMO) Strategy to improve the standards and quality of HMO accommodation within the private rented sector	Head of Environment, Health & Consumer Protection	July 2014
Obtain agreement with landowners to pursue the development of a Crook to Howden Multi-user Route	Head of Transport and Contract Services	March 2015
Implement a new 'in-house' County-wide Home Improvement Agency	Head of Economic Development & Housing	March 2015
Pursue the preferred option for the future of Council housing across County Durham	Head of Economic Development & Housing	March 2015
Bring the following empty homes back into use through a programme of targeted support:	Head of Economic Development & Housing	
South Durham - 55		March 2015
East Durham - 40		March 2015
North Durham - 25		March 2015

Implement a £3.5m decent home improvement programme for Durham City Homes	Head of Direct Services	April 2015
<p>Redevelop the Gypsy, Roma and Traveller permanent sites at the following locations:</p> <ul style="list-style-type: none"> <li>• Adventure Lane, West Rainton</li> <li>• Tower Road, Stanley</li> <li>• Drum Lane, Birtley</li> <li>• Green Lane, Bishop Auckland</li> </ul>	Head of Economic Development & Housing/ Head of Direct Services	June 2015
Deliver the first Durham County Council market housing scheme for rent and sale	Head of Economic Development and Housing	June 2016
<p>Digital Durham: Increase availability of technology across the county by developing the Digital Durham programme for next generation broadband delivery to all areas of the county - in partnership with Broadband Development UK (BDUK). Deployment to commence from quarter 1 2014/15</p>	Head of ICT Services	September 2016

#### 4. 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 provide pre and post-employment support and 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

- There have been 109 apprentices who have started through the council's apprenticeship programme as at Q3 2013/14.
- 1036 cases of homelessness were prevented through advice and assistance provided by the council.

## Cause for concern

- The proportion of people who have been claiming Jobseeker's Allowance for one year or more has continued to increase and is 36.35% (December 13).

## Did you know?

- The merger of the three credit unions in County Durham is now complete.
- The Homelessness Strategy 2013-18 has been published.
- A triage process has been introduced to manage the impact of welfare reform and assist tenants and residents across County Durham.
- The council's bespoke apprenticeship scheme has directly helped 357 residents to start an apprenticeship since the scheme began in November 2011 up to December 2013.

## Look out for:

- Development of a real time travel information system across the county.
- A decision will be made on the future management of 19,000 council owned houses in late 2014.

## High level Action Plan

Action	Responsibility	Timescale
Deliver a programme to support the progression of young people classed as 'Not in Education, Employment or Training (NEET)	Head of Economic Development & Housing	June 2014
Develop and implement a real time travel information system across the county	Head of Transport & Contract Services	September 2014
Prepare and submit a funding bid and develop a programme for the 'Erasmus Project' to enable an international exchange programme for apprentices	Head of Strategy, Programmes & Performance	March 2015
Deliver a County Durham Apprenticeship Programme to support people into work through the provision of wage subsidy to employers	Head of Economic Development & Housing	March 2015

## 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.

County Durham's business base grew 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, we were harder hit during the economic downturn and we have been slower in regards to employment growth since the UK economy has emerged from the recession. Public sector contraction and government cuts since 2010 have further 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

- The Hitachi supply chain capability mapping is progressing well
- 76.5% of Council owned factories and business support centre floor-space was occupied.
- The 'Viewpoint' Business Centre at Consett was completed in November 2013.

### Cause for concern

- Lack of funding to support new business start-ups is restricting the ability of partners to increase our business space.
- Access to finance is still a problem for small businesses in the county.

### Did you know?

- The Future Business Magnates Awards ceremony was held in June 2013.
- There have been nearly 3 million recorded visitors to the main attractions in County Durham and almost 400,000 in Durham City alone for the first two quarters of 2013/14.
- The Bishop Auckland Food Festival held in April 2013 was run over two days for the first time and was attended by around 25,000 people.
- NETPark, the North East's science, engineering and technology park at Sedgefield now has 400 staff working there and supports 1,000 indirect jobs.

### Look out for:

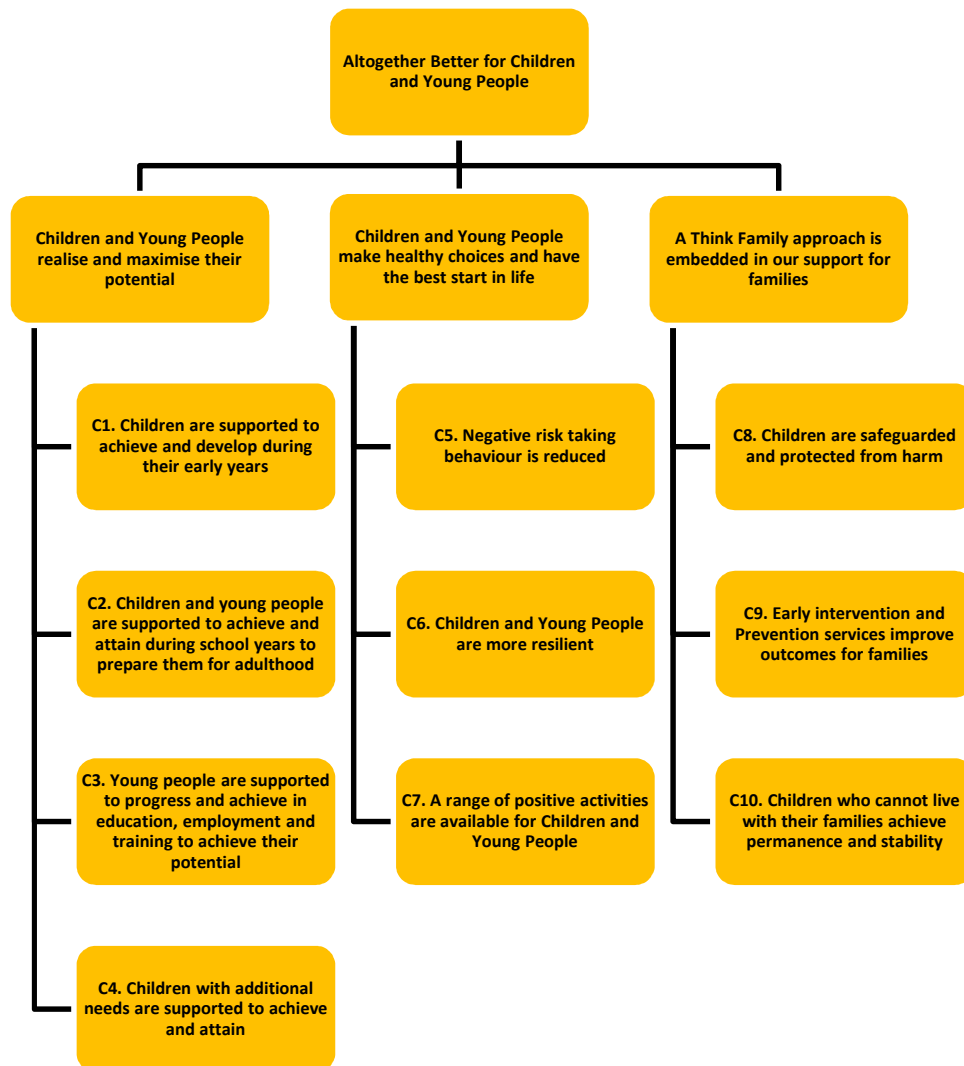
- A new Visitor Pocket Guide will be launched in Spring 2014.

## High level Action Plan

Action	Responsibility	Timescale
Develop a £12m EU funded programme of activity to deliver access to finance support targeted at County Durham businesses	Head of Economic Development & Housing	December 2014
Develop relationships with businesses to identify and secure business growth and diversification	Head of Economic Development & Housing	March 2015
Deliver enterprise initiatives to stimulate enterprise awareness, actions and networks, including; the Future Business Magnates and the establishment of the Rural Enterprise Hub network	Head of Economic Development & Housing	October 2015
Further develop NETPark and attract more businesses by developing the premises and expanding the product offer to a broader technology community to grow the economic activity of NETPark	Head of Economic Development & Housing	March 2015



# Altogether Better for Children and Young People



Children, young people and their families continue to be the focus of partnership working across the county between Durham County Council and the Children and Families Partnership. Our vision is for all children, young people and families in County Durham to be safe and healthy and to be given the opportunity to 'believe, achieve and succeed'.

The number of young people and children aged 0 to 17 has fallen by 6.1% since 2001 from 106,600 to 100,100 and is due to a fall in the number of births after the 2001 Census, following a national trend at that time. This fall in the 0 to 17 group is similar to that seen in the region (6.5% fall) while nationally there was a small increase of 1.5% over the same period. Currently, one in five people (21.6%) in the county are in this age group. This is predicted to fall slightly to 19.5% by 2030, however in numbers this represents a 6.6% rise in number to 106,700 by 2030.

It is important for the future of the county that our children and young people are supported to make the best start in life and able to make the right choices as they grow up.

Providing support to families, and not just individuals, is also important – this is taken forward by having a “Think Family” approach which focuses on the family as a whole rather than just on individual adults and children.

Durham County Council works in partnership to deliver the Stronger Families programme, known nationally as Troubled Families, which aims for lasting change, resulting in families achieving positive outcomes. These include getting children and young people back into school, provision of universal services such as out of school activities, reducing crime and anti-social behaviour and getting young people and parents back on the road to employment. This is part of a ‘whole family’ way of thinking, so that support can be provided to those families who need it.

We will continue to listen to and work with children, young people and their families and involve them in all aspects of our work, including overall service planning and review as well as their support plans. It is important that we develop plans and initiatives which are right for our children and young people and will ensure that they are provided with opportunities to realise their ambitions.

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

#### **Going well**

- Continued improvement in GCSE attainment, with 63.1% of pupils achieving 5 or more A\*-C GCSEs or equivalent including English and Maths; this is the 11<sup>th</sup> year in a row where pass rates in the county have increased.
- 98.7% of pupils in community secondary schools achieved 2 A Levels at grade A\*-E (Level 3) or equivalent, which is better than the national performance of 97.3%.
- Three year improvement trend at Key Stage 1 and above national average Key Stage 2 results
- The percentage of children attending a good or better school is higher than the national average and represents a significant improvement over time. Currently 84% of primary children and 88% of secondary children in maintained schools in Durham receive a good or better education.

#### **Cause for concern**

- The attainment gap at the Early Years Foundation Stage was greater in County Durham (33.4%) in the 2011/12 academic year than nationally (30.1%).

- The impact of the current economic climate on future opportunities for children, young people and their families such as lifestyle choices and employment.

### Did you know?

- 91.4% of County Durham pupils achieved 5 or more GCSEs or equivalent at A\*-C compared to 82.9% of state educated pupils nationally
- County Durham has achieved a three year improvement trend at Key Stage 1 and is above the national average for Key Stage 2 results

### Look out for:

- A 'Start Today' project information booklet, to signpost young people between the ages of 16-19 not in education, employment or training to local training and apprenticeship opportunities in the county
- Education, Health and Care Plans to replace "Statements of Need" and a 'Local Offer' of support services for children and young people with special educational needs and disabilities (SEND) under the new SEND reforms, which will be available from September 2014

## High level Action Plan

Action	Responsibility	Timescale
Improve education outcomes for children with special educational needs and other vulnerable groups, by <ul style="list-style-type: none"> <li>• Developing and publishing a web-based 'local offer' of education, health and social care services for children with special educational needs</li> </ul>	Head of Education	September 2014
Increase the participation of young people in learning and reduce the number of young people Not in Education, Employment or Training, by: <ul style="list-style-type: none"> <li>• Implement the plan 'Believe, Achieve and Succeed : Increasing the Participation of Young People in Learning 2013- 2015'</li> <li>• Developing data and tracking mechanisms to support early intervention for those who need it</li> </ul>	Head of Education	March 2015

- Providing careers education, information, advice and guidance to support progression

Invest in early years to ensure readiness for school by

Head of Education

April 2015

creating sufficient nursery places for disadvantaged two year olds, based on Department of Education information on eligibility

Improve achievement in all phases of education by raising standards and narrowing gaps in performance between pupil groups:

Head of Education

August 2017

- For Key Stage 1, increase Level 2b+ in reading and mathematics and narrow the gender and Free School Meals gap
- For Key Stage 2, raise attainment in writing for more able pupils and narrow the gender gap in reading and writing

## **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, providing opportunities and choice for young people to participate in a range of sport, leisure and physical activities, helping to maintain a healthy lifestyle.

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-esteem.

Risk-taking is a normal and healthy part of growing up, however, sometimes taking risks involves engaging in behaviour which 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 and decisions they make.

In County Durham, we know that negative risk-taking behaviour can impact on higher teenage conceptions, higher alcohol and drugs use and youth crime. We will continue to provide children and young people with relevant and appropriate information and advice to help them make more informed choices regarding alcohol, drugs and relationships.

We also want children and young people to have resilience and to be able to cope more effectively with difficult situations. 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.

However, some children and young people may experience mental health problems and where this is the case they will be further supported to access emotional wellbeing and mental health services as early as possible, which are appropriate to their needs.

### **Going well**

- The Pre-Birth Intervention Service won 3 awards at the Children and Young People Now Awards. This pioneering service intervenes before children are born, to ensure that they get the best start in life, working with highly vulnerable families which have previously had children taken into care
- Physical activity levels in County Durham (56.7%) are higher than the England average (55.1%).

### **Cause for concern**

- Although evidence suggests that the number of teenagers who drink has decreased in recent years, the amount of alcohol consumed by young people has increased.
- In County Durham, admission rates to hospital due to self-harm for 0-17 year olds in 2011/12 was significantly higher than England.

### **Did you know?**

- In County Durham, vaccination coverage for many childhood diseases is significantly better than England.

### **Look out for:**

- Continuation of a successful breastfeeding support scheme across the county, which has already seen over 100 local mothers trained as peer supporters and 16 baby cafés opened .
- Strategies to target support to the most vulnerable children, young people and families in the county regarding early years, early help and youth support.

## High level Action Plan

Action	Responsibility	Timescale
Adopt the Council's approach to determining the distribution and range of fixed play equipment across the county	Head of Culture & Sports	October 2014
<p>Develop the wellbeing model to incorporate health and social care commissioning for County Durham, by:</p> <ul style="list-style-type: none"> <li>• Completing phase one of the wellbeing approach, with a provider in place to deliver services from existing access points and community buildings</li> <li>• Having an integrated approach across the council, so that joint planning and delivery enables communities and individuals to optimise their health and life opportunities</li> <li>• Working with primary care and specialised services to embed the wellbeing model in local service provision and reduce health inequalities in the county</li> </ul>	Director of Public Health County Durham	<p>September 2014</p> <p>September 2014</p> <p>March 2016</p>
<p>Work with partners to tackle risk-taking behaviour by young people (e.g. smoking, alcohol use, sexual health), by:</p> <ul style="list-style-type: none"> <li>• Implementing the Social Norms programme in schools across the county, which highlights behaviours, so that risk-taking by young people is reduced</li> </ul>	Director of Public Health County Durham /Head of Children's Services	March 2015

<p>Implement the Youth Support Strategy by:</p> <ul style="list-style-type: none"> <li>• Reviewing youth support services to provide a clear focus on delivering targeted support to young people vulnerable to poor outcomes</li> <li>• Working with the voluntary and community sector to provide a comprehensive offer of positive activities to young people in County Durham</li> </ul>	<p>Head of Children's Services</p>	<p>March 2016</p>
<p>Continue to further reduce re-offending by children and young people, by:</p> <ul style="list-style-type: none"> <li>• Fully implementing the new national youth justice assessment framework (ASSETPlus) which allows an end to end assessment and one record to follow a young person throughout their time in the youth justice system</li> </ul>	<p>Head of Children's Services</p>	<p>March 2017</p>
<p>Improve health, educational and social outcomes for children and young people and enable them to cope better with difficult situations, by:</p> <ul style="list-style-type: none"> <li>• Developing and implementing a resilience framework, to be used by professionals working in a range of universal and targeted settings with children and young people aged 0-19 (e.g. schools, children's centres, early years, youth or social care)</li> </ul>	<p>Director of Public Health County Durham</p>	<p>March 2017</p>

### **3. A Think Family approach is embedded in our support for families**

We want to ensure that children and young people are kept safe from harm and that vulnerable families receive the support they need through the Stronger Families Programme. The 'Stronger Families' programme (known nationally as 'troubled families') provides support to families in the county experiencing problems or difficulties including:

- Those who have children who don't attend school or who are excluded;
- Those who are involved in antisocial behaviour or crime (including Domestic Abuse);
- Those not in work; and
- Those who result in high cost services such as families with children on the child protection list, families affected by parental substance misuse, domestic abuse and mental health problems.

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.

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. 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 demand a coordinated response, especially for those families who have children with additional needs. An integrated Think Family approach involves using a whole-family approach across all of our services and working with partners to provide early intervention for those families which have problems and cause problems to the community around them. This approach joins up local services, dealing with each family's problems as a whole, and using a range of methods to support families we will work with the most vulnerable families across County Durham to promote positive outcomes.

The implementation of our Early Help Strategy will deliver effective early intervention and prevention services to families in County Durham, whilst continuing to provide additional support to protect those children and young people who need it, by introducing First Contact, a 'single front door' for all referrals and a single assessment framework.

Generally, children in care have poorer outcomes than the wider population – particularly in relation to educational achievement, homelessness and mental health. We will continue to provide support to looked after children and young people in the county, to help them overcome the effects of the abuse and neglect they have suffered and to place them with families where they will achieve stability.

#### **Going well**

- County Durham's Stronger Families programme has identified and worked with 964 families as of December 2013, against a target of 1,320 by March 2015
- Durham County Council is in the top 20% of local authorities nationally in relation to the number of families 'turned around' through the Stronger Families programme



## Cause for concern

- Safeguarding activity for children and young people continues to increase in County Durham.
- Of the 3,970 children in need as of 31<sup>st</sup> March 2013, 409 are subject to a child protection plan, a rate of 40.7 per 10,000 population. Although lower than the rate for the North East (51.1), it is still higher than the rate for England (37.9).

## Did you know?

- Durham County Council works with the NHS, Clinical Commissioning Groups, schools, colleges, the police and the voluntary sector as part of the Children and Families Partnership, to deliver improved outcomes for children, young people and their families.
- For families needing extra help, a single support plan is agreed for the whole family, which clearly indicates what needs to change and how this will be achieved by everyone involved

## Look out for:

- 'First Contact', a new referrals and assessment system for children, young people and families in County Durham, to ensure that families receive coordinated support at the earliest opportunity.
- Further promotion of adoption services within the county, to support the government's reforms to have more children being adopted by loving families with less delay.

## High level Action Plan

Action	Responsibility	Timescale
Annual review of the Children Young People and Families Plan 2014/17, to inform the priorities of the Children and Families Partnership beyond April 2015	Head of Planning & Service Strategy	March 2015
Meet the requirements of adoption reform, by: <ul style="list-style-type: none"><li>• Maximising adoption for looked after children who are unable to live within their birth families</li><li>• Ensuring that all children's cases are managed within the revised court timescales (Family Justice Review 2013)</li></ul>	Head of Children's Services	March 2015

Review the model of pre-birth intervention-led assessment for parents who have had previous children permanently cared for	Head of Children's Services	March 2015
Implement the placement stability action plan to improve fostering services for looked after children in the county	Head of Children's Services	March 2015
<p>Ensure that families receive effective help at the earliest opportunity, if they meet the following Stronger Families criteria:</p> <ul style="list-style-type: none"> <li>• Have children who don't attend school or who are excluded</li> <li>• Are involved in anti-social behaviour or crime</li> <li>• Are not in work</li> <li>• Have a range of health issues or are high cost</li> </ul>	Head of Children's Services	April 2015
<p>Transform Children's Services and implement the early help strategy, by:</p> <ul style="list-style-type: none"> <li>• Supporting our workforce to assertively identify, help and support children, young people and families to stop their needs developing and enable them to have positive outcomes</li> <li>• Providing a single support plan for the whole family which clearly indicates the objectives of the family and the associated responsibilities of the family and the practitioners</li> <li>• Using a single but proportionate assessment model across all levels of need and assessment</li> </ul>	Head of Children's Services	March 2016

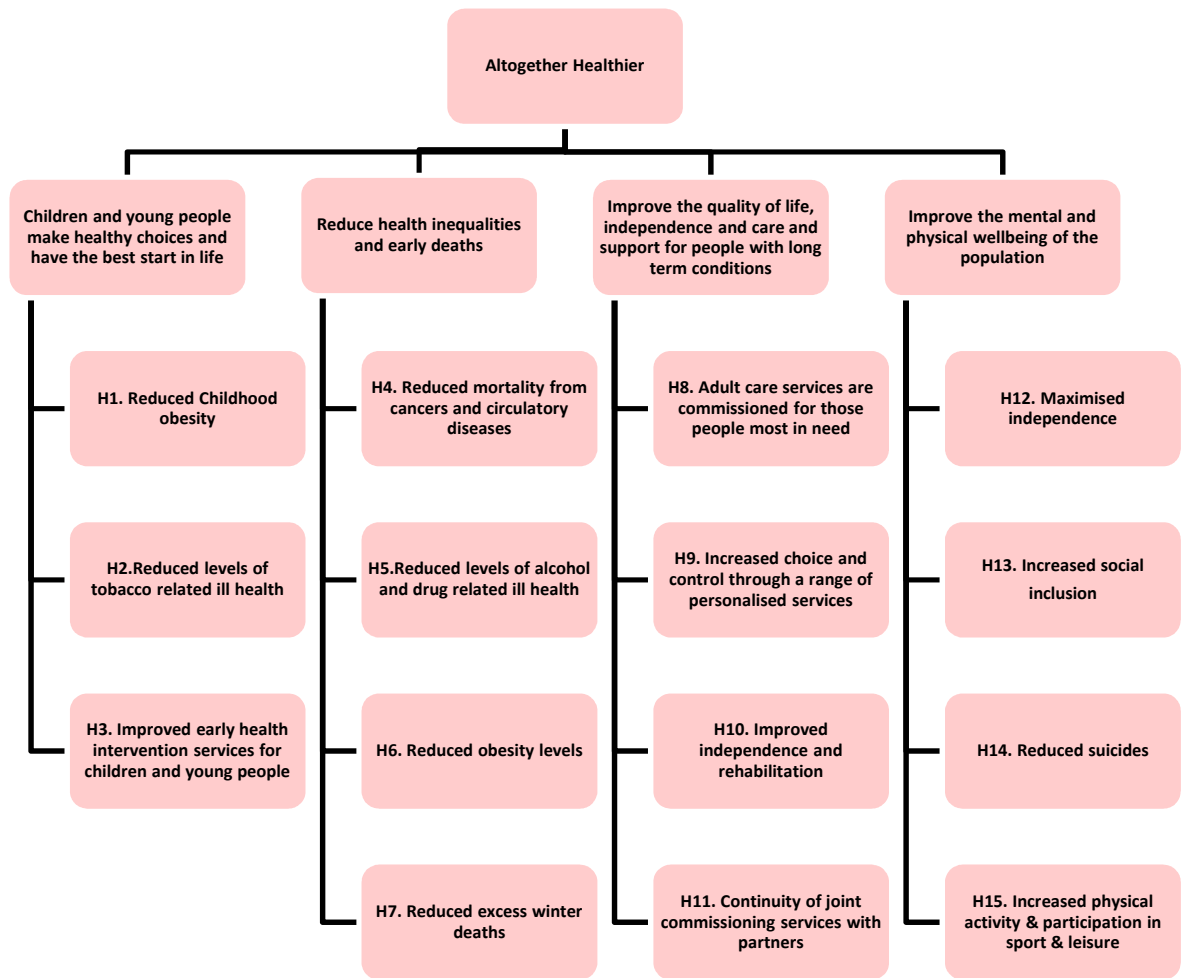
Implement the Looked After Children Reduction Strategy, to:

Head of Children's Services

March 2017

- Reduce the number of looked after children in the county
- Provide effective alternatives to care and create permanent places for children and young people
- Reduce the number of looked after children reported as missing from care

# Altogether Healthier



The Altogether Healthier theme focuses on providing early support to those who need it, joining up services with partners and giving people more choice over the services provided to meet their eligible needs.

Health in County Durham has improved significantly over recent years, but remains below average for England. Health inequalities remain in the County with levels of deprivation being higher than the average for England. Life expectancy is also lower in County Durham than the England average. Like many local authority areas in the country, County Durham has an ageing population which will place additional pressures on 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 refreshed the Joint Health and Wellbeing Strategy for County Durham, which outlines a three year vision and sets 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 the evidence relating to the health and wellbeing of people in the county.

The Care Bill aims to transform the social care system to focus on prevention and the needs and goals of people with eligible care needs. Reforms to social care support will be a significant focus from 2014, as the council works with partners to prepare for the changes required in 2015 and 2016. This includes transforming the way social care is delivered and putting processes in place to implement the cap of £72,000 on care costs.

## **1. Children and young people make healthy choices and have the best start in life**

What happens to children before they are born and in their early years can affect their health and opportunities later in life, and those who grow up in a safe environment and have a healthy relationship with their parents and peers are more likely to do better as they go through life.

We want to do more to help children who grow up in the most vulnerable families and to support parents to give their children the best possible care. We also want to help children be as healthy as possible, by preventing illness and encouraging healthy behaviours. Working with partners across the county, and through focused consultation with children, young people and their families, we will continue to develop and deliver services which meet their needs and aspirations.

### **Going well**

- County Durham's Pre-Birth Intervention Service won 3 awards at the Children and Young People Now Awards in London on 27th November 2013.
- County Durham has continued to reduce the number of teenage pregnancies from a rate of 54.4 per 1,000 15-17 year olds in 1998 to 31.8 in mid-2012; this is better than the regional average.
- Promotion of school meals uptake and subsidising the cost for school meals; over 50% of all primary school children have school meals in County Durham

### **Cause for concern**

- Obesity prevalence in age 10-11 year olds (21.6%) is higher than the England average (19%).
- Alcohol-related hospital admission rates for children and young people under 18 (116 per 100,000) are higher than the regional and national rate (96.5 and 55.8 per 100,000 population).
- Admission rates to hospital due to self-harm for 0-17 year olds in 2011/12 were (228 per 100,000), higher than England (116 per 100,000 population).

### **Did you know?**

- The rate of children and young people (0-17) in receipt of Disability Living Allowance is higher in County Durham (44.6) than regionally (36.7) and nationally (31.4 per 1,000 population).
- Over 1,500 children, young people and their families were supported through a weight management programme last year, which supports healthy eating and physical activity

**Look out for:**

- The Children, Young People and Families Plan which has been developed with input from local children, young people and their families.
- Development of a Healthy Weight Strategy for County Durham.

**High level Action Plan**

<b>Action</b>	<b>Responsibility</b>	<b>Timescale</b>
Improve support to families and children to develop healthy weight, by: <ul style="list-style-type: none"> <li>• Developing a healthy weight strategy which focuses on evidence to promote physical activity and a healthy diet by:               <ul style="list-style-type: none"> <li>○ Providing education and training on food growing clubs/allotments</li> <li>○ Improving access to physical activity and encourage greater use of the natural environment</li> </ul> </li> <li>• Implementing a healthy weight strategy delivery plan</li> </ul>	Director of Public Health County Durham	December 2014   March 2016  March 2016  March 2017
Improve support to women to start and continue to breastfeed their babies, by: <ul style="list-style-type: none"> <li>• Further developing peer support programmes to provide information and listening support in antenatal and postnatal periods, to increase the number of women who start and continue to breastfeed</li> <li>• Further developing the breastfeeding-friendly venues scheme with businesses, to enable women to breastfeed their babies more easily when outside of the home</li> </ul>	Director of Public Health County Durham	March 2015

Delivery of the Living Streets Project to promote and increase the numbers of children walking to school in traffic congested areas	Head of Transport and Contract Services	March 2015
Evaluate the 'baby clear' initiative to increase the uptake locally of stop smoking services for pregnant women.	Director of Public Health County Durham	March 2015
Work with partners to develop a single pathway for early intervention, by:  Working with school nurses midwives and health visitors, in line with the Healthy Child Programme which offers immunisations, information and guidance on parenting and healthy choices	Director of Public Health County Durham	March 2017

## 2. 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.

Health inequalities are affected by a number of complex issues such as lower household income levels, lower educational attainment levels and higher levels of unemployment. County Durham residents have higher rates of benefit claimants suffering from mental health or behavioural disorders.

Lifestyle choices remain a key area of focus to reduce premature deaths and many people in County Durham continue to make poor lifestyle choices when compared to England. Levels of adult obesity in County Durham are worse than the England average, and affect the least well off more. 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 remain significantly higher than the England average.

Local priorities for tackling these inequalities include reducing smoking, tackling obesity, promoting positive mental health and reducing early deaths from heart disease and cancer.

### Going well

- 81.1% of eligible women were screened for cervical cancer in the 5 years to the end of March 2013; this exceeded the North East average (79.5%) and national target (80%).
- 38% of people in treatment with the community alcohol service between January and December 2012 successfully completed treatment, exceeding national performance of 36%.

## Cause for concern

- The percentage of people with long term conditions, for example diabetes, coronary heart disease and stroke is higher than the England average.
- Adult obesity is increasing with 28.6% of the adult population now classed as obese compared to the England average of (24.2%).
- Alcohol specific hospital admission rates for men and women are higher than the England average.

## Did you know?

- Since the beginning of the Health Check programme in October 2008, 84,349 people have had a NHS Health Check

## Look out for:

- The Warm and Healthy Homes programme which aims to tackle excess winter mortality of people with a long term health condition by installing domestic energy efficiency measures resulting in warmer homes, lower fuel bills and a reduction in cold related illness.
- Further promotion of public health initiatives such as the Change4Life programme, NHS Health Checks, cancer awareness and screening programmes.
- A new wellbeing service to support people who have long term conditions such as diabetes, heart disease, lung disease and those who have had strokes.

## High level Action Plan

Action	Responsibility	Timescale
Review the Joint Strategic Needs Assessment to provide an overview of health and wellbeing needs in County Durham	Head of Planning & Service Strategy	March 2015
Review the Joint Health and Wellbeing Strategy to inform strategic commissioning for health and social care Clinical Commissioning Groups and the local authority	Head of Planning & Service Strategy	March 2015
Develop joint action plans with partners to reduce the number of people who have cancer, heart disease and strokes, by increasing public awareness and early diagnosis	Director of Public Health County Durham	March 2015
Work with partners to implement the Alcohol Harm Reduction Strategy for County Durham, to reduce the harm caused by alcohol to individuals, families and communities by:	Director of Public Health County Durham	March 2015



<ul style="list-style-type: none"> <li>Using social marketing techniques to raise awareness about the harms of alcohol</li> <li>Agreeing the best approaches to tackling alcohol related harm in pubs, other venues and places</li> </ul>		
Integrate existing interventions into the Warm and Healthy Homes Programme to address the impact of fuel poverty and target people who have a health condition	Director of Public Health County Durham	March 2015
Develop a Healthy Weight Alliance for County Durham and bring key elements of an obesity strategy together, by:	Director of Public Health County Durham	April 2015
<ul style="list-style-type: none"> <li>Developing a performance and reporting process in order to make relevant data available to all partners</li> </ul>		March 2016
<ul style="list-style-type: none"> <li>Developing a shared communications plan for partners to provide information on activities-to improve accessibility and maximise opportunities for residents across the county</li> </ul>		March 2016
Work with partners to implement a County Durham Drugs Strategy, to prevent harm, restrict supply and build recovery within communities, by:	Director of Public Health County Durham	March 2017
<ul style="list-style-type: none"> <li>Using targeted approaches to raise awareness in County Durham of the harm caused by drugs</li> <li>Providing specific targeted training and education to support individuals, professionals, communities and families to address the harm caused by drugs</li> </ul>		

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

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, in both the health and care systems. Long term conditions have a significant impact on reducing the length and quality of a person's life. They also impact on family members who may act as carers.

Through the draft Care Bill, the government is changing the care and support system so that it focuses more clearly and fairly on people's wellbeing, supporting them to live independently for as long as possible. The care and support reforms aim to improve the experience of people needing care and support and also provide better support to carers. The government's Better Care Fund will contribute to local efforts to improve the integration of health and social care services, through the County Durham Health and Wellbeing Board.

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 reablement service continues to improve people's confidence and ability to regain their independence to remain in their own homes for as long as possible.

We will 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.

### **Going well**

- Reablement services help to get people back on their feet after poor health or a period in hospital; following receipt of the reablement service, 62% of service users did not need any further ongoing care.
- 59.5% of service users have been provided with a personal budget to meet their adult social care needs; this is better than England (55.5%) and North East (52%) averages.

### **Cause for concern**

- Locally, diabetes prevalence has risen from 3.9% in 2006/07 to 6.5% in 2011/12, placing a significant burden on local health care costs.
- Adult obesity is increasing with 28.6% of the adult population now classed as obese compared to the England average of 24.2%

### **Did you know?**

- 94.3% of adult social care service users reported that the care, help and support they receive has made their quality of life better.
- The County Durham Dignity in Care scheme was shortlisted for the Great British Care Awards in May 2013; this is a system where there is zero tolerance of abuse and disrespect of adults - treating people as individuals and enabling them to maintain the maximum possible level of independence, choice and control over their own lives.

### **Look out for:**

- The government's Care Bill becoming law in 2014, which will change the way in which care and support is provided

- Implementation of 'Deciding Right', a North-East initiative for making care decisions in advance to ensure that they are centred on the person and minimise the likelihood of unnecessary or unwanted treatment

## High level Action Plan

Action	Responsibility	Timescale
Work with the NHS to develop an out of hours call handling service for GPs and Emergency Departments to prevent inappropriate hospital admissions	Head of Transport & Contract Services	July 2014
Ensure consistent and effective application of eligibility criteria, through the assessment process, so that adult social care services continue to be provided to those people most in need	Head of Adult Care	March 2015
Develop guidance for frontline staff on outcome-focused models of care which will transform the way social care is delivered to service users	Head of Adult Care	March 2015
Ensure that eligible people have access to the reablement service to provide support to service users to help increase independence through the care management process	Head of Adult Care/ Head of Commissioning	March 2015
Review the Market Position Statement, which provides information to existing and potential service providers on local priorities for all service user groups	Head of Commissioning	March 2015

### 4. Improve mental and physical wellbeing of the population

In County Durham, improving the mental and physical wellbeing of the population has continued to remain a priority. Maintaining good mental wellbeing is very important to peoples' relationships, education, training, work and to individuals achieving their potential. Maintaining good physical wellbeing has a positive impact on the way a person feels in relation to their mental wellbeing. It is the foundation for wellbeing and the effective functioning of individuals and communities. Mental and physical wellbeing impact on how individuals think, feel, communicate and understand.

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.

### Going well

- There are 11 cafes in the county where people with dementia and their carers can meet, as well as talk to professionals for help, support and advice.

### Cause for concern

- The number of people assessed with mental health needs in County Durham has increased by 31.3%.
- There are over 4,400 people in County Durham registered with GPs with a diagnosis of mental illness.
- Suicide rates in County Durham (11.5 per 100,000) were significantly higher than England (7.9 per 100,000) between 2009/11.

### Did you know?

- Nationally life expectancy is on average 10 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.

### Look out for:

- Implementation of the Mental Health Employment and Training Strategy, to help increase the number of people progressing into education, training, volunteering and employment.
- A Public Mental Health Strategy for County Durham

## High level Action Plan

Action	Responsibility	Timescale
Provide a wide range of physical activity opportunities across County Durham to support more active lifestyles, by: <ul style="list-style-type: none"> <li>• Reviewing the Physical Activity Delivery Plan, providing a greater range of opportunities to increase participation and activity levels in County Durham</li> </ul>	Director of Public Health County Durham	March 2015

- Developing and providing a community core offer for physical activity across the county, with additional targeted opportunities based on geography / health need

Work together to support people who have dementia to live in their own home for as long as possible and help them to maintain independence, by:

Head of Commissioning

March 2015

- Implementing the National Dementia Strategy and other national, regional and local dementia initiatives, including:
  - Early diagnosis
  - Support to remain independent
  - End of life care

Develop a culture and sport 'core offer' which defines the nature and scope of the new service area with individual implementation plans to be established, to improve the physical and mental wellbeing of local people

Head of Culture and Sport

April 2015

Develop and commission an adult wellbeing service within the 30% most deprived geographies of County Durham, to address the factors which influence health and wellbeing, by:

Director of Public Health  
County Durham

April 2016

- Working in partnership to ensure that the social determinants of health, e.g. housing and employment, are embedded into the service
- Working in partnership with Clinical Commissioning Groups to ensure that the adult wellbeing service is jointly commissioned, to support the population with long term conditions

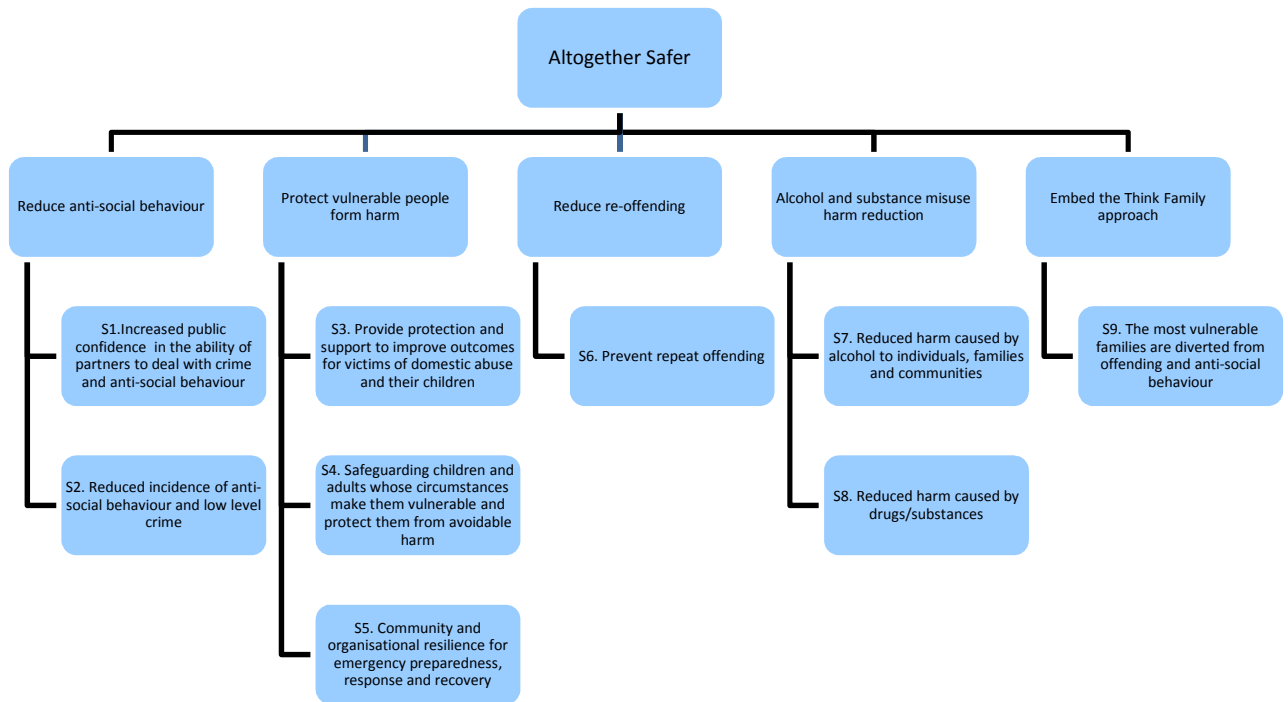
Work with partners to implement a multi-agency Public Mental Health Strategy, including suicide prevention, by:

Director of Public Health  
County Durham

March 2017

- Promotion of positive mental health in partnership plans
- Providing early intervention for those who need it
- Helping people recover from episodes of mental ill health

# Altogether Safer



The Altogether Safer theme focuses on creating a safer and more cohesive county and the council works with partner organisations, as a key member of the Safe Durham Partnership, to tackle crime and disorder in County Durham.

The Safe Durham Partnership Plan outlines progress in reducing anti-social behaviour, improving community safety and increasing public confidence. The council will continue to support the partnership in delivering on our shared priorities, building on achievements and working together to meet the challenges ahead.

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 and alcohol and substance misuse.

## 1. Reduce anti-social behaviour

Anti-social behaviour (ASB) is associated with everyday problems such as noise, 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.

Despite progress made in tackling ASB, the public still perceive anti-social behaviour to be a problem. As a result, the council will work with the Safe Durham Partnership to improve the way in which partners capture and record complaints. It will also set out to tackle those specific issues the public have raised. These include: underage drinking; dealing / using drugs; dog fouling; rubbish lying around; and speeding.

### Going well

- The number of incidents of ASB recorded by the police continued to reduce during 2012/13.
- 60% of respondents to the Crime Survey agreed that the local council and police are dealing with concerns of ASB and crime.

### Cause for concern

- Despite progress made in tackling ASB, the public generally still perceive anti-social behaviour to be a problem.

### Did you know?

- During 2012/13, crime in the county fell by 14%, anti-social behaviour fell by 24% and deliberate and not known secondary fires fell by 43%.

### Look out for:

- Expansion of the use of Community Speedwatch campaigns across the county.
- Local campaigns to target littering and dog fouling, including the power to issue fixed penalty notices.

## High level Action Plan

Action	Responsibility	Timescale
Review of key strategic documents, to determine priorities for the council and the Safe Durham Partnership:	Head of Planning & Service Strategy	
<ul style="list-style-type: none"><li>• Safe Durham Partnership Strategic Assessment 2014 to provide the evidence</li></ul>		November 2014
<ul style="list-style-type: none"><li>• Safe Durham Partnership Plan refresh 2015 to provide the priorities and actions</li></ul>		June 2015



Work with responsible authorities to implement the anti-social behaviour and public confidence action plans for 2014/17, to respond to the areas of most concern to the public including underage drinking, dog fouling, litter and rubbish, and vehicle speeding to increase public confidence and to deliver a 'How Can I Get Involved?' publicity campaign	Head of Planning & Service Strategy	March 2015
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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, improving the safety of domestic abuse victims and their children, and reducing repeat incidents of domestic abuse.

Safeguarding children and 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 children and adults and responding promptly when abuse is suspected.

The County Durham Sexual Violence Strategy brings partners together to tackle sexual violence and the negative impact it has on individuals and families.

Durham County Council has a statutory duty, as a Category 1 responder under the Civil Contingencies Act 2004 to provide an Emergency Response Service. The council is supported by Durham & Darlington Civil Contingencies Unit and other key voluntary agencies, to ensure that it provides organisational resilience and emergency preparedness, response and recovery arrangements through its Emergency Response Team.

### Going well

- During 2012/13, the repeat domestic abuse victim rate was 12.6% against a national target of 25% or less.
- An Ofsted inspection of safeguarding and looked after children services found that safeguarding partnership work was outstanding in County Durham.

### Cause for concern

- In 2012/13, the majority of safeguarding referrals for alleged abuse refer to incidents which occurred in care homes and at the service user's home address.
- Sexual offences are under-reported in the county - the number of reported offences stands at 306 in comparison to the 2011/12 outturn of 333.

## Did you know?

- Safeguarding adults' referrals in 2012/13 identify that physical abuse was the main type of adult abuse recorded.
- The numbers of adults accessing outreach support from domestic abuse services have increased year on year, with 1,605 adults accessing support during 2010/11 and 2,373 during 2012/13 – an overall increase of 47.8%.

## Look out for:

- Awareness-raising campaigns on hate crime, which will help people to understand how to recognise and report it.

## High level Action Plan

Action	Responsibility	Timescale
<p>Ensure that the Safeguarding Adults Board implements the requirements of the draft Care Bill, by:</p> <ul style="list-style-type: none"> <li>• Revising the terms of reference to ensure that they are fit for purpose.</li> <li>• Reviewing the annual reporting and business reporting processes</li> </ul>	Head of Adult Care	March 2015
<p>Work with responsible authorities to implement the Domestic Abuse Delivery Plan for 2014-17, to reduce the prevalence of domestic abuse in County Durham by:</p> <ul style="list-style-type: none"> <li>• increasing awareness of services and the public</li> <li>• providing training to increase referrals</li> <li>• taking action to reduce the risk of victim and bring perpetrators to justice</li> </ul>	Head of Planning & Service Strategy	March 2015
<p>Building Community resilience to Emergencies:</p> <ul style="list-style-type: none"> <li>• Develop approach and methodology for the development of community resilience plans in communities where demand exists</li> </ul>	Head of Policy and Communications	October 2014

- Working with local communities develop and ensure Community Resilience plans are in place, including training in relation to activation of plan. April 2017

Building organisational resilience of the Council to business interruptions: Head of Policy and Communications

- Corporate Business Continuity Plan in place. April 2015

### 3. Reduce re-offending

The government objective for reducing crime and re-offending encourages a focus on society's most prolific and problematic offenders. The Safe Durham Partnership will continue to prioritise the effective management of offenders, who are identified as committing a disproportionate amount of crime and harm in their local communities.

#### Going well

- During 2012/13, offences committed by young people fell by 18.1% compared to 2011/12 and the number of young people offending fell by 17.3%.
- The Integrated Offender Management programme is well established and continues to achieve significant reductions in adult re-offending, with a current reduction of 58%.
- Support into employment and successful engagement with the Recovery Academy in Durham is helping offenders find work and live a drug-free life.

#### Cause for concern

- The scope of re-offending work has been increased from reducing prolific offending to reducing all proven offending by adults and juveniles; the Safe Durham Partnership will need to provide a clear profile of all such offending and identify those types which are most prevalent.

#### Did you know?

- In 2013, the County Durham Youth Offending Service won the 'Youth Justice Award' for the third time in four years with their Intensive Employability Programme, which helps young people with lengthy criminal records to make new lives for themselves.

#### Look out for:

- Work to further increase victim involvement with young people is to be rolled out across the county.

## High level Action Plan

Action	Responsibility	Timescale
Refresh the Reducing Re-offending Strategy and develop and implement a new action plan, to include delivering projects aimed at women offenders, restorative approaches, transforming rehabilitation, offender mental health, and health needs of young people who offend	Head of Children's Services	March 2015

### 4. Alcohol and substance misuse harm reduction

Alcohol and Substance misuse contributes to a significant proportion of crime and anti-social behaviour, with links to both organised crime and child sexual exploitation. Underage drinking and drugs in the community are in the top three issues which the public in county Durham want tackling.

Despite a rise in alcohol-related violent crime and alcohol-related domestic violence in 2011/12, levels have fallen back below those in 2010/11. During 2012/13, the number of anti-social behaviour incidents related to alcohol remained stable at just over 16%.

During 2011/12 there were 1,738 drug users in effective treatment and 1,758 people in treatment with the community alcohol service. The percentage of all exits from alcohol treatment which are planned discharges stand at 64%. The percentage of drug users in treatment who successfully completed treatment during 2011/12 was 10.8%.

#### Going well

- 38% of people in treatment with the community alcohol service between January and December 2012 successfully completed their treatment plan; this is better than the national average of 36%.
- Between April and September 2013, the number of women experiencing domestic abuse who were re-referred to the Multi Agency Risk Assessment Conference is 7.8%; this is significantly better than the England average of 24%.

#### Cause for concern

- Alcohol misuse is strongly linked to crime and anti-social behaviour and performance data for 2012/13 shows that 32% of violent crimes are alcohol related.
- The public's perception of alcohol and drug-related nuisance remains high and this will be a key focus for the Safe Durham Partnership in 2014.

#### Did you know?

- As part of a project targeting youth-related alcohol nuisance in parts of the county, 30 licensees received responsible retailer training.
- The number of people completing substance misuse treatment is increasing – criminal justice clients make up 20% of the treatment population and of these 11.7% completed treatment.

### Look out for:

- The partnership will focus on young people drinking; this will include public places and standardising the level of alcohol seizures across the county.

## High level Action Plan

Action	Responsibility	Timescale
Work with responsible authorities to implement the 'prevention and control' element of the Alcohol Harm Reduction Delivery Plan, to reduce the impact of alcohol related disorder in targeted areas across the county by improving data and intelligence, raising awareness of alcohol harm	Head of Planning & Service Strategy	March 2015
Work with responsible authorities to develop and deliver the new County Durham Drug Strategy and action plan for 2014/17 by strengthening restorative approaches as part of recovery and rehabilitation and increasing awareness in order to reduce drug use, reduce drug related incidents and provide public reassurance	Head of Planning & Service Strategy	March 2015
Work with partners to deliver a range of intelligence led interventions to reduce the harm caused by alcohol	Head of Environmental Health & Consumer Protection	March 2015

### 5. Embed a 'Think Family' Approach

'Think Family' is a multi-agency approach which seeks to provide early intervention for those families which have problems and cause problems to the community around them, putting high costs on the public sector.

The Safe Durham Partnership and the council has adopted this approach in order to provide families with the best possible opportunity to avoid involvement in crime and disorder and reduce their impact on our services. Achieving our targets will have financial benefits and will present social benefits for those areas of the county where communities suffer most.

In County Durham, we also use this approach as part of our 'Stronger Families' programme, known nationally as Troubled Families, which provides support to families in the county experiencing problems or difficulties, including those who:

- have children who don't attend school or who are excluded;
- are involved in antisocial behaviour or crime (including Domestic Abuse);

- are not in work; and
- result in high cost services such as families with children on the child protection list, families affected by parental substance misuse, domestic abuse and mental health problems.

The Think Family approach joins up local services, dealing with each family's problems as a whole and using a range of methods to support families and challenge poor behaviour. The approach also builds on the 'High Impact Household' programme adopted by the Safe Durham Partnership and the council in 2011.

### Going well

- 312 families have been 'turned around' in the first ten months of 2013; this means 60% less anti-social behaviour and 33% less offending by minors in those families.
- The Safe Durham Partnership and Durham County Council are fully committed to embedding the 'Think Family' approach across local initiatives and problem-solving groups; the anti-social behaviour escalation policy and mental health protocols are examples of how we can intervene early.

### Cause for concern

- Maintaining significant and continuous reductions in crime and anti-social behaviour can only be achieved by building on what works and being able to adapt the way we approach problems.

### Did you know?

- Our offender management programme will benefit from additional engagement with families of offenders, so that services can be designed around the issues they raise.

### Look out for:

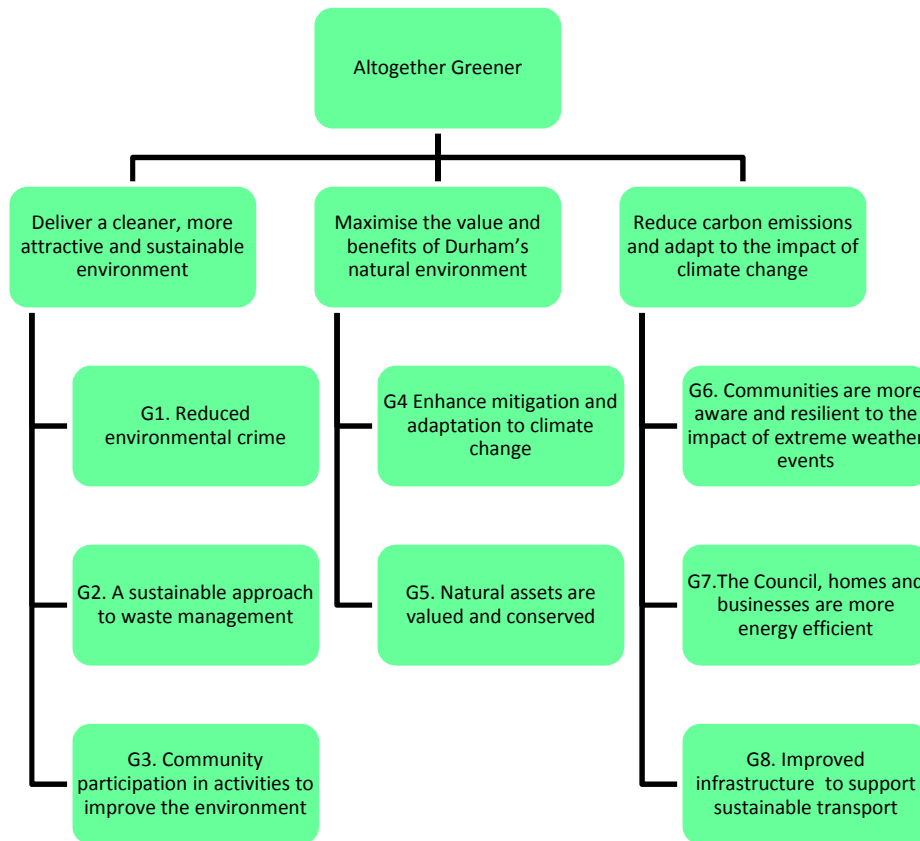
- Improved domestic abuse services, which will be able to draw on additional support networks as part of the 'Think Family' approach.

## High level Action Plan

Action	Responsibility	Timescale
Embed the Think Family approach, by: <ul style="list-style-type: none"> <li>• Training staff in restorative approaches for early intervention when working with families</li> <li>• Incorporating 'Think Family' when managing offenders and domestic abuse services by working with the whole family rather than individuals in isolation</li> </ul>	Head of Planning & Service Strategy	March 2015

- Integrating Think Family into Multi Agency Partnership (MAP) processes so all partnerships understand the processes to support the family

# Altogether Greener



Each objective is underpinned by a number of outcomes and we recognise there are cross-cutting issues and complex relationships across the theme. We also recognise that the Altogether Greener theme interlinks with other priority altogether themes and contributes to the wider determinants of health.

We accept that to be truly successful in this area, we must harness the contribution that everyone can make and we are committed to supporting and working in partnership with both the community and the voluntary sector, involving all in the decisions that affect them.

## 1. Deliver a cleaner, more attractive and sustainable environment

The appearance of our local communities plays an important role in many aspects of our daily lives and the quality of our public spaces, both perceived and actual. It is a major influence for residents when determining which areas they intend to use, in what capacity and when. Well maintained streets, free from litter, dog fouling, graffiti and fly-tipping, and attractive, inviting green spaces that are not blighted by dumped rubbish and abandoned vehicles, are consistently ranked as important to our residents.

However, an attractive environment is not solely about the council improving its operations. To be truly effective and sustainable we need to harness the contribution that everyone can make. For this reason, we will continue to both support and work with our communities, partner organisations and the voluntary



sector to ensure our local environment is clean, attractive and shaped around community needs.

The new contracts that we have put in place in deal with the disposal of our waste have resulted in over 70% of waste calculated across the county being diverted away from landfill. We believe sending rubbish to landfill is not sustainable for a number of environmental, financial and practical reasons and we support the principle that it is better to minimise the amount of waste being produced and to recycle materials into new products before resorting to any other treatment method.

We are committed to delivering improved recycling and waste management services tailored to our local circumstances and based on principles of sustainable living. We accept that there will always be materials that can't be recycled and whenever possible we will divert these materials from landfill and instead use to generate energy.

### Going well

- Delivery of successful initiatives to tackle environmental issues, including high profile campaigns and 'weeks in action'.
- The percentage of household waste collected from the kerbside and recycled has continued to increase since the introduction of Alternate Weekly Collection.
- Many local environmental improvements have been made by working with our communities including:
  - 14 of our parks and open spaces have been awarded green flag status; the highest of all local authorities in the North East. Eight of these related to our cemeteries and crematoria.
  - Durham City was awarded a gold award and Chester-le-Street a silver award in the 'large town' category of Northumbria in Bloom Awards 2013.
  - Sunderland Bridge was successful in the 'best small village' category and Brandon Village Community Association in 'best group horticultural project' category of Beautiful Durham Awards 2013.

### Cause for concern

- An increase in fly-tipping incidents.
- High levels of contamination within household recyclate collected from the kerbside, primarily pet waste, nappies and food waste.
- Waste volumes have decreased year on year, partly due to the economic climate. If economic recovery is accompanied by an increase in the volume of waste then there will be pressure on service delivery.

### Did you know?

- We generate enough renewable electricity from the gas produced by old landfills to power more than 2,000 homes each year.
- We have the power to ensure householders keep their gardens and yards tidy: during 2013/14 we cleared 2,500 gardens and yards that were classed as in a 'poor state'.
- We have introduced a 'Litter Awareness Programme': first time enviro-crime offenders (aged 10-17 years) will have the option of attending a 90 minute educational session and litter pick as an alternative to a Fixed Penalty Notice (FPN).

- We can introduce a number of measures at hot-spot locations for fly-tipping. This can range from barriers to physically prevent people from entering the location to installing covert CCTV cameras to identify and prosecute offenders.
- During the 2013 Big Spring Clean, 1397 volunteers gave up a combined 2,106 hours to collect 1,086 bags of rubbish at 85 locations.

#### Look out for:

- The opportunity to participate in Altogether Greener Week 2014, incorporating World Environment Day (June).
- Projects and individuals nominated for an Environment Award (October 2014). Categories include volunteering (under 18, over 18 and group) as well as community participation.
- Environmental campaigns in your area including:
  - Local litter picks
  - Dog fouling campaign (February 2014).
  - Big Spring Clean (April - May 2014)
  - Litter from cars campaign (August 2014)
- The opportunity to run a community allotment, e-mail [civicpride@durham.gov.uk](mailto:civicpride@durham.gov.uk) for details.
- Your new collection calendar for garden waste which will run between 18 March and 7 November in agreed collection areas.

### High Level Action Plan

Action	Responsibility	Timescale
Produce a new Waste Management Strategy for County Durham	Head of Projects & Business Services	June 2014
Deliver the Waste Transfer Stations Capital Improvement Programme: <ul style="list-style-type: none"> <li>• Annfield Plain, Stanley</li> <li>• Heighington Lane, Newton Aycliffe</li> <li>• Stainton Grove, Barnard Castle</li> <li>• Thornley (demolish and rebuild)</li> </ul>	Head of Projects & Business Services	December 2014 December 2014 December 2014 March 2015
Increase community ownership and involvement in the management of allotments	Head of Direct Services	December 2014
Host the 25th Environment Awards.	Head of Planning & Assets	December 2014
Through the Community Action Team (CAT), deliver a programme of targeted interventions around environment, health and consumer protection	Head of Environment, Health & Consumer Protection	March 2015

Reduce incidents of environmental crime through targeted activity delivered jointly with Social Landlords within locality 'hotspots' using high profile campaigns and organised events.	Head of Direct Services	December 2015
Develop a Waste Transfer Station Strategy and action plan to maximise their potential	Head of Projects & Business Services	March 2016
Develop and implement the Household Waste Recycling Centre (HWRC) provision plan	Head of Projects & Business Services	September 2016

## 2. Maximise the value and benefits of Durham's natural environment

Not only is there evidence that communities with shared natural areas demonstrate more social interaction and vibrancy but also that well managed green environments can provide significant social benefits, for example, deterring crime and anti-social behaviour (contact with nature has been shown to reduce aggressive behaviour) or aiding the recovery of hospital patients (if the patient has access to views of nature). The natural environment is an ideal place to take exercise and it has been noted that higher levels of physical activity exist within those communities that have access to natural space. For those walking outdoors, exercise becomes a secondary motivation as it is surpassed by the attraction and enjoyment of contact with nature.

By utilising the benefits of the natural environment we can increase the resilience of our communities to extreme weather events. As eco-systems absorb roughly half of all man-made carbon emissions, peatlands, wetlands, soil, forests and water all play a crucial role in adapting to and mitigating against climate change.

### Going well

- We created 10 new community woodlands (covering a total area of 350 acres) in 2012 to celebrate the Queen's Diamond Jubilee. (in partnership with the Woodland Trust)
- We are proposing to create three new woodlands near Castleside and improve the management of ancient woodlands near Allensford as part of the Heritage Lottery funded 'Land of Oak and Iron' project.
- We will be carrying out major thinning and management works on a number of other woodlands in the coming years, mostly conifer plantations on former colliery reclamation sites, to improve their amenity and wildlife value.
- The number of Local Wildlife Sites (LWS), under the control of DCC or managed by partners, in positive conservation management

### Cause for concern

- Inability to influence those Local Wildlife Sites not under the our control
- Fragmentation and poor condition of parts of our woodland resource.

## Did you know?

- Incidents of environmental anti-social behaviour along the coastline can be reported via a hotline.
- Every Tuesday and Wednesday, a group of volunteers (Volunteer Countryside Rangers) contribute to the protection and enhancement of our coast and countryside by picking litter, clearing gorse, keeping footpaths open, managing magnesian limestone and woodland habitats, looking after wetland areas and improving animal habitats. New recruits are always welcome (details are available on the DCC website).
- 'Country Durham', the newsletter of our Countryside Service, is available from the DCC website. It contains details of sites, events, walks and volunteering opportunities throughout the County.
- Viewing platforms have been installed at Crime Rigg, Thrislington, Old Quarrington and Coxhoe (Raisby) quarries. We have also created a fossil hunting bay at Cassop Primary school, where pupils and visitors can hunt for fossil fish in the famous marl slate.

## Look out for:

- Wildflower planting on selected verges and open spaces across the county (March and September)
- Poppies along the central verge of the A691 between County Hall and the DLI Museum to commemorate World War 1
- Projects nominated for an Environment Award (October 2014) in the 'Natural Environment' category.
- The Heathland and Open Habitat Mosaics project in Derwentside (winter 2014)
- Our 'Guided Walks Programme' which details more than 130 walks, including specialist walks that incorporate art and photography, and family walks (little legs, big fun) which incorporate scavenger hunts, games and quizzes along the route (<http://www.durham.gov.uk/Pages/Service.aspx?ServiceId=468>)
- Changes at Wharton Park. The £2.2 million refurbishment will include a visitor centre and extension, play equipment upgrade, trim track, climbing wall and improvements to the amphitheatre.
- Information panels at each quarry viewing platform (see above) and the availability of downloadable information booklets for each site. Once this work has been completed, we will organise school visits and community visits to the sites.

## High Level Action Plan

Action	Responsibility	Timescale
Establish a carbon reduction baseline and subsequent targets for 2014 onwards in relation to the new Waste Service contracts	Head of Projects and Business Services	
• Baseline		August 2014
• Targets		June 2015

### **3. Reduce carbon emissions and adapt to the impact of climate change**

One consequence of climate change is a likely increase in extreme weather events, e.g. flooding, heatwaves, storms, subsidence and water-shortage. With a changing climate and predictions of wetter winters, warmer summers and greater frequencies of extreme weather, it is important that local communities are able to interpret these headline warnings, understand the likely impacts to themselves and prepare appropriately.

One of the major contributors to climate change is carbon dioxide (CO<sub>2</sub>) and there are many ways in which we, our communities and local businesses can reduce the amount of CO<sub>2</sub> produced.

Increasing the energy efficiency of our buildings will not only reduce CO<sub>2</sub> but will also provide a financial saving. Choice of transport is another major factor relevant to reducing CO<sub>2</sub> emissions. Developing and delivering practical, cost-effective initiatives that enable many more people to travel by foot, bike or public transport will positively influence our carbon footprint.

#### **Going well**

- The Street Lighting Energy Reduction Programme to replace or retrofit 41,000 lamps with Light Emitting Diodes (LEDs) is underway. The result will be fewer harmful emissions, a reduction of 7,500 tonnes of energy each year and a financial saving of £24 million over the next 25 years.
- We have reduced carbon emissions by 787 tonnes per year by carrying out a number of improvements at four of our most popular and high energy consuming buildings. Crook Civic Centre, Stanley Indoor Bowls Centre, Newton Aycliffe Leisure Centre and Chester-le-Street Leisure Centre have been made more energy efficient through the installation of combined heat and power, lighting upgrades, building management systems, insulation, boiler optimisation and ventilation upgrades.
- County Durham has the highest uptake of energy efficiency installation measures in homes in the North East and between 2008 and 2013, the energy efficiency of more than 54,000 homes was improved.

#### **Cause for concern**

- Increase in severe weather events, including prolonged winter snow, heavy rain storms, high winds and the impact of these changes.
- Increased demand on service delivery due to climate changes. For example increased verge/weed maintenance, gully cleansing.

#### **Did you know?**

- Leisure centres at Teesdale and Spennymoor have been fitted with solar photovoltaic panels.
- Free energy efficiency heating improvements, including gas boiler replacements, are available to eligible households as part of the Warm Up North scheme.

- An Archimedes Screw hydroelectric power system, capable of generating about 75 per cent of the energy requirements of the 8,000 square metres of office space, is being installed at Freeman's Reach in Durham City.
- The Oakenshaw Wind Turbine, jointly managed by the landowner and Oakenshaw Community, will result in up to £800,000 being invested in the local community.

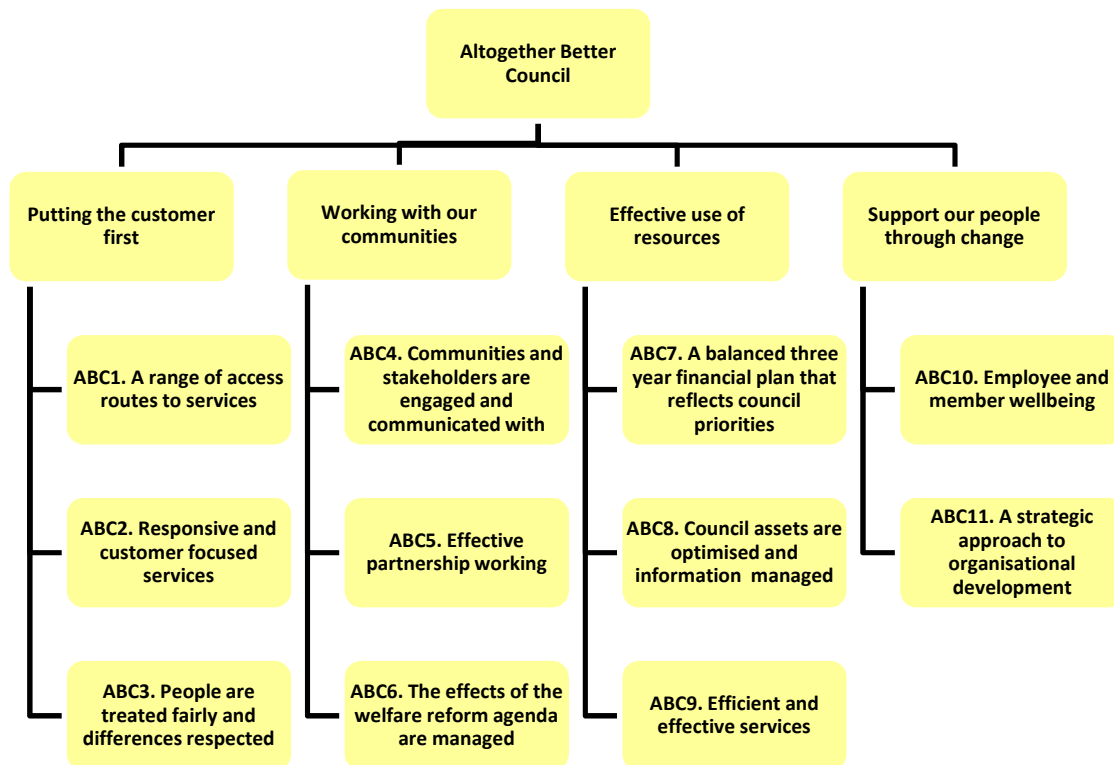
#### Look out for:

- Projects nominated for an Environment Award (October 2014) in the 'Climate Change category.
- The 'Warm Up North' scheme which will provide grants for households to improve the energy efficiency of their homes

### High Level Action Plan

Action	Responsibility	Timescale
Deliver the Clean Bus Technology project across Durham City	Head of Transport & Contract Services	September 2014
Deliver the Street Lighting Energy Reduction Project over 6 years from 1 April 2013 to 31st March 2019	Head of Technical Services	March 2017
Prepare an Air Quality Action Plan for Durham City and identify a range of required actions to improve air quality and to meet specific air quality objectives	Head of Environment, Health & Consumer Protection	March 2015
Deliver the Warm Up North project across County Durham to improve domestic and non-domestic energy efficiency across County Durham	Head of Planning and Assets	March 2017
Implementation of the Climate Change Strategy to achieve the County Durham carbon reductions of 40% by 2020 and 55% by 2031 – March 2017	Head of Planning and Assets	March 2017

# Altogether Better Council



The Altogether Better Council priority theme looks at those things that enable us to effectively manage change and deliver improvement across the other themes within this plan. Our plans in this area are structured round four key objectives of serving our customers effectively, working with our communities, using our resources in an effective manner and supporting both councillors and employees through change. These are important areas and they relate to all services within the council. Achieving these objectives is increasingly important in times of significant change.

## 1. Putting the customer first

Providing good customer service remains of paramount importance. This is why we have revised our Customer First Strategy to reflect changing needs. Residents and customers pay for the services that we deliver through their taxes and through fees and charges. We need to understand what services our customers want from their local council and ensure 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 using a computer or through their mobile phone. It is more cost effective for the council and the customer to divert much of the business transacted with customers to online delivery channels. 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 added 25 more venues to the current 1000 buildings in County Durham listed on the DisabledGo website [www.disabledgo.com](http://www.disabledgo.com) including access information for disabled residents and visitors.

- New Customer Access Point including a library service, at the Witham, Barnard Castle.
- Joint working with Cestria Housing, resulting in a co-located Customer Access Point in Chester-le-Street town centre.

### Cause for concern

- Some key council services still cannot be accessed online.
- Increased demand for some services as a result of the economic downturn and changes to the welfare system.

### Did you know?

- Each year our Customer Services Team, answer more than one million telephone enquiries and deal with almost 333,000 face to face enquiries.
- You can apply for housing benefit or council tax support online.
- You can report potholes, blocked drains and street lighting issues online through our website.

### Look out for:

- Our new Customer First Strategy.
- Ongoing quarterly editions of County Durham News and the annual service guide.
- Web-based search and pay facility for bereavement records (including grave, burial and headstone information).
- E-billing for council tax and business rates bills.

## High level Action Plan

Action	Responsibility	Timescale
Adoption of new Customer First Strategy	Head of Projects and Business Services	July 2014
Improved customer access to online services		
<ul style="list-style-type: none"> <li>• New website to improve access to customer information and services</li> </ul>		May 2014
<ul style="list-style-type: none"> <li>• Improve the way in which we capture data from our customers in order to streamline service delivery and develop better customer insight</li> </ul>		September 2015
<ul style="list-style-type: none"> <li>• Increase online transactions</li> </ul>		Dec 2015
<ul style="list-style-type: none"> <li>• Make it easier for customers to contact the council by reducing telephone numbers through an integrated approach</li> </ul>		March 2017



<p>Improve complaints reporting and monitoring:</p> <ul style="list-style-type: none"> <li>• Complete Corporate Complaints Pilots to inform revised process</li> <li>• Improved Customer Complaints process</li> </ul>	<p>Head of Policy &amp; Communications</p>	<p>June 2014</p> <p>March 2015</p>
<p>Strengthen integration of equality and diversity requirements to support effective decision making by:</p> <ul style="list-style-type: none"> <li>• Reviewing the process to ensure that equality and diversity implications are considered in all procurement and commissioning contracts</li> <li>• Ensuring that decisions relating to making future financial savings take account of the impact on those groups protected under equality legislation</li> </ul>	<p>Head of Planning and Performance</p>	<p>Sept 2014</p> <p>March 2015</p>

## 2. Working with our communities

Effective engagement with local residents has been a major focus for Durham County Council since local government reorganisation. Our 14 Area Action Partnerships (AAPs) across the county are key to achieving this. To date, just under £21 million has been awarded to local communities through AAPs, attracting an additional £34 million in matched funding. As a council we believe that it is important to involve communities in making major decisions on the future of local services and let people have a say about their local communities. Our nationally recognised work on participatory budgeting through the 'Your Money, Your Choice' events held in 2013 involved nearly 10,700 people, allocating £449,000 to 120 projects. Over 3,300 people participated in our consultation on the council's budget with 1,300 taking part in our financial prioritisation exercise. The public have also played a major part in deciding on the future of a range of services from community buildings to leisure centres.

The Welfare Reform Act 2012 heralded some of the largest policy changes introduced by the current government. Areas with a history of heavy industry have a larger proportion of the population with a disability and who are dependent on benefits. The government's welfare reforms have had a significant impact on County Durham. The council has been working in partnership with housing providers and the voluntary and community sector to help residents most affected by the changes to the benefits system.

The government's reductions in public sector spending have meant that we have had to make large spending reductions across our whole range of services. Other public sector organisations have also been affected by the savings requirements. In these times it has been critical to maintain a focus on effective partnership working, in particular working through the County Durham Partnership to ensure continued integrated delivery of public

services across the county. It is also important that we protect insofar as possible vulnerable people. We continue to assess the potential impact of all our spending plans on those people whose characteristics are protected by equalities legislation and identify what we can do to reduce these impacts.

### **Going well** 👍

- Our ongoing work with the voluntary sector and local Town and Parish Councils.
- Over 10,000 voted in the 'Your Money, Your Choice' participatory budgeting exercises, allocating £449,000 to 120 community projects.
- Just over 3,300, or about one in three people, also gave us their views on our medium term financial plan including 1,300 who took part in the financial prioritisation game.

### **Cause for concern** 🗨️

- County Durham has a high proportion of low income and benefit dependent families and is therefore more affected than other parts of the country by changes to the welfare system.
- Government spending reductions mean that financial support for voluntary and community groups will have to be continually reviewed like all areas of council spending.

### **Did you know?**

- We have 14 Area Action Partnerships covering the whole county. These are used by the council to engage with residents. Anyone can get involved. More information is available at [www.durham.gov.uk](http://www.durham.gov.uk)
- Any member of the public can take part in our online consultations through our website. Last year we ran consultation exercises on a range of issues including street lighting, garden waste collections, taxis in Durham city, school crossing patrols, provision of play parks and the council's budget.
- We staged 20 'Your Money, Your Choice' consultation events across the county, working with parish councils and the community and voluntary sector through our network of 14 Area Action Partnerships.
- We were short-listed for Council of the Year in Local Government Chronicle Awards 2014

### **Look out for:**

- The new Sustainable Community Strategy 2014 – 2030 setting out the County Durham Partnership and Council's long term vision for the county, to be published in April 2014.
- The new look Durham County Council website which will go live in April 2014.
- World War I Centenary project – interactive map of commemorative sites and information.

## High level Action Plan

Action	Responsibility	Timescale
Support better use of community buildings and the wider asset transfer approach: <ul style="list-style-type: none"> <li>Gain agreement for council owned community buildings to asset transfer, close or formally agree alternative individual building strategies with Cabinet</li> </ul>	Head of Partnerships and Community Engagement	December 2014
Improve partnership working with the VCS and Town and Parish Councils: <ul style="list-style-type: none"> <li>Agree a volunteering action plan to improve co-ordination and outcomes for volunteers, clients and host organisations</li> <li>Develop on-the-shelf projects for VCS funding.</li> <li>Promote increased input of Town and Parish Councils in participatory budgeting exercises and Asset transfer programmes for community facilities</li> </ul>	Head of Partnerships and Community Engagement	May 2014  October 2014  March 2015
Increase the level of external funding attracted: <ul style="list-style-type: none"> <li>Develop a community led local development structure to maximise involvement of AAPs to increase resources for local actions</li> <li>Review current approach to use of AAP resources to maximise degree of matched funding</li> </ul>	Head of Partnerships and Community Engagement	Sept 2014  Sept 2014

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 and Democratic Services	
<ul style="list-style-type: none"> <li>• European Union Elections</li> <li>• Parliamentary Elections</li> </ul>		June 2014 May 2015
Individual Electoral Registration Prepare to implement Individual Electoral Registration in line with government guidance and deadlines	Head of Legal and Democratic Services	December 2014
Work with communities to commemorate the centenary of WWI 2014-2018 by developing a programme of events in partnership with AAP's.	Head of Culture and Sport	March 2015
Review of the Local Council tax Support Scheme for 2015/16: Undertake a review of the LCTSS adopted 01 April 2013 and extended into 2014/15	Head of Finance (Financial Services)	March 2015
Programme manage a series of projects and activities to ensure that the changes identified through the Welfare Reform Act 2012 are fully understood, administered effectively and communicated to residents, stakeholders and other specific groups	Head of Policy and Communications	March 2015

### 3. Effective use of resources

Like all public services, we have had to plan for and cope with a shrinking public purse since 2010. Against an initial plan to save £125 million over four years, from 2011 we have delivered just under £114 million by 31 March 2014 and are on track to meet our target. In line with our strategy, 64 percent of savings have been made from non-frontline services and 29 percent through rationalising management. Our plans have been informed by extensive public consultation in 2010 and again recently in 2013. Balancing the books has meant taking some tough decisions such as on the restructuring of residential care, waste management, refuse collection, home to school transport, libraries and indoor leisure provision. We have worked with communities to protect them as far as possible from funding reductions. Five leisure facilities have been transferred into community ownership and we are currently at an advanced stage in transferring 120 community buildings too.

Recent government announcements show that it is unlikely that there will be any let-up in funding reductions in the foreseeable future. We will continue to plan for and manage any further changes as required.

## Going well

- The council has delivered or is on track to achieve savings identified in our financial plans for 2011/12, 2012/13 and 2013/14
- The council continue to develop sub-county information to better understand the local communities and help identify and tackle disadvantage and target resources.
- Our accounting systems continue to be improved to provide more user friendly financial information to allow service managers to manage their own budgets.
- Processing performance in the Benefits Team and in-year recovery rates for council tax, business rates, and sundry debts are all improving.
- The statutory value for money conclusion made by our auditors identified that the council has robust arrangements in place to secure financial resilience.
- The county and Parish elections held in May 2013 were well managed.

## Cause for concern

- Evidence has been presented to the government showing that local authorities with greater levels of deprivation have had to face greater funding reductions than more affluent areas. Despite this, the funding formula for local government has not been changed for the 2014/15 and 2015/16 financial settlements.

## Did you know?

- We successfully handled 1,368 requests for information made under the Freedom of Information Act or the Environmental Information Regulations over the last year.
- Our ICT Service supports over 30,000 desktops for internal and external customers, over 1000 servers and over 800 buildings.
- The council manages £2bn of investments on behalf of the Durham County Council Pension Fund.
- The council's ICT service brings in £6million worth of income from external customers.
- The council is the largest social landlord in Durham with owning around 40% of all social properties generating £60m rental income.
- There are 236,000 residential properties in County Durham with a gross Council tax liability of £266m and over 80% are in the lowest bands A to C.

## Look out for:

- Quarterly corporate performance reports to Cabinet, setting out latest information on the council's performance.
- Digital Durham, an ambitious programme to provide superfast broadband access to all homes, businesses and communities, starts in spring 2014.
- On-line access to Council Tax Accounts, Business Rates Benefits and e-billing, e-reminder functionality from April 2014.

## High level Action Plan

Action	Responsibility	Timescale
Develop the 2015-2016 -2017/18 Medium Term Financial Plan (MTFP 5)		
<ul style="list-style-type: none"> <li>Co-ordination of Service Grouping proposals for additional MTFP savings and Capital Bidding</li> </ul>	Head of Finance (Corporate Finance) /Head of Policy & Communications/Head of Finance (Financial Services)	October 2014
<ul style="list-style-type: none"> <li>Analyse and report upon the impact of Budget announcements and Finance Settlements</li> </ul>	Head of Finance (Corporate Finance)	April 2014 & December 2014
<ul style="list-style-type: none"> <li>Continue to deliver robust monitoring of delivery of MTFP savings programme</li> </ul>	Head of Policy & Communications	Quarterly through to March 2017
Improve data protection arrangements regarding customer data sharing:	Head of Planning and Performance	
<ul style="list-style-type: none"> <li>A rolling programme of data protection audits, eg, records storage and procurement clauses.</li> </ul>		May 2015
<ul style="list-style-type: none"> <li>Improve the use of Privacy Impact Assessments for regular data sharing.</li> </ul>		March 2015
Deliver and complete the current accommodation programme for council buildings	Head of Economic Development & Housing	November 2015

### 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's original estimate in 2011 of 1,950 reductions in posts by the end of 2014/15 is still expected to be accurate. Further work will be carried out over the forthcoming year to estimate the impact of further reductions on posts up to 2016/17.

Expressions of interest in early retirement, voluntary redundancy and flexible working continue to be invited from all employees from across the council in order to minimise the impact on compulsory redundancies in meeting the significant savings that are 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

- An induction programme successfully delivered to all newly elected councillors.
- The Durham Manager programme was successfully launched.
- Introduction of an Attendance Management Framework across the council to effectively manage sickness absence.
- Continued reduction in the number of accidents and health and safety reportable incidents.

### Cause for concern

- Reductions in organisational capacity together with increasing levels of demand for many council services.
- Industrial relations in the light of continuing budget reductions.

### Did you know?

- Since the launch of the new Mental Health and Wellbeing policy, approximately 50 line managers have accessed the Managers Competency Indicator Tool (MCIT) to assist with management of stress in the workplace.

### Look out for:

- Changes to Local Government Pension Scheme affecting 17,000 employees.
- A new Council Health, Safety and Wellbeing Strategy launched in Feb/Mar 2014.

## High level Action Plan

Action	Responsibility	Timescale
<p>Workforce Development Planning: Develop a strategic approach towards workforce development planning that ensures adequate support for managers in relation to progressing planned MTFP savings and meeting future business needs:</p> <ul style="list-style-type: none"> <li>• Modernise process for management of starters/leavers and changes</li> </ul>	<p>Head of Human Resources &amp; Organisational Development</p>	<p>Sept 2014</p>

<ul style="list-style-type: none"> <li>Identify critical roles and occupational groupings and put plans in place to ensure that the potential to recruit in these areas is increased</li> </ul>	<p>Head of Human Resources &amp; Organisational Development</p>	<p>March 2016</p>
<ul style="list-style-type: none"> <li>Review and promote existing policies and initiatives that support effective workforce management i.e. Early Retirement/Voluntary Redundancy, Establishment Control</li> </ul>	<p>Head of Human Resources &amp; Organisational Development</p>	<p>March 2016</p>
<p>Improve the level and quality of appraisals undertaken across the council with a view to increasing individual and organisational performance</p>	<p>Head of Human Resources &amp; Organisational Development</p>	<p>March 2015</p>
<p>Improving Attendance (By reducing sickness absence) Provide support to services and implement actions to improve attendance and the management of sickness absence and associated costs.</p>	<p>Head of Human Resources &amp; Organisational Development</p>	<p>March 2015</p>



**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 SAVING 2014/2015

## ASSISTANT CHIEF EXECUTIVE

Saving Ref	Description	2014/2015
		£
ACE3	Management Review within ACE	300,300
ACE9	Review Partnership Support	35,745
ACE14	Review of the Civil Contingencies Unit	4,439
ACE25.1	Use of cash limit	69,992
<b>TOTAL ACE</b>		<b>410,476</b>

## CHILDREN AND ADULTS SERVICES

Saving Ref	Description	2014/2015
		<b>£</b>
CAS1	Review of in-house social care provision	890,000
CAS2	Eligibility criteria - consistent and effective use of existing criteria and reablement	1,875,000
CAS3	Review adult social care charging	500,000
CAS4	Savings resulting from purchasing new stairlifts with extended warranties	40,000
CAS5	Management and support services, staffing restructures and service reviews/rationalisation	5,244,826
CAS6	Review of all non-statutory services	1,105,000
CAS7	Music Service to become self financing	91,000
CAS8	Outdoor education to rationalise and become self-financing (or close if not feasible)	60,000
CAS9	Review of Children's Care Services	1,208,439
CAS10	Review home to school / college transport policies	1,300,000
CAS 11	Use of Cash Limit	1,879,000
CAS11	Adjustment for previous years use of cash limit	-1,763,415
<b>TOTAL CAS</b>		<b>12,429,850</b>

## NEIGHBOURHOODS SERVICE

Saving Ref	Description	2014/2015
		<b>£</b>
NS1	Review of Sport and Leisure	100,000
NS3	Structural reviews and more efficient ways of working	1,298,572
NS4	Review of Grounds and Countryside Maintenance	195,602
NS5	Waste Collection Savings	103,500
NS6	Waste Disposal Savings	95,200
NS11	Review of Technical Services / School Crossing Patrols / Street Lighting	684,974
NS17	Additional income from review of charges	200,139
NS24	Review of Heritage and Culture	203,500
NS25	Review of Library Service	327,626
MIT	Mitigating savings for delay in Leisure/culture saving	566,374
NS29	Use of Cash Limit	130,000
NS29	Cash limit - Adjustment for previous years use of cash limit	-138,750
<b>TOTAL NEIGHBOURHOODS</b>		<b>3,766,737</b>

## REGENERATION AND ECONOMIC DEVELOPMENT SERVICE

Saving Ref	Description	2014/2015
		£
RED1	Restructure in RED - this includes all service teams within the Service Grouping	294,630
RED2	Reduction in Supplies and Services - Economic Development (a reduction in all areas of expenditure in line with restructure).	248,625
RED4	Reduction in Supplies and Services - Transport (a reduction in all areas of expenditure in line with restructure)	57,500
RED8	Income Generation - Planning - review existing and new areas of charging	16,000
RED9	Income Generation - Transport - review existing and new areas of charging	50,000
RED13	CCTV (Reduction in costs following review of CCTV provision)	30,000
RED14	Review of supplies, services and income across RED Service Grouping	166,000
RES1	Assets disaggregation (former Estates team)	114,249
RES3	Assets disaggregation (former Planning and Investment team)	115,130
<b>TOTAL RED</b>		<b>1,092,134</b>

## RESOURCES

Saving Ref	Description	2014/2015
		<b>£</b>
RES2	Reduction in supplies and services and other non-staffing budgets through efficiencies – Corporate Procurement	85,405
RES13	Reduction in supplies and services and other non-staffing budgets through efficiencies – Legal and Democratic Services	343,995
RES14	Restructure of HR Service	283,482
RES16	Service rationalisation of ICT Services	826,824
RES19	Restructure of Revenues and Benefits Service	465,000
RES20	Reduction in supplies and services and other non-staffing budgets through efficiencies – Corporate Finance	106,999
RES21	Service rationalisation of Audit and Risk	40,000
RES22	Court Cost Fee Income – Summons and Liability Costs Recovered – Financial Services	383,000
RES24.1	Use of cash limit	358,000
<b>TOTAL RESOURCES</b>		<b>2,892,705</b>

## CORPORATE

Saving Ref	Description	2014/2015
		£
COR5	Members Budgets - Revenue to Capital Switch	840,000
COR6	Procurement Rebates - NEPO Savings	250,000
COR7	Strategic Highways - Switch of function from RED to NS	50,000
COR8	Replacement of Desk Top Printers with MFD	250,000
COR9	Procurement Reviews	536,000
COR9a	Procurement Reserve	104,000
COR10	Unitisation of Health & Safety	50,000
COR11	Office Closure over Christmas	24,000
COR12	Discretionary Rate Relief	330,000
<b>TOTAL CORPORATE</b>		<b>2,434,000</b>

Saving Ref	Description	2014/2015
		£
ACE	TOTAL ASSISTANT CHIEF EXECUTIVES SAVINGS	410,476
CAS	TOTAL CHILDREN AND ADULTS SERVICES SAVINGS	12,429,850
NS	TOTAL NEIGHBOURHOOD SERVICES SAVINGS	3,766,737
RED	TOTAL REGENERATION & ECONOMIC DEVELOPMENT SAVINGS	1,092,134
RES	TOTAL RESOURCES SAVINGS	2,892,705
COR	TOTAL CORPORATE SAVINGS	2,434,000
<b>TOTAL SAVINGS</b>		<b>23,025,902</b>

## Glossary

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<b>AAPs</b>	Area Action Partnerships	<b>IFS</b>	Institute for Fiscal Studies
<b>AONB</b>	Area of Outstanding Natural Beauty	<b>IOM</b>	Integrated Offender Management
<b>ASB</b>	Anti-Social Behaviour	<b>JSA</b>	Job Seekers Allowance
<b>AWC</b>	Alternate Weekly Collection	<b>JSNA</b>	Joint Strategic Needs Assessment
<b>BDUK</b>	Broadband Development UK	<b>IRRV</b>	Institute of Revenues, Rating and Valuation
<b>CAT</b>	Community Action Team	<b>KS1 and KS2</b>	Key Stage 1 and Key Stage 2
<b>CDP</b>	County Durham Partnership	<b>LCTSS</b>	Local Council Tax Support Scheme
<b>CTB</b>	Council Tax Benefit	<b>LEP</b>	Local Enterprise Partnership
<b>CVD</b>	Cardiovascular disease	<b>LED</b>	Light Emitting Diode
<b>CYP&amp;FP</b>	Children, Young People and Families Plan	<b>Lumiere</b>	A spectacular festival of art and light in Durham in Nov 2011
<b>DCC</b>	Durham County Council	<b>MTFP</b>	Medium Term Financial Plan
<b>DLA</b>	Disability Living Allowance	<b>NEET</b>	Not in Education, Employment or Training
<b>DWP</b>	Department for Work and Pensions	<b>NETPARK</b>	The science, engineering and technology park at Sedgefield
<b>EHCP</b>	Environmental Health & Consumer Protection	<b>NHS</b>	National Health Service
<b>ERDF</b>	European Regional Development Fund	<b>OCU</b>	Opiate or Crack Users
<b>ESF</b>	European Social Fund	<b>Ofsted</b>	Office for Standards in Education
<b>ESPA</b>	Education & Services for people with Autism	<b>ONS</b>	Office for National Statistics
<b>FOI</b>	Freedom of Information	<b>PIP</b>	Personal Independence Payment
<b>FSM</b>	Free School Meals	<b>PV</b>	Photovoltaic
<b>GP</b>	General Practitioner	<b>PVPR</b>	Potentially Violent Persons Register
<b>GCSE</b>	General Certificate of Secondary Education	<b>PRD</b>	Pre-Reprimand Disposal
<b>HB</b>	Housing Benefit	<b>SPD</b>	Supplementary Planning Document
<b>HMO</b>	Houses in Multiple Occupation	<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organisation
<b>HWRC</b>	Household Waste Recycling Centre	<b>UC</b>	Universal Credit
<b>ICT</b>	Information and Communication Technologies	<b>VCS</b>	Voluntary and Community Sector



**Overview and Scrutiny Management Board**

**25 March 2014**



**Review of Overview and Scrutiny Co-optee Arrangements**

**Report of Lorraine O'Donnell, Assistant Chief Executive**

**Purpose of Report**

- 1 To present a draft proposal for updating the Council's Overview and Scrutiny Committee non-voting co-optee arrangements, for consideration by members.

**Background**

- 2 The Centre for Public Scrutiny publication "Pulling it all together" sets out the legislative framework which has led to the development of co-option within Overview and Scrutiny since 2000. This can be summarised thus:-

LEGISLATION	CO-OPTION DEVELOPED
Local Government and Housing Act 1989	Section 13 allows the appointment of non-voting co-optees onto Council Committees
Education Act 1996	Section 499 makes provision for the appointment of various statutory education co-optees, to sit on the council's education committee.
Local Government Act 2000	Established Overview and Scrutiny and Section 9FA (Subsections 4 and 5) states that OSCs may co-opt members from outside the authority (as non-voting members)  Parent Governor Representatives (England) Regulations 2001 (SI 2001/478) (PGR 2001) Requirements (clause 3) – LEAs should appoint at least two and not more than 5 PGRs to "each of their education OSCs".
Health and Social Care Act 2001 and associated guidance	Enabled Local Authorities with Social Care responsibilities to co-opt District Council members onto their Health Scrutiny Committees.
Police and Justice Act 2006 and the subsequent Crime and Disorder (Overview and Scrutiny) Regulations 2009	Clause 3 – Crime and Disorder Scrutiny Committees may co-opt representatives of CDRP partners as non-voting members of the committee.

- 3 Set against this legislative backdrop and in accordance with the Overview and Scrutiny procedure rules contained in the Council's Constitution, each of the Council's Scrutiny Committees is entitled to appoint a maximum of six people as non-voting co-optees either as standing members of the Committee or on a time limited basis. The selection and nomination of co-opted members is undertaken in accordance with the protocol agreed by the Overview and Scrutiny Management Board.
  
- 4 In addition, the Overview and Scrutiny Management Board and each relevant Scrutiny Committee dealing with education matters is required to include in its membership the following voting representatives:
  - (a) 1 Church of England diocese representative;
  - (b) 1 Roman Catholic diocese representative; and
  - (c) 3 parent governor representatives (the Council has experienced difficulties in appointing PGR representatives with only one of these vacancies currently filled).
  
- 5 A relevant Scrutiny Committee in this paragraph is a Scrutiny Committee of a Local Education Authority, where the Committee's functions relate wholly or in part to any education functions which are the responsibility of the authority's Executive.
  
- 6 In addition the Safer and Stronger Communities Overview and Scrutiny Committee has in accordance with the Crime and Disorder (Overview and Scrutiny) Regulations 2009, the ability to co-opt employees or officers of a CDRP partner body as additional non-voting members.

### **Current Position**

- 7 Currently non-voting co-optees serve on the following 5 Overview and Scrutiny Committees:
  - Children and Young Peoples Overview and Scrutiny Committee.
  - Environment and Sustainable Communities Overview and Scrutiny Committee.
  - Safer and Stronger Communities Overview and Scrutiny Committee.
  - Economy and Enterprise Overview and Scrutiny Committee.
  - Adults, Wellbeing and Health Overview and Scrutiny Committee.
  
- 8 Currently we have 21 non-voting co-optees serving on the various Overview and Scrutiny committees. Vacancies currently exist on the following Scrutiny committees:
  - Adults, Wellbeing and Health OSC – 1vacancy.
  - Safer and Stronger Communities OSC – 1 vacancy.
  - Children and Young People's OSC – 5 vacancies.
  - Environment and Sustainable Communities OSC -1 vacancy.
  - Economy and Enterprise OSC – 1vacancy.

- 9 In relation to the mix of currently serving non-voting co-optees, they represent geographically North, South, East, West and Central Durham with the split in relation to the gender being 13 males and 8 females. In relation to age, 12 of the currently serving non-voting co-optees are of retirement age and over.
- 10 The term of office for the current co-optees ceases with effect from 21 May 2014 and this provides the Council with an opportunity to review its arrangements for the appointment of non-voting co-optees.

### **Comparison with other Local Authorities**

- 11 In terms of how we compare to other authorities, there are a range of different arrangements nationally in relation to the co-option of non-statutory representatives on scrutiny.
- 12 As part of the CIPFA Democratic Services Benchmarking survey for 2013, respondents were asked “Apart from statutory co-optees, do you co-opt non-Councillors to your scrutiny committee?”
- 13 Of the 46 Councils who responded:-
- 13 Councils indicated that they did not appoint any non-statutory co-optees to their scrutiny Committee
  - 33 Councils did appoint non statutory co-optees, although 3 of these were County Councils whose co-optees were from District Councils within their “two-tier” area and sat on the health scrutiny committee.
  - 6 Councils appointed co-optees for the duration of Task and Finish/Review group activity only.
  - The most commonplace engagement of non-statutory co-optees was to a Health Scrutiny Committee; Children/Young Peoples OSC or the designated Crime and Disorder OSC.
- 14 There is no up to date national comparative information on the number of co-optees that councils appoint nationally, but a survey carried out by the Centre for Public Scrutiny (CfPS) in 2005 found that on average there were four non-statutory co-opted members appointed to the scrutiny function, but this ranged from none to 43.
- 15 Regionally, of the Councils that responded to a request for this information (9 out of 12) only Darlington B.C. appoints co-optees to Overview and Scrutiny Committees, although the remainder engage co-optees as part of scrutiny review/task and finish activity.

## Costs

- 16 The County Council does not pay a special responsibility allowance to its co-optees, although co-optees can claim for travelling and subsistence costs to be reimbursed.
- 17 For the financial years 2011/12 and 2012/13, the costs of this arrangement have been £1506 and £1785 respectively. There are also ongoing costs of officer time in supporting co-optees and dealing with training and queries. In addition there are periodic costs associated with the recruitment process which were £1100 in 2010 excluding member and officer time.

## Proposal

- 18 Non-statutory, non-voting co-optees are enabled through legislation and are a part of the scrutiny process in most councils nationally. However there are ongoing costs associated with co-optee support, and there have been some difficulties in filling the 30 co-optee places and low levels of attendance by some co-optees.
- 19 In order to develop proposals, initial discussions were held with the Chair and Vice Chair of OSMB, who then consulted with the Chairs and Vice Chairs of all overview and scrutiny committees plus minority party representatives. Following these discussions, it is proposed to reduce the number of non-statutory, non-voting co-optees to the five thematic Overview and Scrutiny Committees to 2 non-voting co-optees each (giving a maximum of 10 co-optees in total) and remove all non-statutory, non-voting co-optees to the Overview and Scrutiny Management Board.
- 20 This would not affect the ongoing inclusion of statutory, voting parent-governor and diocesan representatives on Overview and Scrutiny Management Board and Children and Young People's Committees, as the committees dealing with education matters. The additional arrangements for CDRP partner non-voting co-optees on Safer Stronger Overview and Scrutiny Committees are also proposed to be unchanged.
- 21 The renewal of non-statutory non-voting co-optees would be done by way of an appointments process that would require all current co-optees to re-apply alongside any potential new applicants. The appointments would be through an application and interview process involving the Chairs and Vice Chairs of the Overview and Scrutiny Management Board and each respective OSC, a minority party member together with the Head of Planning and Performance, as the Council's designated lead scrutiny officer. The process will be open to applicants from across the whole county, with reasonable adjustments for disabled applicants.
- 22 Existing non-voting co-optees will receive a letter from the Chair of Overview and Scrutiny Management Board thanking them for their valuable contribution, referring to the refresh of the co-optee arrangements and asking them to indicate whether they would wish to be considered for a further term of office under the new arrangements.

- 23 It is suggested that the appointments process be undertaken in accordance with the principles adopted within the protocol for the appointment of non-statutory, non-voting co-optees.
- 24 It allows the continued engagement of public and community representatives together with key partner organisations within the Council's Overview and Scrutiny process. In doing so, an external element of challenge and accountability is brought thus ensuring that the decisions made are open and transparent and at the same time have regard for the views of local people.
- 25 It provides an opportunity for the Overview and Scrutiny Committees to refresh their co-opted membership and bring new community representatives into the process whilst at the same time allowing recent changes to Overview and Scrutiny functions to be reflected within the expertise available from co-opted representatives, i.e. Flooding, new NHS landscape.
- 26 The cost of advertising and appointment of co-optees would be reduced as fewer vacancies are available and a more generic recruitment process could be adopted. Lower costs associated with travel and subsistence claims from co-optees would also be realised and would provide a further contribution towards the Council's required reductions in respect of its MTFP.

### **Summary and Conclusion**

- 27 The appointment of co-optees by the Council's Overview and Scrutiny Committees has been a feature of the Council's scrutiny process since its inception in 2000.
- 28 It has been welcomed by Councillors as a positive means by which the Council and its Overview and Scrutiny Committees can engage local people, community organisations and key partners in the decision making process, bringing openness and transparency to the Council's democratic arrangements.
- 29 There is a breadth of knowledge that co-optees bring to the Overview and Scrutiny Committees be that as recipients of services, representatives of key partners who deliver services alongside the Council, as representatives of the Community and voluntary sector, as parish council representatives or as lay individuals with skill sets that align to the work of specific Overview and Scrutiny Committees.
- 30 In examining the approach adopted by other local authorities, it is clear that the majority of Council's do engage co-opted members as part of the Scrutiny process to bring this independent challenge and openness, albeit numbers and mechanisms vary.
- 31 It is clear that the Council has experienced some difficulties in maintaining the maximum number of co-optees for each Overview and Scrutiny Committee and it is also apparent that attendance by co-optees across the OSCs has been piecemeal with significant numbers of absences having been recorded.

- 32 The cost associated with appointing co-optees is relatively low. Consideration needs to be given to the benefits brought by the engagement of co-optees including the fact that it enables community views and representations to be factored into the decision making process. This is essential given the size of the local authority and the number of people it serves.
- 33 In light of the above analysis, the Scrutiny team consider that it is important to retain the input of non-statutory, non-voting co-optees to the Council's Overview and Scrutiny Committees but acknowledge the need to ensure that the appointments process is cost effective and that the costs associated with supporting larger committees and of non-voting co-optees' attendances at meetings are manageable.
- 34 The proposed changes would need to be reflected in amendments to the council's constitution, which is updated annually, and the subject of a separate report.

### **Recommendations**

- 35 Members are asked to consider and agree the aforementioned proposals to reduce the number of non-statutory, non-voting co-optees as set out in paragraph 19.

### **Background Papers**

- Centre for Public Scrutiny – “Bringing it all together” report 2012

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**Contact: Jenny Haworth, Head of Planning and Performance**  
**Tel: 03000 268071**  
**Author: Stephen Gwilym, Principal Overview and Scrutiny Officer**  
**Tel: 03000 268140**

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## **Appendix 1: Implications**

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**Finance** – A small reduction in ongoing costs is associated with the proposal.

**Staffing** - None

**Risk** - None

**Equality and Diversity/Public Sector Equality Duty** - None

**Accommodation** - None

**Crime and Disorder** - None

**Human Rights** - None

**Consultation** - None

**Procurement** - None

**Disability Issues** - None

**Legal Implications** – Should the changes be agreed, a change to the Council's constitution will be required to reflect the new co-optee arrangements.

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**Overview and Scrutiny Management Board**

**25 March 2014**



**Proposed update to the scope of scrutiny committees as set out in the County Council's Constitution**

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**Report of Lorraine O'Donnell, Assistant Chief Executive**

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**Purpose of the report**

1. To provide members of the overview and scrutiny management board (OSMB) with the opportunity to comment on proposed amendments to the Council's Constitution, which will ensure that the scope of overview and scrutiny committees is up to date and reflects the current SCS and Council Plan.

**Background**

2. The review of co-optee arrangements covered earlier in this agenda, if agreed, will mean that Article 6 of the Council's Constitution will need to be updated to reflect changes in the numbers of co-optees proposed.
3. In addition, whilst carrying out this review, it became clear that some of the wording within Article 6 regarding the scope of the overview and scrutiny committees was now out of date and would benefit from update, in particular to reflect the most recent Sustainable Community Strategy and Council Plan.
4. Draft amended wording to Article 6, which includes the proposed revisions to the non-voting non-statutory co-optees plus updated wording to reflect the new SCS and Council Plan is attached at Appendix 2 for comment.

**Recommendation**

5. Members are asked to comment on the draft amendments to the Constitution to reflect the proposed changes to co-optee arrangements and the proposed changes to the SCS and Council Plan.

Background Papers: Sustainable Communities Strategy; Council Plan; Durham County Council's Constitution

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**Contact:** Jenny Haworth      Tel: 03000 268071

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## **Appendix 1: Implications**

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**Finance** - None

**Staffing** - None

**Risk** - None

**Equality and Diversity / Public Sector Equality Duty** - None

**Accommodation** - None

**Crime and Disorder** - None

**Human Rights** - None

**Consultation** - None

**Procurement** - None

**Disability Issues** - None

**Legal Implications** – Update to the Constitution to ensure alignment to the latest Sustainable Community Strategy and Council Plan.

**Proposed amended Terms of Reference for Article 6 – Overview and Scrutiny Arrangements.**

These are to replace the tables currently under section 6.01.

Committee	Scope
<p><b>Overview and Scrutiny Management</b></p> <p><i>Membership</i></p> <ul style="list-style-type: none"> <li>• 26 Members of the Council including the Chairs and Vice Chairs of the 5 Scrutiny Committees;</li> <li>• 5 voting Church and Parent Governor representatives;</li> </ul>	<ol style="list-style-type: none"> <li>1 To oversee and co-ordinate the work of Overview and Scrutiny and its committees</li> <li>2 To ensure effective liaison across the work of the committees re: cross cutting issues</li> <li>3 To be strategic driver of the Overview and Scrutiny function</li> <li>4 To consider as appropriate scrutiny member involvement in regional scrutiny arrangements within the context of any regional strategies</li> <li>5 The establishment of appropriate liaison with the Executive in the interests of achieving common aims and continuous improvement for the Council</li> <li>6 To encourage appropriate community involvement in the Overview and Scrutiny role</li> <li>7 To consider the Council Plan and Notice of Key Decisions and to monitor performance against these plans</li> <li>8 To deal with petitions in accordance with the Council's Protocol as set out in Part 5 of this Constitution</li> </ol>

<p><b>Children and Young People’s Overview and Scrutiny Committee</b></p> <p><i>Membership</i></p> <ul style="list-style-type: none"> <li>• 21 Members of the Council;</li> <li>• Chair and Vice Chair of Overview and Scrutiny Management Board ex officio;</li> <li>• 5 voting church and parent governor representatives</li> <li>• Up to <b>2</b> non-voting co-optees to include young people</li> </ul>	<p>Relevant SCS and Council Plan themes:</p> <ul style="list-style-type: none"> <li>• Children and Young People realise and maximise their potential</li> <li>• Children and Young People make healthy choices and have the best start in life</li> <li>• A Think Family approach is embedded in our support for families</li> </ul>
<p><b>Safer and Stronger Communities Overview and Scrutiny Committee</b></p> <p><i>Membership</i></p> <ul style="list-style-type: none"> <li>• 21 Members of the Council;</li> <li>• Chair and Vice Chair of Overview and Scrutiny Management Board ex officio;</li> <li>• Up to <b>2</b> non-voting co-optees;</li> <li>• Co-opted employees or officers of a responsible authority or of a co-operating person or body, in accordance with Crime and Disorder (Overview and Scrutiny) Regulations 2009.</li> </ul>	<p>Relevant SCS and Council Plan themes:</p> <ul style="list-style-type: none"> <li>• Reduce Anti-Social Behaviour</li> <li>• Protect vulnerable people from harm</li> <li>• Reduce re-offending</li> <li>• Alcohol and substance misuse harm reduction</li> <li>• Counter terrorism and prevention of violent extremism</li> <li>• Casualty reduction</li> <li>• Embed the Think Family approach</li> </ul>

**N.B.** This Committee shall be the Crime and Disorder Committee for the purposes of Part 3 of the Police and Justice Act 2006.

<p><b>Environment and Sustainable Communities Overview and Scrutiny Committee</b></p> <p><i>Membership</i></p> <ul style="list-style-type: none"> <li>• 21 Membership of the Council;</li> <li>• Chair and Vice Chair of Overview and Scrutiny Management Board ex officio;</li> </ul>	<p>Relevant SCS and Council Plan themes:</p> <ul style="list-style-type: none"> <li>• Deliver a cleaner, more attractive and sustainable environment</li> <li>• Maximise the value and benefits of Durham’s natural environment</li> <li>• Reduce carbon emissions and adapt to the impact of climate change (including Flood or coastal erosion risk management functions)</li> </ul>
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<ul style="list-style-type: none"> <li>Up to <b>2</b> non-voting co-optees.</li> </ul>	<ul style="list-style-type: none"> <li>Promote sustainable design and protect Durham’s heritage</li> </ul>
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**N.B:** The Environment and Sustainable Communities Overview and Scrutiny Committee shall be the Flood Risk Management Overview and Scrutiny Committee for the purposes of the Local Government Act 2000 as amended by the Flood and Water Management Act 2010.

<p><b>Economy and Enterprise Overview and Scrutiny Committee</b></p> <p><i>Membership</i></p> <ul style="list-style-type: none"> <li>21 Members of the Council;</li> <li>Chair and Vice Chair of Overview and Scrutiny Management Board ex officio;</li> <li>Up to <b>2</b> non-voting co-optees.</li> </ul>	<p>Relevant SCS and Council Plan themes:</p> <ul style="list-style-type: none"> <li>Thriving Durham City</li> <li>Vibrant and Successful Towns</li> <li>Sustainable neighbourhoods and rural communities</li> <li>Competitive and successful people</li> <li>A top location for business</li> </ul>
<p><b>Adults Well Being and Health Overview and Scrutiny Committee</b></p> <p><i>Membership</i></p> <ul style="list-style-type: none"> <li>21 Members of the Council;</li> <li>Chair and Vice Chair of Overview and Scrutiny Management Board ex officio;</li> <li>Up to <b>2</b> non-voting co-optees</li> </ul>	<ul style="list-style-type: none"> <li>To lead on the review and scrutiny of NHS Services, Adults social care, Health inequalities and improvement and Public Health Services.</li> <li>To consider the Sustainable Community Strategy priorities, Joint Health and Wellbeing Strategy, Clinical Commissioning Groups’ “Clear and Credible” plans and the Council Plan actions that relate to this agenda.</li> </ul> <p>Relevant SCS and Council Plan themes:</p> <ul style="list-style-type: none"> <li>Reduce health inequalities and early deaths</li> <li>Improve the quality of life, independence and care and support for people with long term conditions</li> <li>Improve the mental and physical wellbeing of the population</li> <li>Support people to die in the place of their choice with the care and support they need</li> </ul>

## **Corporate Issues Overview and Scrutiny Committee**

### *Membership*

- 21 Members of the Council;
- Chair and Vice Chair of Overview and Scrutiny Management Board ex officio.

- To consider the Council's annual budget;
- To assist the Executive in the development of the Council's annual budget and to review and scrutinise budgetary management;
- To assist the Executive in ensuring the provision of efficient and effective corporate management and support arrangements
- To assist the Executive in the development of asset management
- Oversight role of RIPA (regulation of Investigatory Powers Act 2000).
- Oversight role of customer complaints, compliments and suggestions.

### Relevant SCS and Council Plan themes:

- Putting the Customer First
- Working with our Communities
- Effective use of Resources
- Support our People through Change

## **N.B. – Also amend the Overview and Scrutiny Procedure Rules**

Amend paragraph 3 headed Co-optees to read:

Each thematic Scrutiny Committee shall be entitled to appoint a maximum of *two* people as non-voting co-optees either as standing members of the Committee or on a time limited basis. The selection and nomination of co-opted members shall be in accordance with the Protocol agreed by the Overview and Scrutiny Management Board.

**Overview and Scrutiny  
Management Board**

**25 March 2014**



**Notice of Key Decisions**

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**Report of Corporate Management Team  
Colette Longbottom, Head of Legal and Democratic Services**

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**Purpose of the Report**

- 1 To consider the list of key decisions that is scheduled to be considered by the Executive.

**Background**

- 2 New rules in relation to Executive decisions were introduced by The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, which came into force on 10 September 2012.
- 3 The regulations took away the requirement for the Executive to produce a Forward Plan of key decisions, however introduced that the decision maker cannot make a key decision unless a document has been published at least 28 clear days before the decision is taken, unless either a general exception or special urgency requirements have been met. The document which has to be published must state:
  - a) that the key decision is to be made on behalf of the relevant local authority
  - b) the matter in respect of which the decision is to be made
  - c) where the decision maker is an individual, that individual's name and title if any and where the decision maker is a decision making body, its name and list of its members
  - d) the date on which or the period within which the decision is to be made
  - e) a list of the document submitted to the decision maker for consideration in relation to the matter of which the key decision is to be made
  - f) the address from which, subject to any prohibition or restriction on their disclosure copies of, or extracts from any document listed as available

- g) that other documents relevant to those matters may be submitted to the decision maker
  - h) the procedure for requesting details of those documents (if any) as they become available.
- 4 The requirements also apply to an exempt matter as previously it did not strictly have to be included in the Forward Plan. Now a publicity document must contain particulars of the matter, but may not contain any confidential exempt information or particulars of the adviser or political adviser or assistant.
- 5 Notices of key decisions that are being produced meet the legal requirements of publication, as well as continuing to provide information for a four month period. Members will therefore be able to consider key decisions as previously for the four month period.

### **Current Notice of Key Decisions**

- 6 The notice of key decisions that is attached to the report at Appendix 2, is the latest to be published prior to the papers for the Board being dispatched to members. The notice complies with the requirements for Cabinet to be able to take key decisions at the meeting on 19 March 2014. It also contained information on those key decisions that are currently scheduled to be considered by the Executive up to 30 June 2014.
- 7 The information in the Notice of Key Decisions provides the Overview and Scrutiny Management Board with the opportunity of considering whether it wishes to seek to influence any of these key decisions, or to request further information. Members are asked to note that this version of the Notice has been amended and includes a column which has been added to advise of the relevant Scrutiny activity.
- 8 In responding to the request of the Board for further information to be provided on any items that are removed from the previous notice without being considered by Cabinet, this information will be provided at the meeting.
- 9 If the Board wished to examine any of the key decisions, consideration would need to be given as to how this could be accommodated in the Overview and Scrutiny Work programme.

### **Recommendation**

- 10 You are recommended to give consideration to items listed in the notice.

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**Contact: Ros Layfield, Committee Services Manager Tel: 03000 269708  
Jenny Haworth, Head of Planning and Performance, ACE  
Tel: 03000 268071**

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## **Appendix 1: Implications**

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**Finance :** Will be reflected in each individual key decision report to Cabinet.

**Staffing:** Will be reflected in each individual key decision report to Cabinet.

**Risk:** Will be reflected in each individual key decision report to Cabinet.

**Equality and Diversity/ Public Sector Equality Duty:** Will be reflected in each individual key decision report to Cabinet.

**Accommodation:** Will be reflected in each individual key decision report to Cabinet.

**Crime and Disorder** Will be reflected in each individual key decision report to Cabinet.

**Human Rights:** Will be reflected in each individual key decision report to Cabinet.

**Consultation:** Will be reflected in each individual key decision report to Cabinet.

**Procurement:** Will be reflected in each individual key decision report to Cabinet.

**Disability Issues:** Will be reflected in each individual key decision report to Cabinet.

**Legal Implications:** Will be reflected in each individual key decision report to Cabinet.

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**SECTION ONE - CORPORATE**

Ref. No.	Date of Decision (i.e. date of Cabinet meeting)	Description of Decision to be Made	Background Documents	Lead Cabinet Member	Main Consultees & Means of Consultation	Contact details for further information	Scrutiny Involvement
CORP/A/03/14/1	To Cabinet 19 March 2014	To seek Cabinet approval for the Council Plan and Service Plans for 2014 to 2017		Leader		Lorraine O'Donnell, Assistant Chief Executive Tel 03000 268060	The Council Plan and Service Plans 2014-17 will be considered at OSMB on 25 March 2014.

**SECTION TWO -  
CHILDREN AND ADULTS SERVICES**

<b>Ref. No.</b>	<b>Date of Decision (i.e. date of Cabinet)</b>	<b>Description of Decision to be Made</b>	<b>Background Documents</b>	<b>Lead Cabinet Member</b>	<b>Main Consultees &amp; Means of Consultation</b>	<b>Contact details for further information</b>	<b>Scrutiny Involvement</b>
CAS/03/13	19th March 2014	To seek agreement for the admission arrangements for Community and Voluntary Controlled Schools for the academic year 2015/16	Returns from meetings of School Governing Bodies, Returns from consultation, School Admissions Code/Regulations (DfE)	Councillor Ossie Johnson	1) Public consultation was only required in relation to one school where a reduction in the Admission Number was proposed (via Council website) 2) Head Teachers and Governing Bodies of all schools in County Durham (via Schools' Extranet and individual Governing Body meetings) 3) Neighbouring Local Authorities (via email)	Sheila Palmerley, Strategic Manager, School Places and Admissions  Tel. 03000 265 731	

**SECTION THREE - REGENERATION AND ECONOMIC DEVELOPMENT**

<b>Ref. No.</b>	<b>Date of Decision (i.e. date of Cabinet meeting)</b>	<b>Description of Decision to be Made</b>	<b>Background Documents</b>	<b>Lead Cabinet Member</b>	<b>Main Consultees &amp; Means of Consultation</b>	<b>Contact details for further information</b>	<b>Scrutiny Involvement</b>
<b>R&amp;ED/07/13</b>	16/04/14	Durham City Regeneration Masterplan		Portfolio Holder for Economic Regeneration	Key individuals and organisations by meeting and correspondence	Sarah Robson, Head of Economic Development 03000 267 332	The Economy and Enterprise OSC on 19th November 2012 received an overview of the various masterplans for County Durham. As part of the Committee's work programme refresh updates on the progress of the various masterplans have been received at the meetings of the Committee on the 24th June, 2013 and also on 27th January, 2014.
<b>R&amp;ED/15/13</b>	16/04/14	Auckland Castle and Bondgate Update		Portfolio Holder for Economic Regeneration	Key individuals and organisations by meeting and correspondence	Sarah Robson, Head of Economic Development 03000 267 332	
<b>R&amp;ED/17/13</b>	TBC	Camera Enforcement of Parking and Bus Lane Contraventions		Portfolio Holder for Economic Regeneration	Key individuals and organisations by meeting and correspondence	Adrian White Head of Transport & Contract Services 03000 267455	
<b>R&amp;ED/21/13</b>	16/07/14	Parking Strategy		Portfolio Holder for Economic Regeneration	Key individuals and organisations by meeting and correspondence	Adrian White Head of Transport & Contract Services 03000 267455	

**SECTION THREE - REGENERATION AND ECONOMIC DEVELOPMENT**

<b>R&amp;ED/01/14</b>	19/03/14	County Durham Plan Submission Draft, CIL Charging Schedule and CIL Regulation 123 List	Portfolio Holder for Economic Regeneration	Key individuals and organisations by meeting and correspondence	Stuart Timmiss, Head of Planning and Assets 03000 267 334	An Overview and Scrutiny Workshop was held on the 4th November, 2013 providing an opportunity for Members to comment on the Pre- Submission Draft of the County Durham Plan. Members' comments from that workshop were collated into the O/S response into the consultation process. The CIL and proposed charging schedule was considered at the Economy and Enterprise Overview and Scrutiny Committee on 21st October - Members' comments then formed the O/S response which was fed into the ongoing consultation.
<b>R&amp;ED/02/14</b>	11/06/14	County Durham Plan - Updated Evidence	Portfolio Holder for Economic Regeneration	Key individuals and organisations by meeting and correspondence	Stuart Timmiss, Head of Planning and Assets 03000 267 334	

### SECTION THREE - REGENERATION AND ECONOMIC DEVELOPMENT

<b>R&amp;ED/03/14</b>	19/03/14	Proposals for the Development of a Homesteading Scheme	Portfolio Holder for Housing and Rural Issues	Key individuals and organisations by meeting and correspondence	Sarah Robson, Head of Economic Development 03000 267 332	The Economy and Enterprise OSC's review of Empty Homes included examination of potential Homesteading schemes and included a recommendation which supported the development of such an initiative.
<b>R&amp;ED/04/14</b>	16/04/14	Progress in Stock Transfer Project	Portfolio Holder for Housing and Rural Issues	Key individuals and organisations by meeting and correspondence	Sarah Robson, Head of Economic Development 03000 267 332	The Economy and Enterprise OSC has received several updates on the progress of the Stock Transfer process with a further update scheduled for the meeting on the 7th April, 2014.
<b>R&amp;ED/05/14</b>	16/04/14	Future of Housing Repairs and Maintenance DLO	Portfolio Holder for Housing and Rural Issues	Key individuals and organisations by meeting and correspondence	Sarah Robson, Head of Economic Development 03000 267 332	
<b>R&amp;ED/06/14</b>	07/05/14	Housing Stock Transfer Offer Document	Portfolio Holder for Housing and Rural Issues	Key individuals and organisations by meeting and correspondence	Sarah Robson, Head of Economic Development 03000 267 332	The Economy and Enterprise OSC has considered several updates in respect of the Stock Transfer project and will receive updates in respect of the initiative at future meetings.

## SECTION FOUR - NEIGHBOURHOOD SERVICES

Ref. No.	Date of Decision (i.e. date of Cabinet meeting)	Description of Decision to be Made	Background Documents	Lead Cabinet Member	Main Consultees & Means of Consultation	Contact details for further information	Scrutiny Involvement
NS/19/13	19-Mar-14	To consider proposals regarding the review of the Garden Waste service following public consultation	Cabinet Report 18th September 2013 - Review of the Garden Waste Collection Service	Portfolio Holder for Neighbourhoods and Local Partnerships	Consultation with key stakeholders, AAPs and members of the public via online survey and other feedback mechanisms	Alan Patrickson Head of projects and Business Services Tel 03000 268165	A report detailing the review of the Garden Waste Service was considered by the Environment and Sustainable Communities OSC at the meeting on the 26th September, 2013.



**Overview and Scrutiny  
Management Board**

**25<sup>th</sup> March 2014**



**Information update from the  
Chairs of the Overview and  
Scrutiny Committees**

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**Report of Lorraine O'Donnell, Assistant Chief Executive**

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**Purpose of the Report**

- 1 To present to Members an information update of overview and scrutiny activity from February 2014 – March 2014.

**Background**

- 2 As previously agreed, a written report of Chairs' updates will be presented for information only to all Overview and Scrutiny Management Boards. Members of the Overview and Scrutiny Management Board are encouraged to get involved in any area of Overview and Scrutiny activity via thematic committees and/or talk to Scrutiny Committee Chairs and OS Officers on areas of project/overview activity.

**Updates**

- 3 Updates from Overview and Scrutiny Committees from February 2014 – March 2014 are as follows:

**Corporate Issues Overview and Scrutiny Committee (CIOSC)**

<b><i>Update on Previous Reviews</i></b>	<p>CIOSC on 19<sup>th</sup> February received a final update on:</p> <ul style="list-style-type: none"> <li>• Fit for Purpose, Fit for the Future – a review of AAPs.</li> </ul>
<b><i>Scrutiny Review Activity</i></b>	<ul style="list-style-type: none"> <li>• MTFP and savings process - comments from Overview and Scrutiny Members were fed back to Cabinet and Council by the Chair of Overview and Scrutiny.</li> <li>• The Task and Finish Group looking at the Customer First Strategy has held three meetings, looking at: <ul style="list-style-type: none"> <li>○ Public consultation on the new Customer First Strategy for the Council for 2014-17</li> <li>○ Demonstration of the Customer Relationship Management System</li> <li>○ Customer Services Access Channels</li> <li>○ Digital Durham</li> <li>○ Use of Social Media.</li> </ul> </li> </ul>
<b><i>Overview reports/ Presentations</i></b>	<p>CIOSC on 19<sup>th</sup> February received reports on:</p> <ul style="list-style-type: none"> <li>• Report on Council's use of powers under the Regulation of Investigatory Powers Act 2000 – Quarter 3 2013/14.</li> <li>• Review of Sustainable Community Strategy, Council Plan and Service Plans.</li> </ul>

	<ul style="list-style-type: none"> <li>• Customer Feedback: Complaints, Compliments and Suggestions – Quarter 2.</li> <li>• Children and Adults Services Annual Representations Report 2012/13.</li> </ul> <p>CIOSC Members were invited to OSMB on 17<sup>th</sup> February to receive a report on:</p> <ul style="list-style-type: none"> <li>• General Fund Medium Term Financial Plan, 2014/15 to 2016/17 and Revenue and Capital Budget 2014/15.</li> </ul>
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### **Safer and Stronger Communities Overview and Scrutiny Committee (SSC OSC)**

<b>Update on Previous Reviews</b>	<ul style="list-style-type: none"> <li>• There are no systematic reviews to report on for this period.</li> </ul>
<b>Scrutiny Review Activity</b>	<ul style="list-style-type: none"> <li>• The draft report for the Committee's review of Neighbourhood Wardens is currently being checked for accuracy by Service Management Teams and is then to be agreed by the Committee before consideration by Cabinet.</li> </ul>
<b>Overview reports/ Presentations</b>	<p>SSC OSC on the 25<sup>th</sup> February received reports on:</p> <ul style="list-style-type: none"> <li>• Public Mental Health Strategy and Suicide Prevention in County Durham</li> <li>• Safe Durham Partnership Plan 2014-17</li> <li>• Hate Crime Action Plan – Update</li> <li>• Domestic Abuse Strategy and Action Plan 2012-15</li> <li>• Police and Crime Panel</li> <li>• Safe Durham Partnership Update</li> </ul>

### **Economy and Enterprise Overview and Scrutiny Committee (E & E OSC)**

<b>Update on Previous Reviews</b>	There are no systematic reviews to report on for this period
<b>Scrutiny Review Activity</b>	The E & E OSC Members' Reference Group report looking at the implications of changes in Government funding and policy on the economy of County Durham is now complete and will be considered by the E&E OSC at the meeting on the 7 <sup>th</sup> April, 2014.
<b>Overview reports/ Presentations</b>	<p>E&amp;E OSC on the 27<sup>th</sup> February, 2013 received reports/ presentations on:</p> <ul style="list-style-type: none"> <li>• Affordable Homes Delivery;</li> <li>• Homelessness Strategy;</li> <li>• Members' Reference Group Update – identifying key issues and next steps.</li> </ul>

## Environment and Sustainable Communities Overview and Scrutiny Committee (Environment OSC)

<b>Update on Previous Reviews</b>	There are no systematic reviews to report on for this period.
<b>Scrutiny Review Activity</b>	<p>Environment OSC Flooding Scrutiny Review Group has held 4 meetings focusing on:</p> <ul style="list-style-type: none"> <li>• The role of DCC as Lead Local Flood Authority, relevant policies and plans, how DCC works in partnership, funding, examples of various projects;</li> <li>• The role of Northumbrian Water and the Environment Agency, Partnership working, relevant policies and plans, funding and examples of various projects;</li> <li>• The role of planning in relation to mitigating flood risk and the use of sustainable urban drainage systems (SUDS);</li> <li>• The work of the CCU in building community resilience and providing an opportunity for members of DCC and members of the public to share their experiences in relation to flooding within their local communities.</li> </ul>
<b>Overview reports/ Presentations</b>	<p>The meeting scheduled for 3 March was cancelled as the main item of business, a presentation by the Environment Agency and the Coal Authority on the Tyne and Wear Aquifer, could no longer be considered, as the Coal Authority were unable to attend due to the issues in the south of the country resulting from the extensive flooding.</p> <p>Arrangements have been made for a special meeting on the 1 May 2014.</p>

## Children and Young Peoples Overview and Scrutiny Committee (CYP OSC)

<b>Update on Previous Reviews</b>	There are no systematic reviews to report on for this period.
<b>Scrutiny Review Activity</b>	<ul style="list-style-type: none"> <li>• Work is continuing on the alcohol and substance misuse by young people scrutiny review, which has been presented to committee for comments on 10<sup>th</sup> March, prior to consideration by Cabinet.</li> </ul>
<b>Overview reports/ Presentations</b>	<p>CYP OSC on 10<sup>th</sup> March received reports/presentations on:</p> <ul style="list-style-type: none"> <li>• Children with Disabilities taking part in Sports</li> <li>• Verbal update on the alcohol and substance misuse by young people review</li> <li>• Summary of the minutes from Children and Families Trust.</li> </ul>

## Adults, Well-being and Health Overview and Scrutiny Committee (AWH OSC)

<b>Update on Previous Reviews</b>	There are no systematic reviews to report on for this period.
<b>Scrutiny Review Activity</b>	The Adults Wellbeing and Health OSC on 17 March 2014 received an update report and presentation from representatives of North Tees and Hartlepool NHS FT regarding the implementation of the review of Emergency Medical and Critical Care services at UH Hartlepool and UH North Tees.
<b>Overview reports/ Presentation</b>	Adults Wellbeing and Health OSC on 17 March 2014 received a report and presentation in respect of the Director of Public Health or County Durham's Annual Report

### Performance/Budget/Work Programme Reporting

- 4 Information on both performance and outturn reports continue to be received and commented upon.

### Recommendation

- 5 Members are invited to receive the report and note the information contained therein.

**Background Papers:** Previous committee reports/presentations.

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## **Appendix 1: Implications**

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**Finance – N/A**

**Staffing – N/A**

**Risk – N/A**

**Equality and Diversity / Public Sector Equality Duty – N/A**

**Accommodation – N/A**

**Crime and Disorder – N/A**

**Human Rights – N/A**

**Consultation – N/A**

**Procurement – N/A**

**Disability Issues – N/A**

**Legal Implications – N/A**

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