



Local Government Act 1972

I Hereby Give You Notice that an **Ordinary Meeting** of the **Durham County Council** will be held in the **Council Chamber, County Hall, Durham** on **Wednesday 22 July 2015** at **10.00 am.** to transact the following business:-

1. To confirm the minutes of the meeting held on 17 June 2015 (Pages 1 - 10)
2. To receive any declarations of interest from Members
3. Chairman's Announcements
4. Leader's Report
5. Questions from Area Action Partnerships
6. Questions from the Public
7. Petitions
8. Report from the Cabinet (Pages 11 - 20)
9. Election of Vice-Chairman of the County Council
10. Appointment of Chairman of Adults, Wellbeing and Health Overview and Scrutiny Committee
11. Safe Durham Partnership Plan Refresh 2015-18 - Report of Corporate Director, Children and Adults Services (Pages 21 - 70)
12. County Durham Youth Offending Service Youth Justice Plan 2015/2017 - Report of Corporate Director, Children and Adults Services (Pages 71 - 108)

13. Overview and Scrutiny Annual Report 2014/15 - Report of Assistant Chief Executive (Pages 109 - 132)
14. Environmental Health and Consumer Protection Enforcement Policy - Report of Corporate Director, Neighbourhood Services (Pages 133 - 142)
15. Motions on Notice
16. Questions from Members

And pursuant to the provisions of the above-named act, **I Hereby Summon You** to attend the said meeting

Dated this 14th day of July 2015



Colette Longbottom
Head of Legal and Democratic Services

To: All Members of the County Council

DURHAM COUNTY COUNCIL

At a Ordinary Meeting of the County Council held in the Council Chamber, County Hall, Durham on **Wednesday 17 June 2015 at 10.00 a.m.**

Present:

Councillor J Blakey in the Chair

Councillors E Adam, J Allen, J Alvey, B Armstrong, J Armstrong, L Armstrong, B Avery, A Batey, A Bell, D Bell, E Bell, J Bell, G Bleasdale, A Bonner, D Boyes, P Brookes, J Brown, C Carr, J Carr, J Chaplow, J Charlton, J Clark, P Conway, K Corrigan, R Crute, K Davidson, M Davinson, K Dearden, M Dixon, S Forster, N Foster, D Freeman, I Geldard, B Glass, B Graham, J Gray, O Gunn, C Hampson, J Hart, T Henderson, S Henig, D Hicks, J Hillary, M Hodgson, G Holland, A Hopgood, K Hopper, L Hovvels, E Huntington, I Jewell, O Johnson, C Kay, B Kellett, J Lethbridge, J Lindsay, J Maitland, C Marshall, L Marshall, N Martin, J Maslin, P May, J Measor, B Moir, S Morrison, A Napier, M Nicholls, H Nicholson, A Patterson, M Plews, L Pounder, G Richardson, S Robinson, J Rowlandson, K Shaw, A Shield, M Simmons, H Smith, M Stanton, W Stelling, B Stephens, D Stoker, P Stradling, L Taylor, P Taylor, O Temple, F Tinsley, E Tomlinson, J Turnbull, A Turner, A Watson, M Wilkes, M Williams, A Willis, C Wilson, R Yorke, R Young and S Zair

Apologies for absence were received from Councillors R Bell, H Bennett, J Clare, J Cordon, P Crathorne, D Hall, K Henig, S Iveson, A Laing, P Lawton, J Lee, H Liddle, R Lumsdon, O Milburn, T Nearney, P Oliver, R Ormerod, T Pemberton, C Potts, J Robinson, A Savory, J Shuttleworth, M Simpson, T Smith, A Surtees, K Thompson and S Wilson

Prior to the commencement of the business, the Chairman of the Council formally reported the death of serving Councillor, recently elected Vice-Chairman of Durham County Council and former Easington District Councillor Robin Todd.

Robin was elected to Easington Rural District Council aged 23 years and had represented the South Hetton area as a Labour Party councillor ever since. In 1974 Robin served on District of Easington Council, where he became deputy leader and was vice chairman of Easington Primary Care Trust. He was Chairman of the council for 1976/77. He was awarded an MBE in 2006 for his services to local government, before he then went onto serve for another 9 years in local government. In 2008 he was elected to the new unitary authority for County Durham and was re-elected again in 2013.

Robin's contribution to local government and the community would never be forgotten.

The Council then stood for a moments silence as a mark of respect.

The Chairman then reminded Council that a thanksgiving service would be held for Councillor Robin Todd at 11.30 a.m., at County Hall. The service would be conducted by Reverend Robert Lawrence of St Cuthbert's Church, North End, and provided an opportunity for employees, councillors, neighbouring councils and representatives from other organisations, the opportunity to gather and give thanks for Robin's life.

1 To confirm the minutes of the meeting held on 20 May 2015

The minutes of the meeting held on 20 May 2015 were confirmed by the Council as a correct record and signed by the Chairman.

2 To receive any declarations of interest from Members

There were no declarations of interest in relation to any item of business on the agenda.

3 Chairman's Announcements

The Chairman gave a special mention to three Council employees and thanked them for their actions. While emptying bins in High Shincliffe, James Winter, John Hogg and Robbie Hurton saw Mr James Allen collapse outside of his home. James, John and Robbie provided first aid and comforted Mr Allen, who had suffered a stroke. Medics said that if they had arrived just eight minutes later, Mr Allen might not have survived.

The Chairman was pleased to announce the following people from County Durham who had been recently honoured by Her Majesty the Queen:

- Councillor Lucy Hovvels who received an MBE for public services;
- Former Durham County Councillor, Mr Bob Young from Consett who received an OBE for services to the community in County Durham;
- Mr Keith Johnson from Durham who received an MBE for services to the community and charity;
- Mr Roy Simpson from Peterlee who received an MBE for services to Education, Cricket and the community;
- Mr Frank Wilson from Durham who received an MBE for services to Festival Arts in the North East;
- Mrs Margaret Ruth Lowbridge from Durham who received an MBE for services to entrepreneurs and UK Business;
- Mrs Sally Aitchison from Durham who received an MBE for services to radio and charitable fundraising;
- Mrs Olga Daisy Bainbridge, JP from Shildon who received an BEM for services to the community in Shildon.

The Chairman also made special mention that Councillor Nigel Martin had served as a County Councillor for 30 years. The Council congratulated the Member on this milestone.

4 Leader's Report

The Leader provided an update to the Council as follows:

- Councillor Henig passed on his congratulations to those honoured by Her Majesty the Queen and in particular Councillor Hovvels and Bob Young for their work in communities;
- Following the general election the government had announced two policies in particular which were likely to impact on the Council, these being the ongoing programme of austerity and budget cuts and the discussions around devolution and the possible introduction of elected mayors for combined authority areas.
- The Chancellor was to make an emergency budget on 8 July, which would be the second budget in a matter of months. It was expected that this budget would announce further cuts to local government funding which in turn would lead to further deep cuts in local services. Following the emergency budget there may need to be special meetings of the Cabinet in late July to consider the likely impacts of the Chancellor's announcements.
- A Devolution Bill had been introduced into the House of Lords with a focus on the introduction of elected mayors for combined authority areas. The public must be involved in such a big change and consultation needed to take place. In a democracy power must flow from the people upwards, not be imposed upon the people from above. Additionally, potential responsibilities and funding to be devolved needed to be clearly set out and agreed by government.
- The Leader provided details of events he had attended, including the following
 - the unveiling of the new war memorial in Chester-le-Street;
 - the opening of the first phase of Freeman's Reach in Durham;
 - a reception at Auckland Castle to celebrate the history of Bishop Auckland Football Club;
 - Visit England awards which included several nominations and awards for County Durham attractions and organisations;
 - a regional reception for Historic England in Gateshead;
 - the Pearl Izumi cycle race in Durham;
 - he was to attend an event for the Friends of Darlington and Stockton railway which this year marked its 190th anniversary.

5 Questions from Area Action Partnerships

Questions had been received from the Three Towns Partnership AAP and East Durham AAP relating to the following:

- An update on and timescales for the development of the Queen Street site at Crook
- Continuation of Post Office services in Crook
- Opportunities for local employment through the development of the Queen Street site
- Opportunities for local employment from the extension to Dalton Park.

Sandy Denny, AAP Coordinator for the Three Towns Partnership was in attendance to ask their questions, and Rona Hardy from East Durham AAP was in attendance to ask their question.

Councillor N Foster, Portfolio Holder for Economic Regeneration thanked the Area Action Partnerships for their questions and provided responses to all questions. The Head of Legal and Democratic Services informed the Council that the questions, together with the responses would be placed on the Council's website and a copy of the responses would also be sent direct to the Area Action Partnerships.

6 Questions from the Public

One question had been received from a Member of the Public regarding the cost of cremations at Durham Crematorium. In the absence of the questioner, the Head of Legal and Democratic Services informed the Council that a copy of the question, together with the response would be placed on the Council's website and a copy of the response would also be sent direct to the questioner.

7 Petitions

There were no petitions for consideration.

8 Report from the Cabinet

The Leader of the Council provided the Council with an update of business discussed by the Cabinet at its meeting held on 15 April 2015 (for copy see file of Minutes).

Councillor O Temple submitted the following question:

I'm pleased to see that the Review of Hackney Carriage and Private Hire Licensing Policy is taking place, but I wonder whether the Portfolio Holder is aware that since new testing procedures were put in place, by April 19 out of 20 applicants had failed the new knowledge test and 17 out of 20 the Locality Test. Since applicants have to pass both tests that means that at least 19 out of 20 have been declined the opportunity of making a living by driving taxis in County Durham, a remarkable change from 13 out of 20 who were previously qualifying.

Would the Portfolio Holder agree with me that this is something that needs looking at urgently to ensure that the test itself is both valid and reliable, which are fundamental characteristics of proper assessment systems?

Can the Portfolio Holder also confirm to me that, as with other public assessments, and tests, appropriate accommodations are made within the testing regime for people with disabilities?

Councillor B Stephens, Portfolio Holder for Neighbourhoods and Local Partnerships thanked Councillor Temple for his question.

In December 2014 the Council updated its knowledge and locality test. It was felt by Members of the Licensing Committee and some people in the taxi trade that the tests were too easy which meant that some driver's knowledge was below standard. The revised tests had helped to improve standards to benefit and safeguard the travelling public.

In order to pass the locality part of the test, applicants required knowledge of the County's major roads and awareness of the location of important places or buildings. They also required a reasonable understanding of the most significant aspects of taxi licensing law, policy and the Highway Code. Locality questions covered the entire County as taxi licences allowed drivers to travel anywhere in the County. In order to ensure a fair balance of questions, papers were reviewed by officers and a spread of geographical questions were asked.

Suitable provision was made for candidates who may need help and support as a result of a disability. The building where the test took place was also DDA compliant. Officers were also in attendance and assisted any person who may have hearing difficulties or may require literacy support.

The requirements were set at the level which the Council considered necessary to ensure a good standard of service. An applicant who had carried out suitable and sufficient preparation should be able to pass the test. The Council was not stopping people from gaining a taxi license but they had to be fit and proper to hold one.

Councillor Temple thanked Councillor Stephens for his reply and asked whether he was saying the Policy was not in need of urgent review. Councillor Stephens replied that the Policy was currently under review and any Member could provide feedback into the review process.

9 Community Governance Review of Pelton and Newfield

The Council considered a report of the Head of Legal and Democratic Services regarding the outcome of the consultation undertaken as part of the community governance review of Pelton and Newfield (for copy see file of Minutes).

Moved by Councillor S Henig, **Seconded** by Councillor C Carr

Resolved:

That the recommendation contained in the report be agreed.

10 Changes to the Constitution - Compliance with New Regulations for the dismissal of senior officers

The Council considered a report of the Head of Legal and Democratic Services which presented proposed amendments to the Constitution following the publication of new regulations regarding local authorities' procedures for disciplining and dismissing Senior Officers (for copy see file of Minutes).

Moved by Councillor S Henig, **Seconded** by Councillor A Napier

Resolved:

That the recommendation contained in the report be agreed.

11 Motions on Notice

Councillor Wilkes reminded Council that the atrocities of World War II revealed to the world what a government could do to its own people when there were no limits on state power. The Universal Declaration of Human Rights set down in stone the basic rights and freedoms we all had as human beings. It set the limits below which no state should go and helped formulate the European Convention on Human Rights. These were protections like the right to life, to liberty, freedom of expression, and the right to a fair trial. These human rights were not a privilege or within the gift of governments, but were the basic minimums every person should have, and which every government was responsible for upholding.

For a long time the only way people in this country could access these rights was to take their case to the European Court of Human Rights, after repeated appeals in the UK. The Human Rights Act allowed anyone to claim these rights in any UK Court and be heard by British judges. The Government wanted to scrap the Human Rights Act and replace it with a British Bill of Rights. The Government wanted to be able to set the level of human rights and demand that the role of the European Court of Human Rights be reduced to an advisory role.

In accordance with a Notice of Motion, it was **Moved** by Councillor M Wilkes, and **Seconded** by Councillor P Taylor:

The Human Rights Act enshrines a number of fundamental rights and freedoms that individuals can access. Council believes these fundamental rights and freedoms are crucial for a fair, free and democratic society and that everyone in County Durham and across UK is entitled to have these rights respected, even when we disagree with their beliefs or actions.

Council further notes that, at a time when we are honouring those who fought in the Second World War and the purpose for which so many lost their lives defending our liberty and freedoms, we reject the Government's proposal to repeal the Human Rights Act and withdraw from the European Court of Human Rights in Strasbourg.

Council therefore resolves to:-

- 1. Reject the intentions of the current Government to repeal the Human Rights Act and replace it with a bill of rights.*
- 2. To write to the Home Secretary and the Justice Secretary to express opposition to any attempt to repeal this Act.*

Upon a vote being taken, the Motion was **carried**.

12 Questions from Members

The Chairman informed Council that she had received three questions for the meeting. One question from Councillor Wilkes was received in the required timeframe. A late question from Councillor Hopgood had been received and the Chairman had agreed to it being accepted. An additional late question had been received from Councillor Temple, the content of which was largely covered in the question submitted by Councillor Hopgood and that which was not covered could be taken by his group leader to the Constitution Working Group for consideration.

Councillor M Wilkes

At this year's budget meeting Liberal Democrat councillors proposed bringing back loan funding for school repair and maintenance, along with proposals to provide direct funding from the County Council to improve our school buildings. Whilst this was voted down by Labour councillors, there was an indication from the Portfolio Holder that he was willing to look into this going forward.

The new Conservative government is likely to cut investment in school building below the levels seen during the Coalition government which provided funding of £140m.

This makes local Liberal Democrat proposals even more essential.

Whilst taking into account further budget pressures likely to come from the government in its July budget, could the portfolio holder confirm progress in this matter.

Councillor O Johnson, Cabinet Portfolio Holder for Children and Young People's Services thanked Councillor Wilkes for his question.

As it was pointed out when answering his original question in February during the MTFP and budget setting debate, Councillor Johnson found it interesting that the Liberal Democrats sought to blame the Conservative Government for cutting investment in Schools, the same Liberal Democrats who when in Coalition slashed the previous Labour Government's Building Schools for the Future Programme, which would have seen all of the County's secondary schools either rebuilt or brought up to a high standard by 2018, within weeks of coming into office.

It was shameful that the same Coalition Government also significantly reduced support for schools capitalised maintenance grants and basic needs capital grants. The Council was receiving £19 million in 2011/12 and in 2015/16 this would reduce to just over £7 million, a 63% reduction in funding.

The Government was, quite frankly, under-funding capital investment in schools and the situation was likely to get worse rather than better as a result of the General Election.

Like all single tier councils responsible for education, maintaining school buildings to the required standards was a big problem, but it was a problem that the Government should be doing more than they were to put matters right.

So just like the massive pressures the Council had on the capitalised maintenance and repairs for the Council's own buildings where it had to prioritise, the Council had to continue also to prioritise the limited funding it had available to repair school buildings.

Further to the previous response on this matter, Councillor Johnson confirmed that officers were currently working up the details of a new loans scheme for Cabinet to consider in the Autumn, with a view to the Council re-establishing a loans scheme for maintained schools to access later this year. The scheme would need to be financed and underwritten by the Council, unlike the previous scheme which was financed from retained schools balances.

Officers were currently working through the detail of the scheme to ensure that there were appropriate controls in place to manage the risks and that the legal implications, particularly with regards to the transfer of any outstanding loan obligation should a school with an outstanding loan move to an academy or merge with another school.

Details of the scheme would come forward in due course and it was anticipated that the scheme would be presented to the Schools Forum in October, where the Scheme of Financing for Schools would be amended to re-establish these provisions.

As Members were aware the Schools Forum was the statutory consultative body for matters in relation to Schools Finance and any amendments to the Scheme of Financing for Schools would need to be approved by the Forum.

Councillor Wilkes thanked Councillor Johnson for his reply. Councillor Wilkes informed Council that it had received £140m Capital Funding from government whereas the County Council had only put £2.5m into Capital Funding over a five-year period. There was currently a £64m backlog in school repairs, yet £689,000 was being spent on Seaham school which was set to be demolished. Councillor Wilkes emphasised the need for Capital Funding as well as the proposed loan scheme.

Councillor Johnson advised of the representations that he had made with central government, and that he would discuss the issues raised by Councillor Wilkes following the meeting.

Councillor Hopgood

The Judicial Review into the County Durham Plan has been stayed for one month which suggests very serious concerns with the application. County Durham residents, interested parties and County Councillors have long pointed out that there are serious concerns. All asked for further discussion but were ignored.

The Council refused to speak to all necessary parties and it now appears that DCLG has made exactly the same point.

- a. does the Leader now accept that the Council failed to hold constructive conversations with all parties; and
- b. can the Leader outline how the Council will now address the need to have constructive dialogue with all concerned

The Leader of the Council advised that Councillor N Foster, Cabinet Portfolio Holder for Economic Regeneration had provided regular briefings to members, and invited the portfolio holder to respond to the questions.

Councillor Foster had sent a note out on Monday to all Members to update them with regard to the Judicial Review. The 'stay' in Judicial Review proceedings was instigated at the request of DCLG. This request was to allow both parties to enter into dialogue to achieve a satisfactory outcome for all. As previously stated the Council had not wished to pursue a Judicial Review and had only done so reluctantly. The Council therefore welcomed this opportunity to resolve this issue in a constructive manner.

In answer to the specific points raised in the question, Councillor Foster did not accept that the Council had failed to undertake constructive conversations with all parties. Throughout the difficult period since the Interim Report was received the Council had a number of meetings with interested groups including the Liberal Democrat Group. Furthermore all the way through the preparation of the County Durham Plan significant consultation had been undertaken with internal and external stakeholders, including Members. When the Plan was back on track the Council would continue to have these conversations.

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22 July 2015

Report from the Cabinet



Purpose of the Report

To provide information to the Council on issues considered by the Cabinet on 10 June 2015 to enable Members to ask related questions.

Members are asked to table any questions on items in this report by 2 pm on 21 July 2015 in order for them to be displayed on the screens in the Council Chamber.

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- Item 8 Assessing Development Proposals in County Durham in the Light of the Inspector's Interim Report on the County Durham Plan

1. Proposal to Enlarge Sherburn Village Primary School from 1 September 2015 and to close Sherburn Hill Primary School as a separate school on 31 August 2015
Key Decision CAS/01/15
Cabinet Portfolio Holder – Councillor Ossie Johnson
Contact – Sheila Palmerley 03000 265731

We have considered a report of the Corporate Director, Children and Adults Services which sought approval to enlarge Sherburn Village Primary School from 1 September 2015 and to close Sherburn Hill Primary School as a separate school on 31 August 2015.

Sherburn Village Primary School and Sherburn Hill Primary School have been federated since 2010 and share one Governing Body and one Head Teacher. Bringing the two schools together as one larger Primary School would be more viable and sustainable in the long term. Both school sites would remain operational to allow education provision to be retained in both communities.

Discussions with the Chair and Head Teacher of the schools about a possible amalgamation began in January 2015. Following these initial discussions, using delegated powers, the Corporate Director, Children and Adults Services approved the commencement of consultation on the proposal to enlarge Sherburn Village Primary School from 1 September 2015 to and to close Sherburn Hill Primary School as a separate school on 31 August 2015.

Consultation was undertaken between 23 February and 3 April 2015. Consultation documents were distributed widely across the local area on 2 March 2015. A series of meetings were held between 5-12 March 2015 so that Governors, staff, Parish Councils, parents, pupils and the local community could share their views with the Local Authority. A full summary of the consultation responses was included in the report.

The responses to the consultation were received and considered by officers in the County Council. The Federated Governing Body supported the proposal as did 3 parents of pupils attending Sherburn Hill Primary School. Although there was some opposition to the proposal - mainly from parents of pupils attending Sherburn Village Primary School - the responses received provided no evidence that not implementing the proposal would address the concerns over the future sustainability of small schools. A summary of the responses was provided in the report.

After full consideration of all the responses to the consultation, the Corporate Director, Children and Adults Services used delegated powers to agree to publish proposals to enlarge Sherburn Village School from 1 September 2015 and to close Sherburn Hill Primary School as a separate school on 31 August 2015. A statutory notice was therefore published on 16 April 2015. Two responses were received by the end of the 4 week statutory notice period objecting to the proposal. Both respondents objecting to the proposal felt that the proposal would not enhance education provision as the amount available in the combined budget will be less therefore resulting in a reduced provision

of education. The respondent also stated that the Federation of Sherburn Village and Sherburn Hill Primary Schools had not been successful and queried how the Local Authority proposed that the same physical set up with less funding will improve the situation. Senior Officers in the Education Service of the Council have invited a respondent who objected to the proposal to meet with them to discuss the concerns raised in more detail.

The proposal to enlarge Sherburn Village Primary School and to close Sherburn Hill Primary School as a separate school would lead to a larger, more sustainable Primary School to enhance provision and serve the communities of Sherburn Hill and Sherburn Village for the long term.

Decision

We have agreed:

- (i) that Sherburn Village Primary School should be enlarged from 1 September 2015 and
- (ii) that Sherburn Hill Primary School should close as a separate school on 31 August 2015.

2. Housing Stock Transfer - Completion Update

Key Decision: R&ED/01/15

Cabinet Portfolio Holders – Councillors Alan Napier, and Neil Foster

Contact – Sarah Robson 03000 267332

We have considered a joint report of the Corporate Director, Regeneration and Economic Development and the Corporate Director, Resources which updated Cabinet on the completion of the transfer of ownership of the Council's housing stock to the new County Durham Housing Group Ltd (CDHG) and its component housing management organisations; Dale & Valley Homes Ltd, Durham City Homes Ltd and East Durham Homes Ltd on 13 April 2015. The report also highlighted key issues arising during the final stages prior to completion, and features significant benefits and commitments contained in the final agreement and contract documentation.

In March 2014, the Council received initial, conditional, approval from the Department for Communities and Local Government (DCLG) of its proposal to transfer its housing stock to a group structure of the existing housing providers. The key condition concerned formal consultation with the Council's secure and introductory tenants. Having considered the matter, along with the draft Offer Document for tenants, Cabinet agreed to proceed on 7 May 2014. Formal consultation began in June 2014. On 16 July 2014 Cabinet considered a report on the consultation process and representations made by tenants, and approved proceeding to a ballot of tenants in July and August 2014. On 10 September 2014 Cabinet received a report highlighting the outcome of the ballot and the clear preference of tenants for transfer to proceed. Over 11,000 tenants (51.2%) took part in the ballot, 9,149 (82%) tenants voted in favour of the transfer. Cabinet agreed to proceed with the

transfer process in accordance with the positive ballot outcome in September 2014. At the same meeting, Cabinet also approved another report which set out the proposed principles around the transfer negotiations and agreed the appropriate delegations to enable progress towards completing the housing stock transfer within the timetable required by Government.

Between September 2014 and early 2015, the project made significant progress and on 11 February 2015 Cabinet received a further report outlining progress and issues arising. In particular, the report sought approval to commit to the final stages and submit, by 23 February, the formal applications to Government for Secretary of State's consent to complete the transfer on the projected date of 23 March. This timetabling was especially tight in order to meet the deadline indicated by Government twelve months previously when the initial approval was given. When the Council's formal submission was made on 18 February, DCLG indicated firm support for the Council's proposal but advised that the actual transfer completion date should be put back beyond the original deadline in order to enable costs associated with debt premia to be appropriately addressed. In the event, the postponement requested by DCLG amounted to three weeks, including the Easter public holidays. Formal consent documents, including confirmation of the necessary debt write-off, were approved by Ministers and issued by DCLG on 10 April. Completion of the Transfer Agreement took place on Monday 13 April 2015. Two additional consents were obtained from DCLG, authorising closure of the Housing Revenue Account during 2015/16 following transfer, and retention by appropriation to the General Fund of six non-transferring former Housing land assets.

The stock transfer project is the final Large Scale Voluntary Transfer to be undertaken within County Durham. This was undertaken using the delegated powers Cabinet agreed which enabled the Corporate Director for Regeneration and Economic Development and the Corporate Director for Resources in consultation with the Cabinet Portfolio Holder for Economic Regeneration and the Cabinet Portfolio Holder for Finance to agree the conclusion of the transfer deal.

The transfer presents a major opportunity, through a fully funded 30 year business plan to continually maintain decent housing standards, develop new homes and improve neighbourhood amenity across the county. A new housing group has been created which has the scale, additional resources, heritage, values and documented commitment to support the Council in the provision, maintenance and development of housing services across County Durham for the foreseeable future. Tenants in communities across large parts of the county have shaped the transfer, provided the Council with the mandate to complete the transfer and secured a place at the heart of the new organisations.

Decision

We have:

- Noted the completion of the transfer of ownership of the Council's housing stock to the new County Durham Housing Group Ltd (CDHG) and its component housing management organisations; Dale & Valley Homes Ltd, Durham City Homes Ltd and East Durham Homes Ltd on 13 April 2015.
- Endorsed the delegated decision to transfer sub-soil beneath adopted highways in concluding the Transfer Agreement in the round.
- Agreed the outline proposals to monitor performance and delivery against the specific terms of the Transfer Agreement and the Offer Document promises made to transferring tenants.

3. Quarter 4 2014/15 Performance Management Report Leader of the Council – Councillor Simon Henig Contact – Jenny Haworth 03000 268071

We have considered a report of the Assistant Chief Executive which presented progress against the Council's corporate basket of performance indicators and reported other significant performance issues for the 2014/15 financial year.

A major impact on the council continues to be performance of the UK economy and spending reductions placed on public sector and local councils. Despite this there continues to be good progress made in County Durham. The council has observed reductions in demand for some key areas this year such as processing new benefit claims and change of circumstances, the number of fly-tipping incidents reported and the number of customers seen at our customer access points. Increased demand has been evident in the number of looked after children cases, the number of children in need referrals, people requiring rehousing as well as in requests for information under the Freedom of Information Act or Environmental Information Regulations.

Decision

We have:-

- a. Noted the performance of the council at quarter 4 and the actions to remedy under performance.
- b. Agreed all changes to the Council Plan outlined below:

Altogether Wealthier

- i. Development and implementation of a Real Time Travel Information System across the county due February 2015. Revised date: December 2016.
- ii. Durham County Council market housing scheme for rent and sale due January 2017. Revised date: January 2018.
- iii. Bring 25 empty homes back into use through a programme of targeted support in the north of the county (South Moor) due April 2015. Revised date October 2015.
- iv. Obtain planning consent for the Western Relief Road due December 2015. Revised date April 2016.

Altogether Greener

- v. Deliver the Waste Transfer Stations Capital Improvement Programme:
 - Annfield Plain (Stanley) due December 2014. Revised date: June 2015
 - Thornley (demolish and rebuild) due March 2015. Revised date: March 2016
- vi. 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 due March 2015. Revised date: May 2015.

Altogether Better Council

- vii. Deliver and complete the current accommodation programme for council buildings due February 2016. Revised date: June 2016.
- viii. Develop a community led local development structure to maximise involvement of Area Action Partnerships to increase resources for local actions due March 2015. Revised date: September 2015.
- ix. Improve data protection arrangements regarding customer data sharing - Improve the use of Privacy Impact Assessments for regular data sharing due March 2015. Revised date: May 2015.

4. Corporate Complaints Review
Cabinet Portfolio Holder – Councillor Brian Stephens
Contact – Su Jordan 03000 268055

We have considered a joint report of the Assistant Chief Executive and Corporate Director, Neighbourhood Services which requested approval of the revised corporate complaints procedure following the Corporate Complaints Review. The Customer Focus Board commissioned a review of the approach to Corporate Complaints to improve the experience of customers when contacting the council as part of the Customer First Strategy. Based on the review and guidance published by the Local Government Ombudsman, a revised process was developed. Suggested improvements were tested through a range of pilots and the policy now includes a new approach for dealing with abusive, unreasonably persistent or vexatious complaints.

Decision

We have approved the revised Corporate Complaints Policy that includes a new approach for dealing with abusive, unreasonably persistent or vexatious complaints.

5. Educational Attainment/Standards Report 2014-15
Cabinet Portfolio Holder – Councillor Ossie Johnson
Contact – Caroline O'Neill 03000 268982

We have considered a report of the Corporate Director, Children and Adults Services which summarised how Durham County Council's Education Department provides support and intervention to ensure the best educational outcomes for children and young people in Durham. The report included the results from tests and examinations at Key Stage 2 and Key Stage 4/5 for 2014 which, when compared with national averages, provide the key outcome measures for primary and secondary education respectively.

Durham continues to compare very favourably with the national picture in terms of test and examination outcomes for children and young people. The local authority has a confident and firmly established knowledge of attainment and progress measures, with understanding of all key areas for improvement. It is as a direct result of the thorough and detailed involvement of school improvement officers in the process of support and challenge to schools that standards remain high and continue to improve across the vast majority of Durham schools. The vital local knowledge shared by the Education Service officers is recognised by the both the Regional Commissioner and Senior Ofsted HMI, and is invaluable as the local authority anticipates and takes action to secure a good or better education for all children and young people.

Decision

We have noted the content of the report and agreed to disseminate the information contained within the report more widely, as appropriate.

**6. Safe Durham Partnership Plan Refresh 2015-18
Cabinet Portfolio Holder – Councillor Joy Allen
Contact – Peter Appleton 03000 267381**

We have considered a report of the Corporate Director, Children and Young People's Services which presented the refresh of the Safe Durham Partnership Plan 2015-18 for agreement.

The Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007 require that Durham County Council, along with the other responsible authorities develop and implement a Partnership Plan. The Crime and Disorder Reduction Strategy (known in County Durham as the Safe Durham Partnership Plan) is part of the Policy Framework in the Council's Constitution. The purpose of the Safe Durham Partnership Plan is to demonstrate how the responsible authorities will work together to reduce crime and disorder across County Durham.

Following the completion of the 2014 Strategic Assessment in November 2014, no change was made to the existing strategic objectives by the Safe Durham Partnership Board, which remain aligned to the objectives within the Sustainable Community Strategy. A consultation process with partners, Area Action Partnerships and Overview and Scrutiny took place between November 2014 and February 2015 on the priorities and outcomes contained within the draft refresh of the Partnership Plan 2015-18. Feedback was supportive of the strategic objectives and the Plan was updated following consultation. The Safe Durham Partnership Board signed off the Plan in March 2015.

The refresh of the Partnership Plan 2015-18 describes the progress and achievements of the Safe Durham Partnership since the publication of the previous Plan. It describes how it will deliver sustainable improvements by working in partnership. The Plan describes why each objective has been prioritised, the key challenges to meeting each objective, an understanding of how the objectives will be delivered and how we will know if we have been successful. The Strategic Objectives and Outcomes Framework for the Safe Durham Partnership Plan 2015-18 were detailed in the report. The Partnership Plan also contains a number of strategic actions that identify the key areas of work that the Safe Durham Partnership will focus on, linked to objectives and outcomes.

Decision

We have:

- Noted the contents of this report and endorsed the Safe Durham Partnership Plan 2015-18;
- Noted that the Safe Durham Partnership Plan will be presented to Full Council on 22nd July 2015 for approval in accordance with the Policy Framework in the Council's Constitution; and

- Noted the Safe Durham Partnership Plan will be publicised on the Durham County Council website following agreement from Durham County

**7. Local Government Declaration on Alcohol
Cabinet Portfolio Holder – Councillor Joy Allen
Contact – Kirsty Wilkinson 03000 265445**

We have considered a report of the Corporate Director, Children and Adults Services which provided an overview of the development and purpose on the Local Government Declaration on Alcohol (LGDA).

The Local Government Declaration on Alcohol is in response to the ongoing damage that alcohol does to communities across the North East. It is a pledge to take action and a statement that demonstrates Durham County Council's commitment to protecting local communities from the harm caused by alcohol. The declaration was initiated following a meeting of the Regional Directors of Public Health Group following the Balance conference in November 2013, following a similar approach to that taken in relation to tobacco. Whilst the Declaration is intended as a regional statement of intent it has been led through collaboration between Gateshead Council and the regional alcohol office Balance.

The goal of the declaration is to demonstrate local authority leadership on tackling alcohol harm and to make a collective statement about the importance of this issue nationally. Durham County Council has already agreed a motion at full Council to highlight the need to:

- Introduce a minimum unit price of 50 pence per unit of alcohol
- Carry out a comprehensive review of licensing legislation to ensure that licensing authorities are empowered to tackle alcohol related harm by, for example, controlling total availability of alcohol in their area, according to local need
- Undertake an urgent review of alcohol advertising and sponsorship with a view to protecting children from the influence of alcohol marketing. This would include banning advertising in cinemas unless an 18 certificate film is being screened and withdrawing alcohol sponsorship from professional sport.

Decision

We have agreed to endorse and sign the Local Government Declaration on Alcohol.

**8. Assessing Development Proposals in County Durham in the Light of the Inspector's Interim Report on the County Durham Plan
Cabinet Portfolio Holder – Councillor Neil Foster
Contact – Gavin Scott 03000 261918**

We have considered a report of the Corporate Director, Regeneration and Economic Development which assessed a Policy Position Statement to provide a consistent approach to determining planning applications in the light of publication of the Inspector's Interim Report of the County Durham Plan (CDP) for Members, Officers, Developers and the public.

On 18 February 2015 the Planning Inspector published his report into Stage 1: "Interim Views on the Legal Compliance and soundness of the Submitted County Durham Plan". The Interim Report, detailed the Inspector's concerns regarding the key parts of the Plan's strategy and economic ambition and its intention to focus key development in and around Durham City.

The inevitable delay the publication of the Interim Report would cause in the adoption of the CDP will make it more difficult to improve the economic performance of the County by potentially delaying appropriate development and investment. Equally, the uncertainty could be perceived as reducing the Council's ability to resist inappropriate development.

The Statement which was attached to the report set out how development proposals would be assessed with guidance on the following matters:

- The status of the existing Adopted Local Plans in County Durham;
- The status of the County Durham Plan;
- The status of proposals in the Inspector's Interim Report;
- The Status of Neighbourhood Plans in County Durham;
- The Council's understanding of Sustainable Development;
- Infrastructure requirements and planning obligations;
- Appropriate scale of development;
- How will the matter of Prematurity be addressed; and
- Five-year housing land supply.

Decision

We have agreed that "Assessing Development Proposals in County Durham" be agreed as a Council Policy Position Statement to provide clarity to Members, officers, developers and the public in the light of receipt of the Interim Inspector's Report on the County Durham Plan.

**Councillor S Henig
Leader of the County Council**

14 July 2015

County Council

22 July 2015

**Safe Durham Partnership Plan Refresh
2015-18**



Report of Rachael Shimmin, Corporate Director, Children and Adults Services

Councillor Joy Allen, Portfolio Holder for Safer Communities

Purpose of the Report

1. The purpose of this report is to present the County Council with the refresh of the Safe Durham Partnership Plan 2015-18 for agreement (attached as Appendix 3).

Background

2. The Crime and Disorder (Formulation and Implementation of Strategy) (Amendment) Regulations 2011 require that Durham County Council, along with the other responsible authorities (Durham Constabulary, Clinical Commissioning Groups, County Durham and Darlington Fire and Rescue Service, National Probation Service and the Durham Tees Valley Community Rehabilitation Company), develop and implement a Partnership Plan.
3. The Partnership Plan 2015-18 is a refresh of the previous Partnership Plan 2014-17. The next full review of the Partnership Plan will be for the period 2017-20.
4. The Crime and Disorder Reduction Strategy (known in County Durham as the Safe Durham Partnership Plan) is part of the Policy Framework in the Council's Constitution.
5. The purpose of the Safe Durham Partnership Plan is to demonstrate how the responsible authorities will work together to reduce crime and disorder across County Durham.
6. The regulations also require that the Safe Durham Partnership (SDP) carry out an annual Strategic Assessment which informs the development of the new Plan every three years and its annual refresh. This is a restricted document that is not made available publicly as it contains information from restricted police intelligence products. The SDP Strategic Assessment is used to inform the Police Strategic Assessment which is completed in January to inform the refresh of the Police and Crime Plan.
7. Following the completion of the 2014 Strategic Assessment in November 2014, no change was made to the existing strategic objectives by the Safe Durham Partnership Board, which remain aligned to the objectives within the

Sustainable Community Strategy. Each objective is managed by a multi-agency thematic group which reports to the Safe Durham Partnership Board.

8. A consultation process with partners, Area Action Partnerships and the Safer, Stronger Communities Overview and Scrutiny Committee has taken place between November 2014 and February 2015 on the priorities and outcomes contained within the draft refresh of the Partnership Plan 2015-18. Feedback was supportive of the strategic objectives and the Plan has been updated following consultation. The Safe Durham Partnership Board agreed the Plan in March 2015.

Refresh of the Safe Durham Partnership Plan (SDPP)

9. The vision of the Safe Durham Partnership is for a county “**where every adult and child will be, and will feel, safe.**” Working in partnership is essential to achieving our vision.
10. The refresh of the Partnership Plan 2015-18 describes the progress and achievements of the Safe Durham Partnership since the publication of the previous Plan. It describes how it will deliver sustainable improvements by working in partnership. The Plan describes why each objective has been prioritised, the key challenges to meeting each objective, an understanding of how the objectives will be delivered and how we will know if we have been successful.

Strategic Objectives and Outcomes Framework

11. The Strategic Objectives and Outcomes Framework for the Safe Durham Partnership Plan 2015-18 is provided below:

Strategic Objective 1: Reduce anti-social behaviour

- ❖ Increase public confidence in the ability of partners to deal with crime and anti-social behaviour issues that matter to communities
- ❖ Reduce anti-social behaviour, low level crime – including secondary deliberate fires
- ❖ Create a high quality clean, green, attractive and accessible environment

Strategic Objective 2: Protect vulnerable people from harm

- ❖ Prevent domestic abuse and sexual violence and reduce the associated harm
- ❖ Ensure that all victims of domestic abuse and sexual violence have access to the right help and support throughout the criminal justice process and that services are available to address their needs
- ❖ To improve the criminal justice response to tackling domestic abuse and sexual violence
- ❖ To pursue perpetrators of domestic abuse through the criminal justice system and ensure they face up to the implications of their actions
- ❖ Reduce the impact of hate crime

Strategic Objective 3: Reduce re-offending

- ❖ Prevent intergenerational offending
- ❖ Prevent repeat offending

Strategic Objective 4: Alcohol and substance misuse harm reduction

- ❖ Reduce the harm caused by alcohol to individuals, families and communities
- ❖ Reduce the harm caused by drugs/substances – through prevention, restricting supply and building recovery

Strategic Objective 5: Embed the ‘Think Family’ approach

- ❖ Embed Think Family into offender and victims services as part of the prevention and ‘early help’ approach

Strategic Objective 6: Counter Terrorism and prevention of violent extremism

- ❖ Implement the national ‘CONTEST’ strategy
- ❖ Challenge extremism and intolerance

Strategic Objective 7: Road casualty reduction

- ❖ Improve education and raise awareness of road safety
- ❖ Improve health and wellbeing of communities through casualty reduction
- ❖ Develop a safer road environment

12. The Partnership Plan also contains a number of strategic actions that identify the key areas of work that the Safe Durham Partnership will focus on, linked to objectives and outcomes.

Delivery Plan

13. The Safe Durham Partnership Plan is monitored robustly and progress is reported to the Safe Durham Partnership Board on a six monthly basis. This allows partners the opportunity to challenge each other and ensure that the thematic groups are achieving their outcomes. A quarterly performance escalation report summarising the performance of each thematic group is also reported into the Board. As well as providing performance highlights, the Board also receives information on areas for improvement.
14. In addition to performance monitoring through the Safe Durham Partnership Board a subset of performance indicators from the Safe Durham Partnership Plan is reported to the County Durham Partnership, under the “Altogether Safer” theme. Safer and Stronger Overview and Scrutiny Committee are also provided a subset basket of indicators to provide them with oversight of performance.

Recommendations and reasons

15. The County Council is recommended to:
- a. Note the contents of this report and approve the Safe Durham Partnership Plan 2015-18; and

- b. Note the Safe Durham Partnership Plan will be publicised on the Durham County Council website following agreement.

Background papers

None

**Contact: Peter Appleton, Head of Planning and Service Strategy,
Children and Adults Service**

Tel: 03000 267381

Appendix 1: Implications

Finance

Action Plans will be developed to support the delivery of the Partnership Plan. The Police and Crime Commissioner has allocated funding to support the delivery of those action plans.

Staffing

The Plan will be implemented using existing resources. Durham County Council will contribute to the delivery of the plan in partnership with other responsible authorities.

Risk

No adverse implications.

Equality and Diversity/ Public Sector Equality Duty

An impact assessment in relation to Equality and Diversity implications has been undertaken on the refreshed Plan.

Accommodation

No adverse implications.

Crime and disorder

The Partnership Plan outlines the Safe Durham Partnership priorities for tackling crime and disorder in County Durham.

Human rights

No adverse implications.

Consultation

Statutory consultation with the community and stakeholders has been undertaken as part of the Strategic Assessment process.

Procurement

No adverse implications.

Disability Issues

No direct adverse implications. An impact assessment will be undertaken when the Plan has been agreed.

Legal Implications

No adverse implications. The County Council, as a responsible authority under the Crime and Disorder Act 1998, has a statutory duty to produce a Partnership Plan in line with the Crime and Disorder (Formulation and Implementation of Strategy) (Amendment) Regulations 2011.

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Safe Durham Partnership Plan 2015 - 2018



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1. Foreword

Welcome to the Safe Durham Partnership Plan for 2015-18.

Our vision is for a county where every adult and child will be, and will feel, safe. Working in partnership is essential to achieving our vision.

Partnership working across County Durham continues to go from strength to strength. When introducing our previous Partnership Plan in 2014, we explained how our commitment to working in partnership had ensured real and tangible improvements to the quality of life of our communities.

Since 2009 and the formation of the Safe Durham Partnership, crime has reduced by 19%. Despite an increase of 2% in 2014/15 we continue to have one of the lowest crime rates in the country and during the last three years we have built upon our previous success and experienced further reductions in anti-social behaviour, fewer young people in the criminal justice system and reduced rates of re-offending. We continue to strengthen the support for victims of domestic abuse and provide more opportunities for offenders to recover from drug and alcohol misuse.

Working in partnership is crucial if we are to meet existing and emerging challenges and work towards achieving our vision in this time of significant change in the public sector. The Safe Durham Partnership Plan for 2015-18 demonstrates how partner organisations will 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.

We will involve a wide range of agencies, members of our communities, voluntary and community sector, social enterprises and charities in our Partnership working and respond to the challenges and opportunities highlighted in this Plan in order to deliver an 'Altogether Safer' and 'Altogether Better' Durham.



Rachael Shimmin

Chair of the Safe Durham Partnership Board and
Corporate Director of Children and Adults Services,
Durham County Council.



Cllr Joy Allen

Vice Chair of the Safe Durham Partnership Board and
Portfolio Holder for Safer Communities,
Durham County Council.

2. Introduction

The Safe Durham Partnership has a statutory duty to develop and implement a Partnership Plan which describes how responsible authorities will work together to tackle crime and disorder. The Plan is refreshed at the beginning of each financial year and as part of that 'refresh', the Safe Durham Partnership will demonstrate its progress over the previous year.

The Plan describes the 'Altogether Safer' priority objectives outlined in the Sustainable Community Strategy, which provides the vision for the local area and is the umbrella strategy for all the other strategies devised for County Durham. It is the Safe Durham Partnership's strategy for tackling crime and disorder and responding to those priorities, outlined within the Safe Durham Partnership Strategic Assessment.

The Plan provides a clear picture of how the Safe Durham Partnership will continue to work towards creating a safer and more socially cohesive county and contribute to an 'Altogether Better' Durham.

The purpose of the Safe Durham Partnership Plan is to build on the significant achievements of the last five years since the Partnership was formed as part of Local Government Review. It will continue to demonstrate new and innovative approaches as we respond to an ever changing and more challenging landscape. In this way, we will provide ourselves with the best opportunity to maintain our history of strong performance and deliver the outcomes needed to achieve our vision.

The Safe Durham Partnership Plan demonstrates how strong strategic leadership, planning, performance management and problem solving will result in action plans which aim to deliver positive outcomes for our communities.

The Plan also identifies how the partnership will respond to the impact of national policy changes and new and emerging risks, such as the impact of Welfare Reforms and austerity measures.

An annual refresh of the Plan will take place to ensure that any new and emerging policies, risks and consultation feedback are identified and responded to. This will also provide the opportunity to keep the people of County Durham up to date with our progress and identify new government requirements and new opportunities identified within the previous year.



Safe Durham Partnership

3. National Policy

Since 2010 the Safe Durham Partnership has operated in a time of significant change in the public sector. Key statutory partners who make up the Safe Durham Partnership Board have faced reductions in expenditure and resources. Home Office grants to the Safe Durham Partnership have also significantly reduced.

In 2011 some legislation and performance requirements relating to the Safe Durham Partnership were repealed, however, many of the statutory requirements placed on the responsible authorities remain. The Partnership no longer operates in the context of a National Community Safety Strategy but there are key thematic policy drivers which influence our strategic direction.

Key Policy Drivers

Anti-Social Behaviour, Crime and Policing Act 2014

The Act introduced new powers to tackle anti-social behaviour that provide better protection for victims and communities. The new Community Trigger and Community Remedy will empower victims and communities, giving them a greater say in how agencies respond to complaints of anti-social behaviour and in out-of-court sanctions for offenders. The Safe Durham Partnership has worked with the Police and Crime Commissioner to implement the new measures contained within the Act which commenced in October 2014.

Transforming Rehabilitation: A Strategy for Reform

The Transforming Rehabilitation Programme sets out the Government's plans to transform the way in which offenders are managed in the community, in order to bring down re-offending rates.

The key aspects of the reforms are:

- The creation of a new public sector National Probation Service to manage high risk offenders, (which took place in June 2014).
- The creation of twenty one regional private sector Community Rehabilitation Companies (CRCs) managing all other offenders (which took place in February 2015).
- Every offender released from custody will receive statutory supervision and rehabilitation in the community.
- A nationwide 'through the prison gate' resettlement service will be put in place, meaning most offenders are given continuous support by one provider from custody into the community. Offenders are held in a prison designated to their area for at least three months before release.
- New payment by results incentives for CRCs to focus on reforming offenders.

Police and Crime Commissioners

In November 2012 the first Police and Crime Commissioner for Durham and Darlington was elected, replacing Police Authorities who were a responsible authority on the Safe Durham Partnership. A range of funding streams were transferred from the Safe Durham Partnership to the Police and Crime Commissioner in April 2013. The Safe Durham Partnership and the Police and Crime Commissioner work collaboratively on shared strategic objectives within the Police and Crime Plan including domestic abuse, hate crime, anti-social behaviour, tackling the harm caused to individuals by alcohol and drugs, improving road safety, reducing re-offending and increasing public confidence (see Section 11).

3. National Policy

New Domestic Abuse Measures

In March 2014 the Domestic Violence Disclosure Scheme (known as Clare's Law) was extended to police forces across England and Wales. It follows a successful 14-month pilot in four police force areas, which provided more than 100 people with potentially life-saving information. It is a scheme allowing police to disclose to individuals details of their partners' abusive past.

Further protection has been provided through the introduction of Domestic Violence Protection Orders (DVPOs); a new power introduced by the Crime and Security Act 2010. It enables the police to put in place protection for the victim in the immediate aftermath of a domestic violence incident. Under DVPOs, the perpetrator can be prevented from returning to a residence and from having contact with the victim for up to 28 days, allowing the victim a level of breathing space to consider their options, with the help of a support agency. This provides the victim with immediate protection.

Counter Terrorism and Security Act 2015

The threat to the UK from the terrorist organisation 'Islamic State' has resulted in the threat level to the UK being raised to 'Severe'. This means that an attack is highly likely.

The Government has responded to this threat by introducing the Counter Terrorism and Security Act 2015.

The Act puts 'Channel' on a statutory footing. Channel is a multi-agency approach to provide support to individuals at risk of being drawn into terrorist related activity. It forms a key part of the Government's *Prevent* strategy which aims to stop people becoming terrorists or supporting any form of terrorism. Channel seeks to:

- Safeguard individuals who might be vulnerable to being radicalised, so that they are not at risk of being drawn into terrorist related activity;
- Ensure that individuals and communities have the ability to resist all forms of terrorism and violent extremist activity likely to lead to terrorism.

The Channel process identifies those most at risk of radicalisation, and refers them, via the police, for assessment by a multi-agency panel. The panel considers how best to safeguard them by ensuring they have access to support from mainstream services, such as health and education, through to specialist mentoring or faith guidance and wider diversionary activities. Each support package is monitored closely and reviewed regularly by the multi-agency panel.

Under the new Act, specified authorities (Local Authorities, Police, Education, Probation, Prisons and Health) will all have a duty, while in the exercise of its functions, to have due regard to the need to prevent people from being drawn into terrorism.

3. National Policy

Cyber Crime

In November 2013 the Government published a progress update on its National Cyber Security Strategy

The first year saw activity across a wide range of areas and with many partners, generating increasing momentum across the National Cyber Security Programme. Key enabling structures and capabilities were introduced or enhanced, and groundwork laid. Over the past year the Government has built on this groundwork to deliver real progress. This year will be about cementing that progress and filling gaps where work to date has shown there is more to do.

The Governments forward plan will focus on the core goals of:

- Further deepening our national sovereign capability to detect and defeat high-end threats
- Ensuring law enforcement has the skills and capabilities needed to tackle cyber-crime and maintain the confidence needed to do business on the Internet
- Ensuring critical UK systems and networks are robust and resilient
- Improving cyber awareness and risk management amongst UK business
- Ensuring members of the public know what they can do to protect themselves, and are demanding good cyber security in the products and services they consume
- Bolstering cyber security research and education, so we have the skilled people and know-how we need to keep pace with this fast-moving issue into the medium-term
- Working with international partners to bear down on havens for cybercrime and build capacity, and to help shape international dialogue to promote an open, secure and vibrant cyberspace.



4. The Safe Durham Partnership

The Safe Durham Partnership was formed in April 2009 following Local Government Reorganisation to a single unitary local authority for County Durham. There are currently six 'responsible authorities' on the Safe Durham Partnership, who have a legal duty to work in partnership to tackle crime, disorder, substance misuse, anti-social behaviour and other behaviour adversely affecting the environment, and to reduce re-offending.

The six responsible authorities are:

- Durham County Council
- Durham Constabulary
- County Durham and Darlington Fire and Rescue Authority
- National Probation Service
- The Durham Tees Valley Community Rehabilitation Company Ltd
- North Durham Clinical Commissioning Group and Durham Dales, Easington and Sedgefield Clinical Commissioning Group

The Safe Durham Partnership also brings together a range of interested parties from the public, private, community and voluntary sectors to help deliver the outcomes in the Safe Durham Partnership Plan through our strategic and operational structures, as well as representation from the Office of the Police and Crime Commissioner.

The Safe Durham Partnership has a duty to develop an annual strategic assessment of the risks and threats that crime and disorder poses to the communities of County Durham. The purpose of this assessment is to:

- Identify its priorities for the forthcoming year
- Highlight performance, progress and achievements against the commitments made in the 2014-17 Partnership Plan
- Identify key crime and disorder risks and threats to the community

As part of the strategic assessment process we consult with stakeholders and communities on community safety issues that matter to them. Community priorities have been fed into this Plan through the Police and Communities Together (PACT) meetings, public confidence surveys and through consultation with the 14 Area Action Partnerships and the Safer and Stronger Overview and Scrutiny Committee. The Plan reflects our response to these local concerns.


*Durham Dales, Easington and Sedgefield
Clinical Commissioning Group*


*North Durham
Clinical Commissioning Group*

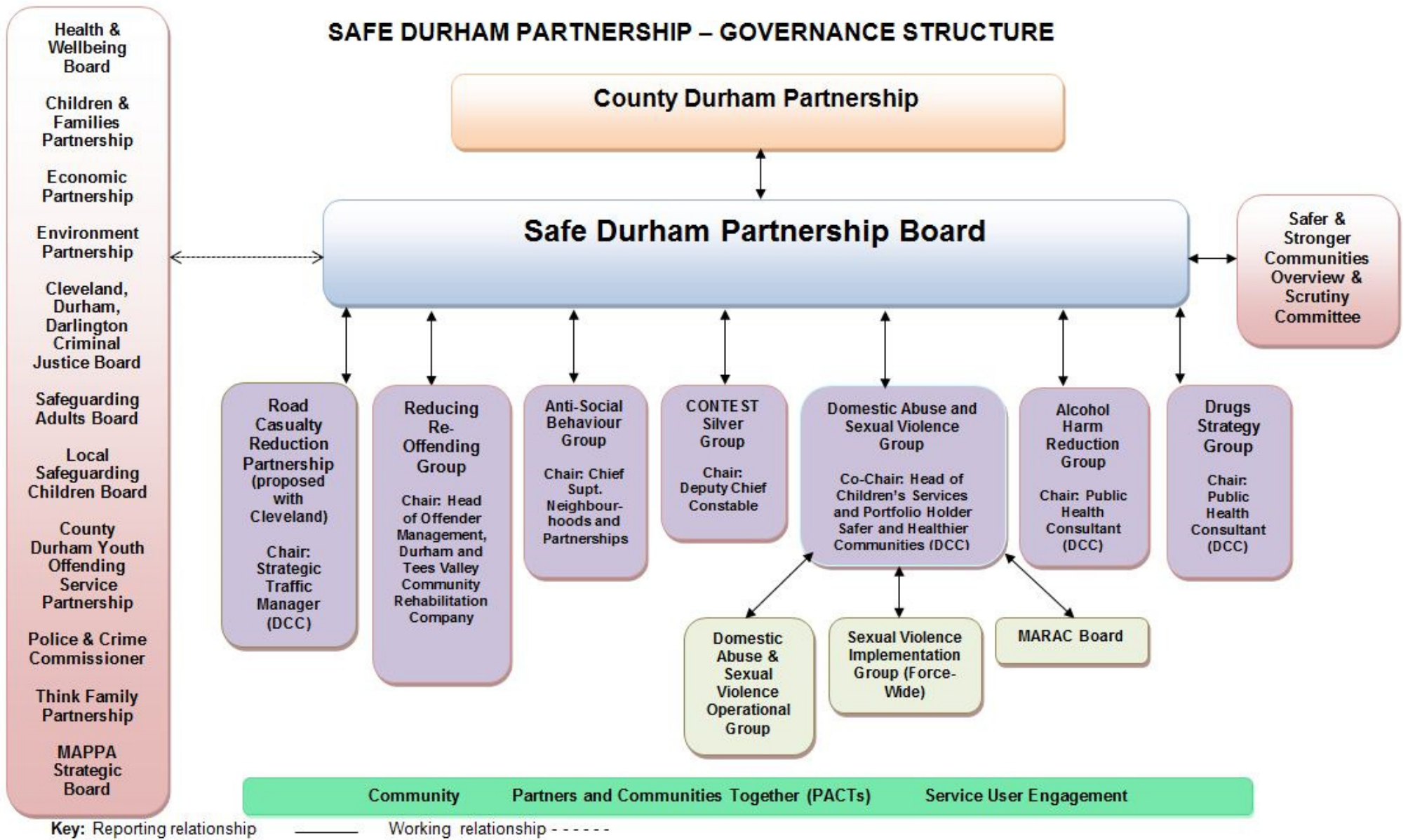


COUNTY DURHAM

4. The Safe Durham Partnership

The Community Safety landscape has changed over recent years along with NHS and Probation reforms which have changed the statutory membership of the Safe Durham Partnership Board.

This presented an opportunity to review the Safe Durham Partnership governance arrangements which is represented within the Safe Durham Partnership Governance Structure.



5. Progress and Achievements

Reduced levels of crime

Since the Safe Durham Partnership was formed in 2009 there has been a reduction in overall crime. At the end of March 2015 the Safe Durham Partnership reported that the number of crimes was 25,644, a reduction of 19% compared to 2009-10. However, the period 2013-14 showed a 9.4% rise compared to the previous year and in 2014-15 crime has risen by 2.0%. This is in the context of a rise nationally and the impact of historical offences. Rates per 1,000 population remain lower than other areas of the region and nationally.

Fewer complaints of anti-social behaviour

Data for April 2014 to March 2015 shows that there were 23,235 ASB incidents reported to the police, which is a reduction of 4.3% from 24,276 when compared to the same period of the previous year.

Significant reduction in first time entrants to the youth justice system

There has been a continuous reduction, year on year, in first time entrants into the youth justice system in County Durham. Since 2007-08 we have achieved an 83% reduction from 1,129 young people in 2007-08 to 192 first time entrants in 2014-15.

Reduced re-offending by young people

Data from the Ministry of Justice shows we have reduced re-offending by young people by 8.9% (frequency rate) in 2011-12 compared to the same period the previous year. This is better than the national rate of 9.4%. This includes all offences and all young people offending (pre and post court).

Reduced the number of young people offending and offences committed

We have achieved a 46.8% reduction in the number of offences committed by young people (from 2,464 offences in 2010-11 to 1,312 in 2014-15) and a 50.5% reduction in the number of young people offending (from 1,270 in 2010-11 to 629 in 2013-14).

Low rates of re-offending regionally

County Durham has the lowest rate across the region for the national reducing re-offending measure, however, it remains higher than the national average. The proportion of all offenders (adults & juveniles) re-offending in a 12-month period in County Durham was 27.3% (April 12-March 13). That is 1.2% higher than the national figure of 26.1% (April 12-March 13).

Low rates of repeat victimisation for victims of domestic abuse

Domestic abuse is under-reported and part of our work involves encouraging victims to seek support. This means that we will not target a reduction in the number of reports of domestic abuse. However, when victims are encouraged to seek help we are able to work towards preventing those victims suffering a repeat of their experience. 14.8% of domestic abuse victims (April – March 2015) at Multi-Agency Risk Assessment Conference (MARAC) were repeat victims of domestic abuse against a national target of 24%.

Reduction in road casualties in County Durham

During April to December 2014 there was a 15% reduction in the number of people killed or seriously injured (139) compared to the same period in 2013. There have been no child fatalities.

Alcohol-related violent crime and anti-social behaviour has reduced

The proportion of violent crime that is alcohol-related has reduced to 32.4% in 2014-15 compared to 38.6% the previous year. The proportion of anti-social behaviour that is alcohol-related has also reduced to 12.3% in 2014-15 compared to 15.3% in 2013-14.

County Durham is in the top 20% for turning around 'Troubled Families'

Troubled Families are those that have problems and cause problems to the community around them, putting high costs on the public sector. As of March 2015, 1,320 families on the Stronger Families Programme were 'turned around', which equates to 100% of the County Durham target of families to 'turn around' by May 2015.

6. Safe Durham Partnership Initiatives

The Safe Durham Partnership has demonstrated an approach aimed at maintaining strong performance. Key improvement areas include an early intervention approach to tackling problem families and locations, tackling the harm caused by alcohol and supporting our police service in its drive to disrupt and bring to justice organised criminals. This approach proved successful. For example, after two years of targeting areas of the county that presented the greatest challenges, anti-social behaviour was reduced by 47% in those areas.

In a rapidly transforming landscape, built around reform, sustaining such strong performance has become increasingly challenging. The Safe Durham Partnership continues to anticipate and shape its response in a way that mitigates potential risk and takes full advantage of new opportunities. Our approach to the transforming rehabilitation programme and our vision for a restorative County Durham are examples of our proactive approach to change and opportunity. Reshaping our multi-agency problem solving model means we will be able to take a 'whole family' approach and apply 'Think Family' principles.

Between 2011 and 2015 the Safe Durham Partnership delivered an extensive programme of initiatives, including:

Tackling Domestic Abuse

In September 2013 Durham County Council commissioned Harbour to deliver a countywide domestic abuse service. In support of this Partnership priority, the domestic abuse service will be widened from April 2015 to provide a holistic service focussed on early intervention, including the development of a pilot perpetrator programme. An academic evaluation of the pilot will be undertaken by Durham University.

A domestic abuse referral pathway has been agreed and was launched in December 2014 as part of the multi-agency 'Sorry's Not Enough' campaign. The campaign includes a dedicated website for the public highlighting how to get help and a separate login page for professionals to access documents like training and policy materials, as well as the domestic abuse referral pathway document and other materials rebranded for professionals – www.sorrystnotenough.co.uk

As a result of recommendations in a number of Domestic Homicide Review reports, a multi-agency training programme for professionals has been agreed.

The national charity SafeLives have reviewed our approach to Multi-Agency Risk Assessment Conferences (MARAC) and a number of improvement actions have been put in place, including MARAC training to increase the number of referrals from agencies in addition to those from the police. In the period April 2014-March 2015 the number of cases referred to MARAC was 433, compared to 282 in the same period in 2013-14.

Plans are in place to build on the current Central Referral Unit with the implementation of a Multi-Agency Safeguarding Hub (MASH) in Spring 2015.

Restorative approaches

In 2012 the Safe Durham Partnership Board proposed a framework for the introduction of partnership integrated restorative practice, with the aim of creating a culture of restorative approaches throughout our communities and within partner agencies and services.

A restorative approach brings people 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.

The willingness of partners to adopt restorative approaches into working



6. Safe Durham Partnership Initiatives

practices was clear; however there was a need to co-ordinate practice into an overarching strategy. The Partnership convened a task and finish group to bring about whole systems change, connect existing work, align working practice and terminology, use efficiencies and best practice to expand the reach and scope of restorative approaches and to do this within existing funding and resources.

Today, some of 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 has expanded restorative justice across all orders within existing resources. Restorative approaches now underpins everything the Youth Offending Service does.

A comprehensive training programme is being delivered across a number of agencies to embed restorative approaches in an ever widening range of services. Our approach means fewer victims, fewer crimes and reduced demand on the criminal justice system.

In July 2014 the Safe Durham Partnership was awarded 'Runners Up' in the Restorative Justice category of the national Howard League Community Programme Awards. Representatives of the Partnership were presented with an award by HRH Princess Royal at the national conference.

'Looked After Children' Services have used restorative approaches for some time to improve placement stability, staff turnover, dealing with conflict without damage to individuals and promoting wellbeing.

Reducing re-offending

The Integrated Offender Management programme (known as the Castle Project) for adult offenders provides all agencies engaged in local criminal justice with a single coherent structure for the management of repeat adult offenders. Development and refinement of the programme is continuous and the Safe Durham Partnership consistently explores new ways to manage offenders.

New resources and projects have been introduced with some positive results. They include mentoring, drug intervention, volunteering, diverting women offenders from prison and restorative approaches.

Checkpoint

Whilst the concept of managing adult offenders through partnership is embedded within our Integrated Offender Management units, the aim of 'Checkpoint' is to extend our integrated offender principles to a wider lower level adult cohort by transforming the way we deal with offenders through police custody suites. Currently, cautions, arrests and attendance at court do not provide the adult offender with access to support functions to address their offending behaviour. Most are leaving the Criminal Justice System with little or no consideration of the causes of their offending or its management. Checkpoint will provide a credible alternative to police custody by identifying and supporting the critical pathways of need with the result that low level adult offenders are diverted away from the Criminal Justice System, (or exit the Criminal Justice System at an earlier stage), while also addressing the underlying cause of their offending behaviour.

Our approach will mean fewer victims, fewer crimes, reduced service demand and increased resilience of those people vulnerable to offending.



6. Safe Durham Partnership Initiatives

Fully integrated pre-court/out of court system for young people who offend

Two programmes have been crucial in delivering sustainable reductions in the number of young people entering the youth justice system in County Durham. The award winning fully integrated pre-court/out of court system provides early assessment of need and intervention to prevent re-offending. The Pre-Cautious Disposal provides an alternative to a formal sanction. It improves young people's life chances by ensuring that their needs are identified and met and that they avoid being criminalised.

We have reduced first time entrants by 83% (from 1,129 young people in 2007-08 to 192 in 2014-15) and reduced re-offending – resulting in a 47.7% reduction in the number of offences committed and a 50.5% reduction in the number of young people offending (2010/11 to 2013/14).

The Ministry of Justice cohort has reduced by 77.2% from 2,145 young people in 2007/08 to 489 in 2012/13.

Speech, Language and Communication Needs of young people who offend

National research suggests that 60-90% of young people in the youth justice system have speech, language and communication needs (SLCN). County Durham Youth Offending Service has implemented a comprehensive, innovative Speech, Language and Communication Needs Strategy to address this.

Phase 1 (March – Sept 2014) has focussed on improving how we communicate with young people who offend - upskilling our staff to better recognise and meet young people's SLCN; the implementation of a screening tool and pathway to specialist Speech and Language Therapy (SLT) Services; and the development of a new range of communication friendly resources.

Phase 2 (Oct 14 – March 15) has focussed on the communication needs of young victims of youth crime to help them to better understand and engage in restorative processes.

Phase 3 (2015/16) will ensure dedicated SLT provision in CDYOS to assess and deliver therapy directly to young people with whom we work and support staff to implement strategies to best engage them. The aim of the SLCN strategy is to further reduce re-offending.

Alcohol seizure project

In 2011 the Safe Durham Partnership developed a multi-agency alcohol seizure procedure which was highlighted as national good practice by the Home Office Alcohol Team. Our aim was to reduce anti-social behaviour, understand more about how children and young people access alcohol and engage them in early intervention services.

The benefits of this approach are clear when examining the outcome for a 12 year old child who was referred to the 'Brief Interventions Team' (who provide advice and support) after being found with alcohol. The child was found to be living with a grandmother. During the intervention it became apparent that the child was consuming strong cider on a regular basis. The child admitted a pattern of drinking and it was clear that the grandmother was in desperate need of support. The child was referred to the County Durham young people's drug and alcohol service. The child received specialist support while additional support was provided to the grandmother and the wider family.

Such cases may raise safeguarding issues. The Safeguarding Adults Board and the Local Safeguarding Children Board are committed to ensuring that children and young people are kept safe and feel safe at all times, no matter what their background.



6. Safe Durham Partnership Initiatives

Building Recovery

Our 'Building Recovery' objective demonstrates our aim to deliver effective treatment and recovery services to help individuals achieve abstinence from illicit drugs, to ensure that recovery is sustained and to 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 total abstinence based recovery service delivers a proven comprehensive 12-step model to enable recovery from drug and alcohol addiction. The Recovery Academy works with 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 who have had similar experiences. It offers a secondary programme after graduation to help with education, employment, training and ongoing recovery support. Since opening in December 2011, 41 individuals have successfully graduated from the academy and have been involved in shaping the new County Durham Drug Strategy.

In recognition of the developing and thriving 'recovery community' Durham is to be the host city of the National Recovery Walk in September 2015.

Neighbourhood Watch

In June 2011 the Safe Durham Partnership developed and implemented a strategy to modernise Neighbourhood Watch in County Durham, which was later developed across the Durham Constabulary Force area. Our aim was for a bigger, stronger and more active movement; contributing to increased feelings of safety. The last audit of Neighbourhood Watch schemes was carried out in September 2014. It confirms that County Durham has a higher percentage of households in a Neighbourhood Watch scheme than anywhere else in the country. A range of initiatives have been put in place by Neighbourhood Watch Co-ordinators, achieving demonstrable success including its continued support for 'Safer Homes'.



Safer Homes

The Total Home Safety project played an important part in our drive to reduce house burglaries and house fires across County Durham. The project drew external funding of £300,000 to deliver safety and security measures to over 4,000 risk assessed households. Over the period of the project the Safe Durham Partnership experienced a reduction of 398 house burglaries and 21 house fires generating efficiencies of £832,000. 93% of clients reported that they felt safer, 88% felt more independent in their home and 36% said they were referred to other services as a result of their referral to Total Home Safety.

The Safer Homes Scheme was established in 2013. Funded and supported by Durham County Council and Durham Constabulary, it is delivered by volunteer Neighbourhood Watch Coordinators. Volunteers are trained to deliver crime prevention advice to provide reassurance to those who need it in their community. Volunteers are able to provide safety and security equipment such as lighting and locks and specialist packs when householders are away from home.

Over 4,500 homes have received support from the two initiatives and our success has been rewarded with £500,000 of Transformation Challenge Award funding to extend the scope and scale of 'Safer Homes'. The Safer Homes project was extended in 2014 through a successful bid by County Durham and Darlington Fire and Rescue Service in conjunction with the Safe Durham Partnership. This has allowed public services to work in partnership to commission, manage and deliver services in the best possible way. One of the cornerstones of the project has been to increase



6. Safe Durham Partnership Initiatives

and train the number of volunteers, Neighbourhood Watch and frontline professionals such as carers, nurses and social workers to recognise a range of vulnerabilities when carrying out home visits. A centralised referral process has been put in place to ensure any individual requiring advice or specialist security and safety equipment designed to prevent burglary and fire receives the help they need.

Children and road safety education

County Durham's children and young people benefited from a wide range of education and awareness-raising as part of a series of initiatives delivered in 2014/15. A total of 14,206 accessed courses in driver, pedestrian and cycle training along with education in schools, colleges, children's centres and nurseries.

Stronger Families

In April 2012, the Government launched the Troubled Families Programme, known locally as the Stronger Families Programme, to incentivise local authorities and their partners to turn around the lives of over 120,000 families by May 2015. The Safe Durham Partnership and the Children and Families Partnership work jointly on this agenda.

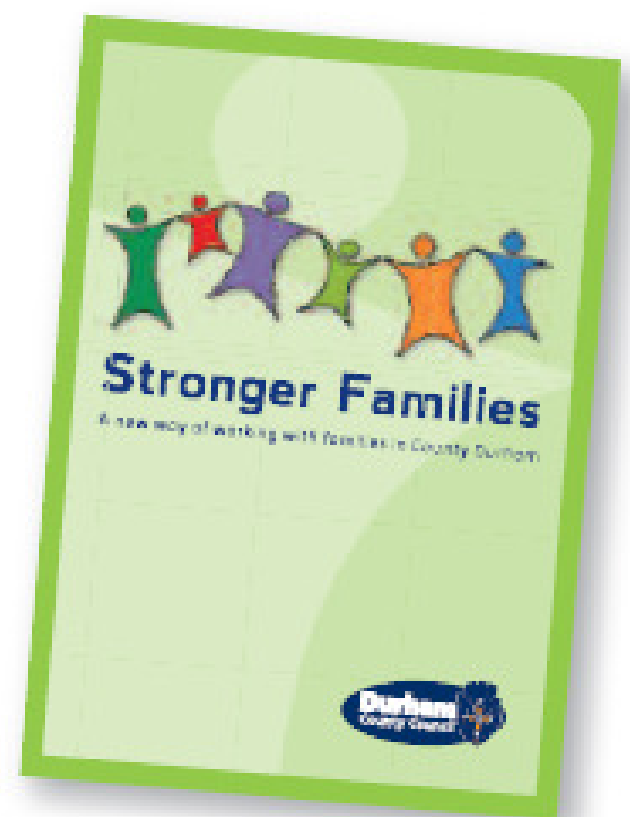
Phase 1 of this programme aimed to work with families where children are not attending school, young people are committing crime, families are involved in anti-social behaviour and adults are out of work.

The County Durham Stronger Families Programme met the target in March 2015 to turn around its targeted number of 1,320 families by May 2015. Families have received help and support delivered with a 'Think Family' multi-agency approach coordinated by a Lead Professional and a Team around the Family utilising a single multi-agency care plan in order to reduce duplication and maximise impact.

In June 2014, the Government announced plans to expand the Troubled Families Programme for a further five years from 2015/16 and to reach an additional 400,000 families across England, for Durham this means an additional 4,330 families will be targeted. Due to County Durham's success in turning around the lives of families on the Stronger Families Programme it has been asked to enter the expanded programme early.

The expanded programme will continue to focus on families with multiple high cost problems and continue to include families affected by poor school attendance, youth crime, anti-social behaviour and unemployment. However, it will also reach out to families with a broad range of problems, including those affected by domestic violence and abuse, with younger children who need help, where crime and anti-social behaviour problems may become intergenerational and those with a range of physical and mental health problems.

The programme will continue to prioritise getting adults into work, with the Department for Work and Pensions providing 300 specialist troubled families employment advisers who will also work with young people at risk of becoming unemployed.



6. Safe Durham Partnership Initiatives

Building resilience to terrorism and extremism

County Durham continues to benefit from resources and expertise used to build our local resilience against the threat of terrorism.

Since 2008 partner organisations have been working together to prevent people from becoming a terrorist or supporting terrorism; strengthen our overall protection against any form of terrorist attack and prepare to mitigate the impact of a future incident.

Our university, colleges, health services, prisons, council, police, fire service and many other agencies work to the national strategy CONTEST and understand how their work connects with regional, national and international efforts.

Our local plans reflect the national strategy which requires us to deliver a response proportionate to the risks we face and to only engage in activity which is necessary to address those risks. Our most recent self-assessment scores the Partnership as 4 out of 5 for building resilience to terrorism.



Organised crime

Organised crime is serious crime planned, co-ordinated and conducted by people working together on a continuing basis. Their motivation is often, but not always, financial gain.

In 2012 the Safe Durham Partnership began work to build upon the achievements of Durham Constabulary which included establishing an Organised Crime Disruption and Intervention Panel. This work resulted in the involvement of a range of services, making available new resources and legal powers. The work was also informed by a review of Organised Crime undertaken by the Safer and Stronger Communities Overview and Scrutiny Committee. The scope of the Disruption and Intervention Panel increased and it now provides interventions, such as raising community awareness of issues such as loan sharks through our Area Action Partnerships.



The publication of the new national Serious and Organised Crime Strategy demonstrates how County Durham is at an advanced stage of development, with Durham Constabulary already providing advice to other areas of the country in terms of 'lessons learnt'.

Education and awareness continues to be a key part of the work of the Safe Durham Partnership; helping people recognise serious and organised crime and encouraging them to report it. Staff and service awareness programmes have been put in place and specialist training provided to Fire Officers in terms of the dangers presented by the cultivation of cannabis in dwelling houses.

Area Multi-Agency Problem-Solving Groups (MAPS)

In 2013 we changed our approach to local problem-solving, at a geographical level, and rationalised our meetings structure from 11 Local Multi-Agency Problem Solving Groups to three groups across County Durham.

The groups operate a Tasking and Coordinating approach. This involves reviewing recent intelligence and performance, examining key issues raised by partners and multi-agency problem solving. Our approach is driven by intelligence from partner agencies, the community and 'Police and Community Together' meetings. Our Area Action Partnerships also have an opportunity to feed information in to the three groups.

6. Safe Durham Partnership Initiatives

The Safe Durham Partnership will work closely with Elected Members to ensure that community intelligence is fed into the multi-agency problem solving approach and to provide local leadership involvement in any neighbourhood problem-solving activity.

Multi-Agency Intervention Service (MAIS)

The Safe Durham Partnership has developed a new and innovative Multi-Agency Intervention Service. The full implementation of the new model will take place across the county using a phased approach by May 2015.

The purpose of the service is to enhance partnership working and problem solving through an efficient and consistent approach that ensures crime and disorder interventions occur at an early stage. This involves improving the capture and sharing of information so that issues can be prevented from turning into a crisis. It includes improved analysis, a new model of case management and alignment with the 'First Contact Service' model which makes it easier for people to report issues of concern and ensures more children will be helped at an early stage.

A centrally based multi-agency team will respond to individuals and households who have been identified as being in need of a partnership response due to being victims or perpetrators of a range of crime and disorder issues. In addition, staff from any agency will be able to refer individuals and families who require a multi-agency approach into the team so that an assessment can be made in terms of implementing a case management approach or referring to a specialist service.

This service also provides another example of the way in which the Safe Durham Partnership is embedding the 'Think Family' approach. Think Family is an approach that requires all agencies to consider the needs of the whole family when working with individual members of it. It encourages a broader view of need than that normally adopted. So, for example, the employment and housing needs of parents may be the key to unlocking improvements in mental health or parenting capacity. Social workers, health professionals, employment advisors and housing services will need to co-ordinate their efforts in order to secure long term improvements.

Hoarding

Vulnerable people suffering from mental health and/or alcohol issues with hoarding behaviours pose a specific fire death risk and a multi-agency approach is becoming increasingly important in tackling such issues within local communities.

Following a Coroner's report highlighting several issues relating to a hoarding related fire death the coroner wrote to Registered Social Landlords requesting action to eliminate or reduce the risk of death created by such circumstances.

As a result, work has been undertaken by the Local Housing Forum, Housing Solutions, the Safe Durham Partnership and the Local Safeguarding Adults Board to develop a multi-agency approach to hoarding and hoarding behaviours within local communities. Throughout 2014 we have worked with local housing providers and other agencies to create a multi-agency Hoarding toolkit; identify key points of contact; and establish clear roles and responsibilities. A one day conference was delivered in August 2014 to raise awareness of hoarding and hoarding behaviours whilst sharing local case studies and practical solutions. The multi-agency Hoarding toolkit is now available on the County Durham Safeguarding Adults website.

Bonfire Strategy

Working in partnership through the Anti-Social Behaviour Group, District Managers from the Fire and Rescue Service have produced unwanted fire reduction plans covering the bonfire period. Most notably

6. Safe Durham Partnership Initiatives

in 2014 targeted prevention work in the Easington district area has seen a dramatic reduction in fires and attacks on fire crews and in the Spennymoor area resulted in zero unwanted bonfires over the whole period. Diversionary schemes like the hosted bonfire at Consett fire station and the re-organised public bonfire at Peterlee have provided members of the community with safer alternatives to hosting their own bonfire parties which have helped to reduce the number of fires, injuries and anti-social behaviour within the community.

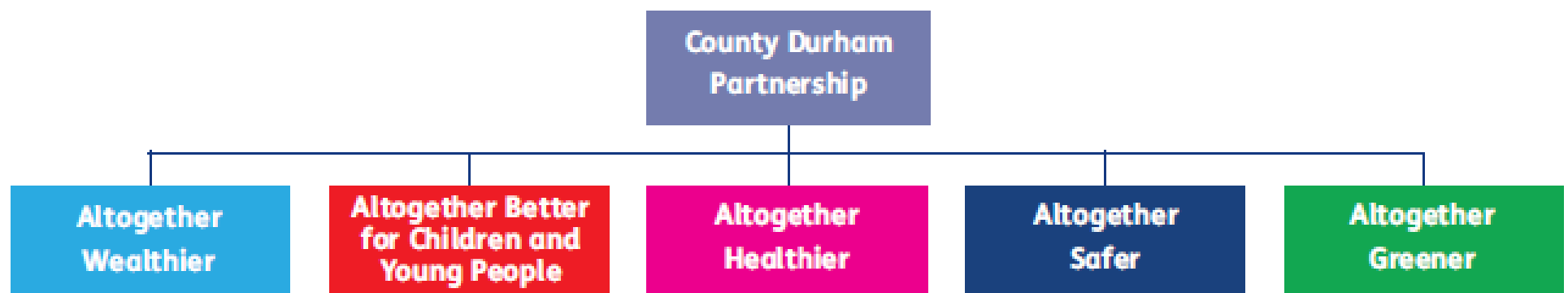
Cyber Crime

Cyber-enabled crimes are crimes that are increased in their scale or reach by the use of computers, computer networks or other information computer technology. They include crimes such as sexual offending against children which include grooming and the possession, creation and distribution of sexual imagery. As part of the work of the County Durham Local Safeguarding Children Board on child sexual exploitation, a program of awareness-raising is taking place in our schools. This work makes use of resources supplied by the 'Child Exploitation and Online Protection Centre'. Such work incorporates other important subjects such as cyber-bullying.

Crimes of fraud includes mass-marketing fraud, 'phishing' (e.g. attempting to acquire usernames/passwords/account details), e-commerce scams etc. Durham County Council Trading Standards are engaged in providing information to the public, while Durham Constabulary are working with businesses to raise awareness of current threats.

The Governments Prevent (preventing people becoming or supporting violent extremists) strategy recognises how the internet has transformed the extent to which terrorist organisations radicalise and recruit people. The Safe Durham Partnership has engaged in training and awareness-raising for staff and continues to incorporate internet safety in its work to prevent people being drawn into terrorism.

7. Cross-Cutting Themes



Altogether Better Durham

The Safe Durham Partnership contributes to the vision of an 'Altogether Better Durham'. The Safe Durham Partnership is an integral part of this wider vision and is responsible for delivering an 'Altogether Safer' Durham. As such it sits alongside four other thematic partnerships, represented in the diagram above. Their combined efforts, described within the Sustainable Community Strategy for County Durham, demonstrate how this wider vision will be achieved.

The high level objectives in the Sustainable Community Strategy for 'Altogether Safer' are:

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

The County Durham Partnership has also identified six key cross-cutting areas for all the 'Altogether' thematic partnerships and the Area Action Partnerships to jointly focus on to shape and deliver cross-cutting issues. These cross-cutting issues already feature in thematic plans but partners recognise that a more collective approach will have a bigger impact, bring about lasting change that could not otherwise be achieved. We believe that this work will bring added value in the longer term.

These are:

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

This section describes some of the key cross-cutting issues and how the Safe Durham Partnership will contribute to these six themes and shared priorities of the other Thematic Partnerships.

Altogether Wealthier

The focus for the County Durham Economic Partnership is improving the county's economy. The high level objectives are:

- Thriving Durham City
- Vibrant and successful towns
- Sustainable neighbourhoods and rural communities

7. Cross Cutting Themes

- Competitive and successful people
- A top location for business

The ambition is to create sustainable places where people want to live, work, invest and visit. This ambition requires a vision and commitment to the fundamental transformation of place, shared across public and private stakeholders and supported by residents. The Altogether Wealthier Delivery Plan illustrates the County Durham Economic Partnership's collective effort, responsibilities and key activities to deliver a step change toward its long term vision.

Increased employment

Increased employment is a recurring intended long term impact of the Altogether Wealthier delivery plan. It is also an important issue in terms of offenders and job creation is a cross-cutting issue for the County Durham Partnership. We know that unemployment is a key risk factor to offending and re-offending and that increasing employment is a protective factor, particularly for those who re-offend. Therefore, helping offenders into employment is an important part of their rehabilitation. Exactly the same scenario exists for those in drug and alcohol recovery.

Not being in education, employment or training is a future predictor of later unemployment, involvement in crime and poor mental health for young people. Our Youth Offending Service's Intensive Employability Programme has exceeded its targets to get young people who offend (some with extensive offending histories) into training and employment, and helped to reduce their re-offending. The success of the programme was recognised by a national award – winning the Youth Justice Award, Children and Young People Now Awards 2013.

As part of a Neighbourhood Watch regeneration project, designed to reduce anti-social behaviour in Chilton, a local company was selected to carry out the work because it provides apprenticeships to young people 'Not in Education Employment or Training'. Twelve young people, local to Chilton and its surrounding areas learnt new skills and the Local Area Action Partnership presented the young people with the tools to deliver the regeneration work and help them in their pursuit of employment in the building trade.

Altogether Healthier

The high level objectives are:

- 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



7. Cross Cutting Themes

The Health and Social Care Act 2012 places a duty on local authorities and Clinical Commissioning Groups to develop a Joint Health and Wellbeing Strategy to meet the needs identified in the local Joint Strategic Needs Assessment. The vision for the Joint Health and Wellbeing Strategy is to 'improve the health and wellbeing of the people of County Durham and reduce health inequalities.'

One of the objectives in the strategy is to ensure that 'children and young people make healthy choices and have the best start in life'. This includes reducing the availability of illicit tobacco and alcohol to children and young people and reducing negative risk-taking such as smoking and drinking alcohol.

This work will have a clear impact on the objectives of the Safe Durham Partnership in terms of alcohol related offending by young people, negative public perception about underage drinking and alcohol related anti-social behaviour; ultimately contributing to fewer children and young people entering the Criminal Justice System. County Durham Youth Offending Service has achieved a 53.1% reduction in the number of alcohol related offences committed and a 51.1% reduction in the number of young people committing them (2010-11 to 2014-15).



Illicit Tobacco

More children and young people are being offered illegal tobacco than adults. Dealers encourage young people to visit 'tab houses', putting them in risky situations with people who may also sell drugs and alcohol. Illegal tobacco has strong links to organised crime, so many of the people smuggling, distributing and selling it are involved in drug dealing, money laundering and other crime. The work of the Organised Crime Disruption and Intervention Panel to raise awareness of illicit tobacco will support the 'Smoke Free County Durham Tobacco Alliance'.

Drugs and Alcohol

The Health and Wellbeing Board recognises the need to work together to reduce the number of people who misuse drugs and alcohol'. Both the County Durham Alcohol Strategy 2015-17 and the County Durham Drug Strategy 2014-17 have been jointly developed between the Healthier and Safer agendas. Alcohol is a key cross-cutting theme for the County Durham Partnership.

Mental Health

The 'No Health without Mental Health' Implementation Plan brings together all the strands of mental health and wellbeing to better support people who need it. This includes the following:

- The Mental Health Crisis Care Concordat that provides joined up service responses to people who are suffering from mental health crisis. The Concordat is a commitment from organisations to prevent crises through prevention and early intervention. National organisations who have signed the concordat include NHS England, the Association of Directors of Adults Social Services, the Association of Directors of Children's Social Services, the Association of Police and Crime Commissioners and the Home Office. Locally, this work is being taken forward through the Health and Wellbeing Board governance structures. The local declaration has been signed up to with a local action plan developed by March 2015. This work is supported by the Police and Crime Commissioner.
- Dual Diagnosis is defined within the County Durham and Darlington Dual Diagnosis Strategy as people with concurrent mental health, learning disabilities, behavioural diagnosis and substance misuse problems. The County Durham Dual Diagnosis Strategy has recognised a link between offending, within the criminal justice system, and dual diagnosis.

7. Cross Cutting Themes

- Autism is a condition which is characterised by impaired social and communication skill. The County Durham Adult Autism Strategy: Action Plan aims to ensure adults with autism are dealt with appropriately and effectively in the local criminal justice service.
- One of the key areas to address in the Plan is the emotional wellbeing of children and young people, including those from ethnic minority communities and young people who are lesbian, gay, bisexual or transgender. Children who are bullied are more likely to suffer from low self-esteem which can have a significant impact on academic attainment.

Safe Durham Partnership analysis of offender and victim mental health has taken place to improve understanding of the impact of mental health on offending and pathways through the criminal justice system. The Police and Crime Commissioner has also recognised improving services to victims and offenders in relation to mental health as a key strategic priority.

The Joint Health and Wellbeing Strategy recognises that all adults should be able to live free from fear and harm and have their rights and choices respected. Safeguarding Adults is a key priority for Durham County Council and partner agencies. The Joint Health and Wellbeing Strategy describes how the Safeguarding Adults Board and the Local Safeguarding Children Board are committed to ensuring that children, young people and vulnerable adults are kept safe and feel safe at all times. Both the Health and Wellbeing Board and the Safe Durham Partnership work in alignment and have a joint strategic objective to Protect Vulnerable People from Harm. The Safeguarding Framework outlines the joint working arrangements between the Local Safeguarding Children's Board (LSCB) and Safeguarding Adults Board (SAB) with the Health and Wellbeing Board, Children and Families Partnership and the Safe Durham Partnership. This framework ensures that robust arrangements are in place across the partnership boards who have a priority to protect children and adults from abuse and harm.

Suicide Prevention

The development of effective strategies across partnerships to reduce the incidence of self-harm and suicide in the general population is a priority in County Durham. The Health and Wellbeing Board oversees the progress of suicide prevention and the Safe Durham Partnership monitors this work through the Performance Management Framework.

Altogether Better for Children and Young People

The Children, Young People and Families Plan 2015-18 is the single overarching, multi-agency plan for the delivery of priorities for children and young people in County Durham. The high level objectives are:

- 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.

It is therefore important that the Safe Durham Partnership aligns its own outcomes with those of the Children and Families Partnership where appropriate. Examples of issues that contribute to those outcomes include education and awareness in terms of risk taking, keeping children and young people out of the criminal justice system, reducing their re-offending, protecting them from drugs, alcohol and illicit tobacco, protection against child sexual exploitation, and early intervention and help through the Think Family approach.



7. Cross-Cutting Themes

The Early Help Strategy for Families demonstrates the importance of offering help to families at the earliest opportunity and as soon as needs are identified. It refers to help both in the early years of a child's life (including prenatal interventions) and early in the emergence of a problem at any stage in their lives. It incorporates the concept of 'prevention' and the importance of anticipating problems and taking action to prevent them.

Early help must include the concept of building resilience in families so that they are able to meet their own needs in the longer term and are not reliant on services. Help must include reinforcing a family's own skills and strengths and empowering them. It also means harnessing community resources as this will help to break cycles of dependency and improve outcomes in the long term for families, as well as ultimately reducing costs.

This is an important strategy for the Safe Durham Partnership as it relies upon all partners and rather than being targeted at a single problem or issue it is designed around delivering the best outcome for the family. This model is being integrated into the new Multi- Agency Intervention Service for Safer Communities.

Altogether Greener

The high level objectives are:

- 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

The 2014 Safe Durham Partnership Strategic Assessment identifies that 'Dog fouling' and 'Rubbish and litter' remain high on the list of public concern and affecting public confidence across County Durham. The top four categories of environmental anti-social behaviour complaints, recorded by Durham County Council, are fly-tipping, dog fouling, stray dogs and litter. In 2014-15 these four issues accounted for 77% (13,148 Quarter 1 to 3) of all recorded anti-social behaviour complaints received by Durham County Council. Rubbish/litter is a significant cause of secondary deliberate fires which provides additional concerns in terms of public safety. Such cases of anti-social behaviour are detrimental to health and to the environment.

The Altogether Greener Action Plan directly contributes to the Safe Durham Partnership's objective to 'Reduce anti-social behaviour, low level crime and secondary deliberate fires.' It also directly contributes to tackling Organised Crime by addressing illegal waste activity. The two plans also share an objective that includes a desire for a cleaner, greener environment.

Gypsy, Roma, Traveller Communities

Gypsy, Roma, Traveller communities are the biggest ethnic minority group in County Durham. Durham County Council's vision is to provide a co-ordinated approach to the provision of services to Gypsy, Roma, Traveller communities and to tackle inequalities and ensure good community relations for all residents across County Durham.

The Gypsy, Roma, Traveller Strategic Action Plan 2014-17 has been developed across a range of services within Durham County Council in co-operation with key partners such as Durham Constabulary, with the aim of embedding a cohesive, partnership approach. The GRT Strategic Action Plan outcomes align with 5 of the County Durham Partnership's Thematic Partnerships: Altogether Wealthier; Altogether Healthier; Altogether Better for Children and Young People; Altogether Greener and Altogether Safer.

7. Cross-Cutting Themes

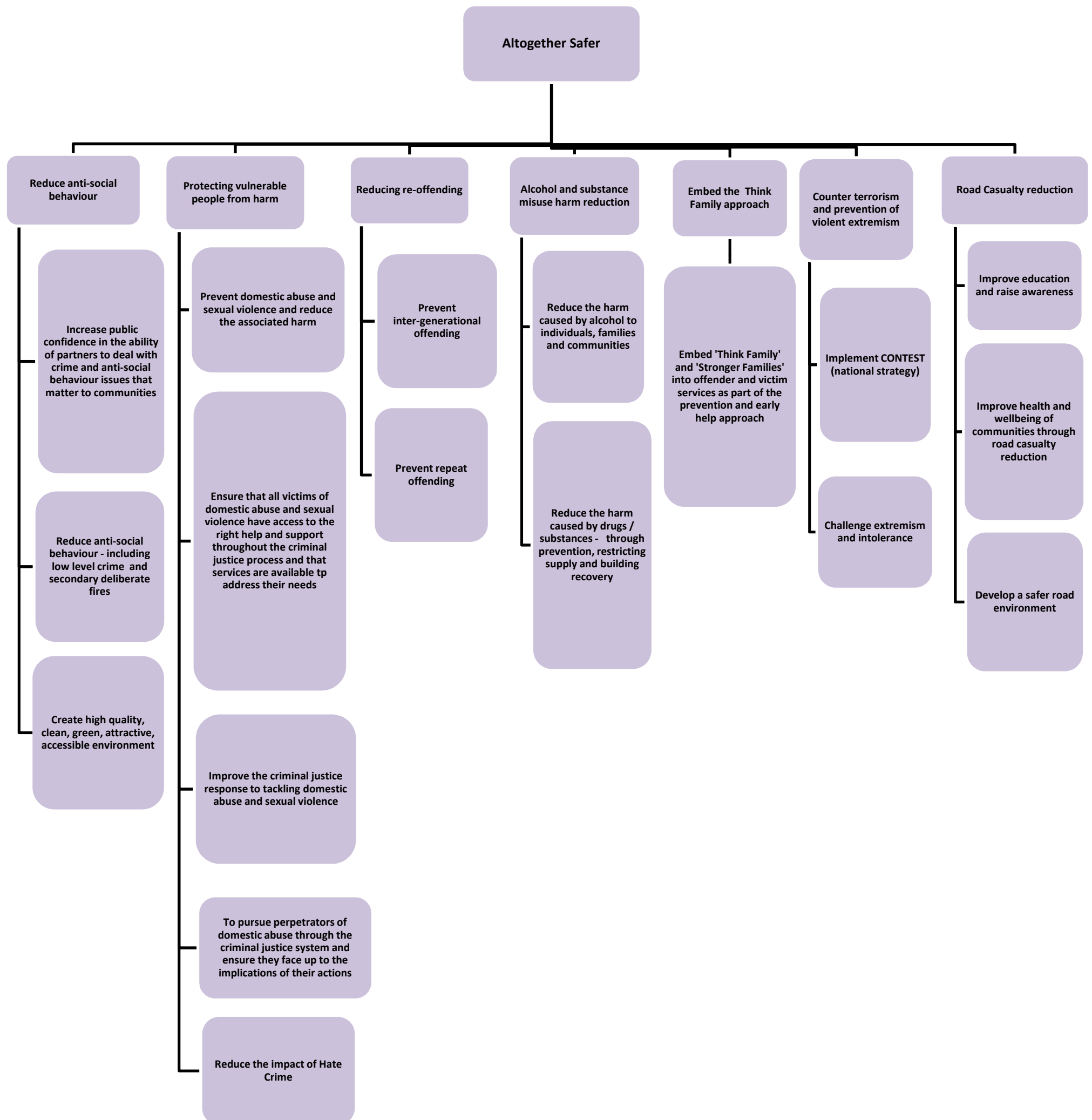
The work undertaken against the Altogether Safer Priority Theme - Creating a safer and more cohesive County - is supported by the Safe Durham Partnership as follows:

- Improve community cohesion by increasing awareness and understanding between Gypsy, Roma, Traveller communities and residents of County Durham
- Tackling Hate Crime against Gypsy, Roma, Traveller communities
- Breaking down cultural barriers in order to improve access to services such as police and community safety services.
- Ensure the effective management of Unauthorised Encampments and events, including the increase of Temporary Stop Over Areas.
- Ensure the effective management of Gypsy, Roma, Traveller events in County Durham

By working in partnership we will continue to celebrate the diversity and richness of all communities and support a co-ordinated approach to deliver a high level of service to the Gypsy, Roma, Traveller communities.

8. Summary of Altogether Safer Objectives and Outcomes

The Safe Durham Partnership Board has agreed the priority objectives that will deliver an Altogether Safer County Durham. These objectives and outcomes are designed to help focus on the key issues facing County Durham and be problem oriented in structure (i.e. focusing on how offending can be reduced, victims made less vulnerable and how places can be made safer). These are reflected in the Sustainable Community Strategy.



9. Delivering Altogether Safer Objectives and Outcomes

Reduce anti-social behaviour

Why this is a priority objective

Since forming in 2009, the Safe Durham Partnership has reported a reduction in reported anti-social behaviour incidents each year. However, anti-social behaviour is a key issue in terms of public confidence.

Our key challenges

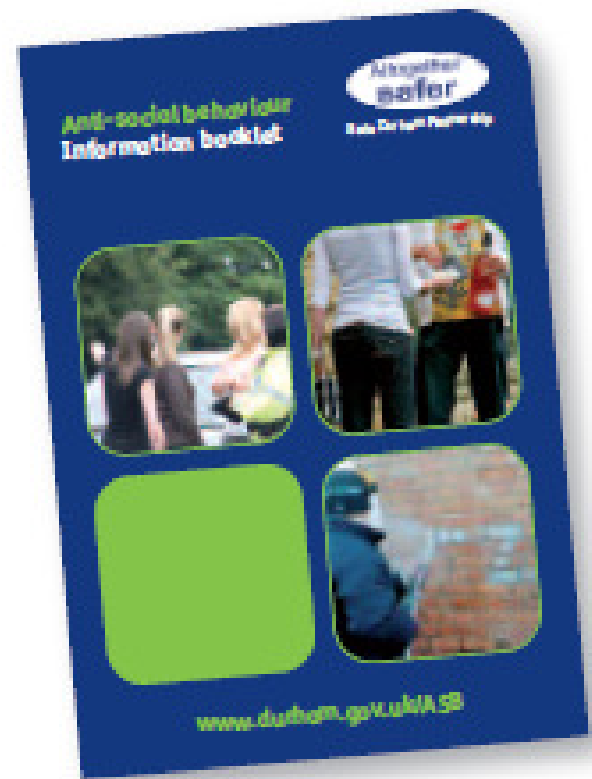
Criminal damage offences have reduced in recent years but this region has higher rates than in other parts of the country. It is a high volume crime that is visible to the community and can impact on confidence.

Evidence from the Safe Durham Partnership Strategic Assessment shows a significant number of incidents are reported to the council.

Despite reductions in levels of reported anti-social behaviour to the police, the public still perceive anti-social behaviour to be a problem. Latest figures (Q3 2014-15) show that 31.9% of people perceive anti-social behaviour as a problem in their area.

Specific issues which the public have raised include dog fouling, speeding traffic and rubbish lying around. Dog fouling was the third highest category of anti-social behaviour recorded by Durham County Council. Fly-tipping accounts for almost half of all incidents; street litter is also problematic with over 2,400 complaints to the council in 2014-15.

Our key focus over the next three years will be to tackle those issues of greatest concern to the public, reduce public perception of anti-social behaviour and increase confidence in the police and partners to deal with anti-social behaviour.



9. Delivering Altogether Safer Objectives and Outcomes

Our outcomes and how we will deliver them

Increase public confidence in the ability of partners to deal with crime and anti-social behaviour issues that matter to communities

- Deliver awareness raising campaigns through positive messages about how the Safe Durham Partnership is working with the community on issues of concern to them
- Raise public awareness of opportunities, and benefits from, getting involved in improving their area through initiatives such as Neighbourhood Watch
- Reassure the public about issues of underage drinking, drug use and drug dealing by informing them of action taken and outcomes of those actions
- Work with the Road Casualty Reduction Forum to tackle public concern about those who drive at inappropriate speeds

Reduce anti-social behaviour, low level crime – including secondary deliberate fires

- Utilise intelligence and analysis to target measured reductions in anti-social behaviour, criminal damage and secondary deliberate fires
- Continue to develop intervention based approaches to reduce repeat offending and victimisation

Create a high quality clean, green, attractive and accessible environment

- Deliver a range of campaigns targeting issues that are of most concern to the public; namely 'dog fouling', 'fly-tipping' and 'rubbish/litter lying around'

How we will measure success

- Perceptions of anti-social behaviour (Police confidence survey)
- Perceptions that the police and local council are dealing with local concerns about anti-social behaviour and crime
- Total number of secondary fires
- Total number of deliberate and 'not known' secondary fires
- Total number of criminal damage and arson offences
- Number of police reported incidents of anti-social behaviour
- Number of council reported incidents of anti-social behaviour



9. Delivering Altogether Safer Objectives and Outcomes

Protect vulnerable people from harm

Why this is a priority objective

Protecting vulnerable people from harm has been identified as a priority as it covers a range of important issues in relation to protecting vulnerable people from harm, including domestic abuse, sexual violence and hate crime. Child sexual exploitation (CSE) is also a key issue, with actions being led by the County Durham Local Safeguarding Children's Board. Other cross-cutting issues such as suicide prevention and hoarding and the risk of accidental dwelling fires are covered by this priority objective.

'Violence against Women and Girls' is a key national priority. The Government has highlighted that it is determined to support victims to report crimes of this type and bring perpetrators to justice. The Government has also identified the need to do more to prevent violence against women and girls. Regionally, the Police and Crime Commissioners have developed a strategy to tackle Violence Against Women and Girls, which the Partnership supports and delivers actions against.

The Government has set a clear strategic direction for hate crime. Victims of hate crime must be encouraged to report hate crime so that we can target our work more effectively and provide protection and support. The national Hate Crime Action Plan identifies under-reporting by Gypsy, Roma Traveller communities and the Safe Durham Partnership will support the Gypsy, Roma Traveller Action Plan in tackling this issue.

Our key challenges

The detection rate for serious sexual offences was 33.1% in 2013-14; this decreased to 23.6%.

Accidental dwelling fires in 2013-14 which occurred in areas defined as vulnerable resulted in 19 victims. This consisted of 16 injuries and 3 fatalities. By comparison, in 2014-15, 19 injuries have been reported along with zero fatalities. During 2013-14 practitioners made 312 referrals to the fire and rescue service which resulted in a home fire safety visit, in line with the Fire Death Protocol. The figures for 2014-15 has already surpassed the full year total from the previous year by 72% as 537 referrals were made.

Levels of domestic abuse related incidents reported to the police have seen a continuous but small increase each year since 2009-10.

Protecting vulnerable people from harm presents some complex challenges. Domestic abuse remains under-reported and the Safe Durham Partnership works towards increasing the number of victims who contact both the police and outreach support services. It will be important that victims have the confidence to report domestic abuse so that they can benefit from effective support.

The Government has identified that more needs to be done to prevent violence against women and girls. Our focus will need to be on men as well as women through 'Provision, Prevention, Protection and Pursue'; in line with national plans.

Under-reporting of hate crime is significant. In order to meet this challenge the Safe Durham Partnership will support the Police and Crime Commissioner's Hate Crime Action Plan and target increases in hate crime reporting. Addressing the under-reporting of hate



9. Delivering Altogether Safer Objectives and Outcomes

crime will remain at the heart of our approach. However, the long term goal is to see evidence of a reduction in the actual incidence of hate crime in County Durham.

Our outcomes and how we will deliver them

Prevent domestic abuse and sexual violence and reduce the associated harm

- Children and young people have an understanding that healthy relationships are based on respect, with sexual activity being consensual and reinforcing which attitudes are acceptable and those which are not
- To raise public awareness of domestic abuse and sexual violence, across services, organisations and the general public
- To ensure early identification and co-ordinated intervention by front line professionals to protect victims of domestic abuse and sexual violence
- Prevent abuse from happening through early intervention and by challenging the attitudes and behaviours which foster abuse

Ensure that all victims of domestic abuse and sexual violence have access to the right help and support throughout the criminal justice process and that services are available to address their needs

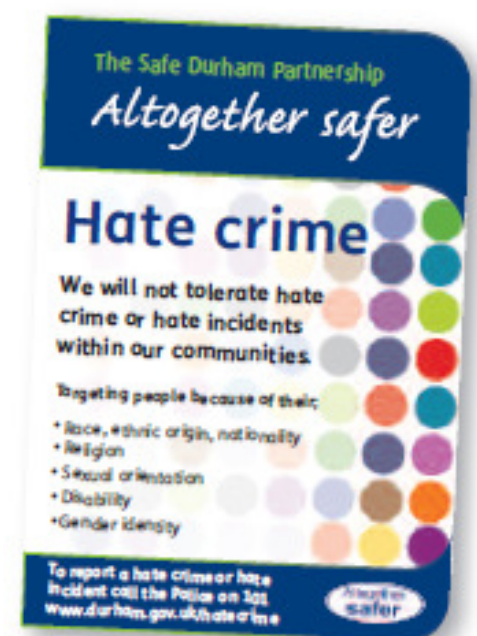
- Produce a three year multi-agency training strategy and action plan around domestic abuse and sexual abuse and exploitation
- To ensure that all survivors of sexual violence have access to forensic medical provision which provides the full range of health care and after care to ensure that mental and sexual health needs are addressed
- To develop an accurate picture of the scale and nature of all aspects of domestic abuse and sexual violence
- Commissioning countywide specialist services for domestic abuse and sexual violence

To improve the criminal justice response to tackling domestic abuse and sexual violence

- To reduce the attrition rate and maintain the high conviction rate in cases of domestic abuse and sexual violence
- To ensure that victims are provided with an enhanced level of support throughout the end to end criminal justice process
- To ensure that all criminal justice agencies address the underlying problems in reporting and prosecuting rape
- Provide the opportunity, where appropriate, for victims and perpetrators to access restorative approaches as a means of resolving conflict and repairing harm

To pursue perpetrators of domestic abuse through the criminal justice system and ensure they face up to the implications of their actions

- Implement a multi-faceted perpetrator programme across County Durham in order to change attitudes and behaviours of perpetrators
- Identify and pursue serial perpetrators of domestic violence by targeting via multi-agency approach and problem solving
- Review the impact of Clare's Law in County Durham and pro-actively advertise its existence to increase its use
- Increase awareness of Domestic Violence Protection Orders/Notices in order to increase the use of these valuable tools to combat perpetrators



9. Delivering Altogether Safer Objectives and Outcomes

Reduce the impact of hate crime

- Improve the confidence of victims to report hate crime
- Provide support for victims of hate crime and hate incidents
- Raise awareness of hate crime issues across organisations and the general public

How we will measure success

Domestic Abuse and Sexual Violence

- Percentage of repeat incidents of domestic violence (referrals to MARAC)
- Detection rate for serious sexual offences
- Rate of sexual offences per 1,000 population

Vulnerability

- Number of deaths in accidental dwelling fires identified as being within a vulnerable area
- Proportion of people who use adult social care services who say that those services have made them feel safe and secure
- Number of hate motivated incidents reported
- Suicide rate (deaths from suicide and injury of undetermined intent) per 100,000 population

9. Delivering Altogether Safer Objectives and Outcomes

Reduce re-offending

Why this is a priority objective

The Government objective for reducing crime and reducing the number of victims shows a continued focus on re-offending.

For adult offenders it is necessary to continue our approach to prioritise the effective management of the most difficult, chaotic and persistent offenders. We will expand our integrated offender management principles to a wider cohort and for those young people who offend we will continue to reduce the number of children and young people entering the criminal justice system.

There is still more to be done to address the needs of offenders before they become prolific and fixed in their attitudes and behaviours. With reducing resources and ongoing reforms, more emphasis must be placed on joining up service delivery to provide more robust support.

Our key challenges

Adult offender health assessments show 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.

The Strategic Assessment described how nationally identified risks associated to 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.

The Strategic Assessment also raised a concern about the potential impact of Welfare Reform on offending, with the recent increase in theft offences a possible early indication of this. Shoplifting has become problematic and will be a focus of the forthcoming year. This crime type will be included in the 'Checkpoint' initiative.

Although County Durham has the lowest rate across the region for the national 'all proven offending' measure it remains higher than the national average. The task to impact on this measure is challenging as most offenders in this cohort have not been managed by any formal offender management arrangements previously. Changes nationally, brought about by 'Transforming Rehabilitation' and more locally with the introduction of 'Checkpoint', will begin address some of these issues.

The Safe Durham Partnership will continue to provide strategic level co-ordination of partnership issues relating to the Ministry of Justice 'Transforming Rehabilitation' programme during the transition of probation services across County Durham. A Task and Finish group has worked through 2014-15 to mitigate risks and issues that include the speed of change for planned reforms, reduced funding, offender access in resettlement prisons, management of the Community Rehabilitation Company (ARCC) contract post award and the working arrangements for statutory and non-statutory partnership responsibilities.



9. Delivering Altogether Safer Objectives and Outcomes

Our outcomes and how we will deliver them

Prevent intergenerational offending

- Maintain and develop pre-court assessments and interventions for young people
- Reduce First Time Entrants to the youth justice system
- Reduce alcohol related offending by young people
- Improve exit strategies after statutory supervision and pathways into mainstream services, particularly for young people aged 16 to 18 years
- Develop pathways and access for identified health needs of young people who offend (with a focus on Speech, Language and Communication needs)
- Continue to improve and develop our 'Think Family' approach for identified offenders (both adults and young people who offend) and their families

Prevent repeat offending

- Manage offence related needs (critical pathways*) of prolific adult offenders in order to stop their offending
- Expand our integrated offender management approach to lower level offending using alternatives to custody
- Maintain and develop support for women offenders and women vulnerable to offending
- Ensure adult offenders are retained in effective drug treatment, drug recovery and abstinence
- Develop and promote victim involvement within restorative practices
- Reduce the impact of offending behaviour on public confidence
- Develop and implement a local proxy measure for the national single re-offending measure
- Continue to provide strategic level co-ordination for Safe Durham Partnership issues relating to Governments Transforming Rehabilitation programme to improve the management of offenders

*The critical pathways for adults are: Accommodation; Drug and Alcohol Misuse; Financial Management and Income; Education, Training and Employability; Children and Families; Health; Attitudes, Thinking and Behaviour, Sexual Exploitation and Domestic Violence.

How we will measure success

- Proven re-offending of adult and juvenile offenders (proportion of all offenders who re-offend in a 12-month period)
- Proven re-offending by young people (who offend) in a 12-month period
- Percentage change in detected crimes for offenders in the Integrated Offender Management (IOM) cohort over the last 12 months
- First Time Entrants into the Youth Justice System aged 10-17
- Overall percentage of positive completions for adult offenders

9. Delivering Altogether Safer Objectives and Outcomes

Alcohol and substance misuse harm reduction

Why this is a priority objective

The harm caused by alcohol impacts upon crime, health and social services and the workplace. Dealing with the consequences of excessive alcohol consumption costs the people of County Durham in the region of £212million each year (Balance, 2014). The total cost of alcohol related harm in County Durham accounts for almost a fifth of the cost across the North East region.

Alcohol and substance misuse contribute to a significant proportion of crime and anti-social behaviour, especially violent crime, and is a cross-cutting theme in the Sustainable Community Strategy. Alcohol is a contributory factor in many incidents of domestic abuse and sexual violence and has strong links to child sexual exploitation in the county. It is also a significant factor in child neglect and child protection. Alcohol consumption plays a substantial part in homicides and domestic homicides in County Durham. Alcohol misuse causes harm to people's health, mental health and can impact on the ability of individuals to access or sustain employment.

Drug misuse is a serious issue not only to the health and wellbeing of the individual that is affected by it, but that of their families and the wider community. Tackling drug misuse requires a co-ordinated approach involving a whole range of partners. It is not just the responsibility of organisations however; individuals and the wider community all have a role to play in reducing and preventing drug misuse.

Our key challenges

County Durham experiences significantly higher alcohol specific admission rates than England for men and women.

County Durham is well below the national rate in terms of alcohol related crime with 32.4% of violent crime and 12.3% of anti-social behaviour being alcohol-related in 2014-15. The challenge is to ensure alcohol related crime is recorded effectively as this will be an important part of delivering our outcomes. Alcohol related crime and disorder is now less focused around our town and city centres and is more dispersed in its nature, this has significant implications for how we control and prevent alcohol related harm.

A new Alcohol Harm Reduction Strategy is being developed. Alcohol related crime and disorder is problematic and our ability to make a significant impact is compounded by national factors such as Welfare Reform, changes in commissioning structures and limited resources. Increasing opposition from the alcohol industry to any form of initiative to control the availability and affordability of alcohol, such as 'Early Morning Restriction Orders', and the failure to secure a minimum unit price for alcohol are two additional barriers to achieving our outcomes.

The Safe Durham Partnership and Health and Wellbeing Board have developed a Drugs Strategy aimed at preventing harm, restricting supply and sustaining a future for individuals to live a drug free and healthy life, whilst minimising the impact on communities and families. The development and implementation of the strategy, and its action plan, will be a key focus for the two partnerships over the life time of this Plan.

'Legal highs' contain one or more chemical substances which produce similar effects to illegal drugs (like cocaine, cannabis and ecstasy). These new substances are not yet controlled under the Misuse of Drugs Act 1971 and there is often not enough research about them to know about their potency,



9. Delivering Altogether Safer Objectives and Outcomes

adverse effects from human consumption, or when used with other substances or alcohol. Legal highs have been identified as an emerging challenge for the Safe Durham Partnership to address.

Our outcomes and how we will deliver them

Reduce the harm caused by alcohol to individuals, families and communities

(Please note that outcomes are in draft form in the Alcohol Strategy and will be included following consultation and sign off of the Strategy).

Key issues identified include:

- Alcohol-related Anti-Social Behaviour
- Alcohol-related Violent Crime
- Domestic Abuse
- Drink Driving
- Counterfeit Alcohol / Alcohol Fraud
- Licensing Enforcement
- Fire Safety-
- Information Sharing
- The Night Time Economy
- Treatment and recovery



Reduce the harm caused by drugs/substances - through prevention, restricting supply and building recovery

- Increase awareness and understanding of drugs in order to reduce drug misuse across the population
- Have fewer people taking up drug use and break the inter-generational path to drug use and dependency
- Reduce the supply of drugs and number of drug related incidents impacting upon communities and families.
- Ensure recovery is understood and visible in the community
- Support people to successfully recover from their dependency, addressing both their health and social needs arising from their drug misuse
- Involve and support families and carers living with drug related issues

How we will measure success

- Percentage of alcohol related anti-social behaviour incidents
- Percentage of alcohol related violent crime
- Percentage of successful completions of those in drug treatment – opiates
- Percentage of successful completions of those in drug treatment – non opiates
- Successful completions as a percentage of total numbers in treatment - alcohol

9. Delivering Altogether Safer Objectives and Outcomes

Embed the 'Think Family' approach

Why this is a priority objective

This is a joint priority objective with the Children and Families Partnership.

A small number of families require a disproportionate amount of support. In the case of families facing multiple challenges, they often receive services from several separate agencies in response to a range of needs. Think Family focuses specifically on the needs of these families.

Think Family is an approach that requires all agencies to consider the needs of the whole family when working with individual members of it. It encourages a broader view of need than that normally adopted. To 'Think Family' is to understand that children's problems do not sit in isolation from their parents, and that parents' problems impact on their children. This approach ensures that all family members are able to get the support they need, at the right time, to help their children achieve good outcomes. All agencies are encouraged to 'Think Family' and to coordinate their efforts. This means making sure that families receive co-ordinated, multi-agency, solution focused support.

For many families their complex needs can result in offending behaviour or victimisation and so it is important that Think Family is embedded and integrated into the service models used by the Safe Durham Partnership. Equally, this approach can have a significant impact on crime and disorder outcomes and presents an opportunity to improve performance.

The 'Think Family' approach is intrinsically linked to our Stronger Families Programme. This programme is known nationally as 'The Troubled Families Programme' and the Government estimates County Durham has around 1320 'Troubled Families' with a range of multiple and complex needs. These are not new families but families who have been known to services, often for many years, and despite numerous interventions their problems persist, and are in many cases intergenerational, leading to cycles of disadvantage for such families.

Due to the successes in Phase One, Durham County Council are an early implementer of Phase Two of the nation programme which has been extended by the current Government until 2020.

Our key challenges

Last year we recognised that it was important to ensure offender management service staff utilised Think Family as part of their mainstream role. The challenge now will be to align Think Family Services with ARCC; the new Community Rehabilitation Company.

The process of integrating Think Family into Multi Agency Problem Solving comes at a time when Multi Agency Problem Solving is undergoing significant transformation.

It will be important to ensure that national targets for nominations into the Stronger Families programme are met and that the number of referrals increases. Government funding for Stronger Families will continue to be on a payment by results scheme. Local Authorities will be expected to demonstrate *significant and sustained progress or continuous employment* measured through a locally defined Outcomes Framework.



Think Family Worker
Supporting the whole family to overcome difficulties together

“ We provide early help to families who are experiencing a range of issues which place outcomes for their children at risk, these include, but are not limited to: worklessness, crime, anti-social behaviour, poor school attendance, domestic abuse and substance misuse. ”

9. Delivering Altogether Safer Objectives and Outcomes

Our outcome and how we will deliver it

Embed Think Family into offender and victim services as part of the prevention and 'early help' approach

- Integrate Think Family into Multi-Agency Problem Solving
- Build and develop the 'Stronger Families' programme into the anti-social behaviour interventions protocol
- Increase the whole family approach to the delivery of drug recovery services
- Work with the Organised Crime Disruption and Intervention panel to support those vulnerable to the influence of organised crime

How we will measure success

- Percentage of families 'turned around' by the Stronger Families Programme
- Percentage of families where a successful intervention for crime / anti-social behaviour is achieved

9. Delivering Altogether Safer Objectives and Outcomes

Counter terrorism and prevention of violent extremism

Why this is a priority objective

The threat to the UK from the terrorist organisation 'Islamic State' has resulted in the threat level to the UK being raised to 'Severe'. This means that an attack is highly likely.

CONTEST, the UK's Counter Terrorism strategy, aims to reduce the risk to the United Kingdom and its interests overseas from terrorism, so that people can go about their lives freely and with confidence.

There is a clear structure in place that supports the delivery of the CONTEST Strategy which provides oversight of a multi-agency agenda and performance. Gold (Chief Executive), Silver (Strategic Delivery) and Bronze (Operational) multi-agency groups are in place and are 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 to maintain such a response in order to align with all elements of the national CONTEST.

The PREVENT strand of CONTEST is concerned with preventing people being drawn into terrorism. In November 2014 the Government introduced the Counter Terrorism and Security Bill which places PREVENT on a statutory footing.

Our key challenges

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.

It will be important that all key sectors are delivering a range of tools to ensure key members of staff, and others, have a good understanding of how to recognise those vulnerable, or subject, to radicalisation and know how to respond. These challenges have formed part of a wider review to be implemented over the life of this plan. Key sectors include: Schools, Further and Higher Education, Prisons, Probation, Health, Youth Offending, Faith Establishments and the Internet.

Our outcomes and how we will deliver them

Implement the national 'CONTEST' strategy

- Implement the Governments new statutory requirements for preventing people being drawn into terrorism
- Respond to the ideological challenge of terrorism and the threat we face from those who promote it
- Prevent people from being drawn into terrorism and ensure that they are given appropriate advice and support
- Work with key sectors and institutions where there are risks of radicalisation which we need to address
- Improve Preparedness for the highest risks in the national risk assessment
- Deliver "Project Griffin" training events to professional security operatives and forward facing security employees within all business sectors in County Durham

Challenge extremism and intolerance

- Implement a cohesion action plan in cases where a community presents risks from extremist groups

How we will measure success

- Building Resilience to Terrorism Self-Assessment Score (The PREVENT Self-Assessment is the formal mechanism through which the Safe Durham Partnership will manage performance. The

9. Delivering Altogether Safer Objectives and Outcomes

self-assessment is a qualitative measure for each of the three PREVENT objectives and enables the partnership to arrive at a score for each criterion that is a fair reflection of where local partners are in terms of delivery on the basis of clear evidence. A self-assessment matrix is used to assess the level of performance of the Safe Durham Partnership against position statements that progress from 1 to 5; where 5 is a high score.)

9. Delivering Altogether Safer Objectives and Outcomes

Road casualty reduction

Why this is a priority objective

Although there has been a considerable reduction in the number of road casualties over the last 10 years, the county still has a higher than average rate of child casualties; 134 in 2013. However, County Durham has a significant roads network which present risks that many other areas do not have.

Speeding vehicles has been of particular concern to people in County Durham for many years and opportunities exist to reduce that concern as this issue cuts across both the anti-social behaviour and road casualty objectives.

Our key challenges

The county still has a higher rate of child casualties than most other English local authorities. This is due to higher levels of vehicle traffic. There are peak times in the day for child road casualties and these will be targeted by the Safe Durham Partnership. Over 50% of people surveyed had a high perception of speeding vehicles and raising public confidence is an issue.

Analysis has been undertaken to look at patterns of accidents focused on their proximity to schools. This shows that 86% of accidents involving children and young people occur within a 600 metre radius of a school. In December 2014 Durham County Council approved a decision to introduce 20mph limits around a number of schools in County Durham.

Our outcomes and how we will deliver them

Improve education and raise awareness of road safety

- Deliver road safety education in schools, colleges, youth centres, children's centres and nurseries
- Deliver road safety training including child pedestrian training, Bikeability Training and EXCErate young driver training in schools and colleges
- Produce and deliver a partnership road safety publicity campaign
- Continue to deliver driver training courses for business drivers, young drivers and older drivers
- Deliver a rider training programme for motorcycle riders

Improve health and wellbeing of communities through casualty reduction

- Deliver road safety initiatives and events linked to road safety themed weeks
- Develop road safety standards through Road Safety GB and the National Staff Training group
- Deliver a programme of child car seat check clinics and seatbelt / child car seat wearing awareness sessions across all major conurbations

Develop a safer road environment

- Deliver community speed watch and camera enforcement programme
- Develop road safety action plans in response to PACT priorities
- Develop and implement a Speed Management Strategy to address both excess and inappropriate speed
- Implement physical changes to the road environment in response to road casualty data
- Target the problem of inappropriate speed as part of public confidence plans led by the anti-social behaviour thematic group
- Target a reduction in Child Road Casualties

How we will measure success

- Number of people killed or seriously injured in road traffic collisions on our roads
- Number of children killed or seriously injured in road traffic collisions on our roads
- Number of road casualties

10. Monitoring Success of the Safe Durham Partnership Plan

The Safe Durham Partnership Board has put in place a Performance Management Framework structured around the strategic objectives. In addition to performance measures linked to the strategic objectives, the framework includes key indicators of crime for the Safe Durham Partnership Board to monitor activity trends in this area. This includes:

- The overall crime rate per 1,000 population
- Rate of theft offences per 1,000 population
- The recorded level of victim based crime per 1,000 population
- Rate of Violence Against the Person offences per 1,000 population

Selected indicators from the Performance Framework are reported to the Durham County Council Cabinet, Safer and Stronger Communities Overview and Scrutiny Committee and the County Durham Partnership to help monitor performance against the Sustainable Community Strategy and Council Plan.

The Performance Management Framework is refreshed on an annual basis ensuring it is relevant to the objectives and outcomes in the Partnership Plan, thematic strategies and action plans. On a quarterly basis an escalation report is submitted to the Safe Durham Partnership Board highlighting achievements and areas for improvement.

Performance management arrangements of the Safe Durham Partnership Plan are incorporated into the Safe Durham Partnership Performance Management Framework. This ensures responsibility and accountability of the strategic actions within the Plan. A supporting delivery plan has been implemented and is monitored on a six monthly basis by the Safe Durham Partnership Board. In addition each Thematic Group has a specific action plan and performance management framework that directly supports this delivery plan.

11. Objectives and links to the Police and Crime Plan

The Safe Durham Partnership and the Police and Crime Commissioner work collaboratively on a range of shared objectives to make County Durham a safe place to live, work and visit. These shared objectives and how they delivered are detailed in the table below.

Safe Durham Partnership Objectives and links to the Police and Crime Plan	
 Safe Durham Partnership Objectives	 Durham Police and Crime Commissioner Objectives
Alcohol and substance misuse harm reduction	Objective: Keep all our communities safe Key area of focus: Alcohol and Drugs
<i>Facilitated by the Alcohol Harm Reduction Group and the Drugs Strategy Group.</i>	
Anti-social behaviour	Objective: Keep all our communities safe Key area of focus: Anti-social Behaviour
<i>Facilitated by the Anti-Social Behaviour Group.</i>	
Reducing reoffending	Cross cutting key area of focus: Reducing Reoffending
<i>Facilitated by the joint Reducing Reoffending Group, covering both County Durham and Darlington.</i>	
Embedding Think Family	Objective: Keep all our communities safe Consistent with the Constabulary's Problem Solving approach
<i>Facilitated by the Think Family Partnership.</i>	
Protecting vulnerable people from harm	Objective: Support Victims Key areas of focus: domestic abuse and hate crime
<i>Facilitated by the Domestic Abuse and Sexual Violence Executive Group and the County Durham and Darlington joint Hate Crime Working Group.</i>	
Road casualty reduction	Objective: Keep all our communities safe Key area of focus: Road Safety.
<i>Facilitated by the Road Casualty Reduction Partnership, covering both Durham and Darlington.</i>	
Counter terrorism and prevention of violent extremism	Objective: Keeping all communities safe These threats are covered by the Strategic Policing Requirement, as issued by the Home Secretary.
<i>Facilitated by the Partnership Silver CONTEST Board, covering both Durham and Darlington.</i>	

12. Abbreviations / Glossary of Terms

AAPs	<u>Area Action Partnerships</u> Local forums set up to give people in County Durham a greater choice and voice in local affairs.
ASB	<u>Anti-Social Behaviour</u> Behaviour which causes or is likely to cause harassment, alarm or distress to one or more persons of another household.
CCL	Clinical Commissioning Locality
CDYOS	County Durham Youth Offending Service
CONTEST	The United Kingdom's counter-terrorism strategy
CRC	Community Rehabilitation Company
CSE	Child Sexual Exploitation
CSEW	Crime Survey of England and Wales
DCLG	Department for Communities and Local Government
ETE	Education, Training or Employment
HIL	High Impact Locality
HMIC	Her Majesty's Inspectorate of Constabularies
IOM	Integrated Offender Management
ISIL	Islamic State of Iraq and the Levant
JSNA	<u>Joint Strategic Needs Assessment</u> A document which provides a detailed overview of the current and future health and wellbeing needs of the people of County Durham. Used to inform future service planning.
KSI	Killed or Seriously Injured
LMAP	Local Multi Agency Partnership
MARAC	<u>Multi-Agency Risk Assessment Conference</u> Regular local meetings where information about high risk domestic abuse victims (those at risk of murder or serious harm) is shared between local agencies.
MFH	Missing From Home
MH	Mental Health
MOJ	Ministry of Justice
NHW	Neighbourhood Watch
NPS	National Probation Service
NSPCC	National Society for the Prevention of Cruelty to Children
OCG	Organised Crime Groups
PACT	Police/Partnerships and Communities Together
PNC	Police National Computer
S&OC	Serious and Organised Crime
SA	Strategic Assessment
SLCN	Speech, Language and Communication Needs
Think Family	A practice which makes sure that the support provided by children's, adults' and family services is co-ordinated and focused on problems affecting the whole family.



Safe Durham Partnership

Safe Durham Partnership Plan 2015 - 2018

Partnership working across County Durham continues to go from strength to strength. When introducing our previous Partnership Plan in 2014, we explained how our commitment to working in partnership had ensured real and tangible improvements to the quality of life of our communities.

The Safe Durham Partnership Plan 2015-18 will continue to demonstrate new and innovative approaches as we respond to an ever changing and more challenging landscape. Working in partnership is crucial if we are to meet existing and emerging challenges and work towards achieving our vision where every adult and child in county Durham will be, and will feel, safe.

Partners across the community, voluntary sector and statutory agencies are committed to working together and responding to the challenges and opportunities highlighted in this Plan in order to deliver an 'Altogether Safer' and 'Altogether Better' Durham.

If you have any questions or comments about this document please contact us:

E-mail: community.safety@durham.gov.uk

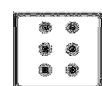
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County Council

22 July 2015

County Durham Youth Offending Service Youth Justice Plan 2015/2017



Rachael Shimmin, Corporate Director Children & Adults Services
Councillor Ossie Johnson, Cabinet Portfolio Holder for Children and Young People's Services

Purpose of the report

1. The purpose of the report is to present the County Durham Youth Justice Plan 2015/17 to Council for approval, subject to agreement by Cabinet on 15 July 2015. The Youth Justice Plan 2015/17 was approved by County Durham Youth Offending Service (CDYOS) Management Board (1 June 2015) in line with YJB/MoJ requirements. It will be submitted to the Youth Justice Board after Council approval.

Background

2. Youth Offending Teams (YOTs) are statutory partnerships, established under the Crime and Disorder Act 1998, with the principal aim of preventing offending by children and young people. Local Authorities are responsible for establishing a Youth Offending Team – County Durham Youth Offending Service in Co. Durham - within their area. Police, National Probation Service (NPS) and Clinical Commissioning Groups (CCGs) are statutorily required to assist in their funding and operation.
3. It is the duty of each local authority, after consultation with the partner agencies, to formulate and implement a statutory annual youth justice plan setting out:
 - How youth justice services in their area are to be provided and funded
 - How the YOS will be composed and funded, how it will operate, and what functions it will carry out.
4. CDYOS is accountable to a multi-agency Management Board, chaired by the Head of Children's Services, DCC. Membership and governance are reviewed annually in line with '*Modern Youth Offending Partnerships – Guidance on Effective Youth Offending Team Governance in England*' (MoJ/YJB, November 2013) to ensure they remain robust in a complex, changing operating environment.

5. Legal and data requirements placed on the YOS and the Management Board include:
 - Complying with the statutory requirements laid out in s.38 to 40 of the Crime and Disorder Act 1998, and other relevant sections of the Act
 - Complying with National Standards for Youth Justice and reporting requirements for Community Safeguarding and Public Protection incidents
 - Adhering to the relevant Youth Justice Board (YJB) data recording guidance
 - Approving the annual Youth Justice Plan

Youth Justice Plan 2015/17

6. A copy of the Youth Justice Plan is attached for information. The plan highlights key achievements for 2014/15, key priorities, the service improvement plan for 2015/16, and the partnership pooled budget. A light touch refresh will be produced for 2016/17.
7. As stated in paragraph 3, the Youth Justice Plan is statutory. Key requirements of the plan (namely: structure and governance; resourcing and value for money; partnership arrangements; risks to future delivery) are prescribed by the Youth Justice Board (*'Youth Justice Plans: YJB Practice Note for Youth Offending Partnerships'*, YJB, March 2015).
8. After submission to the YJB, Youth Justice Plans are sent to Her Majesty's Inspectorate of Probation (lead for YOS inspections) and are placed in the House of Commons library for Ministers.
9. The Plan outlines how CDYOS will:
 - Reduce First Time Entrants to the Youth Justice System
 - Reduce re-offending by young people
 - Reduce the use of custody for both sentenced and remanded young peopleBy:
 - Improving how we communicate with young people and the interventions we complete with them
 - Putting victims, including young victims, and restorative justice at the heart of everything we do
 - Targeting our resources on those young people committing the most offences
 - Ensuring we have robust quality assurance and staff management processes in place and a skilled management team to manage those processes
 - Ensuring we listen and respond to what young people and their families are telling us
 - Ensuring volunteering, by both adults and young people, is a key component of the work we undertake with young people and victims
 - Ensuring that case management systems and administration support provide the highest quality support to staff and managers in the delivery of services to courts, communities and young people

Key Achievements 2014/15

10. Key achievements are outlined in the Executive Summary. We are particularly proud of:

- improving performance in two of the three national outcome measures (First Time Entrants and Use of Custody); reducing remands to youth detention accommodation (both number of young people and bed nights); and reducing the number of young people re-offending and offences committed
- achieving our lowest ever number of first time entrants (FTEs): 193; a 82.9% reduction since 2007/08 (1129 FTEs)
- having only 20 custodial sentences (20% less than 2013/14)
- our work on resettlement: 100% of young people leaving custody in 2014/15 had appropriate accommodation available prior to release
- our work to support victims of youth crime
- embedding new roles for volunteers in service delivery and having 70 trained active volunteers
- our work to become communication friendly, including our Speech, Language and Communication Needs Strategy and the development of a range of innovative resources to address young people's speech, language and communication needs
- the development of ClearCut Communication resources – the income from which will be used to improve outcomes for young people who offend and young victims in Co. Durham
- implementing new ways of working to ensure value for money – while still improving performance
- being awarded County Durham Young Carers Charter for how we support young people who offend who are also young carers
- our staff and volunteers' hard work and continued commitment to reduce first time entrants, re-offending and the use of custody; their work to improve outcomes for young people, families, victims and communities; and their willingness to adapt to new challenges

Recommendations and reasons

11. Council are recommended to:

- a) Approve the Youth Justice Plan 2015/17

Background papers:

County Durham Youth Offending Service Youth Justice Plan 2015/17

Contact: Gill Eshelby, Strategic Manager, County Durham Youth Offending Service Tel: 03000 265 989

Appendix 1: Implications

Finance – The Youth Justice Plan contains CDYOS partnership pooled budget 2015/16.

Staffing – Staff establishment is included in the plan, in line with YJB requirements.

Risk – Risks to future delivery have been considered and are included.

Equality and Diversity / Public Sector Equality Duty – Have been considered.

Accommodation – Not Applicable.

Crime and Disorder – The statutory function of CDYOS partnership is the prevention of offending by children and young people (Crime and Disorder Act 1998)

.

Human Rights – Not Applicable

Consultation – CDYOS Management Board and partners have been consulted

Procurement – Not Applicable

Disability Issues – Have been considered

Legal Implications – The Youth Justice Plan ensures Durham County Council and statutory partners meet their legal implications to the partnership.

County Durham Youth Offending Service
Youth Justice Plan
2015/2017



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**County Durham Youth Offending Service (CDYOS)
Youth Justice Plan 2015/17**

Foreword from the Chair

It is my pleasure to present the County Durham Youth Offending Service Youth Justice Plan 2015/17. This statutory plan reviews the work of the service over the last year and sets out priorities for the next 12 months.

County Durham Youth Offending Service continues to achieve some remarkable outcomes. Since 2007/08, the number of young people entering the criminal justice system has reduced by an impressive 83% as a result of effective joint work between the service and the Police. We know that for most young people this will be their only involvement with youth justice, and that they will not be in trouble again.

Since 2010/11 the number of young people committing offences has reduced by 51.5%, and the number of offences has reduced by 47%. Most of those offences had a victim, so that means there are many fewer victims too. That's great news for our community as a whole.

Many other achievements are set out in the plan, including the success of Restorative Justice; speech, language and communication work; community reparation and a reduction in the use of custody (both sentences and remands). The number of young people re-offending and the number of offences they commit are also reducing.

CDYOS' innovation has been acknowledged nationally, with a string of national award successes. CDYOS' work over the last 12 months to improve its response to young people's communication needs, including partnership work with Health and the development of ClearCut Communication resources, is particularly impressive.

These achievements would not be possible without the full and active engagement of a wide range of partners, committed to working together to meet the needs of challenged and challenging young people. I would like to thank the partners who make up the Youth Offending Service for their continued commitment of time, expertise and resources.

I would also like to thank the staff of the service, under the leadership of Gill Eshelby and Dave Summers. Their unceasing commitment to realising the best possible quality and outcomes is shown in this performance.

All public services are facing challenges from reduced funding, and CDYOS is no different. However, the service has set out realistic priorities for the future, building on the firm foundations built over recent years. This plan gives the full flavour of what has been achieved and what the next steps are.

I am confident that by continuing to work together, we can continue to achieve great things.



Carole Payne
Chair of CDYOS Management Board

Executive Summary

The Youth Justice Plan 2015/17 highlights work done to date, and key achievements and outcomes for 2014/15. It outlines key priorities, budget, staffing, service developments and the service improvement plan for 2015/16.

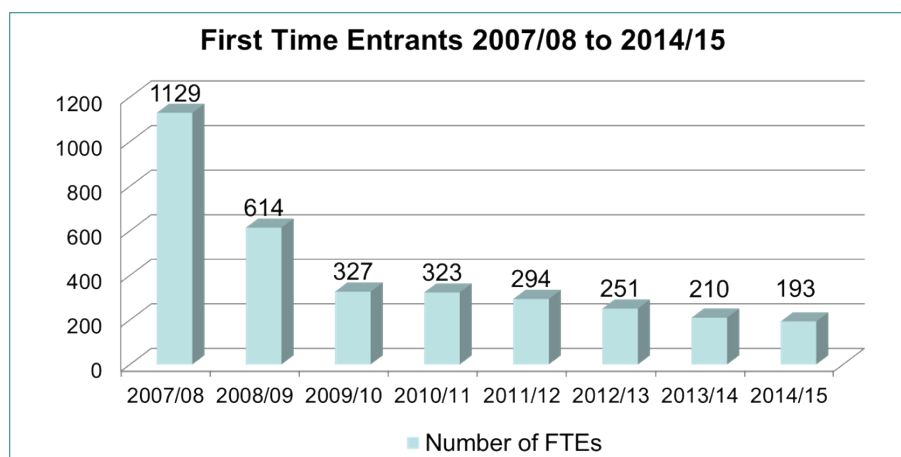
National Outcome Measures 2014/15

- **First time Entrants (FTEs) to the Youth Justice System: 193**, our lowest ever, and a 8.1% reduction compared to 2013/14 (210 FTEs). Well below the locally agreed target (less than 310). **82.9% reduction in FTEs 2007/08 – 2014/15**. (Source: CDYOS case management system, April 2015)
Re-offending: The latest Ministry of Justice (MoJ) data for re-offending (April 12 - March 13 cohort) shows a binary rate (proportion of young people re-offending) of **38.7%** and a frequency rate (number of offences per re-offender) of **1.25**. The binary rate rose by 2% on the previous year. The slight increase in re-offending is in line with other YOTs in the NE and is the first increase since the April 10 – March 11 cohort. The increase is in context of a 22.5% reduction in the number of young people in the cohort (631 young people in 11/12 compared to 489 young people in 12/13); 20.9% reduction in the number of young people re-offending (239 in 11/12 compared to 189 in 12/13); and a 15.6% reduction in the number of re-offences committed (from 725 in 11/12 to 612 in 12/13). (Source: Police National Computer (PNC) data; MoJ, March 2015)
- **Use of Custody: Custodial sentences: 20** custodial sentences, a 20% reduction compared to 2013/14 (25 sentences). Only **15** young people were sentenced to custody in 2014/15 compared to 22 in 2013/14 (31.8% reduction). (Source: CDYOS case management system, April 2015).
- **Remand bed nights: 354** bed nights in 2014/15 compared to 641 in 2013/14, a 44.8% reduction. Remands are used only when necessary

First Time Entrants 2007/08 – 2014/15

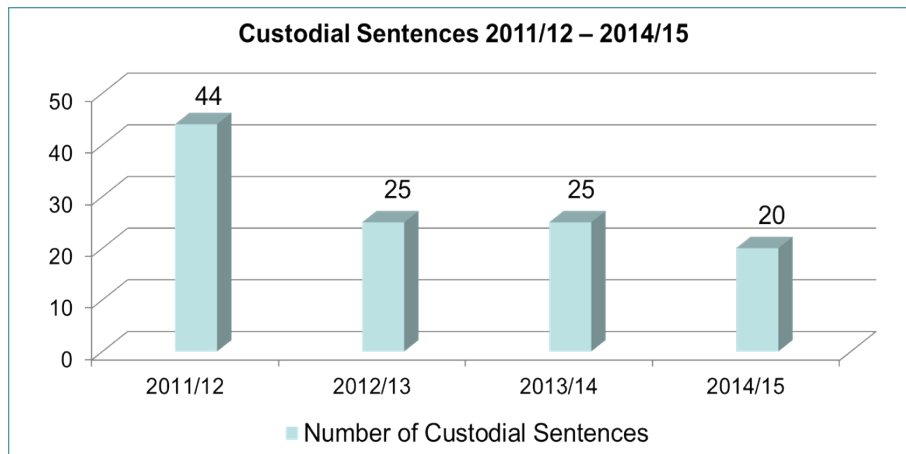
As a result of our fully integrated pre court/out of court system which provides assessment and intervention at a young person's first point of contact with the youth justice system (first offence), we have reduced first time entrants (FTEs) and re-offending.

Between 2007/08 and 2014/15 we have achieved 82.9% reduction in first time entrants, from 1129 in 2007/08 to 193 in 2014/15.

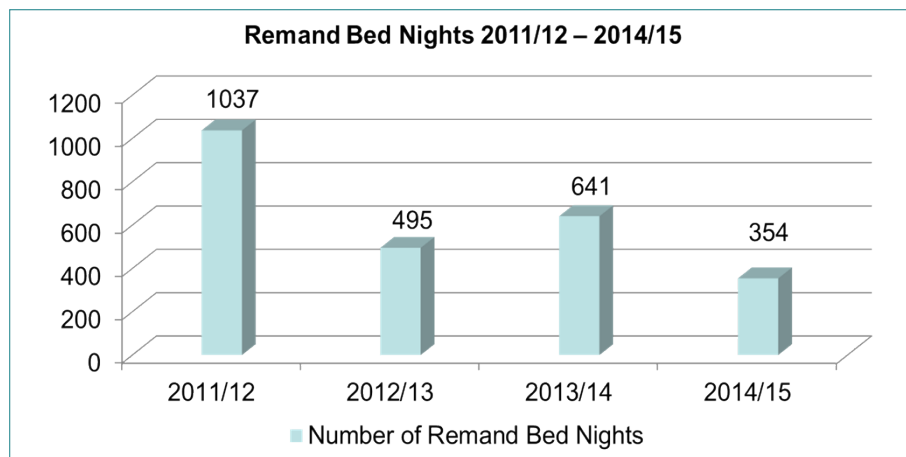


Reducing Use of Custody 2011/12 – 2014/15

Between 2011/12 and 2014/15 we have reduced the number of custodial sentences by 54.5%, from 44 custodial sentences in 2011/12 to 20 in 2014/15.

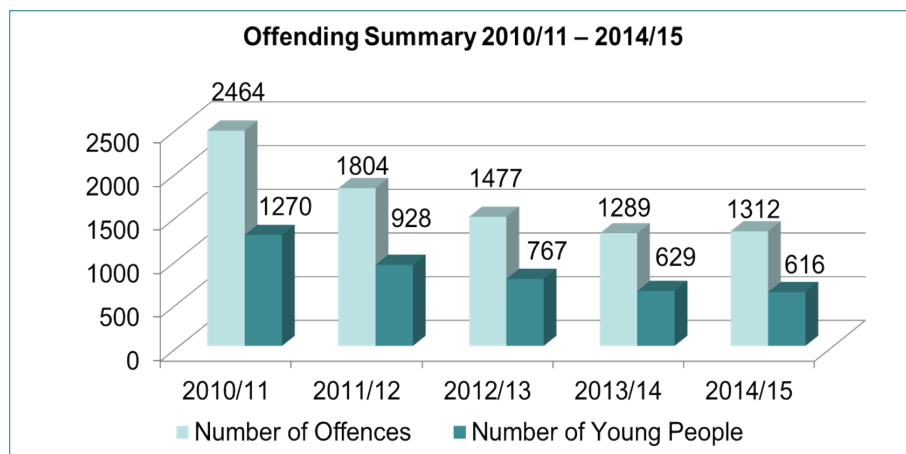


Over the same period we have reduced the number of remand bed nights (remands to youth detention accommodation) by 65.9%, from 1037 in 2011/12 to 354 in 2014/15.



Number of Young People Offending and Offences Committed 2010/11 – 2013/14

We have achieved a **46.8% reduction** in the number of offences committed and a **51.5% reduction** in the number of young people offending (2010/11 – 2014/15). This includes all offences committed by young people aged 10-17 years, resulting in a Pre Reprimand Disposal (PRD) / Pre Caution Disposal (PCD), pre court/out of court decision or a court conviction.



The evidence success of CDYOS pre-court/out of court systems in diverting young people from the criminal and justice system has resulted in:

- 77.2% reduction in the number of young people in the MoJ cohort between 2007/08 and 2012/13 (from 2145 to 489)
 - 74% reduction in the number of young people re-offending (from 728 to 189)
 - 68.6% reduction in the number of re-offences (from 1950 to 612)
- (See table below)

Year	Number in the cohort	Number re-offending	Binary Rate	Number of re-offences committed	Frequency Rate
2007/08	2145	728	33.9%	1950	0.91
2008/09	1384	489	35.3%	1425	1.03
2009/10	944	393	41.6%	1150	1.22
2010/11	773	337	43.6%	1052	1.36
2011/12	631	239	37.9%	725	1.15
2012/13	489	189	38.7%	612	1.25

(Source: MoJ data, YOT Data Summary, March 2015).

In 2014/15 we:

Miscellaneous

- achieved a 53.1% reduction in the number of alcohol related offences committed (from 655 offences in 2010/11 to 307 in 2014/15) and a 41.1% reduction in the number of young people committing them (from 302 in 2010/11 to 178 in 2014/15)
- improved the quality and consistency of our work with victims, including increasing victim involvement in our work with young people
- expanded restorative justice across all orders within existing resources
- ensured our Out of Court Disposals work and Positive Futures programme are integrated into the Police and Crime Commissioner (PCC)'s planning for 2015/16
- trained all staff and volunteers in restorative approaches, including 23 case managers and 30 volunteers trained in conferencing at level 2 and 3, to improve our work with victims of youth crime
- lead partnership work on the Integrated Restorative Practice Strategy on behalf of the Safe Durham Partnership
- implemented our service restructure, introducing new ways of working, and building resilience in the context of reducing resources
- reshaped Positive Futures to focus on a specific cohort of young people/offences
- developed and implemented our innovative Speech, Language and Communication Needs (SLCN) Strategy, initially with County Durham and Darlington Foundation Trust (March – Nov 14), then with North Tees and Hartlepool Foundation Trust (from Dec 14)
- secured the secondment of a Clinical Lead Speech and Language Therapist to CDYOS (from March 2014) to improve how we work with young people with speech, language and communication needs. Work has included: staff training, development of a comprehensive range of communication friendly resources, and implementation of the SLCN screen and pathway for young people who offend
- embedded Prince's Trust accreditation in core work

- improved the quality of exit strategies/pathways for young people after statutory supervision
- identified and embedded best practice across the whole service
- reviewed and changed our practice in light of recommendations from HMIP Thematic inspections (including Resettlement, Girls in the Criminal Justice System, YOTS and Troubled Families)
- implemented our Inspection Improvement Plan following our Short Quality Screening (SQS) Inspection (HMIP, July 2014) to address recommendations made

Reducing First Time Entrants (FTEs)

- achieved our best ever FTE figures (193 young people)
- introduced robust risk and vulnerability processes to pre court practice
- included FTEs/pre court in the Positive Futures Outcomes Plan
- further integrated out of court and post court delivery, especially in respect of high risk young people
- ensured a holistic model of assessment, planning intervention and supervision (APIS) for pre court /out of court delivery
- embedded the Think Family approach to all pre court/out of court work
- developed and implemented a bespoke quality assurance process for out of court work

Reducing Re-offending

- implemented our Reducing Re-offending by Looked After Children (LAC) Strategy in partnership with Children's Services (former children's social care) and Durham Constabulary
- reduced offending by Looked After Children in Co. Durham
- identified a Reducing Re-offending Cohort and ensured they receive a comprehensive and targeted package of interventions
- introduced Re-offending Panels to monitor work with the re-offending cohort
- implemented Re-engagement Panels prior to breach
- ensured the Prince's Trust is a core part of CDYOS intervention programmes
- implemented improved processes for exit planning after statutory supervision
- further developed our 2 reparation units to enhance service delivery and allocated 3,420 hours of court ordered reparation
- expanded the use of restorative justice across all orders
- implemented Team Manager reviews of all cases, which include young people and their parents/carers, to ensure their feedback improves service design and delivery
- embedded the Think Family approach to all post court work
- further developed our range of intervention programmes
- worked closely with the National Probation Service and Community Rehabilitation Company to ensure effective transition for young people aged 18 plus

Reducing Use of Custody

- improved the quality of work with Detention and Training Orders (DTOs), including resettlement after custody
- reviewed and improved our Intensive Supervision and Surveillance (ISS) programme
- implemented our Reducing Remand Bed Nights Strategy
- developed and implemented a protocol with Children's Services (former children's social care) regarding Remands to Youth Detention Accommodation.
- targeted resources, interventions and monitoring on those most at risk of custody

We are particularly proud, in 2014/15, of:

- improving performance in two of the three national outcome measures (First Time Entrants and Use of Custody); reducing remands to youth detention accommodation (both number of young people and bed nights); and reducing the number of young people re-offending and offences committed
- achieving our lowest ever number of first time entrants (FTEs): 193; a 82.9% reduction since 2007/08 (1129 FTEs)
- having only 20 custodial sentences (20% less than 2013/14); 15 young people
- our work on resettlement: 100% of young people leaving custody in 2014/15 had appropriate accommodation sourced and available prior to release
- our work to support victims of youth crime
- embedding new roles for volunteers in service delivery and having 70 trained active volunteers
- our partnership work with Children's Speech and Language Therapy Services, formerly County Durham and Darlington Foundation Trust, now North Tees and Hartlepool Foundation Trust to enable the secondment (from March 14) of a Speech and Language Therapist to CDYOS to improve how we work with young people with speech, language and communication needs
- our work to become communication friendly, including the development of a range of innovative resources to address young people's speech, language and communication needs
- the development of ClearCut Communication resources – the income from which will be used to improve outcomes for young people who offend and young victims in Co. Durham
- our partnership with The Royal British Legion to produce 'bling poppies' which has raised almost £1,500 for the charity from young people's court ordered reparation over the last two years
- exceeding our targets for Stronger (Troubled) Families
- implementing new ways of working to ensure value for money – while still improving performance
- securing funding from the Police and Crime Commissioner (PCC) to expand our Speech, Language and Communication Needs Strategy to improve how we work with young victims of youth crime and the development of communication friendly resources to enable them to better understand and engage in restorative justice
- leading the Safe Durham Partnership (Community Safety Partnership) work on Integrated Restorative Practice – which was runner up in the Howard League Community Programmes Awards (RJ Category) 2014
- being awarded County Durham Young Carers Charter for how we support young people who offend who are also young carers
- our Speech Language and Communication Needs work winning the Excellent Service – Customer First Award (Children and Adults Services, Durham County Council, 2014) and being highly commended for Excellent Service in the Great Staff, Great Stuff Awards (Durham County Council, 2014)
- being highly commended in the Efficiency Award (Children and Adults Services, Durham County Council, 2014)
- our staff and volunteers' hard work and continued commitment to reduce first time entrants, re-offending and the use of custody; their work to improve outcomes for young people, families, victims and communities; and their willingness to adapt to new challenges

In 2015/17 we will:

- Reduce First Time Entrants to the Youth Justice System
- Reduce re-offending by young people
- Reduce the use of custody for both sentenced and remanded young people

By:

- Improving how we communicate with young people and the interventions we complete with them
- Putting victims, including young victims, and restorative justice at the heart of everything we do
- Targeting our resources on those young people committing the most offences
- Ensuring we have robust quality assurance and staff management processes in place and a skilled management team to manage those processes
- Ensuring we listen and respond to what young people and their families are telling us
- Ensuring volunteering, by both adults and young people, is a key component of the work we undertake with young people and victims
- Ensuring that case management systems and administration support provides the highest quality support to staff and managers in the delivery of services to courts, communities and young people

See Appendix 3 (Service Improvement Plan 2015/16) for more detail.

Introduction

Youth Offending Teams (YOTs) are statutory partnerships, established under the Crime and Disorder Act 1998, with the principal aim of preventing offending by children and young people. Local Authorities are responsible for establishing a Youth Offending Team within their area. Police, National Probation Service and Clinical Commissioning Groups (CCGs) are statutorily required to assist in their funding and operation.

It is the duty of each local authority, after consultation with the partner agencies, to formulate and implement a statutory annual youth justice plan setting out:

- How youth justice services in their area are to be provided and funded;
- How the Youth Offending Service (YOS) will be composed and funded, how it will operate, and what functions it will carry out.

Legal and data requirements placed on the YOS and the Management Board include:

- Complying with the statutory requirements laid out in s.38 to 40 of the Crime and Disorder Act 1998, and other relevant sections of the Act
- Complying with National Standards for Youth Justice and reporting requirements for Community Safeguarding and Public Protection incidents
- Adhering to the relevant Youth Justice Board (YJB) data recording guidance
- Complying with YJB grant conditions e.g. timely submission of data; compliance with secure estate placement information; completion of National Standards audits and procedures for reviewing community safeguarding and public protection incidents

County Durham Youth Offending Service (CDYOS)

County Durham Youth Offending Service (CDYOS), a statutory multi-agency partnership, is part of Children's Services within Children and Adults Services, Durham County Council. Active links are maintained at both strategic and operational level to the Criminal Justice / Community Safety arenas. The Service is represented at strategic level in a range of key partnerships (e.g. Children and Families Partnership, Safe Durham Partnership (CSP),

Local Safeguarding Children Board, Local Criminal Justice Board, Strategic MAPPA Board, Think Family Partnership etc.) as well as relevant sub groups.

Strategic Purpose of CDYOS

- To prevent re-offending by children and young people
- To reduce First Time Entrants (FTEs) to the youth justice system
- To be achieved by delivering specialist interventions
- Underpinned by safeguarding and public protection

For 2015/16, CDYOS' primary focus is on the following three outcome areas:

- reducing first time entrants
- reducing re-offending
- reducing the use of custody (both sentenced and remanded)
- and ensuring public protection/safeguarding by providing specialist interventions.

We will embed service improvements; focus on the quality of practice; and work to ensure we continue to improve outcomes and focus on core business.

See Appendix 3: Service Improvement Plan 2015/16

We are particularly proud of:

- our integrated pre/out of court structures which have resulted in 82.9% reduction in first time entrants (2007/8 – 2014/15)
- the evidenced success of our pre court/out of court system in diverting young people from the criminal justice system. This has resulted in a 77.2% reduction in the number of young people receiving a substantive outcome (from 2145 young people in 2007/08 to 489 in 2012/13); a 74% reduction in the number of young people re-offending over the period (from 728 in 2007/08 to 189 in 2012/13); and a 68.6% reduction in the number of re-offences committed over the period (1950 re-offences in 2007/08 to 612 in 2012/13). (Source: MoJ data, YOT Data Summary, March 2015). Please note: 2012/13 is the latest data available.
- reducing all offences committed by young people by 46.8% (2010/11 – 2014/15)
- reducing the number of young people offending by 51.5% (2010/11 – 2014/14)
- our specialist RJ work to support victims of youth crime
- our strong partnership work
- our work to become communication friendly
- our child centred approach – where safeguarding of young people is a priority alongside preventing re-offending
- our range of professionals in the service who work to their specialist skills
- delivering our work in the communities where young people and families live
- allocating 3,420 hours of court ordered reparation in 2014/15
- our willingness to change and improve.

Structures and governance

Outcome: Integrated strategic planning and working with clear performance oversight to ensure effective delivery of youth justice services.

Governance – Management Board

CDYOS is accountable to a multi-agency Management Board, chaired by the Head of Children's Services, Children and Adults Services, Durham County Council. The membership and terms of reference of the Management Board are reviewed annually. Membership is at Chief Officer or appropriate Senior Officer level.

The Management Board consists of:

- Children and Adults Services, Durham County Council (DCC) (Chair)
- Durham Constabulary
- National Probation Service
- North East Commissioning Support (NECS) representing the two Clinical Commissioning Groups (CCGs)
- HM Courts and Tribunals Service
- Improving Progression of Young People Team, DCC
- Office of the Police and Crime Commissioner
- Durham Tees Valley Community Rehabilitation Company
- Public Health, Durham County Council
- SEND and Inclusion, Education, DCC

Membership and governance are reviewed annually in line with 'Modern Youth Offending Partnerships – Guidance on Effective Youth Offending Team Governance in England' (MoJ/YJB, November 2013) to ensure they remain robust in a complex and changing operating environment.

The Management Board (via the Chair) reports to the Children and Families Partnership, Safe Durham Partnership and County Durham Partnership. Durham County Council's Overview and Scrutiny Committees also monitor performance against the 3 national outcome measures and receive annual presentations on progress against the Youth Justice Plan.

The Management Board ensures CDYOS can deliver effective youth justice services and improve outcomes for young people by:

- Providing clear performance oversight and direction
- Receiving regular budget reports
- Ensuring the service is adequately resourced
- Providing clear governance and accountability
- Reviewing the statutory partners' budget contribution to CDYOS
- Ensuring excellent links with the Children and Families Partnership, Safe Durham Partnership, Local Criminal Justice Board (LCJB), Local Safeguarding Children Board (LSCB) and broader partnership arena

This is achieved by providing:

- Strategic oversight and direction
- Support
- Partnership working
- Planning and resources

The Youth Justice Plan, after approval by the Management Board, is presented to Cabinet and full Council for approval before submission to the YJB.

Structures

Since October 2013, CDYOS has been part of Children's Services, Children and Adults Services, Durham County Council. The Strategic Manager CDYOS is line managed by the Head of Children's Services (Chair of the Management Board) and is a member of Children's Services Senior Management Team.

Children's Services include:

- One Point (Integrated Children and Family Services)
- CDYOS
- Think Family Services
- Secure Services
- Child Protection and Disability
- Looked After Children and Permanence
- Assessment and Intervention

Children's Services provide valuable opportunities for joint work and a clear continuum of services which includes early help and prevention as well as specialist youth justice services. The Think Family and Early Help Strategies underpin all our work. The creation of the Single Front Door and Single Assessment (April 2014) shows the commitment to early help and prevention in Co. Durham. The transformation of Children's Services which will commence in June 2015, via the Innovations Programme (integrating One Point, Think Family, Assessment and Intervention), will further strengthen joint work.

Children and Adults Services, including Public Health, provide valuable opportunities for joint work and innovation – essential in the context of a rapidly changing partnership operating environment and reducing resources.

Reducing Youth Crime – Integrated Strategic Planning

The primary focus of CDYOS – preventing re-offending by young people, reducing first time entrants to the youth justice system and reducing the use of custody – is fully integrated into the following strategic plans/strategies in County Durham:

- Safe Durham Partnership (SDP) Plan
- County Durham Children, Young People and Families Plan
- Durham County Council Plan
- The Sustainable Community Strategy for County Durham
- Safe Durham Partnership Reducing Re-Offending Strategy
- Safe Durham Partnership Integrated Restorative Practice Strategy
- Safe Durham Partnership Anti-Social Behaviour Strategy
- Safe Durham Partnership Alcohol Harm Reduction Strategy
- Safe Durham Partnership Drug Strategy
- Think Family Strategy
- Early Help Strategy
- Durham Police and Crime Plan
- County Durham Joint Health and Wellbeing Strategy

The health needs of young people who offend are included in both the Joint Strategic Needs Assessment and Joint Strategic Assessment 2014. This maximises opportunities for joint work across Children and Adult Services, Health, Community Safety and Criminal Justice and ensures a co-ordinated strategic approach across County Durham.

The service has developed effective links with the Police and Crime Commissioner and CDYOS partnership priorities are included in the Police and Crime Plan.

Think Family work in Co. Durham has been improved by the active involvement of the service. Additional funding has been secured to expand the role of CDYOS volunteers as family mentors for the Stronger (Troubled) Families programme. Following a successful pilot in early 2014, this work will continue throughout the next phase of the programme.

Resourcing and value for money

Outcome: Efficient deployment of resources to deliver effective youth justice services to prevent offending and re-offending.

CDYOS is committed to the following principles:

- maintaining front line delivery and core services to young people and partners as far as possible
- ensuring CDYOS remains in a position to improve practice and outcomes for young people
- ensuring young people are safeguarded and risk is managed
- ensuring Value for Money (VfM).

These underpin all our work re budgetary management. Robust financial management is underpinned by regular budget reports to the Management Board.

Budget 2015/16

CDYOS budget comprises partnership funding, YJB funding and specific grant funding. The budget allocation is reviewed annually by CDYOS Management Board and all partners (Police, Probation, Health (CCGs) and Local Authority) agree funding contributions for the following year.

The pooled budget for 2015/16 is £3,706,116. A detailed budget breakdown can be found at Appendix 2.

86% of CDYOS budget (£3,188,272) is spent on staff costs. 93% of this is front line delivery.

CDYOS partnership has implemented a comprehensive youth crime prevention strategy which includes pre/out of court and post court. Our nationally recognised fully integrated pre court/out of court system has evidenced success in reducing first time entrants and re-offending and is an Invest to Save Strategy. It has resulted in a 46.8% reduction in the number of offences committed by young people aged 10-17 and a 51.5% reduction in the number of young people offending (2010/11 – 2014/15).

YJB Grant Funding 2015/16

The YJB provides 4 grants which are part of CDYOS' pooled budget:

- Youth Justice (YOT) Grant (England)
- Restorative Justice Maintenance Grant
- Remand Grant
- Unpaid Work Order Grant

All four grants are ring-fenced to youth justice services.

Youth Justice (YOT) Grant: £753,377. This grant is for the operation of the youth justice system and the provision of youth justice services with a view to achieving the following outcomes: reduction in youth offending; reduction in the number of first time entrants to the justice system; reduction in the use of youth custody; effective public protection; effective safeguarding.

Remand Framework for Children: £46,218. From April 2013, the full cost of all remand bed nights became the responsibility of the local authority, following implementation of that part of the Legal Aid, Sentencing and Punishment of Offenders (LASPO) Act 2012. The Remand to Youth Detention accommodation (RYDA) presents a new – and major – burden and risk to local authorities.

The grant is part of CDYOS' pooled budget. The 2015/16 grant is a 6% increase on that received for 2014/15 (£43,511). Actions to mitigate risk of overspend include: Reducing Remand Bed Night Strategy and remand/special court cover for all courts, including weekend and Bank Holidays.

Restorative Justice Maintenance Grant: £2,000. This is to maintain capacity of Restorative Justice Conference Facilitation (RJCF) trained staff by ensuring Youth Offending Teams (YOTs) have at least 2 RJCF trainers in their staffing complement.

YRO Unpaid Work Order Grant: £15,791. The responsibility for the delivery of the YRO unpaid work requirement for 16/17 year olds, if imposed by the courts, transferred from Probation/NOMS to youth offending services from 1 June 2014. This is a new responsibility for YOTs. The purpose of this grant is to develop effective practice in the way YRO Unpaid Work requirements are discharged and to provide YOTs with the necessary funding to create an infrastructure to allow such orders to be completed in line with the requirements of the Operating Model.

Budget Savings 2015/16

CDYOS has to manage within a tough budgetary environment. The Service had a budget reduction of £107,165 for 2015/16. Since 2011/12 CDYOS budget has been reduced by 17.5% (£760,433).

We managed the budget reductions for 2015/16 by:

- reviewing all staffing in light of service needs and re-profiling some posts to increase resilience/capacity
- formalising working arrangements for service operation 6 days per week (7 when necessary), including Bank Holidays, with dedicated management cover
- deleting vacancies to minimise risk to staff
- reducing support/admin services
- introducing a range of lean admin processes/operating procedures
- reducing all non-staffing expenditure to an absolute minimum
- maximising Durham County Council's support structures
- changing the way we work with local partnerships (e.g. Safe Durham Partnership/ Children and Families Partnership etc.)

It should be noted the budget savings have been achieved while improving performance across a range of measures.

Staffing and Service Delivery

Service Delivery

CDYOS works with young people across the whole Youth Justice spectrum (pre/out of court and post court):

- prevention of offending (Safe Durham Partnership ASB Escalation Procedures)
- pre conviction arena (bail and remand management)
- fully integrated pre/out of court system (nationally recognised)
- community sentences
- long term custodial sentences.

CDYOS ensures the delivery of court orders (both in the community and custody) in line with National Standards for Youth Justice, national Case Management Guidance and other statutory requirements. We recruit, train, manage, supervise and deploy volunteers to

carry out a range of functions (including the statutory delivery of Referral Orders). We operate a fully staffed court rota for the Youth Court, Remand Court, Crown Court and Special Courts (Saturdays and Bank Holidays). We ensure safeguarding and management of risk, including public protection, in relation to young people in the youth justice system.

CDYOS works with victims of youth crime to ensure meaningful input to work with young people who have offended and has expanded restorative justice across all orders within existing resources.

In 2014/15 CDYOS improved staff's capacity and confidence to recognise and address the communication needs of young people who offend and young victims of youth crime via the development and implementation of our comprehensive Speech, Language and Communication Needs (SLCN) Strategy. This involved extensive training; development of communication friendly resources for young people who offend and young victims of youth crime; and development and implementation of the SLCN screening tool. 82% of staff report this has transformed how they work with young people.

'There was a positive developing focus on speech, language and communication needs.'
(HMIP, August 2014)

The current phase of the strategy (2015/17), via the continued secondment of the Clinical Lead Speech and Language Therapist to CDYOS (now jointly funded by CDYOS and NTHFT), has established an effective pathway in CDYOS for specialist Speech and Language Therapy (SLT) assessment and intervention for those young people who require it. This is an Invest to Save strategy and will be subject to academic evaluation.

See Appendix 5 (Statutory Functions) for more detail.

During 2014/15 we worked with 958 cases (pre/out of court and post court) with 31,249 contacts by CDYOS over the year.

Staffing

The Service is staffed in line, and fully complies, with the requirements of the Crime and Disorder Act (1998), including: Social Workers, Probation Officers (National Probation Service), Police Officers, Health staff (Community Nurses), Education Officers plus a range of other staff e.g. Managers, Practice Improvement Officers, Victim Liaison Officers, Think Family Mentor, Family Support Officer, Intensive Supervision and Surveillance (ISS) Officer, Reparation Officer, Police staff, Speech and Language Therapist, Admin staff and staff who deliver a range of interventions with young people to reduce re-offending, including ISS, reparation, and pre court/out of court.

The service has 96 staff (88.9fte) and 70 active volunteers in 2015/16, a reduction from 99 staff (89.34fte) in 2014/15.

Some staff are seconded to CDYOS from Durham Constabulary, National Probation Service, North Tees and Hartlepool Foundation Trust, County Durham and Darlington Foundation Trust, and the Think Family Team. The vast majority are employed by DCC on behalf of the partnership.

2015/16 will see CAMHS input in CDYOS via the Liaison and Diversion service two year pilot and a 0.6fte Band 7 CAMHS nurse – in partnership with TEWV to replicate the learning from our SLCN strategy for young people's emotional wellbeing.

As a result of the increasing complexity of cases managed, CDYOS operates a specialist model of case management, enabling staff to work to their expertise. The primary focus of staff is on their specialist roles. Specialist case managers hold overall responsibility for between 15-18 cases each.

We operate a multi- professional Team around the Child, maximising expertise of professionals in CDYOS, and utilising additional skills from outside the service as required.

The integration of pre and post court staff under single line management at local level (2011); establishment of the countywide admin team (2012); restructure of the service into two office bases, facilitated by remote working/technology (February 2014); and our SLCN strategy have helped to build capacity and capability, improve outcomes and ensure Value for Money.

'Case managers knew children and young people well and could accurately and concisely describe why they offended and what needed to be done to reduce re-offending.' (HMIP, August 2014)

Staffing Structure

As of 1 April 2015 CDYOS has 96 staff (88.9fte) and 70 active volunteers.

See Appendix 4 for CDYOS Staffing Structure.

85 (78.1fte) staff are employed by the Local Authority on behalf of the partnership; 3 (2.8fte) seconded from National Probation Service; 4 (4fte) seconded from Police; 3 (3fte) seconded from Health (County Durham and Darlington Foundation Trust); and 1 (1fte) seconded from North Tees and Hartlepool Foundation Trust.

Staff gender: 66 female and 30 male.

Ethnicity of staff: 94 White British, 1 Other White and 1 White/Black African.

Volunteer Gender: 49 female and 21 male.

Volunteer ethnicity: 62 White British, 1 Pakistani, 1 Indian, 1 Bangladeshi, 2 Other Asian and 3 Other White.

All 96 staff and all 70 volunteers are trained in Restorative Approaches/ Restorative Justice. 53 are trained to facilitate Restorative Justice conferences.

AssetPlus

AssetPlus is a new, nationally imposed, assessment and planning interventions framework developed by the Youth Justice Board (YJB) to replace Asset and its associated tools. AssetPlus has been designed to provide an holistic end-to-end assessment and intervention plan, allowing one record to follow a child or young person throughout their time in the youth justice system.

CDYOS' target date for implementation is 2 September 2015. Implementation is a significant undertaking and a Practice Improvement Officer (PIO) has been allocated, full-time, to lead the implementation with the Countywide Manager. In addition, a team of 5 staff (Practice Improvement Officers (PIOs) and Case Managers) have been allocated to deliver training for all staff throughout July, September and October. Implementation is supported by the YJB.

'CDYOS have been very positive in their approach and preparations, despite some challenges brought about by the timing of 'go live'. The capacity of the Change Lead has

been increased to support the process. A thorough training plan is in place.The AssetPlus Business Change Adviser (March 2015) confirmed progress is excellent and there are no risks identified at this point.’ (YJB, March 2015)

Partnership Arrangements

Outcome: Effective partnership arrangements are in place between YOT statutory partners and other local partners that have a stake in delivering local youth justice services, and these arrangements generate effective outcomes for children and young people who offend or are at risk of offending.

Partnership Arrangements

Partnership arrangements in place to deliver effective and efficient youth justice services in County Durham include:

- Partners (Police, National Probation Service and Health) have maintained their specialist staff and financial contributions to the service for 2015/16
- Durham County Council as lead partner
- The Management Board consists of statutory partners plus broader membership (Office of the Durham Police and Crime Commissioner, HMCTS, CRC, Public Health, SEND)
- Seniority of Management Board members
- Management Board members are proactive, working both within and outside the Board, to support the work of the service
- Partnership work to support the development of a range of projects and initiatives e.g. SLCN Strategy; work with RSPCA, Fire and Rescue Service, Police re development of additional intervention programmes; Positive Futures re interventions directory.
- Police officers and Police staff in CDYOS are now responsible for the collection of forensic samples and for fingerprinting all young people who attend the Police station on a voluntary basis for a Youth Caution or Youth Conditional Caution

Effective Partnership Work

CDYOS has strong partnership work with an extensive range of partners at both strategic and operational level. Partners include:

- Criminal Justice (Police, Probation, Courts)
- Community Safety (DCC, Health, Fire and Rescue)
- Children and Families Partnership (DCC, Health, Police, VCS)
- Local Safeguarding Children Board
- MAPPA
- Health (CDDFT, CCGs, NECS, TEWV, NTHFT)
- National Probation Service (NPS)
- Durham Tees Valley Community Rehabilitation Company (CRC)
- Think Family/Stronger (Troubled) Families
- Local Criminal Justice Board

Strong partnership resourcing in CDYOS is formalised by HR Service Level Agreements with partners in regards to seconded staff (NPS, Police, CCGs, Think Family). HR Service Level Agreements (SLAs) are reviewed annually.

The Service operates a range of protocols with partners (including courts, health, Children and Adolescent Mental Health Service (CAMHS), Children’s Services (former children’s social care) which are regularly reviewed.

Commissioned Services

CDYOS commissions its specialist Speech and Language Therapy provision from North Tees and Hartlepool Foundation Trust. This has ensured the secondment of a Band 7 Clinical Lead Speech and Language Therapist to CDYOS for Phase 3 of our innovative and successful SLCN Strategy. The post is jointly funded (0.75fte CDYOS/0.25fte NTHFT). Arrangements are in place until end September 2016 and, working closely with partners, we hope to extend current arrangements until March 2017. This supports our work to reduce re-offending.

CDYOS is currently working with CAMHS to commission an 0.6fte Band 7 CAMHS nurse secondment to CDYOS for the remainder of 2015/16. This will be jointly funded (0.4fte CDYOS/0.2fte CAMHS). This is in addition to the CAMHS input in CDYOS via the Liaison and Diversion Service two year pilot in partnership with TEWV; and will replicate the learning from our SLCN strategy for young people's emotional wellbeing.

Stronger (Troubled) Families

CDYOS is an active partner in the successful delivery of the Stronger Families programme in County Durham. Agreement was reached for the secondment of a Think Family Mentor to work full-time within CDYOS, supporting staff in ensuring we 'Think Family'.

In addition, CDYOS Volunteer Programme supports at least 50 families (Stronger Families) each year, from across the range of agencies acting as lead professional.

Resettlement after Custody

As a result of our multi-agency approach to resettlement, 100% of young people leaving custody had appropriate accommodation sourced and available prior to release in 2014/15. CDYOS works closely with Housing and Children's Services to ensure young people are effectively resettled.

No young people were remanded to the secure estate in 2014/15 as a result of inappropriate accommodation.

Information Sharing

Partnership information sharing protocols/ agreements work very well and ensure holistic assessment, intervention and outcomes for young people who offend. Staff have access to a range of case management systems/ databases in CDYOS offices, including:

- All Police intelligence systems inc. PNC, Sleuth, Blue Delta, Red Sigma, Vicman (Police)
- SystemOne (Health)
- ICS/SSID (Safeguarding/ Children's social care)
- ONE (Education)
- Capita (Education)
- CareWorks (Youth Justice case management system)

Police intelligence systems are available to a group of vetted and suitably trained staff in CDYOS, in addition to Police Officers and Police staff.

The range of case management systems/databases in CDYOS allows staff and secondees to access critical, real-time information regarding the young person/family to support management of risk and vulnerability, and ensure holistic assessment and information sharing to improve outcomes for young people in the youth justice system.

In addition, Careworks is available in house for:

- Emergency Duty Team (EDT)
- All magistrates courts in County Durham for CDYOS access.

Key New Partnerships

Key new partnerships/joint work include:

- The Royal British Legion – reparation work
- Children’s Speech and Language Therapy Services, North Tees and Hartlepool Foundation Trust, formerly County Durham and Darlington Foundation Trust – Speech, Language and Communication Needs Strategy
- British Dyslexia Association – speech language and communication needs
- Safe Durham Partnership – strategic lead for partnership work on Integrated Restorative Practice
- The Prince’s Trust – accreditation of core work
- Colleges, training providers, VCS, Improving Progression of Young People Team – Intensive Employability Programme
- Safe Durham Partnership, NPS, CRC, Police, PCC – TR developments (2014/15)
- Office of the PCC – young victims of youth crime
- RSPCA – Paws4Change programme
- Durham Constabulary Armoury – Air Guns programme
- Fire and Rescue Service – Firebreak programme
- Positive Futures partners – range of programmes available
- The Open Awards – accreditation of core work
- Labelled/Patchwork People (community interest company) – training and employment pathway
- Checkpoint – partnership diversion programme for low level adult offenders

‘Relationships are excellent with the Police and OPCC, Health, NPS/CRC which can be seen from allocated resources, financial contributions and engagement in the Management Board. The YJB ... has a high level of confidence that whatever the final budget is for 15/16 that services will be arranged to focus on the key priorities and CDYOS will continue to be in a strong position to deliver high quality services.’ (YJB, March 2015)

Reducing Re-offending

The impact of early intervention via pre/out of court work and robust case management post court is evidenced by:

- 82.9% reduction in first time entrants (FTEs) – from 1129 in 2007/08 to 193 in 2013/14
- reducing all offences committed by young people by 46.8% - from 2464 in 2010/11 to 1312 in 2014/15
- reducing the number of young people offending by 51.5% from 1270 in 2010/11 to 616 in 2014/15
- reducing alcohol related offences by 53.1% and the number of young people committing alcohol related offences by 41.1% (2010/11- 2014/15)
- 77.2% reduction in the number of young people in the MoJ cohort between 2007/8 and 2012/13 (from 2145 to 489)

National Recognition

National recognition of CDYOS’ work includes:

- Winning the Youth Justice Award, Children and Young People Now Awards – three times in four years (2010, 2012, 2013)

- Being awarded Investing in Volunteers (IiV) status (January 2013) – the first Durham County Council service to achieve IiV status
- Being runner up in the Howard League Community Programmes Awards 2010 (Children and Young People category); and being shortlisted in 2012 and 2013
- Being highly commended in the LGC Awards 2011 (Children’s Services)
- Being awarded two Butler Trust Commendations: in 2011 (Strategic Manager - for contribution to diverting young people from the criminal justice system) and in 2012 (one of our volunteers for over 10 years’ service in CDYOS). CDYOS is the only YOS in the country to have been awarded two commendations from The Butler Trust
- A visit from HRH The Princess Royal, Royal Patron of the Butler Trust (Sept 2011) as follow up to the Strategic Manager’s Butler Trust Commendation
- Our fully integrated Out of Court System being included as national best practice in the Out of Court Disposals Guidance (MoJ/YJB, 2013)
- SDP Restorative Practice – runner up Howard League Community Programmes Awards (RJ Category) 2014

Risks to Future Delivery Against Youth Justice Outcome Measures

CDYOS Quality Assurance (QA) Framework

CDYOS has implemented a comprehensive QA Framework which covers all QA work undertaken by line managers in CDYOS, one element of which includes a robust audit programme and quarterly thematic audits. Thematic audits for 2015/16 include:

- CSE (Quarter 1)
- Alcohol (Quarter 2)
- Emotional wellbeing/mental health (Quarter 3)
- Vulnerability (Quarter 4)

The outcome of audits is shared with the service management team and staff, Children’s Services and the Management Board to drive forward service improvement.

CDYOS Management Development Programme, focussing on improving the quality of service delivery, commenced in 2014. Another new development which commenced in 2014 and will continue during 2015/16 is a series of professional discussion forums for staff and managers. These are on a range of subjects identified through our QA framework and /or by staff themselves. To date areas covered include: risk management, vulnerability management and CSE.

Peer Review

CDYOS is well engaged with the YJ Peer Review process and sector led improvement. The Strategic Manager is an accredited YJ Peer Reviewer and is actively involved in the process, participating in the Peer Reviews of other youth offending services nationally.

CDYOS has been accepted for a YJ Peer Review (October 2015). The focus will be on practice and partnerships to reduce re-offending. This will inform our Service Improvement Plan 2016/17.

Diversity

CDYOS is committed to meeting the needs of the young people, families and victims with whom we work. All staff have undertaken specialist diversity training for youth offending, SLCN training and, in addition, case managers have undertaken specialist diversity training for assessments. Diversity issues are a specific category on the checklist used by managers to countersign assessments and intervention plans.

Risk	Action to Mitigate Risk
Remands to Youth Detention Accommodation (RYDA) – financial risk to local authority	<ul style="list-style-type: none"> • Reducing Remand Bed Nights Strategy • Robust monitoring systems/management oversight • Fully staffed weekend and Bank Holiday court rota with dedicated management cover • 2 full time Bail Coordinators • Senior Management oversight/leadership • Bail supervision and support programme
Future budget efficiencies/reduction in partner contributions	<ul style="list-style-type: none"> • Review service restructure • Review impact of remote working (inc. QA systems /VfM) • Management Board planning to mitigate risk • Explore new ways of working • Further expand role of volunteers • Future business planning in view of AssetPlus
Maintaining/improving performance against the 3 YJ outcomes and delivery of a quality service in face of on-going real reductions in budget	<ul style="list-style-type: none"> • Implement SIP 2015/16 • CDYOS Quality Assurance systems/processes • Audits • Ongoing self- assessment against HMIP Thematic inspections • Impact of Early Help Strategy • Explore new ways of working/innovation • Continue focus on national outcome measures
Continue to reduce re-offending in context of very challenging cohort as a result of impact of fully integrated pre court/out of court system	<ul style="list-style-type: none"> • Reducing Re-offending by Young People Strategy • Reducing Offending by Looked After Children Strategy • SDP Integrated Restorative Practice Strategy • Speech, Language and Communication Needs Strategy • Further develop interventions/resources including for girls and healthy relationships • Liaison and Diversion Pilot (TEWV) • Reducing Re-offending Cohort

Robust management and governance will continue to ensure that CDYOS improves outcomes for young people in the youth justice system and reduces re-offending. The Service is well placed to build on the progress and improved performance of the last 8 years.







'CDYOS continues to demonstrate success in reducing FTEs and tackling re-offending. Custody rates are improving. The feedback from the HMIP SQS has re-shaped some of the YOS priorities, but much of this work was already planned as the YOS is very aware of any areas requiring improvement. Progress against the SQS improvement plan is very good, as is the progress against the Service Improvement Plan.




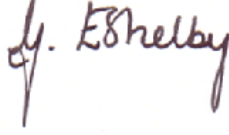

The ... Youth Justice Plan 2014/16 has an outstanding list of achievements which are a real credit to the partnership work in Durham, and the workforce which have delivered these achievements.

The developments around Speech Language and Communication difficulties are highly professional and potentially ground breaking.

With evidence of robust governance overseeing the work of an exceedingly professional and effective leader, I would expect this service to continue to progress in 2015/16 and beyond.' (YJB, March 2015)

CDYOS Management Board Membership and Approval of Strategic Plan

Name	Role / Agency	Approval of the Plan
Carole Payne (Chair)	Head of Children's Services, Children and Adults Services, Durham County Council	
Stephen Watson	Deputy Chief Constable, Durham Constabulary	
Carina Carey	Local Area Lead – Durham, National Probation Service	
Hazel Willoughby	Head of Services Co Durham and Darlington, Durham Tees Valley Community Rehabilitation Company (CRC)	
Emma Thomas	Joint Commissioning Manager – Children NHS NECS, (on behalf of ND and DDES CCGs)	
Natalie Robinson	Youth Lead Legal Advisor Co. Durham and Darlington HM Courts and Tribunals Service	
Christine Usher	Planning, Analysis and Provision Manager, Improving Progression of Young People Team, Children and Adults Services, Durham County Council	

Name	Role / Agency	Approval of the Plan
Gill O'Neill	Consultant in Public Health Children and Adults Services Durham County Council	
Alan Reiss	Chief of Staff Office of the Police and Crime Commissioner	
Jane Le Sage	Strategic Manager SEND and Inclusion Children and Adults Services Durham County Council	
Gill Eshelby	Strategic Manager, County Durham Youth Offending Service, Children and Adults Services, Durham County Council	
Dave Summers	Countywide Manager, County Durham Youth Offending Service, Children and Adults Services, Durham County Council	

The plan has also been approved by Nicola Bailey, Chief Operating Officer, ND and DDES CCGs.

County Durham Youth Offending Budget 2015/16

Agency	Staffing Costs	Payments in Kind	Other Delegated Funds	Total
Local Authority			1,977,050	1,977,050
Police Service	153,991	72,000	128,000	353,991
National Probation Service	107,919		54,058	161,977
Health Service	149,573		50,267	199,840
Police and Crime Commissioner			160,872	160,872
YJB – Youth Justice (YOT) Grant			753,377	753,377
Other Funding (Stronger Families)			35,000	35,000
Total	411,483	72,000	3,158,624	3,642,107

CDYOS also has a budget of £126,643 for specific projects as detailed below.

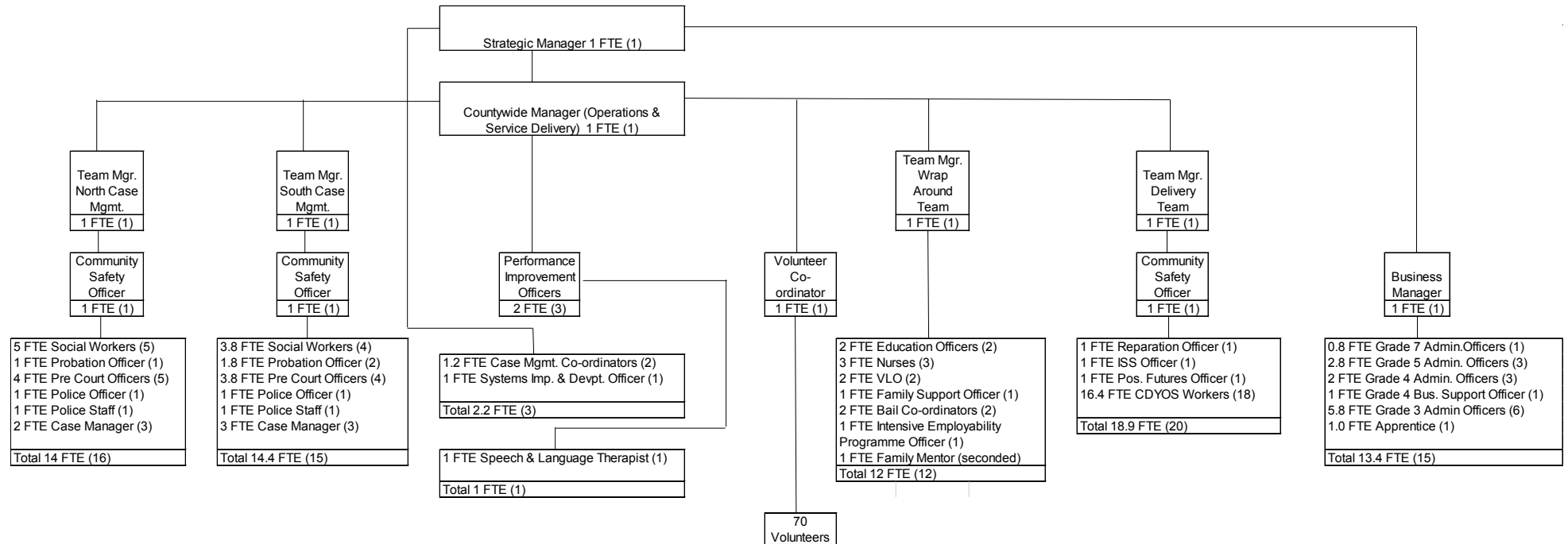
YJB - Remand Grant			46,218	46,218
YJB – Restorative Justice Maintenance Grant			2,000	2,000
YJB – YRO Unpaid Work Grant			15,791	15,791
Total CDYOS Pooled Budget				3,706,116

Service Improvement Plan 2015/16

Priority	
1)	<p>Improving how we communicate with young people and the interventions we complete with them</p> <ul style="list-style-type: none"> • Continue to improve CDYOS response to the speech, language and communication needs of young people • Expand the use of volunteer mentors for families under the Stronger Families process. • Continue to expand range of intervention programmes delivered through the Delivery Team. • Improve our work in respect of CSE • Implement AssetPlus • Improve our work in respect of emotional and mental health through the secondment of specialist staff into CDYOS • Undertake a programme of themed audits, identified through our QA processes • Review and amend the AIM procedures
2)	<p>Putting victims, including young victims, and Restorative Justice at the heart of everything we do</p> <ul style="list-style-type: none"> • Achieve the RSQM (RJC Quality Mark) for our whole service approach to restorative justice
3)	<p>Targeting our resources on those young people committing the most offences</p> <ul style="list-style-type: none"> • Improve our joint working with colleagues in the Looked After system to further reduce Offending by Looked After Children • Embed the panel monitoring process and premium programme of intervention for young people in the re-offending cohort • Extend the Transfer to Local Authority Accommodation under PACE protocol to include those 17 years and detained outside of PACE • Implement the action plans developed as a result of our auditing programme • Develop a protocol for the transfer of young people to the CRC and NPS, including implementation of the Y2A Portal • Ensure that the management information provided/available is meeting the needs of operational managers
4)	<p>Ensuring we have robust quality assurance and staff management processes in place and a skilled management team to manage these processes</p> <ul style="list-style-type: none"> • Expand the Management Development Programme to include all CDYOS managers • Amend the Management Oversight Policy and QA Framework to reflect improvements in practice and new processes • Improve the links between case auditing and staff development and supervision
5)	<p>Ensuring we listen and respond to what young people and their families are telling us</p> <ul style="list-style-type: none"> • Achieve Investing in Children status
6)	<p>Ensuring volunteering, by both adults and young people, is a key component of the work we undertake with young people and victims</p> <ul style="list-style-type: none"> • Extend the use of volunteers in mentoring for young people and families • Extend young people's volunteering opportunities

- 7) Ensuring that case management systems and administration support provides the highest quality support to staff and managers in the delivery of services to courts, communities and young people**
- Develop and implement Data Retention procedures
 - Develop use of the case Management System as the primary source of information for case management and quality assurance processes
 - Ensure that performance measures for administration are embedded in practice

CDYOS Structure 2015/16



CDYOS Statutory Functions

Provision of:

- Supervision of Courts Orders (Community and Custody) in line with National Standards for Youth Justice
- Youth Conditional Caution Supervisions
- Court staffing (Youth, Crown, Remand Courts including Saturday and Bank Holiday working)
- Bail Supervision functions
- Appropriate Adult service for Police interviews (PACE)
- Pre-Sentence Reports for Courts
- Community Volunteers (Referral Order Panels)
- Recruit, train, manage, supervise, and deploy volunteers to carry out statutory functions
- Referral Order Panel Reports
- 'Prevention' services to prevent youth crime
- Anti-Social Behaviour escalation supervision
- Service to victims of youth crime
- Delivery of court-ordered reparation to community and victims
- YJMIS data / management info to Youth Justice Board / Ministry of Justice regarding youth justice cases
- Parenting Orders imposed in the Youth Court (Criminal Matters)

Management of:

- Sex Offenders (Assessment, Intervention and Moving On (AIM)) – young people under 18
- Children remanded into Youth Detention Accommodation
- Remands into Youth Detention Accommodation (RYDA)

Duty to:

- Comply with National Standards for Youth Justice (accountable to Ministers)
- Comply with arrangements for multi-agency public protection (MAPPA)
- Cooperate with MAPPA/LSCB/SDP (CSP)
- Provide and support a Management Board
- Produce and deliver an annual Youth Justice Plan
- Provide assistance to persons determining whether Youth Cautions or Youth Conditional Cautions should be given
- Cooperate with Children's Services to improve wellbeing of children and young people in County Durham
- Cooperate regarding safeguarding and public protection incidents in the community (YJB)

Additional Functions:

- Provision of Out of Court Disposals (service delivery)
- Provision of Think Family / Stronger Families
- Manage safeguarding and risk management inherent in all the above
- Team Around the Child (TAC) / Team Around the Family (TAF)
- Assessment, Planning Interventions, Supervision (APIS)
- Offending Behaviour Programmes (OBPs)

Glossary

Abbreviation	Meaning
AIM	Assessment, Intervention and Moving on
APIS	Assessment, Planning, Intervention and Supervision
ASB	Anti-Social Behaviour
CAMHS	Child and Adolescent Mental Health Service
CCG(s)	Clinical Commissioning Group(s)
CDDFT	County Durham and Darlington Foundation Trust
CDYOS	County Durham Youth Offending Service
CRC	Community Rehabilitation Company
CSP	Community Safety Partnership
DCC	Durham County Council
DDES	Durham Dales, Easington and Sedgefield CCG
DTO	Detention and Training Order
FTEs	First Time Entrants (to the Youth Justice System)
HMCTS	Her Majesty's Courts and Tribunals Service
HR	Human Resources
liV	Investing in Volunteers
ISS	Intensive Supervision and Surveillance (alternative to custody)
LAC	Looked After Children
LCJB	Local Criminal Justice Board
LSCB	Local Safeguarding Children Board
MAPPA	Multi-Agency Public Protection Arrangements
MoJ	Ministry of Justice
NECS	North East Commissioning Support (Health)
NTHFT	North Tees and Hartlepool Hospitals NHS Foundation Trust
NPS	National Probation Service
OPPC	Office of the Police and Crime Commissioner
PCC	Police and Crime Commissioner
PCD	Pre Caution Disposal (April 2013 onwards)
PNC	Police National Computer
PRD	Pre Reprimand Disposal (May 2008 – March 2013)
QA	Quality Assurance
SDP	Safe Durham Partnership (CSP)
SIP	Service Improvement Plan

Abbreviation	Meaning
TEWV	Tees, Esk, and Wear Valleys NHS Foundation Trust (Mental Health)
TR	Transforming Rehabilitation
VCS	Voluntary and Community Sector
VfM	Value for Money
YJB	Youth Justice Board
YOS	Youth Offending Service
YOT	Youth Offending Team

Appendix 7

Contact Details:

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Strategic Manager

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County Council

22 July 2015



**Overview and Scrutiny Annual
Report 2014-15**

Report of Lorraine O'Donnell, Assistant Chief Executive

Purpose of the Report

1. To present the Overview and Scrutiny Annual Report 2014/15 (attached at Appendix 2) as required by the Council's Constitution.

Background

2. In accordance with the Article 6 paragraph 6.03(d), the Overview and Scrutiny Management Board is required to report annually to County Council on the work of all of the Council's Overview and Scrutiny Committees.
3. The attached report outlines the work that has been undertaken during 2014/15, and has been agreed by the Overview and Scrutiny Management Board at its meeting on 16 June 2015 prior to submission to Full Council.
4. In view of the current financial climate, it is intended that the report will again have a simple design and be distributed electronically to Members, Officers and Partners.

Recommendation

5. That County Council receive the annual report for 2014/15, in line with the Council's Constitution to report annually on overview and scrutiny activity.

Background Papers

Agendas / Minutes / Reports and Work Programmes for the Council's Overview and Scrutiny Committees

Contact: Jenny Haworth, Head of Planning and Performance
Tel: 03000 268071 email: jenny.haworth@durham.gov.uk

Appendix 1: Implications

Finance - none

Staffing - none

Risk – none

Equality and Diversity / Public Sector Equality Duty – Impact assessments are carried out for all Overview and Scrutiny reviews.

Accommodation – none

Crime and Disorder - none

Human Rights – none

Consultation – Members of the Council's Overview and Scrutiny Management Board have considered and commented on the report prior to it being presented to County Council

Procurement – none

Disability Issues – none

Legal Implications – The Council's Constitution requires Overview and Scrutiny Management Board to report annually on the work of all the Council's Overview and Scrutiny Committees.



Altogether better

Overview and Scrutiny Annual Report 2014-2015

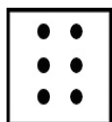
**Assistant Chief Executive's Office
Durham County Council**

May 2015

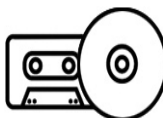
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Foreword

A strong and robust Overview and Scrutiny function is an important element within the Council's Governance and decision making arrangements and it is vital that we can continue to support this work in an ongoing climate of budget pressures.

Thanks to the leadership and management within the authority, the Council's budget continues to be managed effectively, and Overview and Scrutiny continues to play its part. The excellent relationship between executive and non-executive members continues.



The statutory scrutiny roles of Health, Crime and Disorder and Flooding Risk Management feature within this Annual Report alongside thematic Scrutiny work in respect of Economy and Enterprise and Children and Young People and the report provides an update of the work undertaken by Overview and Scrutiny during 2014/15 – it has been another very busy year. Issues covered have included Management of Woodland owned by Durham County Council; Customer First; Self-harm amongst children and young people; Organised Crime; Tourism Marketing; as well as feeding into a number of consultations.

The Children and Young People's OSC's Review into Alcohol and Substance misuse by young people was entered in the Centre for Public Scrutiny's Good Scrutiny Awards and the Committee's Review of Self Harm amongst children and young people has highlighted the importance of early intervention and the availability of and accessibility to support services.

Councillor Ossie Johnson, Cabinet Member for Children and Young People said:
"Most young people who self-harm do not access any kind of help or support, they remain hidden to the agencies that can help them. This is why it is important to raise awareness and understanding of self-harm among both those who do it and those who care for them. The Children and Young People's Overview and Scrutiny Committee's recent review of self-harm by young people achieves this."

Many thanks to all who have been involved in supporting and assisting the Overview and Scrutiny process – be it Members, officers, partners, or co-opted members.

I would like to take this opportunity to give special thanks to Councillor Robin Todd, the Chair of the Adults Wellbeing and Health Overview and Scrutiny Committee who sadly passed away in May this year. He served as the Chairman of the County Council's Adults Wellbeing and Health Overview and Scrutiny Committee since November 2009 and has led that Committee's input into a number of significant NHS Service reviews. Councillor Todd was well known and highly regarded within the NHS Community.

The people of South Hetton and Shotton Colliery have lost a hugely popular, hard-working and committed local Councillor and community representative and my fellow Councillors and I have lost a trusted friend and colleague.

I hope you will find this report interesting and informative. Scrutiny Committee meetings are open to the public and the scrutiny team will be pleased to supply you with more information - contact details can be found at the end of this report.

Councillor Joe Armstrong
Chair of Overview and Scrutiny

Key Achievements 2014-15

Overview and Scrutiny Review Activity

The following in depth evidence based reviews have been completed and have been/or will be reported to Cabinet and the appropriate thematic Partnership.

- Management of the woodland estate owned by DCC - Durham County Council owns and manages a substantial area of woodland in the County totalling 1280 hectares with a further 214 hectares on long term lease arrangements with partners and further woodland creation taking place as part of various initiatives within the County. It was considered timely for Environment and Sustainable Communities OSC to investigate whether the current policies and strategies in place for the management of the woodland estate are 'fit for purpose' and that funding and diversification opportunities are maximised.
- Tourism marketing undertaken by Visit County Durham - Tourism within County Durham supports over 10,600 full time jobs and is worth over £708m a year to the economy, however there remains a great deal of untapped tourism potential within the County. Visit County Durham sits within the Regeneration and Economic Development Service Grouping of Durham County Council and is the Destination Management Organisation for the County, marketing the County as a visitor destination. Economy and Enterprise OSC decided to investigate the marketing performance of Visit County Durham and to determine how future marketing activity will continue to build upon the recent success of key signature events in 2013/14 including Lumiere, Lindisfarne Gospels, Durham and the Ashes Test Series.
- Organised Crime – The Safer and Stronger Communities OSC undertook scrutiny review activity on organised crime looking at community intelligence, illegal waste sites and the potential financial risk to the Council. The Committee examined a wide range of evidence through presentations, viewed video footage and looked at innovative approaches to raise awareness with communities. Conclusions and recommendations for the review focus on acknowledging positive partnership work to disrupt and tackle organised crime through the Disruption and Intervention Panel; methods to reduce the risk of fraud to the Council; raising awareness with communities, elected members and frontline staff. The review also recommends engagement from partnership agencies in development of the Local Area Profiles and through existing work continue to seek a prompt response to removing illegal waste sites.
- Self-Harm amongst Children and Young People – Following concern expressed by members about the number of young people in County Durham who self-harm, especially those who do not come into contact with services, the Children and Young Peoples OSC undertook a review to raise awareness and understanding of self-harm among young people and adults. The review investigated how early intervention and support can be increased by examining:-
 - What policies and practices does Durham County Council have in place to help, support, prevent and intervene early where looked after children and young people self-harm?
 - How reliable and accurate is performance data and what does it tell us about self-harm in this area compared to regional and national data.

- What services are available in the community for young people with anxieties or mental health problems to talk to people and how accessible are these services?
- How are schools addressing students' issues that may lead them to self-harm? What prevention and early intervention methods do they use?
- How can awareness of self-harm be increased among young people, parents and carers and what are the signs to look out for?
- Customer First Strategy - The Corporate Issues OSC review of Customer First focused on ensuring that the Council's key objectives regarding customer service provision are delivered against with key recommendations within the Customer First Review report supporting this including Customer First training across the Council; implementation of a new CRM system; the development of a Customer First delivery plan for business critical projects; the emerging "Information Durham" service branding, and Social Media as a developing customer access channel.

Other review activity in 2014/15 included:

- Led scrutiny of the budget process through consideration of the Medium Term Financial Plan. Considerations were broad-based and ranged from scrutiny of the timetable for the budget process, scrutiny of developing proposals, all the way through to our ongoing quarterly scrutiny of the delivery of savings.
- Increased awareness of the Council's scrutiny function through articles in local media, Members' Bulletin, and an ongoing update of the scrutiny web pages.
- Formally responded to NHS Quality Accounts 2013/14 for: North East Ambulance Service; County Durham and Darlington NHS Foundation Trust; and the Tees, Esk and Wear Valleys NHS Foundation Trust.
- Continued to maintain and establish links with all thematic partnerships. A series of briefings and reports have been shared with thematic partnerships, for example:
 - Impact of changes to Government policy and funding on the economy of County Durham – Members' Reference Group report – County Durham Economic Partnership
 - Flooding scrutiny review report – County Durham Environment Partnership
 - Alcohol and substance misuse by young people – Children and Families Partnership and the Health and Wellbeing Board.
- Contributed to:
 - The Housing strategy for County Durham
 - The Customer First Strategy
 - County Durham Drugs Strategy 2014-17
 - In-house Residential Homes Consultation Process
 - Children's Centres consultation process
 - Draft Safe Durham Partnership Plan 2014/17
 - Consultation on the Integrated Risk Management Plan (IRMP) 2015/16 to 2017/18
 - Joint Strategic Needs Assessment and Health and Wellbeing Strategy 2015-2018
 - Safe Durham Partnership Alcohol Harm Reduction Strategy 2015/17
 - Children, Young People & Families Plan 2015-2018
 - Healthy Weight Framework

Key Achievements 2014-15

Overview and Scrutiny Site Visits

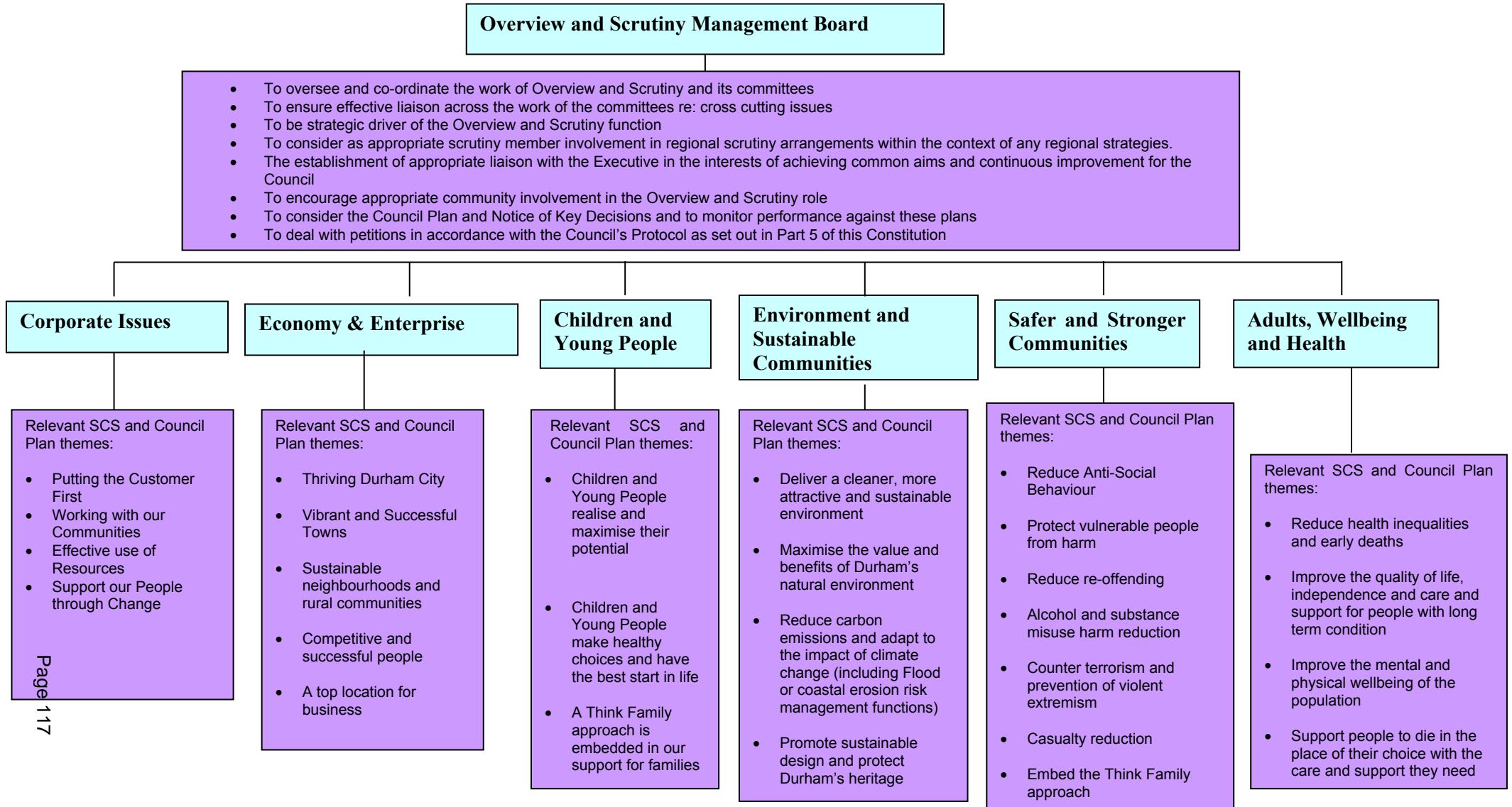
Members and/or Officers have undertaken a number of scrutiny visits to support the Committees' work programmes, including:

- Sunderland City Council's Customer contact centre as part of the Customer First Task and Finish Group review;
- The Heritage Coast;
- Freemans Reach – the Archimedes Screw;
- Woodlands review – visit to 3 community woodland sites at Cassop, Quarrington Hill and Coxhoe;
- Woodlands review – visit to Sunderland Bridge to look at timber extraction;
- Sensory Room, Spennymoor Leisure Centre;
- Durham Constabulary Police HQ;
- County Durham & Darlington Fire & Rescue Service HQ;
- Durham Community Fire Station;
- Comeleon House, Tanfield Lea, to look at the ICT systems.



Overview and Scrutiny Committees

The Council's Overview and Scrutiny Committees are aligned to the key priority themes of the Council's vision, which is to build an Altogether Better Durham that is better for local people and provides better places to live and work. Information on all elements of the Overview and Scrutiny function can be found on the scrutiny pages of the Durham County Council website, www.durham.gov.uk. Below is the structure of the Council's Overview and Scrutiny Committees.



Overview and Scrutiny Management Board

The **Overview and Scrutiny Management Board (OSMB)** provides a strategic steer for the work of all the committees. Its work programme for 2014/15 included the following:

- Examination of the Council's Medium Term Financial Plan (MTFP5) 2015/2016 – 2017/2018, Council Plan and Service Plans and revenue and capital budget proposals for 2014/2015 to make sure that the Council's resources are used effectively and efficiently;
- Council's Notice of Key Decisions - to ensure that Members are aware of key decisions to be made by Cabinet, and to provide information on scrutiny involvement if any;
- Updates on petitions received which enables Members to track progress on behalf of communities;
- Updates on major policy developments and announcements made by Central Government and the implications for the Council and County Durham.
- Received regular updates on:
 - The work of the County Durham Partnership
 - Welfare Reform
 - The delivery of the Medium Term Financial Plan 4
- Led and co-ordinated the review of the non-voting scrutiny co-optees and the new round of appointments to Scrutiny Committees;



Cllr Joe Armstrong,
Chair of Overview and
Scrutiny Management
Board



Cllr Paul Stradling,
Vice-Chair of
Overview and Scrutiny
Management Board

The Board has also received updates on:

- Proposed revisions to the Council's Bank Contract;
- Performance management every quarter before it is disseminated to respective Overview and Scrutiny Committees for further comment;
- Work programme activity from each of the Overview and Scrutiny Chairs;
- A request for Call-in - Durham Villages Regeneration Ltd;
- Consultation and providing a response to County Durham Drug Strategy 2014-2017;
- Report on Children's Centre review consultation process;
- Council Plan and Service Plans.

Corporate Issues Overview and Scrutiny Committee



Cllr John Lethbridge,
Chair of Corporate
Issues Overview and
Scrutiny Committee



Cllr Katherine Henig
Vice- Chair of Corporate
Issues Overview and
Scrutiny Committee

The **Corporate Issues Overview and Scrutiny Committee**, which is aligned to **Altogether Better Council** has:

- Undertaken and finalised a major review on the Customer First Strategy
- Collaborated with the OSMB on in depth scrutiny of the Council's Medium Term Financial Plan (MTFP5) 2015/2016 – 2017/2018, Council Plan and Service Plans and revenue and capital budget proposals for 2014/2015 to make sure that the Council's resources are used effectively and efficiently;
- Received details and commented on the Council's use of powers under the Regulation of Investigatory Powers Act (RIPA) 2000 and the outcome of a RIPA inspection by the Office of Surveillance Commissioners;
- Received quarterly updates on:
 - Performance Management 2014/15 and commented on progress against the Council's corporate basket of performance indicators for the Altogether Better Council Theme;
 - the Forecast of Revenue and Capital Outturn for Assistant Chief Executives and Resources;
 - Customer Feedback: Complaints, Compliments and Suggestions;
 - The Children's and Adults Service Annual Representations Report 2013/14;
- Had input into:
 - the refresh of the Council Plan and Service Plans;
 - the performance indicators for Altogether Better Council;
- Received overview presentations on:
 - Creditor Payment Performance 2013/14;
 - Fairness of Local Government Funding;
 - The County Durham Drug Strategy 2014/17, inviting input from Members;
 - The ICT Prioritisation project;
- Received an update and signed off the final update on the scrutiny review of Area Action Partnerships: Fit for Purpose, Fit for the Future.

Adults, Wellbeing and Health Overview and Scrutiny Committee

The Adults, Wellbeing and Health Overview and Scrutiny Committee is aligned to **Altogether Healthier** priority theme and has:



Cllr Robin Todd, Chair
of Adults, Wellbeing &
Health OSC



Cllr Jean Chaplow
Vice-Chair of Adults,
Wellbeing & Health OSC

- Examined and provided commentary upon Quality Accounts 2013/14 including proposed priorities for 2014/15 for Tees, Esk and Wear Valley NHS FT; County Durham and Darlington NHS FT and North East Ambulance Service NHS FT. The Committee also considered updates on progress from all three Trusts in respect of priorities during 2014/15;
- Scrutinised North Durham CCG's Review of Urgent Care services in North Durham;
- Engaged with North Durham and Durham Dales, Easington and Sedgefield CCGs in the development of their Urgent Care Strategy;
- Considered the final evaluation report of the Reconfiguration of Emergency Medical and Critical Care Services at North Tees and Hartlepool NHS FT, to ensure that desired outcomes from the review were realised;
- Reviewed proposals by Durham Dales, Easington and Sedgefield CCGs in respect of Accident and Emergency Ambulance service model changes in their area including the establishment of an independent review by NHS England's Northern Regional Clinical Senate;
- Examined key Health and Wellbeing Board strategies including;
 - Joint Strategic Needs Assessment 2014 and Joint Health and Wellbeing Strategy 2015-2018;
 - Healthy Weight Strategic Framework for County Durham;
 - Public Mental Health Strategy;
 - Cardiovascular Disease (CVD) Prevention Strategic Framework for County Durham;
 - Pharmaceutical Needs Assessment;
- Reviewed Annual Reports and performance information in respect of the Health and Wellbeing Board and County Durham HealthWatch;
- Considered overview presentations and information in respect of;
 - County Durham and Darlington NHS FT's emerging Clinical Strategy;
 - North Durham CCG and DDES CCG's proposals to address NHS England's Five Year Forward View;
 - Planning Progress Update and Draft Commissioning Intentions for North Durham CCG and DDES CCG;

- Engaged with CCGs and County Durham and Darlington NHS FT in considering potential service changes in respect of Midwife-led Maternity Service provision at Bishop Auckland Hospital and Breast Services as a pre-cursor to formal consultation;
- Engaged with local Councillors in respect of a consultation undertaken by NHS England's Regional team which reviewed GP service provision across three practices and, in doing so, secured contract extensions for all three practices to enable more detailed work be undertaken.

Children and Young People's Overview and Scrutiny Committee

Children and Young People Overview and Scrutiny Committee is aligned to **Altogether Better for Children and Young People**. This Committee has:



Cllr Jan Blakey,
Chair of Children &
Young People OSC



Cllr Christine Potts
Vice-Chair of Children
& Young People OSC

- Undertaken a major review on Self Harm by Young People by looking at the numbers recorded of self-harm and the reasons why this occurs;
- Examined the Ofsted Single Framework for Children's Services and School Improvement looking at Local Authority Inspections;
- Scrutinised Annual Reports from the Director of Public Health, Local Safeguarding Children's Board and Health and Wellbeing Board;
- Maintained a keen interest in the health and wellbeing of children and young people in County Durham and has received information in the impact of smoking on children and young people and the Wellbeing for Life programme;
- Continued to follow closely progress to improve health weight among children and young people and received information on the Healthy Weight Strategic Framework for County Durham;
- Received information on the process of the Children's Centres Consultation, the committee did not respond to the consultation but the information received enabled members to go back to their communities and encourage members of their communities to take part;
- Scrutinised the Early Years Strategy developed jointly by the Council and County Durham and Darlington Foundation Trust and the Safeguarding Framework;
- Continued to receive updates on special education needs and disabilities reforms;
- Considered the Local Safeguarding Children's Board – serious case review process to ensure that members of the committee were aware of how the process worked;
- Received presentations and commented upon:
 - Review of the Children, Young People and Families Plan 2014-2017;
 - Healthy Weight Strategic Framework for County Durham;
 - The refresh of the Joint Strategic Needs Assessment 2014 and Joint Health and Wellbeing Strategy 2015 – 2018;
- Continued to receive updates on:
 - School Funding Reforms;
 - Council Plan and Service Plans;
- Received quarterly updates and commented on:
 - Performance Management 2014/15;

- The Forecast of Revenue and Capital Outturn for Children's and Adult Services;
- Received an update on the recommendations of the:
 - Review of Support for Children and Young People with Mental Health Issues
 - Review of Alcohol and Substance misuse among Young People
- Received minutes from the Children and Families Partnership

Economy and Enterprise Overview and Scrutiny Committee

Economy and Enterprise Overview and Scrutiny Committee is aligned to **Altogether Wealthier**. This Committee has:



Cllr Rob Crute,
Chair of Economy and
Enterprise OSC



Cllr Alison Batey
Vice-chair of Economy
and Enterprise OSC

- Undertaken reviews on:
 - Tourism marketing undertaken by Visit County Durham (VCD) – focusing on the marketing undertaken by VCD including detail of marketing campaigns, how it works with partners and performance;
- Continued to monitor, challenge and provide comment in relation to housing stock transfer project looking at how the authority will manage housing stock in the future;
- Received updates on the EU funding programme, Youth Employment Initiative and the Combined Authority and commented on key developments and the direction of travel;
- Received details of and commented on the development of the Gypsy, Roma and Traveller (GRT) Site Management Service, masterplans for County Durham and the Digital Durham programme;
- Scrutinised the work of Durham Employment and Skills in relation to pre-employment training and considered an update report identifying work within County Durham in relation to skills development and apprenticeship opportunities;
- Provided comments to be fed into the consultation processes for the County Durham Plan and Housing Strategy with further updates planned for the future;
- Received on an annual basis detail of the work undertaken by the County Durham Economic Partnership, Business Durham and Visit County Durham;
- Examined performance data in relation to youth unemployment focusing on 18-24 age group with Partners including JCP;
- Continued to receive information on the development of Durham Key Options, affordable homes and the Homelessness Strategy;
- Received updates on Family Intervention Project (FIP), Housing Intervention Project (HIP), RED Capital Programme and Local Transport Plan and Transit 15;
- Monitored performance and revenue and capital expenditure through quarterly performance management and budgetary reports;
- Received updates on the progress of recommendations of the Empty Homes scrutiny review, Increasing young people's employment opportunities (18-24) within County Durham scrutiny review and The Impact of Changes in Government Funding and Policy on the Economy of County Durham scrutiny review;

- Received and challenged performance information on:
 - Durham City Homes, Dale and Valley Homes and East Durham Homes;
- Received minutes from:
 - County Durham Economic Partnership.

Environment and Sustainable Communities Overview and Scrutiny Committee

Environment and Sustainable Communities Overview and Scrutiny Committee aligned to **Altogether Greener**. This committee has:



Cllr Barbara Graham
Chair of Environment and
Sustainable Communities OSC



Cllr David Hall,
Vice-Chair of Environment and
Sustainable Communities OSC

- Undertaken reviews on:
 - Management of the woodland estate owned by DCC, which included information on the procurement of woodland, timber extraction, tree management, and funding available to manage the woodland estate;
- Received presentations and commented upon the Climate Change Strategy and Delivery Plan, Local Air Quality Management Plan for County Durham and Clean Bus Technologies;
- Held Special meetings of the committee allowing members the opportunity to focus on specific issues including the Tyne and Wear Aquifer Protection Scheme and Underground Coal Gasification;
- Received information and commented on various environmental improvement campaigns and projects including the work of the Community Action Team and the use of targeted interventions together with detail of the work of the Clean and Green Team;
- Considered an overview of landscape scale projects and detail of the work undertaken by various partnerships within the County including the Limestone Landscape Partnership, Heart of Teesdale Landscape Partnership and the local nature partnerships;
- Received updates on the progress of the waste programme, winter maintenance programme and the Warm Up North project;
- Considered and commented on the development of the EU funding programme in relation to the low carbon economy funding strand;
- Received minutes from:
 - The County Durham Environment Partnership Board;
 - Durham Strategic Flood Prevention Group;
 - Northumbria Regional Flood and Coastal Committee;
- Received quarterly updates on:
 - Performance management 2014/15;
 - the forecast of revenue and capital outturn for Neighbourhood Services;
- Received an update on the recommendations of the:
 - Review of development of Renewable Energy Technologies in County Durham;
 - Reducing the Council's Carbon Emissions Scrutiny Review;

- Flooding Review;
- The Environment and Sustainable Communities Overview and Scrutiny Committee is the flood and coastal erosion 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. The committee has received an update from the flood risk management authorities for County Durham on:
 - Flood mitigation work currently being undertaken within County Durham by the Flood Risk Management Authorities for County Durham;
 - Future flood mitigation work to be undertaken and detail of funding;
 - Any issues identified by the Flood Risk Management Authorities in relation to flood mitigation schemes/projects within the County.

Safer and Stronger Communities Overview and Scrutiny Committee

Safer and Stronger Communities Overview and Scrutiny Committee is aligned to **Altogether Safer**. This committee has:



Cllr David Boyes
Chair of Safer and Stronger
Communities OSC



Cllr Thomas Nearney
Vice-chair of Safer and Stronger
Communities OSC

- Undertaken review activity into topics on organised crime, substance misuse centres and 20mph limit/zones. The Organised Crime review looked at issues relating to community intelligence, illegal waste and financial risk to the Council. A review group is continuing to provide oversight of a new contract on delivering joint alcohol and drug services that focus on recovery. Following its previous review on road safety, the committee is scrutinising implementation of a Cabinet decision for 20mph limits around schools and a revised policy;
- Received information and requested further reports from the National Probation Service and Durham Tees Valley Community Rehabilitation Company on the implementation of the Government's Transforming Rehabilitation Programme;
- Following a presentation on road safety initiatives and performance, provided a response raising concern about the number of people killed or seriously injured on the County's roads to the County Durham Road Casualty Reduction Forum;
- Considered a presentation by the Deputy Chief Constable on work of the CONTEST group and implications of the forthcoming Counter Terrorism and Security Act 2015. The Committee requested a further report to be received during 2015/16;
- Following a report on the new ASB, Crime and Policing Act 2014, held a Members awareness session to highlight implications of the Act;
- Responded to consultations on the Safe Durham Partnership Plan, County Durham & Darlington Fire & Rescue Service Integrated Risk Management Plan and Safe Durham Partnership Alcohol Harm Reduction Strategy;
- Received reports and provided comment on activity of the Safe Durham Partnership Board, Police and Crime Panel, actions undertaken by the Domestic Abuse Executive Forum and delivery of the Safe Durham Partnership's Reducing Re-offending Strategy;
- Considered quarterly performance reports to develop its work programme that included holding a performance session with the Durham Police and Crime Panel on key areas of policing with Durham Constabulary and in addition the committee has also received presentations on emerging issues including the fire risk and impact of hoarding on households within County Durham and cybercrime.

Regional Scrutiny

The North East Regional Employers' Organisation supports a Region – wide Joint Member and Officer Scrutiny network where all twelve North East local authorities' Scrutiny leads discuss national developments in scrutiny and also have an opportunity to share their work programmes and priorities and consider emerging issues that have an impact across local authority boundaries. Key issues considered by the network during 2014/15 have included Governance arrangements for Local Enterprise Partnerships; updates on the work of the North East and Tees Valley LEPs; the developing North East Culture Partnership; and the Department of Communities and Local Government Select Committees call for a national evaluation of Overview and Scrutiny.

The establishment of the North East Combined Authority (NECA) has provided an additional opportunity for joint scrutiny. The NECA is a formal partnership, established through legislation in April 2014, enabling the local authorities to work together on transport and economic development. It covers the geography of: Durham, Gateshead, Newcastle, North Tyneside, Northumberland, South Tyneside and Sunderland. The NECA has agreed three broad areas of focus:

- Transport
- Employability and Inclusion
- Economic Development and Regeneration

Governance arrangements for the NECA include an Overview and Scrutiny Committee which enables local councillors, on behalf of their communities, to scrutinise and challenge all matters within the remit of the Combined Authority and the committee investigates matters of significant importance to residents across the areas covered by the seven councils with a view to influencing decisions made in respect of all matters within the remit of the Combined Authority. Durham County Council is represented on the NECA Overview and Scrutiny Committee by Councillor Joe Armstrong, Chair of Durham County Council's OSMB and Councillor Rob Crute, Chair of Durham County Council's Economy and Enterprise Overview and Scrutiny Committee.

Regional Health Scrutiny

The Council continues to work collaboratively at a regional level to ensure that the impact of changes to health services across local authority boundaries does not adversely impact upon residents of County Durham. The North East Regional Joint Health Scrutiny Committee consists of lead Health Scrutiny members from all 12 North East local authorities and is charged with scrutinising issues around the planning, provision and operation of health services in and across the North East region, comprising for these purposes the areas covered by all constituent authorities.

During 2014/15, the committee has:

- Considered and commented upon the North East Ambulance Service (NEAS) NHS Foundation Trust Quality Account 2013/14 including the priorities for 2014/15 and also examined updates regarding progress made against these priorities;
- Examined NEAS Ambulance performance across the region;
- Reviewed proposals by Northumberland Tyne and Wear NHS Foundation Trust in respect of Adult Mental Health Services;
- Considered an update regarding the National Congenital Heart Disease Review;
- Received information regarding an Eating Disorders Service;

- Investigated proposals to harmonise the criteria used across the North East Region for accessing the Patient Transport Service;
- Engaged with NHS England's Regional team and Northern Regional Clinical senate to examine the challenges facing the NHS in England and, within this context, what this may mean for the future provision of NHS services in the region.

As part of the Regional Network's commitment to health scrutiny, a training and development package for member authority use has been commissioned from the Centre for Public Scrutiny which covers modules including Performance Management and Monitoring, Understanding Health Scrutiny (Powers and Context), External Inspection Regimes for Children and Adults Services and Health Provision (Ofsted and CQC) and the Scrutiny role of Challenge.

Police and Crime Panel

Hosted by Durham County Council, the PCP's membership consists of 10 elected members (Durham County Council 7 and Darlington Borough Council 3 Members) and 2 independent members.

Throughout 2014/15, the Police and Crime Panel have held 6 meetings and its work programme and activity has included:

- Receiving reports on hate crime and HMIC inspection report and updates;
- Receiving presentations on WOW awards, violence against women and girls 'one year on', mental health and initiatives Checkpoint and Mutual Gain;
- Monitoring and providing challenge to the progress of the Police and Crime Commissioner's budget and police crime plan;
- Undertaking review activity that identified a number of recommendations that were agreed to enhance challenge to the PCC and create a consistent agenda for panel meetings;
- A recruitment exercise and appointment of two new co-opted independent Members in October 2014;
- Reviewing working arrangement documents with Overview and Scrutiny functions within both local authorities and a Memorandum of Understanding with the Police and Crime Commissioner.

The panel has also fulfilled its requirements within the Act through reviewing the PCC's annual report, precept and revised Police and Crime Plan 2015 – 17.

External Review and Inspection

The Council's Overview and Scrutiny function is frequently engaged in external review and inspection processes. During the course of 2014/15, the Adults Wellbeing and Health and Children and Young Peoples' Overview and Scrutiny Committees submitted evidence portfolios setting out how they had worked alongside NHS Partners. These portfolios were submitted as part of Care Quality Commission Inspections of County Durham and Darlington NHS Foundation Trust, Tees, Esk and Wear Valleys NHS Foundation Trust and North Tees and Hartlepool NHS Foundation Trust.

The Chairs of the Adults Wellbeing and Health and Children and Young Peoples' Overview and Scrutiny Committees were also interviewed as part of a Local Government Association Peer Review of the County Council's Health Wellbeing Board. The Peer Review team found that "the clear governance arrangements between Scrutiny and the Health and Wellbeing Board are amongst the best in the country." It also commented that "Overview and Scrutiny have a clear connections with the Health and Wellbeing Board and are pro-active...there is a closer relationship between the Health and Wellbeing Board and scrutiny than in the majority of areas. The agendas are related, work flows back and forth and partners take scrutiny seriously. This effective working is advanced in national terms."

The Review highlighted "the Health and Wellbeing Board's relationship with scrutiny as an example of best practice...to follow up and share with the sector."

Co-optees

Non-councillors may be co-opted onto overview and scrutiny committees and working groups, and can help scrutiny to engage with the public. They are used:

- to act as a non-political voice for those who live or work in County Durham;
- to bring specialist knowledge and/or skills and an element of external challenge to the Overview and Scrutiny process;
- to take an interest in, attend and contribute to the committees or working groups to which appointed;
- to establish good relations with other members, officers and co-optees;
- where individuals are representatives of any particular organisation or group, to feed back any appropriate discussions or decisions of the relevant committee or working group to their respective organisation or group.

Co-optees must abide by the respective sections of the Council's Constitution in relation to Committee procedure and act with due propriety according to standards laid down for conduct in local government. There is a Co-optees' Protocol and recruitment procedure in place to assist with these appointments.

In addition Co-optees are offered the same development opportunities as Council Members including:

- in-house training/development relevant to their role as a Co-optee and the remit of the overview and scrutiny committee on which they serve;

- attendance at site visits relevant to the remit of the overview and scrutiny committee on which they serve as a Co-optee, and an opportunity to attend site visits of all overview and scrutiny committees subject to the approval of the Chairman or Vice-chairman of the relevant Committee.

Following recent changes to DCC's Constitution in relation to the number of non-voting co-optees appointed to the Overview and Scrutiny committees, and as the term of the existing co-optees had come to an end, a recruitment exercise was carried out in June 2014 to appoint the new set of co-optees. All successful appointees have undertaken an induction process with the respective Chair and Vice Chair of the Overview and Scrutiny Committee to which they have been appointed as well as the lead Overview and Scrutiny Officer for that Committee.

Work Programmes

The current work programmes focus on the priority areas identified within the Council Plan, the Cabinet's Forward Plan of decisions, Sustainable Community Strategy, Partnership plans and strategies, performance and budgetary control data and changes in Government legislation.

Overview and Scrutiny Team

The Overview and Scrutiny team is part of the Assistant Chief Executive's service group (ACE), which leads on the corporate approach to performance management and improvement, consultation and engagement, communications, partnership working, equalities and diversity and information management. ACE is also responsible for the Council's Area Action Partnerships and emergency planning functions.



Contact us in the Scrutiny Office on 03000 268145 scrutiny@durham.gov.uk, or see the Durham County Council website, www.durham.gov.uk.

County Council

22 July 2015



Environment, Health & Consumer
Protection Service- Enforcement Policy

Terry Collins, Corporate Director for Neighbourhood Services
Councillor Brian Stephens, Portfolio Holder for Neighbourhoods
and Local Partnerships

Purpose of the report

1. To seek agreement of a service specific enforcement policy that outlines the enforcement principles to be followed by authorised officers within Environment, Health and Consumer Protection Service (EHCP) when dealing with matters of regulatory non-compliance.

Background

2. **The Legislative and Regulatory Reform Act 2006** requires local authorities to have regard to the 'Principles of Good Regulation' when exercising specified regulatory functions, which are defined as those carried out by environmental health, trading standards and licensing services.

Accordingly we are expected to exercise our regulatory activities in a way which is:

- (i) **Proportionate** – reflecting the level of risk to the public and enforcement action taken will relate to the seriousness of the offence,
 - (ii) **Accountable** – open to public scrutiny, with clear and accessible policies, and fair and efficient complaints procedures,
 - (iii) **Consistent** – advice to those we regulate will be robust and reliable and we will respect advice provided by others.
 - (iv) **Transparent** – ensuring that those we regulate are able to understand what is expected of them and what they can anticipate in return.
 - (v) **Targeted** – focus our resources on higher risk enterprises and activities, reflecting local need and national priorities.
3. In February 2009, Council approved a Corporate Enforcement Policy to help promote efficient and effective approaches to regulatory inspection and enforcement, and improve regulatory outcomes, without imposing unnecessary burdens on individuals and businesses.
 4. The introduction of a Corporate Enforcement Policy set out the standards and guidance that is applied by the Council when acting in its role as regulator and enforcement agency across the range of its relevant legal powers and duties.

5. Anyone undertaking an enforcement role of behalf of the Council in any capacity, must have regard to the Council's Corporate Enforcement Policy together with any additional requirements laid down by codes of conduct, legislation or other statutory provisions.
6. A letter from the Better Regulation Delivery Office was sent to all Local Authority Chief Executives in March 2014 outlining the Government's expectations in respect of the introduction of **The Regulators' Code**, which was introduced under the provisions of the Legislative and Regulatory Reform Act 2006, and came into force on 6th April 2014.
7. **The Regulators' Code** provides a flexible, principles based framework for regulatory delivery that supports, and enables regulators, to design their service, and enforcement policies in a manner that best suits the needs of businesses and other regulated entities.
8. The Code applies to specified local authority regulatory functions including Environmental Health, Trading Standards and Licensing services. From the effective date the Council has a statutory duty to have regard to the Regulator's Code when developing policies, and operational procedures, that guide their regulatory activities.

Material Considerations

9. The requirement for regulators to publish service standards includes the provision of clear and transparent information on their **enforcement policy**, explaining how they will respond to issues of non-compliance. A draft enforcement policy for EHCP services in dealing with non-compliance is attached in Appendix 2.
10. The scope of the policy will only apply to EHCP services only and all officers will have regard to this policy, and any relevant policy or procedure made under it, when making enforcement decisions.
11. Any departure from this policy must be exceptional, capable of justification and be fully considered by the manager or head of service before a final decision is taken. This proviso shall not apply where a risk to safety or health is likely to occur due to a delay in any decision being made e.g. safeguarding, sexual exploitation and in cases of serious and /or organised crime investigations.
12. Before introducing or amending policies, practices or service standards, regulators should also consider the impact on business and consult with business representatives using appropriate mechanisms.
13. A public consultation exercise has been undertaken seeking comments and feedback on the final format and content of the policy prior to ratification by Council.
14. Information about the enforcement principles, the policy and consultation were published on the Council's website, with signposts to an online survey for responses.

15. As well as utilising a full range of communications mechanisms open to the council, postcards were designed and produced to signpost businesses to the online survey and representatives of EHCP carried out presentations to provide context on the proposed policy. All communications implemented aimed to raise awareness of the consultation and encourage participation.
16. 17 responses were received via the online survey and a summary of the results relating to the proposed policy are detailed in Appendix 3.
17. Upon consideration of the feedback from the public consultation exercise there are no material changes to the proposed enforcement policy as attached in Appendix 2.

Recommendations and Reasons

18. That the draft enforcement policy for EHCP services is adopted by Council.

Background Papers:

- Department for Business, Innovation & Skills - Regulators Code- April 2014
- The Legislative and Regulatory Reform Act 2006
- The Legislative and Regulatory Reform (Regulatory Functions) Order 2007

Contact: Joanne Waller Tel: 03000 260924

Appendix 1: Implications

Finance: None

Staffing: None

Risk: Adherence to the proposed enforcement policy for EHCP services will minimise the prospects of legal challenge in respect of enforcement decisions taken by authorised officers in the exercising of their regulatory duties.

Equality and Diversity / Public Sector Equality Duty

An Equality and diversity impact assessment screening has been completed and no adverse equality and diversity implications have been identified.

Accommodation

None

Crime and Disorder

Human Rights

None

Consultation: Public consultation was completed in January 2015 and feedback has been taken into consideration.

Procurement

None

Disability Issues

None

Legal Implications: The Regulators' Code aims to improve the way regulation is delivered at the front line. It sets out a clear framework for transparent and accountable regulatory delivery and establishes clear principles for how local authorities should interact with those they are regulating. The Code is underpinned by the statutory principles of good regulation, which provide that regulatory activities should be carried out in a way which is transparent, accountable, proportionate and consistent and should be targeted only at cases in which action is needed.

Appendix 2- EHCP Enforcement Policy (draft)

Environment, Health and Consumer Protection Service Enforcement Policy

Introduction

1. This document is the enforcement policy for Durham County Councils Environment, Health and Consumer Protection Service. It sets out the key principles under which officers will seek to achieve compliance with the legislation enforced by these services.
2. It has been prepared having regard to [Section 21 of the Legislative and Regulatory Reform Act 2006](#) and to the [Regulators' Code](#) produced by the Better Regulation Delivery Office (BRDO).
3. The overall vision of the Environment, Health and Consumer Protection (EHCP) Service is to '*Protect and Improve the Health, Safety, Economic Wellbeing and Environment of the Community We Serve*'. We recognise that effective and well-targeted regulation is essential in achieving our vision.
4. In carrying out their duties officers will adhere to the principles of good enforcement set out in this document and in the [Regulators' Code](#) produced by the BRDO.

Scope

5. This policy is intended to apply only to regulatory activity carried out by the EHCP service.
6. Additional team specific policy and procedure documents issued under this policy will clearly set out the criteria to be met before enforcement action is taken.

Principles of enforcement

7. We will work to ensure compliance with the law by:
 - Targeting resources and regulatory activities during the service planning process only at cases which need it.
 - Helping and encouraging businesses and individuals to understand their responsibilities by providing the necessary advice and guidance to allow them to comply with the law, and
 - Responding proportionately and fairly to breaches of the law.

Planning regulatory activity and targeting resources

8. The EHCP service is committed to helping businesses grow. We will consider the impact that our regulatory activities may have on businesses and members of the public. We will only adopt a particular approach if the effectiveness and benefits of action taken justify the costs. In doing so will endeavour to help businesses achieve compliance without unnecessary expense.
9. We will allocate our resources where they will be most effective by assessing the risks associated with non-compliance with the law. In determining risk we will consider a range of factors that include:
 - The potential impact on residents, employees, consumers and business in failing to meet legal requirements.
 - The likelihood of non-compliance taking into account matters such as past history, the systems the business has in place, management competence and willingness to comply.
 - The age, gender and vulnerability of victims.
 - Any deliberate breaches or blatant disregard of the law
10. Planned inspections and other visits will be undertaken after consideration of the risk the business poses if it fails to comply. Reactive visits will be carried out upon request by a business, or where a service request, intelligence or information received suggests that an inspection or visit is appropriate.
11. Where practicable we will co-ordinate inspections or visits with other regulators to minimise the burden on recipients of our services. Random unplanned inspection or unannounced visits will only be undertaken where required by legislation or guidance.
12. Exceptionally, a small amount of random inspection may also be undertaken to test our risk assessments or the effectiveness of any action we have taken.
13. We will only ask for information that is necessary after considering the cost and benefit to obtaining the information. Where possible we will share this information with our partners (taking account of data protection) to prevent the need for providing the information more than once.
14. The service recognise our safeguarding responsibilities and will work with partners to tackle the more serious offending which cause significant community concerns. We are committed to tackling those involved in organised crime and will take the most serious action available if it is identified that offenders are part of an organised crime group or are targeting the most vulnerable members of our society in terms of both physical and mental abuse

Providing advice and guidance

15. We recognise that prevention is better than cure and will actively work with business and residents to provide advice on, and assist with, compliance with the law. In doing this we will ensure that:

- Advice on how to comply with the law is made available and communicated promptly upon request.
- The information we provide will be clear, concise and accessible
- Where practicable information will be provided in an appropriate language.
- Advice provided in writing where necessary.
- We will clearly distinguish between what is a legal requirement and what is guidance aimed at improvements above minimum legal standards.

Responding proportionately to breaches of the law

16. We recognise that most businesses and individuals wish to comply with the law, however firm action will be taken against those who flout the law or act irresponsibly.

17. We will carry out all of our enforcement duties, including taking formal enforcement action, in a fair, equitable and consistent manner. Whilst officers exercise judgement in individual cases, we will have arrangements in place to promote consistency including liaison with other agencies and authorities.

18. We recognise that prevention is better than cure, but where it becomes necessary to take formal enforcement action against a business, or member of the public, we will do so. There is a wide range of tools available to us as an enforcement agency. The actions we may take include:

- No action
- Informal Action and Advice
- Fixed Penalty Notices
- Penalty Charge Notices
- Formal Notice
- Forfeiture Proceedings
- Seizure of goods/equipment
- Injunctive Actions and other Civil Sanctions
- Refusal/Suspension/Revocation of a licence or permit
- Simple Caution
- Prosecution
- Proceeds of Crime Applications.

19. Where formal enforcement action is necessary, we will consider the most appropriate course of action from the range of sanctions and penalties available with the intention of:-

- Aiming to change the behaviour of the offender
- Aiming to eliminate any financial gain or benefit from non-compliance
- Being responsive and considering what is appropriate for the particular offender and issue involved, including punishment and the public stigma that may be associated with a criminal conviction.
- Being proportionate to the nature of the offence, and the potential to cause harm or harm caused
- Aiming to restore the harm caused by non-compliance
- Aiming to deter future non-compliance.

20. If the formal enforcement action being considered is a prosecution we will also consider a number of additional factors in line with the [Code for Crown Prosecutors](#) and any other nationally recognised guidance. These factors may include the following:

- The seriousness of the alleged offence
- The history of the party concerned
- The willingness of the business or the individual to prevent a recurrence of the problem and co-operate with officers
- Whether it is in the public interest to prosecute
- Whether any other action (including other means of formal enforcement action) would be more appropriate or effective

21. These factors are not exhaustive and are not listed in order of significance. The rating of the various factors will vary with each situation under consideration.

Application of our enforcement policy

22. All officers will have regard to this policy, and any relevant policy or procedure made under it, when making enforcement decisions.

23. Any departure from this policy must be exceptional, capable of justification and be fully considered by the manager or head of service before a final decision is taken. This proviso shall not apply where a risk of injury or to health is likely to occur due to a delay in any decision being made.

24. In cases of emergency or where any exceptional conditions prevail, the Head of Environment Health and Consumer Protection or Head of Legal Services may suspend any part of this policy where necessary to achieve effective running of the service and/ or where there is a risk of injury or to health of employees or any members of the public

Accountability

25. We will be accountable for the efficiency and effectiveness of our activities, while remaining independent in the decisions we take. In particular:

- We shall provide businesses and individuals with effective mechanisms for consultation and opportunities for feedback on our service.
- Where enforcement action is taken we will inform you of any relevant appeals procedure.
- Officers will be courteous, fair and efficient at all times, and will identify themselves by name and, where appropriate, identity card.
- Any complaints about the way you have been treated will follow Durham County Council's corporate complaints procedure, which is easily accessible to all service users, and explains how to make a complaint and the timescales involved. A copy of the complaints procedure can be obtained by calling 03000 261016 or via our website at www.durham.gov.uk

26. We will implement monitoring procedures to review compliance with this policy

27. We will publish our service standards, and report details of our performance against them, including feedback from those we regulate.

Review

28. This document will be subject to review as and when required. Improvements will be made if there are any changes in legislation or in local needs.

29. If you have any comments please contact the Head of Environment, Health and Consumer Protection by calling 03000 261016 or by writing to EHCP, PO Box 617, Durham, DH1 9HZ or email to ehcp@durham.gov.uk

Environment, Health and Consumer Protection (EHCP) Enforcement Policy Consultation Results - January 2015

- 7 respondents (70% of those who answered the question) agreed or strongly agreed that the approach to enforcement by the EHCP service is appropriate.
- 6 respondents (75% of those who answered the question) agreed or strongly agreed that the principles outlined in the proposed policy will lead to proportionate and fair decision making by EHCP officers.
- 6 respondents (75% of those who answered the question) had no experience of enforcement action by the EHCP service.
- 5 respondents (62.5% of those who answered the question) agreed or strongly agreed that they know enough about the statutory requirements that their business must comply with, without the need for intervention from the EHCP service.
- 47.1% responded to the survey as a business with 41.2% responding as an individual. 11.7% of respondents did not specify.
- Of those that specified, 60% of respondents were male and 40% of respondents were female.