

Durham County Council

Council Plan 2011-14

Foreword

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

We are now two years on from local government restructuring in the County, which saw a fundamental change from eight previous councils to a new single all purpose Durham County Council. The transition was a smooth one, and this is a testament to the diligence and commitment of our staff. Since the restructure we have worked hard to improve services. We have also saved money through reduced overheads and efficiencies.

A key focus of our approach is consulting and engaging effectively with local communities. This is to make sure that the Council is strongly focused on local peoples' needs. This focus is demonstrated in our ongoing commitment to 14 Area Action Partnerships across the County which are taking action to meet local priorities.

You will be aware that the Government announced a significant reduction in local government funding in October. The scale of the reduction is unprecedented in recent times, and it is also heavily front loaded with the majority of savings being required in the first year of this plan (2011/12). This means that alongside the improvements we will continue to make to many services, this plan also sets out actions to deliver savings.

We consulted widely with the public on where to make savings and where to protect services. We have listened to what local people had to say. We therefore plan to maintain our spend at current levels on winter maintenance, highways maintenance and repairs. We also plan to invest in protecting children and do our best to protect a number of areas of social care for adults and older people. This will mean that other areas including management and communications face larger reductions. To ease the burden on individual households in these difficult economic times, we have also agreed that there will be no increase in council tax for 2011/12 (*subject to council decision*).

Despite inevitable service reductions in some lower priority areas, we will deliver significant service improvements. The Council is better placed than many to deliver savings, as we still have significant opportunities for efficiencies following local government restructuring. We remain committed to achieving the vision we have agreed with local people.

Simon Henig, Leader of the Council

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The Council and the Community

County Durham

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

Today, Durham is a county of economic, cultural and environmental contrasts. It stretches from the remote rural North Pennine area of outstanding natural beauty in the West to the more densely populated East Durham heritage coastline. The county covers an area of 223,260 hectares with 219,000 households and 12 major centres of population.

Following Local Government Reorganisation in 2009, Durham County Council, with around 506,000 residents, is now the largest council in the North East region¹ and the sixth largest local authority area by population in England.

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

In common with the rest of the UK, the County's population is ageing with the average age of 40.7 years rising to 44.3 years in 2026. Increases in life expectancy and the transition of the 'baby boom' generation from economic activity into retirement means that our older people cohort (aged 65 +) is predicted to rise by 47.9 per cent by 2026². Even greater increases are expected in the population which is predicted to rise by 114.6% (over 11.651 people). An increase in the birth rate both nationally and locally will stem the decline in the number of people aged under 25, which is expected to remain fairly constant over the next two decades at its current level of approximately 30 per cent of the population.

Black and minority ethnic communities make up 1.03 per cent of the population³ and the Gypsy, Roma and Traveller community report a population of around 3,000⁴.

The 2007 Indices of Multiple Deprivation show that the Council is ranked as the 50th most deprived out of 149 county council areas nationally. In addition, forty-four per cent of super output areas⁵ in the county lie within the 25 per cent most deprived in

¹ Registrar general mid 2009 population estimates.

² County Durham Joint Strategic Needs Assessment 2010-2011

³ Census 2001, ONS as updated November 2004.

⁴ Local estimate based upon white British people representing 98.7 per cent per cent of the county's population.

⁵ SOA is a geographical area designed for the collection and publication of small area statistics

England. Within these communities, weekly wages and rates of car ownership are low; the health of the population is poor; life expectancy is below the average for the country and there are high levels of disability and long term illness. On a positive note crime rates for Durham are relatively low compared to the national average and the perception antisocial behaviour has reduced during 2010/11.⁶

In September 2010, 12,492 people were claiming Job Seekers Allowance, which equates to 3.8 per cent of the working age population. This is lower than the regional average of 4.7 per cent but higher than the Great Britain average, which is 3.6 per cent. In February 2010, 33,120 people were claiming Employment and Support Allowance and incapacity benefits, which equates to 10.1 per cent of the working age population. This is higher than both the regional average of 8.9 per cent and also the Great Britain average of 6.7 per cent.

Durham County Council

Durham County Council was established along with other county councils in England and Wales in 1888. A number of reorganisations of local government since this time have led to boundary changes with successive reductions in size of the administrative county. The creation of two new metropolitan counties in 1974 saw areas in the north east of the county (around Gateshead, South Shields and Sunderland) transferred to Tyne & Wear and areas in the south east (Stockton and Hartlepool) transferred to Cleveland. In 1997, Darlington became a unitary authority and was separated from the county.

The latest reorganisation of local government in Durham in 2009 saw the abolition of the seven district and borough councils in the county and the creation of Durham County Council as a single all purpose authority providing the full range of local government services to the public.

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

Labour	69 Councillors
Liberal Democrat	26 Councillors
Independent	21 Councillors
Conservative	10 Councillors

The Council operates a Leader and Cabinet style model of political governance and the Cabinet is made up of ten Councillors with the following portfolios:

⁶ Durham Police Confidence Quarterly Survey

Councillor	Portfolio
Councillor Simon Henig	Leader of the Council
Councillor Alan Napier	Resources (and Deputy Leader)
Councillor Morris Nichols	Adult Care
Councillor Claire Vasey	Children and Young People's Services
Councillor Eunice Huntington	Healthier Communities
Councillor Lucy Hovvels	Safer Communities
Councillor Neil Foster	Regeneration and Economic Development
Councillor Clive Robson	Housing
Councillor Bob Young	Strategic Environment and Leisure
Councillor Brian Stephens	Neighbourhoods and Local Partnerships

The Council's Overview and Scrutiny function is made up of six Scrutiny Committees with an Overview and Scrutiny Management Board providing an oversight of the work of these Committees which is made up of 26 Councillors and 10 other representatives.

Our Council is broadly comparable with a major company in size. We provide a huge range of services that include: teaching our young people and caring for our older people; lending the latest best sellers and protecting 900 year old documents; fixing road bridges and creating bridges in our communities; helping children to swim and helping adults to work; planting trees in nature reserves and recycling paper from our homes. In fact, any local service you can think of, we probably have a hand in it somewhere. We have a budget of £1.2 billion, we employ 22,000 people and our services are delivered to a customer base of over half a million people. To help us manage this undertaking, we employ a Chief Executive and six Directors who make up the Corporate Management Team of the Council. Each of the six Directors heads up a large service grouping as follows:

Chief Executive	George Garlick	Head of Paid Service
Assistant Chief Executive	Lorraine O'Donnell	Corporate policy, communications, corporate planning and performance, partnerships and community engagement, overview and scrutiny, civil contingencies
Corporate Director, Resources	Don McLure	Finance, asset management, legal and democratic services, human resources and organisational development, information and communications technology
Corporate Director, Adults, Wellbeing and Health	Rachael Shimmin	Adult social care, personalisation, adult commissioning, adult learning, libraries, theatres and museums, archives, community safety, health improvement, gypsies and travellers

Corporate Director, Children and Young People's Services	David Williams	Safeguarding and Specialist Services, Extended Services (including Connexions, Surestart & Youth Offending Service), Access and Inclusion Services, Achievement Services, Strategic Commissioning and Finance Services
Corporate Director, Neighbourhood Services	Terry Collins	Highways, street lighting, refuse collection and disposal, parks and grounds maintenance, bereavement services, maintenance of council housing and public buildings, sport and leisure, environmental health and consumer protection, neighbourhood wardens
Corporate Director, Regeneration and Economic Development	Ian Thompson	Physical and economic regeneration, spatial policy and planning, support for business, tourism, strategic housing, landlord and tenant services, transport

The Council's Vision

Since becoming a unitary authority the Council has refocused its vision and priorities together with partners and in consultation with local people and Area Action Partnerships. The new vision that was developed by the Council reflected the views and aspirations of the community and opportunities for improvement. This vision focussed around an **Altogether Better Durham** and comprises two components being to have an **Altogether Better Place** which is **Altogether Better for People**.

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

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

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

Altogether Healthier – improving health and wellbeing;

Altogether Safer – Creating a safer and more cohesive county;

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

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

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

Each of the above priority themes is underpinned by detailed objectives and outcomes and a high level action plan for delivery set out in sections 4 to 9 of this Council Plan.

Planning Assumptions

Our Plans have been developed after careful consideration of a number of "drivers for change" which set the context which we plan for.

These are:

National priorities

These include changes to national policy that require the Council to make changes to the way in which it does things. These may include legislative and regulatory changes. Inevitably, with a change in Government comes a change in direction in many policy areas affecting local government. The new coalition Government has formulated its legislative programme following its election in May last year. This has been characterised by the abolition of many of the agencies that we worked closely with.

For instance, the Government's White Paper, *Local Growth: Realising Every Place's Potential* published in the autumn of 2010 proposed a new approach to regional economic development that would see the scrapping of the Regional Development Agencies. The former role of One North East to some extent will be split between two new Local Enterprise Partnerships (LEPs) within the North East alongside a North East Economic Forum. County Durham will become part of the North Eastern LEP covering Northumberland, Tyne & Wear and Durham. The LEP will fulfil a number of development functions including working with Government to set out key investment priorities including transport infrastructure, coordinate bids for the Regional Growth Fund where possible, and help to align national planning policy, strategic housing delivery and tackling worklessness across the wider sub region.

Another area which is set to undergo a fundamental change which will have a large impact is in health. Proposed changes are set out in the Government's White Paper, *Equity and excellence: Liberating the NHS*. One of the aims of the Government's new policy proposals contained within this White Paper is to improve public health and reform social care. Implementation of these proposals will see the abolition of NHS County Durham (the Primary Care Trust (PCT)) and the transfer of its responsibilities for public health to the Council alongside the introduction of GP

commissioning of healthcare. The Government continues to set out its vision for social care and the Council will have to consider these changes as they develop over the forthcoming year.

A fundamental change affecting all services is the Government's announcements regarding the performance management of local authorities. The Secretary of State for Communities and Local Government has abolished many of the elements of the performance management framework for local government. The Comprehensive Area Assessment (CAA) has been scrapped. This was an annual assessment framework used to judge how effectively the Council and its partners such as the police and PCT worked together to improve the area. The National Indicator Set which was a set of indicators prescribed by the Government for measuring the effectiveness of local authorities and local authority partnerships has also been abolished. However, the Government has introduced more requirements on local authorities around the transparency of data. For instance, all local authorities now have to publish all items of expenditure over £500 on its website on a monthly basis.

Local priorities

The Council identifies local priorities for County Durham through a series of local assessments. The Joint Strategic Needs Assessment (JSNA) carried out annually by the Council in partnership with NHS County Durham provides an overview of the current and future health and wellbeing needs of the people of County Durham. This assessment shows that the health of residents has improved significantly over recent years with people living longer. However, health of the population remains poor in comparison with the national picture and health inequalities remain persistent and pervasive. Early deaths from heart disease, stroke and cancer are worse than England averages. Smoking is the biggest contributor to shorter life expectancy accounting for 57% of early or premature deaths. Levels of obesity and admissions to hospital for alcohol-related harm are increasing in the county. Local priorities for tackling health inequalities include reducing smoking, tackling obesity, reducing alcohol misuse, reducing teenage conceptions, promoting positive mental health and reducing early deaths from heart disease and cancer. Future needs centre around an increasing ageing population and the implications for health and social care.

The Safe Durham Partnership Strategic Assessment carried out by the Council, Durham Constabulary and County Durham and Darlington Fire and Rescue Service has highlighted seven priorities for the Safe Durham Partnership to work on including anti-social behaviour, tackling alcohol and substance misuse and protecting vulnerable people from harm as key priorities for the Council and its partners on the Safe Durham Partnership.

Other key assessments include the Strategic Housing Market Assessment (SHMA), the Child Poverty Needs Assessment and the Local Economic Assessment. The SHMA was completed in 2008 but is currently being updated to reflect the different economic climate we are now in. The updated assessment will be used to inform policy and strategy development for both housing and planning services.

The Child Poverty Needs Assessment was completed in December 2010 and will be used to develop the Council's first Joint Child Poverty Strategy. Key issues from this assessment include levels of deprivation, inadequate housing, life expectancy rates, teenage pregnancies, low educational attainment and worklessness.

The County Durham Regeneration Statement outlines how the underlying ambition of creating sustainable places where people want to live, work, invest and visit can be achieved. The 5 core objectives outlined in the Statement, frame the 'Altogether Wealthier' section of this plan. The Local Economic Assessment is helping the council further understand the economic needs and potential of local businesses, people and the supporting infrastructure. In addition the County Durham Economic Partnership has agreed 5 key measures to monitor change including: the employment rate; business registrations; household disposable income per head of population; the gross value added and the level of deprivation in local communities

Resources

By far the biggest driver for change which is affecting our plans, certainly in the short to medium term is the reduction in Government support in the form of grant funding. The Government has stated that its most urgent task is tackling the structural deficit within the course of the current Parliament with the main burden of deficit reduction being borne by reduced spending rather than increased taxation. The two-year Finance Settlement received on 13 December 2010 confirmed both the size of future grant reductions and the Government's heavy front loading of reductions in 2011/12 and 2012/13. In total, the Council is forecasting the loss of £92.5m of Government Grant over the 4 year period of the Council's Medium-Term Financial Plan (MTFP) with £60.3m in 2011/12. After taking into account estimated budget pressures faced, the Council is required to achieve £67.1m of savings in 2011/12 and £125m of savings over the whole of the MTFP. This is the equivalent of almost 30% of the Council's 2010/11 Net Revenue Expenditure Budget.

The Council has adopted a risk based approach to the achievement of savings that seeks to minimise the effects on frontline services. This is detailed in the Performance and Efficiency section of this Plan.

In order to protect front line services insofar as is possible, the Council has agreed an approach to managing these reductions by achieving more than half the required savings through reductions to management costs, support services, realising service efficiencies and increases to fees and charges. The Council plan to make savings of £27.1 million in management and support services costs over the MTFP which is 30.5% of the total budget for this area. The savings reflect the benefits to the Council of becoming a unitary authority and still having significant efficiency savings and modernisation opportunities available in addition to those savings already realised during local government reorganisation. However, even after taking account of the deletion of an estimated 350 vacant posts from the establishment, it is expected that a further reduction of 1,600 full-time equivalent posts will be necessary within the next 4 years to balance the books.

These savings requirements are requiring all council services to fundamentally challenge each line of their budget and explore more innovative approaches to service delivery. Much of this review activity will dominate our work over the course of the Council Plan. A full list of savings and review work agreed by the Council is at Appendix 2.

Risks and Opportunities

An essential part of corporate and service planning is the consideration of risks and actions that the Council can take to minimise or eliminate their occurrence or their

impact on service delivery. Risk management is integrated within the Council's annual planning cycle and risks are kept under regular scrutiny with a formal review of all service and corporate risks being carried out on a quarterly basis by the Council's Corporate Risk Management Group. The Council's Audit Committee is also responsible for monitoring the development and operation of risk management and the overall corporate governance of the Authority.

Risks are assessed at two levels: gross impact and likelihood based on an assessment of the risk without any controls in place; and net impact and likelihood based on the assessment of the current risk after taking into account the existing controls and mitigating actions in place. Corporate Management Team has agreed the following 17 risks in place for 2010/11.

Corporate Risks – Net Impact and Likelihood

IMPACT	CRITICAL		7, 17	1		
	MAJOR	16	10, 11, 14	2, 4, 5, 6	3	
	MODERATE		15	9, 12, 13	8	
	MINOR					
	INSIGNIFICANT					
		REMOTE	UNLIKELY	POSSIBLE	PROBABLE	HIGHLY PROBABLE
LIKELIHOOD						

Ref	Risk	Conclusion	Service leading on managing the risk	Direction of Travel
1	If the Delivery plan is not successfully delivered, then the MTFP targets will not be achieved	Treat	Resources	
2	Failure to deliver the restructured BSF programme within time, budget and minimal service disruption	Treat	CYPS	
3	Insufficient number of adequately skilled staff to maintain the expected level of services	Treat	Resources	New risk
4	Unauthorised release of information into the public domain or to unauthorised persons	Treat	Asst Chief Executive	
5	Business continuity will not be maintained in the event of Oracle e-business suite hardware failure	Treat	Resources	
6	Failure to effectively develop the proposed Waste Management Solution	Treat	N'bourhood Services	
7	Failure to effectively support events organised by the Council or taking place on Council land	Existing controls considered adequate	N'bourhood Services	

8	Unacceptable level of performance of the Oracle ERP system will reduce the quality of service provision	Treat	Resources	
9	Services do not achieve optimum outcomes with suppliers in contractual relationships	Treat	Resources	
10	The Council may be liable to legal challenge if a single status agreement is not implemented in full	Treat	Resources	
11	Failure to respond appropriately to a major incident/interruption	Treat	Asst Chief Executive	New risk
12	Failure to prepare appropriately for a major incident/interruption	Treat	Asst Chief Executive	New risk
13	Due to the amount of change occurring across the Council, the potential for fraud and error is increasing	Treat	Resources	
14	Failure to recover appropriately from a major incident/interruption	Treat	Asst Chief Executive	New risk
15	Failure to effectively deliver the Corporate Improvement Programme	Treat	Asst Chief Executive	
16	A prolonged major incident (i.e. foot and mouth or severe pandemic)	Existing controls considered adequate.	Asst Chief Executive	New risk
17	The Council does not fulfil its Safeguarding responsibilities effectively.	Existing controls considered adequate.	CYPS/ Adults/ Regen	

Consultation

Our plans are informed by results from consultation and the Council has strived to obtain opinion and feedback from customers and the public to assist us in making sure that we provide the services that people need. A major face-to-face doorstep survey of residents was carried out in 2010. This is one of the largest surveys of its kind ever to have been undertaken in County Durham. Data from this survey has provided a valuable insight into the perceptions of residents. The sample size is sufficiently large to provide segmented data down to Area Action Partnership (AAP) level and is capable of being analysed across different demographic characteristics such as age. Results demonstrate that residents' top 5 priorities for improvement are activities for teenagers, levels of anti-social behaviour, improving job prospects, reducing levels of crime and cleaner streets.

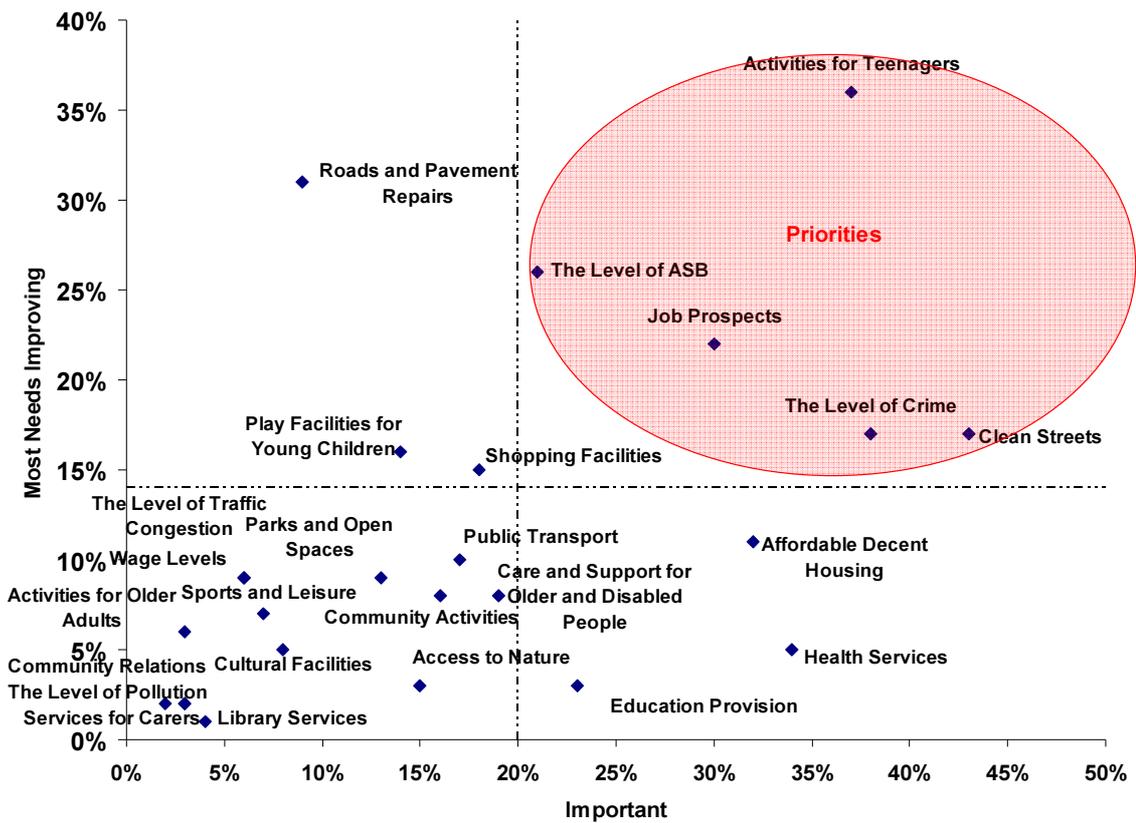


Figure 1 - Residents' Survey 2010: Priorities

Specific consultation was also carried out on the MTFP during November and December 2010 using Area Action Partnerships (639 participants), an online survey (534 participants) and a postal survey (233 participants). The aim of this consultation was to determine areas where respondents felt there should be larger or smaller budget reductions over the term of the MTFP. Residents were asked to consider a comprehensive list of Council service areas where we exercise an element of control over future resourcing decisions (i.e excluding Direct Grants to schools and Benefits Payments). For the 35 service areas listed, respondents were asked to indicate whether the Council should apply a standard reduction of say, 25% over the next 4 years or whether the level of reduction should be smaller or larger. Residents were asked for a balanced response so that if they suggested a larger reduction for one area then they should also identify a service of a similar size where a smaller reduction should be put forward. Analysis of the results show a clear indication that residents would prefer the following services to be protected:

- (a) Winter maintenance
- (b) Repairs to roads and pavements
- (c) Adult care services
- (d) Child protection/adoption/fostering
- (e) Refuse

- (f) Community safety and tackling crime and disorder
- (g) Youth offending
- (h) Youth centres and youth workers
- (i) Supporting people

Similarly, there was a clear indication that residents would be prepared to 'pay' for the protection to these services by agreeing to reduce the following services:

- (a) Resources
- (b) Policy, improvement and scrutiny
- (c) Planning
- (d) Communications
- (e) Members' locality budgets
- (f) Arts, cultural services and museums
- (g) Area Action Partnerships – Area budgets
- (h) Home to school/college transport
- (i) Road safety
- (j) Adult education
- (k) Connexions

The Budget Consultation provided clarity on which services the public would prefer smaller and larger reductions to be made and this has been used to model savings targets.

Analysis of consultation results data from the residents' survey and the MTFP consultation overleaf demonstrates the continued relevance of the Council and County Durham Partnership's priority themes as a framework for our plans.

Priority Theme	Key Consultation Findings
Altogether Wealthier	Job prospects identified as one of the five priority issues in the Residents' Survey
Altogether Better for Children and Young People	Activities for teenagers identified as the top priority in the Residents' Survey
Altogether Healthier	Adult Care Services identified as one of the top three service areas for protection in the Budget Consultation
Altogether Safer	Levels of anti-social behaviour and levels of crime were two of the five priorities identified in the Residents' Survey
Altogether Greener	Winter maintenance and repairs to roads and pavements identified as two of the top three service areas for protection in the Budget Consultation
Altogether Better Council	Back office/support services consistently recognised in the Budget Consultation as areas to be considered for larger reductions

Performance and Efficiency

Performance is managed corporately through Cabinet who consider quarterly performance management reports. Comparison with other service providers, inspection findings, deterioration in performance or failure to meet targets all act as drivers to prompt managers to develop plans to address current performance issues. Two examples of where poor performance in comparison with other service providers is driving proposals for change are payment of invoices to suppliers within 30 days and the average time taken to process all new claims and change events in housing and council tax benefits. These issues are being addressed through plans to move to single systems (or unitisation) for both financial management and revenues and benefits alongside other improvement measures.

The Authority also received a number of external inspections of its services in 2009/10. Each inspection report contains a number of recommendations for improvement and the Council responds to this by producing an action plan which details how and when we will take up these recommendations. These action plans are integrated into our service planning arrangements.

A key external inspection was the annual performance assessment of local authorities responsible for the provision of adult social care conducted by the Care Quality Commission. Judgements are made against seven outcomes from the Department of Health's White Paper, *Our Health, Our Care, Our Say*. 2009/10 is the final time that the Care Quality Commission will publish these judgements. The coalition Government has published a new vision for adult social care and is currently consulting on a new outcomes framework for the sector. It is pleasing to note that in the final year of the current inspection regime, the Council received its best ever rating of an excellent assessment, having been judged to be performing well in previous years.

Table 1 – Durham County Annual Performance Assessment for Adult Social Care for 2009/10 (Care Quality Commission)

Delivering outcomes assessment Overall council is:	Excellent
Outcome 1: Improved health and well-being	Excellent
Outcome 2: Improved quality of life	Excellent
Outcome 3: Making a positive contribution	Excellent
Outcome 4: Increased choice and control	Well
Outcome 5: Freedom from discrimination and harassment	Excellent
Outcome 6: Economic well-being	Well
Outcome 7: Maintaining personal dignity and respect	Well

Assessed on a scale of:

Poor – not delivering minimum requirements for people

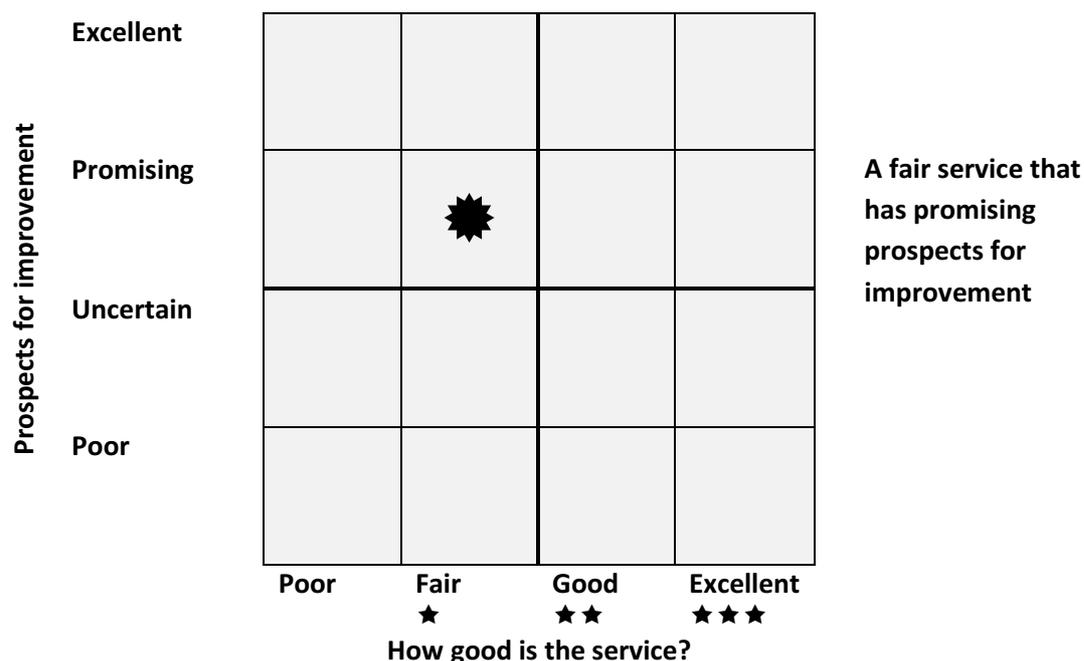
Adequate – Only delivering minimum requirements for people

Well – Consistently delivering above minimum requirements for people

Excellent – Overall delivering well above the minimum requirements for people

The Audit Commission adopt a risk based approach to carrying out inspections of local authority services. Due to the major changes that we underwent in Local Government Reorganisation, they decided to carry out service inspections of the Authority's Benefits Service and its Strategic Housing function in 2010. Both of these new services were judged to be a fair (one star) service with promising prospects for improvement. As both services were selected for inspection as they were new single services which came together post LGR and were therefore categorised by the Commission as high risk, this represents a very positive result for the new council.

Table 2 - Benefits service inspection result, September 2010 and strategic housing service inspection, January 2011 (Audit Commission)



Ofsted carry out an annual assessment of children’s services. This annual assessment is derived from the performance profile of the quality of services and outcomes for children and young people in the County. It includes findings from across Ofsted’s inspection and regulation of services and settings for which the County Council has strategic or operational responsibilities either alone or in partnership with others, together with performance data from the relevant National Indicators. In 2010, children’s services in Durham County Council were judged to be performing adequately. This is a deterioration from the 2009 score where Ofsted judged Durham County Council to be performing well.

Table 3 - Annual children's services assessment, December 2010 (Ofsted)

4	Performs excellently	An organisation that significantly exceeds minimum requirements
3	Performs well	An organisation that exceeds minimum requirements
2	Performs adequately	An organisation that meets only minimum requirements
1	Performs poorly	An organisation that does not meet minimum requirements
Durham County Council children’s services assessment 2010		Performs adequately (2)

Inspections show that the adequate provision is in early years and childcare, half of the secondary schools and eight of the 15 school sixth forms. The majority of the local authority children's homes, including the secure unit and private children's homes, are good. The special schools and the pupil referral unit are also strong, as is much of the nursery and primary schools provision. The colleges are at least good. The local fostering and adoption agencies are outstanding.

An action plan is being put in place to address areas for development.

The unannounced inspection of safeguarding was held in March 2010. Although this inspection is not awarded a grade, there were no areas for priority action identified.

The inspection of DCC adoption service was undertaken in 2010 and the service was assessed as outstanding. This is the highest possible score and means that the service provided by the Council is of exceptionally high quality.

The Authority has also been successful in winning a number of national awards including:

- The Council's Waste Team won the Association of Public Service Excellence Best Service Team award
- Durham Heritage Coast Partnership won the UK Landscape Award 2010 and will represent the UK in the European Landscape Awards in March 2011
- Killhope Lead Mining Museum won the North East Tourist Awards small attraction of the year
- Durham City Tourist Information Centre won the Gold North East Tourist Information Centre of the Year Award and Stanhope Tourist information centre won the Silver award.
- Adults, Wellbeing and Health won the Great British Care Award for Care Innovator/Support and Recovery
- The Youth Offending Service has won a Children and Young People Now award for their work with pre-reprimand disposals (prevents young people entering the criminal justice system) and has been shortlisted in the LGC Awards
- 10 Green Flag awards have been given to parks and open spaces around the county by the Keep Britain Tidy group
- The Corporate Communications Team's Open Doors initiative has won the best internal communications campaign from the Public Services Communications awards

The Council will monitor progress towards the achievement of its priorities through quarterly reporting to Cabinet and its Scrutiny Committees of key measures contained within a corporate basket of performance indicators detailed in 1.

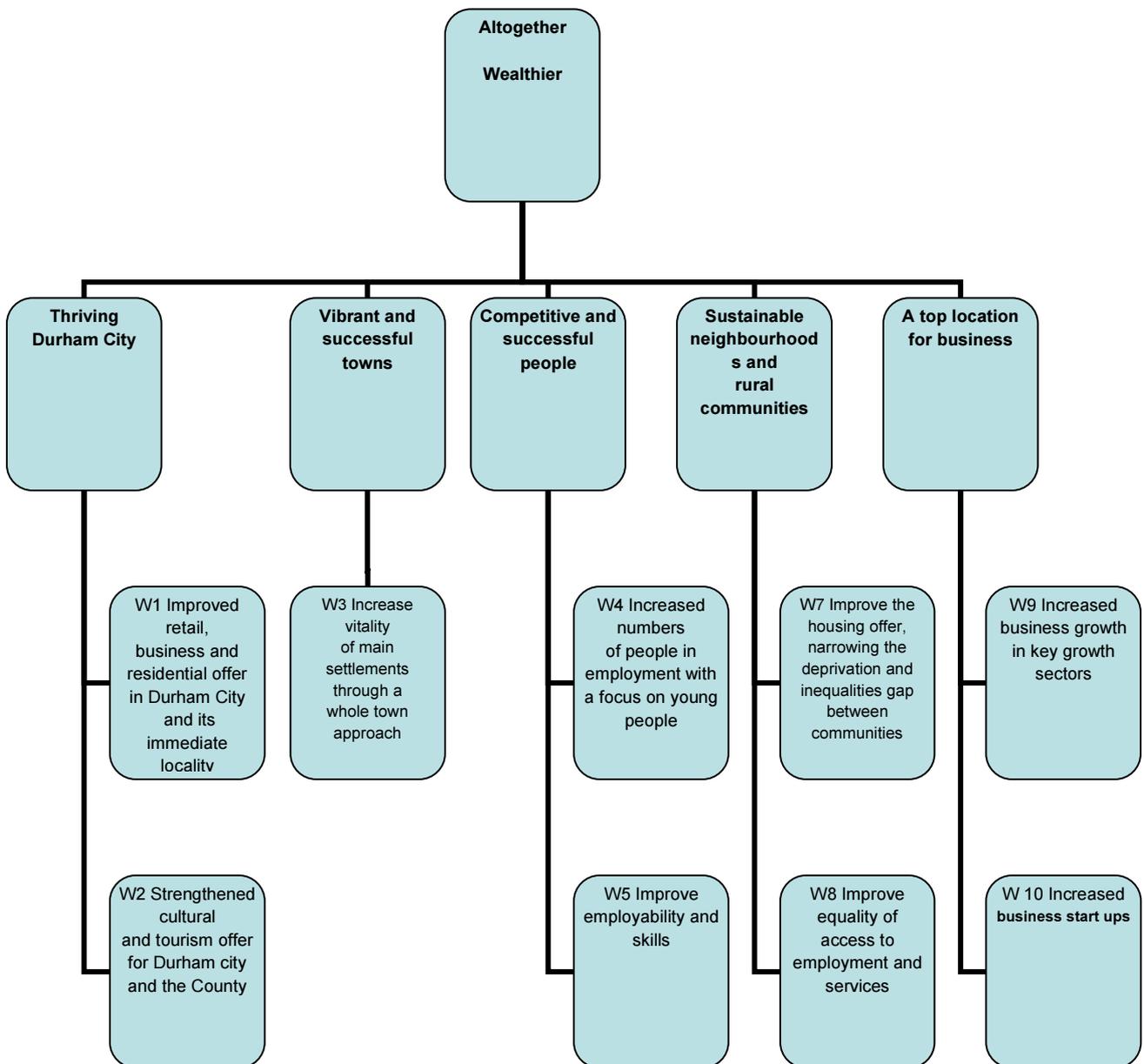
Equality and Diversity

Equality is at the heart of our planning processes. The Council's main policy document on equalities is the Single Equality Scheme which was approved by Cabinet in 2010. This replaced separate equality schemes for race, disability and gender and was extended to cover religion and belief, sexual orientation and age in line with the forthcoming requirements of the Equality Act 2010.

The Council is currently at the 'achieving' level of the Equality Framework for Local Government and has a target to achieve the 'excellent' level by 2013.

All proposals for achieving savings within the MTFP have undergone a rigorous equality impact assessment process and other changes to services and policy developments are subject to impact assessment too.

Altogether Wealthier



Within the Council's Altogether Wealthier priority theme, we are focusing our efforts on creating a vibrant economy and putting regeneration and economic development at the heart of all our plans. In comparison with the region and nationally, County Durham's economy is underperforming. To help address this issue, we have identified 5 objectives set out above and in our Regeneration Statement, which we aim to achieve. Over the next three years, we will strive to deliver a step change in the local economy within a time of financial constraints and significant policy shifts nationally.

The principal driver of an economic renaissance within the County is the employment rate; for improving this will usually raise GVA, increase levels of disposable income, increase the number of business, and should as a result begin to reduce the chronic levels of relative deprivation that the County has experienced now for several decades. As a County we need to aim to achieve a net increase of 28,300 jobs over the next 20 years, through inward investment, company growth and business creation.

Improved educational attainment and skills for the population of County Durham will also contribute to economic prosperity and improve people's quality of life. Participation in cultural events and activities is also vital to promote vitality and attract tourism, although it is acknowledged that this is a challenge for the Council in the current economic climate.

1. Thriving Durham City

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

We aim to make the most of Durham and what the city has to offer in terms of economic potential which must be fully exploited to support the growth of County Durham's economy. By maximising the development opportunities of the city we will help to stimulate retail, business and housing growth, which will lead to job generation and increased confidence. Durham city offers the potential to boost tourism performance across the entire County which will improve this key sector's performance when compared with other sub-regions in the North East and comparable areas elsewhere in England.

Going well

- Over the last 7 years the number of overnight visitors has grown by 16% with these visitors spending an additional 700,000 nights in Durham. An additional £30 million has been spent by these visitors in 2009 compared to 2003.
- Durham Cathedral is one of the region's top ten attractions, receiving more than 600,000 visitors per annum.
- North Eastern Local Enterprise Partnership approved and plans made to drive forward collaborative working across the region, which it is hoped will help to stimulate investment within Durham City and the rest of the County
- Key regeneration projects are underway within the city, helping to revitalise and enhance the city centre.
- The number of people attending the BRASS festival in 2010 increased by 12% from the previous year to 51,961.

Cause for concern

- Tourism in the County remains highly seasonal, with the summer period (July to September) accounting for almost a third of all tourist days.
- Existing provision within the wider Durham city area secures 65.6% (£80.7 million) of the main food expenditure available. The city centre secures 6.4% of expenditure which represents the lack of a major convenience store in the centre.
- Although existing retail provision in Durham City and surrounding retail parks retain nearly 60% of retail expenditure arising from the City's catchment area, there are significant outflows to other regional shopping centres. In terms of clothing the city centre only achieves 42.9% (£30.9 million) market share with significant leakage to the Metro Centre (22.9%) and Newcastle City Centre (19.3%).
- Even though there are significant office and industrial premises in and around Durham city, it lacks a defined, modern central business district.
- Planning applications received by the Council have reduced by more than 25% since 2008 due to the recession.

Did you know?

- Durham city and its out of centre retail parks attract significant numbers of County Durham residents from Crook, Spennymoor, Easington and Houghton.
- 1.5 million overnight tourists visited Durham in 2009, spending 4.2 million nights in the area. In addition more than 16 million day visits were made in the area.
- These visitors made a total contribution to the Durham economy of £654 million.
- Approximately 9,000 jobs (full time equivalents) were supported by direct tourist expenditure in the County, and a further 2,200 jobs were supported by indirect revenue from tourism.

Look out for:

- Further County Durham Plan Consultations with the core strategy due to be adopted by March 2012 and allocations documents published in May 2013.
- Implementation of the driver information project with real time road side information signs in place by 2014.
- Completion of Durham City projects such as the World Heritage Visitor Centre, Heart of the City and Market Place and Vennels improvement works.
- BRASS festival in July 2011 and the return of Lumiere in November 2011.

High level Action Plan

Action	Responsibility	Timescale
Complete Durham City Regeneration Framework by June 2011 and deliver key projects to stimulate investment and maximise job opportunities by March 2014.	Head of Economic Development	June 2011
Deliver key Durham City transport initiatives to improve efficiency of transport services and traffic management within the City including: <ul style="list-style-type: none"> • Implement walking and cycling provision based on the 2010 audit of facilities. • Extension of the Driver Information project including further web system development, additional traffic monitoring cameras and real time road side information signs 	Head of Transport	County Durham Cycling Strategy effective by July 2011 Programme Implemented by March 2014
Adopt a place marketing strategy for Durham	Head of Economic Development	September 2012
Improve the tourism offer in Durham City by supporting existing/new attraction and accommodation providers and new tourism businesses.	Head of Economic Development	World Heritage Site Visitor Centre Sept 2011 Family Based Tourism attraction open March 2014
A programme of cultural events and activities will be delivered across the County. BRASS Festival	Head of Adult Commissioning	July 2011
Lumiere Festival		November 2011
Display of Lindisfarne Gospels –		December 2013

2. Vibrant and successful towns

Vibrant towns are good for business: they create jobs, attract investment and generate income - they are engines for economic growth. At their best, they create a discernable local buzz and define the wider area, attracting people from near and far. County Durham has a dispersed settlement pattern with a large number of distinct towns, not all of which are meeting the needs of local communities. We need to increase the vitality and vibrancy of main settlements through the adoption of a 'whole town approach' for each main settlement and phased delivery of improvement. This 'whole town' approach will be specific to each settlement and will deliver tailored solutions for each place depending on its needs and service potential for its locality. We aim to create places that are attractive, well managed, well designed with a range of amenities and facilities for that given community.

A review of the library network will be undertaken to create a sustainable network of town and community libraries.

Going well

- Town centre improvement works underway in Newton Aycliffe, which will help to stimulate investment within the town.
- Bishop Auckland town centre improvement works nearing completion to revitalise the market place.
- New Customer Access Point open in Consett town centre.
- DurhamGate, the largest mixed-use development in County Durham incorporating business, living and leisure near Spennymoor started on site in 2010.
- North Dock (in Seaham) improvements nearing completion and business centre completed.
- Funding confirmed for the Academy in Stanley.
- The following schools have benefited from Building Schools for the Future funding: Dene Community School of Technology; Easington Community Science College; Glendene School and Community Arts College; Sedgfield Community College; Shotton Hall Primary School; Shotton Hall School; Stanley Academy ; St Bede's Catholic Comprehensive, Peterlee; Wellfield Community School.
- The 2010 Residents Face-to-Face survey showed that 76% of people are already satisfied with town centres in the County, whereas 11% expressed dissatisfaction. 68% of respondents were satisfied with the attractiveness of the County's towns, whereas 20% expressed dissatisfaction.

Cause for concern

- Since 2008 and due to the recession, the number of vacant retail units in town centres has increased.
- The reduction in direct government funding and reduced capital budgets will make it harder to implement new regeneration schemes.
- Planning applications received by the Council have reduced by more than

25% since 2008 due to the recession. The reduction in major planning applications received illustrates the reduced market demand.

- The number of active library borrowers decreased from 203 to 199 per 1000 population from 2007/8 to 2009/10. This figure reduced to 185 per 1000 population for the year ending December 2010.
- The number of physical visits to libraries reduced from 4,303 to 4,050 per 1000 population from 2007/8 to 2009/10.

Did you know?

- Bishop Auckland has one of the longest retail high streets in the North East of England and along with Durham City functions as a main subregional centre in the County's retail hierarchy. Both Durham City and Bishop Auckland have over 50,000 sq ft of floorspace within their centres.
- In addition to Durham City - Bishop Auckland, Chester-le-Street and Consett were highlighted as towns most visited in the course of daytime leisure, night time leisure and work.
- Every library in County Durham has a HealthZone, with books to borrow and leaflets and information to take away, from alternative remedies to self-help programmes and healthy cooking books.

Look out for:

- Further County Durham Plan Consultations with the core strategy due to be adopted by March 2012 and allocations documents published in May 2013.
- Bishop Auckland town centre improvement works will be finished in 2011.
- Feasibility study which will investigate the potential for a new rail halt in East Durham.
- Feasibility study which will investigate the potential for a new rope bridge in Barnard Castle that could help to attract more visitors to the market town.
- Bishop Auckland Food Festival will be held 16th April 2011.
- A variety of information and events at local libraries.

High level Action Plan

Action	Responsibility	Timescale
Review library services.	Head of Social Inclusion	April 2011 - March 2012
Undertake a review of markets managed by or on behalf of the Council and develop a strategic approach to enhance and support the sustainability of markets across the County.	Head of Environment, Health and Consumer Protection and Head of Economic Development	October 2011
Complete key town Regeneration Frameworks by December 2011 and deliver phased implementation by March 2014.	Head of Economic Development	Completion of frameworks - Dec 2011 Delivery complete - March 2014
Work with private investors to deliver housing, town centre and business development: process to provide a coordinated response to development enquiries. Establish a Developers Forum.	Head of Housing/Head of Planning	April 2012
Review transport connectivity between our towns and evaluate potential infrastructure and public transport improvements. Works will include:	Head of Transport	
<ul style="list-style-type: none"> • Priority 1 corridor A692 		December 2012
<ul style="list-style-type: none"> • Priority 2 corridor A167 		March 2014
<ul style="list-style-type: none"> • Priority 3 corridor A693. 		December 2011

3. Competitive and successful people

The skills, abilities and attitudes of the current and future County Durham workforce are critical to the future economic success of the County and will underpin a more competitive and productive economy. County Durham has below national average employment rate, above regional and national average economically inactive residents claiming benefits and below regional and national average higher skills attainment. We need to encourage people to improve their skills, increasing individual success and improving life chances. With limited resources we will work with partners, national employability support providers and employers to provide support for County Durham residents.

Going well

- JSA claimants (as a proportion of working age population) have decreased from a peak of 4.6% in 2009 and 2010 to 3.8% in November 2010.
- North Eastern Local Enterprise Partnership approved and plans made to drive forward private sector led collaborative working across the region, which will help to stimulate business investment and job creation.
- 92% of enrolments on Adult Learning courses in 2009/10 led to qualifications being achieved.

Cause for concern

- Abolition of the Regional Development Agency, One NorthEast.
- Before the recession, County Durham's employment rate had been rising and was close to the national average, over the last two years this has fallen again.
- In May 2010 the percentage of working age population claiming benefits in County Durham (19%) remained above both the regional (18.9%) and national average (14.7%).
- Significant policy shift and changing government policy with the national welfare support programme being reviewed.
- Reliance upon the private sector to generate growth in an area with an over reliance on public sector employment.
- Significant numbers of young people not in education, employment, or training.
- Removal of funding used to provide specialist support to people seeking work and to help to stimulate economic growth.
- Reduction in grants for adult learning by the Department for Business Innovation and Skills are set at 25% over the next 4 years.

Did you know?

- The employment rates for the year ending in June 2010 for the County, Region and Nation are 66.4%, 66.3% and 70.4% respectively.
- Almost 9,000 learners accessed Adult Learning courses in the 2009/10 academic year.
- 8% of adults aged 19-65 in County Durham have no qualifications.
- Average weekly earnings for residents is £419.90 whilst average weekly earning offered by workplaces is only £404.90, the figures are 14.5% and 17.4% less than the national average. This shows that on average people earn more working outside the County.

Look out for:

- Changes to the way in which adult learning is provided in County Durham through partnership working between the Council, providers of further education and the voluntary and community sector to refocus upon skills, employability and economic challenges.

High level Action Plan

Action	Responsibility	Timescale
<p>Work with employers to maximise training, job placement, graduate schemes and apprenticeships:</p> <ul style="list-style-type: none"> Assess available resources and capacity to work in partnership to develop graduate and apprenticeship schemes Investigate opportunities for new sectoral routeways and provide recommendations. 	Head of Economic Development	<p>June 2011</p> <p>September 2011</p>
Work with new Work Programme contractors to enhance and coordinate employability support delivered by partner agencies for County Durham residents with a focus on 18-24 year olds.	Head of Economic Development	Develop approach by July 2011
Implement the Adult Learning Strategy to meet the learning needs of local people.	Head of Social Inclusion	Framework - July 2011 Curriculum plan - August 2011
Develop and deliver the County Durham Financial Inclusion Strategy Action Plan.	Head of Economic Development	Complete action plan - Dec 11 Implementation 2012-2014
Launch new Transport forum to improve engagement with employment support agencies to tackle transport barriers to employment and training. In particular support Workplace Travel Planning and Wheels to Work	Head of Transport	March 2012

4. Sustainable neighbourhoods and rural communities

Deprivation and inequalities persist between communities in County Durham and between County Durham, the region and the nation. Industrial restructuring and job losses in manufacturing has disproportionately affected some communities and groups within the County. The County's dispersed settlement pattern, low car ownership, low job density and rurality can compound deprivation and inequalities. This can have damaging effects upon an individual's life chances in a number of ways:

- A shortage of local jobs can limit employment opportunities
- Poor transport connectivity can limit access to work and services
- Deprived areas often have fewer or poorer quality public and private services
- Poor housing quality can result in low demand which in turn leads to high turnover and/or vacant or derelict housing.

Going well

- Housing Strategy and Delivery Plan 2011-2015 completed.
- The Audit Commission found in 2010, that the strategic housing service was fair with promising prospects for improvement.
- Local Transport Plan 3 will come into effect in April 2011 as a successor to LTP2.
- There were 5,000 new homes built in County Durham between 2007 and 2010.

Cause for concern

- Changes to housing policy and government funding will affect affordable rents within the County.
- Low rates of private sector housing growth and less buoyant housing market in comparison to other areas.
- As of December 2010, 7,368 of the 18,859 Council homes in County Durham were not meeting full decency standards.
- Reduction of Supporting People Grant will impact upon Care Connect, our Community Alarm services.
- Removal of Rural Bus Subsidy, changes to concessionary fares funding, financial pressures and the fact that commercial bus companies are also undergoing a process of bus service review will affect bus services within the County. This could result in reduced frequency of services and possible withdrawal of some services.
- The demand for social housing has increased, since Choice Based Lettings began in October 2009. The number of applicants on the waiting list has increased by 85% from 8509 on 1st October 2009 to 15,754 in June 2010.

Did you know?

- There are 233,190 dwellings within the County, 18,859 of which are Council homes
- The Government is replacing former housing funding with a new Homes Bonus, which it hopes will help to stimulate private sector housing growth.

Look out for:

- Further County Durham Plan Consultations with the core strategy due to be adopted by March 2012 and allocations documents published in May 2013.
- Registered providers improvement programme by 2014 to improve 7,000 properties across the County by improving energy efficiency, bringing empty homes back into use and repairs.

High level Action Plan

Action	Responsibility	Timescale
Increase use of sustainable transport: <ul style="list-style-type: none"> Implement walking and cycling infrastructure improvements - incorporate in the County Durham Cycling Strategy Complete planned Transit 15 improvements on the 7 key corridors to improve punctuality, reliability and attractiveness of bus travel. 	Head of Transport	July 2011 December 2013
Maximise the levels of investment from the Homes and Communities Agency (HCA) and other agencies to enable the delivery of the Local Investment Plan for Housing: <ul style="list-style-type: none"> Establish 4 year programme of funding for affordable housing in Durham following HCA 2011 bidding process. 	Head of Housing	March 2014 August 2011
Complete options appraisal on Council housing stock	Head of Housing	October 2011
Implement the resultant investment and housing management vehicle for council housing stock		April 2013
Review of the responsive Link2 service, which provides dial-a-ride bus transportation for those unable to access mainstream public transport in order to improve and refine the service.	Head of Transport	December 2011
Deliver the Housing Strategy (2011-15) priorities to improve housing standards and conditions in County Durham: <ul style="list-style-type: none"> Complete options appraisal process for delivery of new private sector investment Complete decent homes programme in public sector (except East Durham) 80% decency achieved in the homes programme in public sector in East Durham. 	Head of Housing	April 2012 April 2013 April 2014

5. A top location for business

County Durham is home to a wide range of businesses from micro rural businesses to large multinationals, from small scale engineering to large scale manufacturing and from business services to internationally leading research companies. The County offers businesses a range of support and development opportunities and these must be sustained and developed to serve the diversity that exists. Durham residents are well placed to take advantage and contribute to the Tees Valley and Tyne and Wear City Regions but this also has to be balanced with local business and employment opportunities.

Going well

- Be Enterprising, a programme to support business starts in deprived areas within the County, has supported over 3,200 business starts between 2006 and 2010.
- In County Durham's deprived communities, as a result of Be Enterprising, the business start up rate in 2008 was higher than the national rate.
- The self-employment rates in the County's deprived communities have been increasing over the lifetime of the Be Enterprising programme, from 5% in 2006 to 10% in 2009.
- North Eastern Local Enterprise Partnership approved and plans made to drive forward private sector led collaborative working across the region, which it is hoped will help to stimulate business investment and job creation.

Cause for concern

- Potential for a 'double-dip' recession
- Gross Value Added (GVA) is an economic measure used to illustrate how an area is performing in terms of the production and value of goods and services. Current GVA (2008) for the County is £12,636 per capita and £15,945 for the Region. By comparison the corresponding National rate is £20,541. The per capita GVA figure for County Durham now stands at **61.5%** of the UK average.
- Removal of Areas Based Grant and enterprise support funding which has enabled the delivery of enterprise support and programmes like Be Enterprising over recent years.

Did you know?

- Durham County Council owns and manages a wide range of business units across the County that are available for rent.
- Manufacturing is the largest private sector employer and the largest contributor to total economic output within County Durham.

Look out for:

- Further County Durham Plan Consultations with the strategy due to be adopted March 2012 and allocations documents published in May 2013.
- The launch of the integrated Council Business Support Services by the end of 2011.

High level Action Plan

Action	Responsibility	Timescale
Facilitate and expand broadband connections for our residents and businesses to encourage home working in our rural communities	Head of Economic Development	Digital dale live Sept 2011
		Soft Market Testing December 2011
		Clear Strategy for Broadband roll out March 2013
Foster a development management culture which increases developer confidence in County Durham by managing the Council's sites and property to stimulate investment and also by enabling other sites to be appropriately developed and promoted:	Head of Economic Development	
<ul style="list-style-type: none"> Durham Green at Bowburn - Work with private sector to support planning application 		September 2011
<ul style="list-style-type: none"> Business Park at Hawthorn in Murton for B1,B2 and B8 uses - Marketing site in collaboration with the Homes and Communities Agency October 2011 		October 2011
<ul style="list-style-type: none"> Publish Business Space Strategy and Investment Plan 		December 2011
<ul style="list-style-type: none"> Durham Gate in Spennymoor - work with private investors to complete Highway infrastructure and 		December 2012
<ul style="list-style-type: none"> Enable first commercial and residential development. 		December 2013
<ul style="list-style-type: none"> Amazon Park in Newton Aycliffe - work with private investors to secure site development and maximise job creation 		December 2012
<ul style="list-style-type: none"> Consett Business Park development - final phase 		December 2014

Extend 'Be-Enterprising' programme for 6 months to stimulate enterprise and encourage County Durham residents to consider starting a business or self employment.

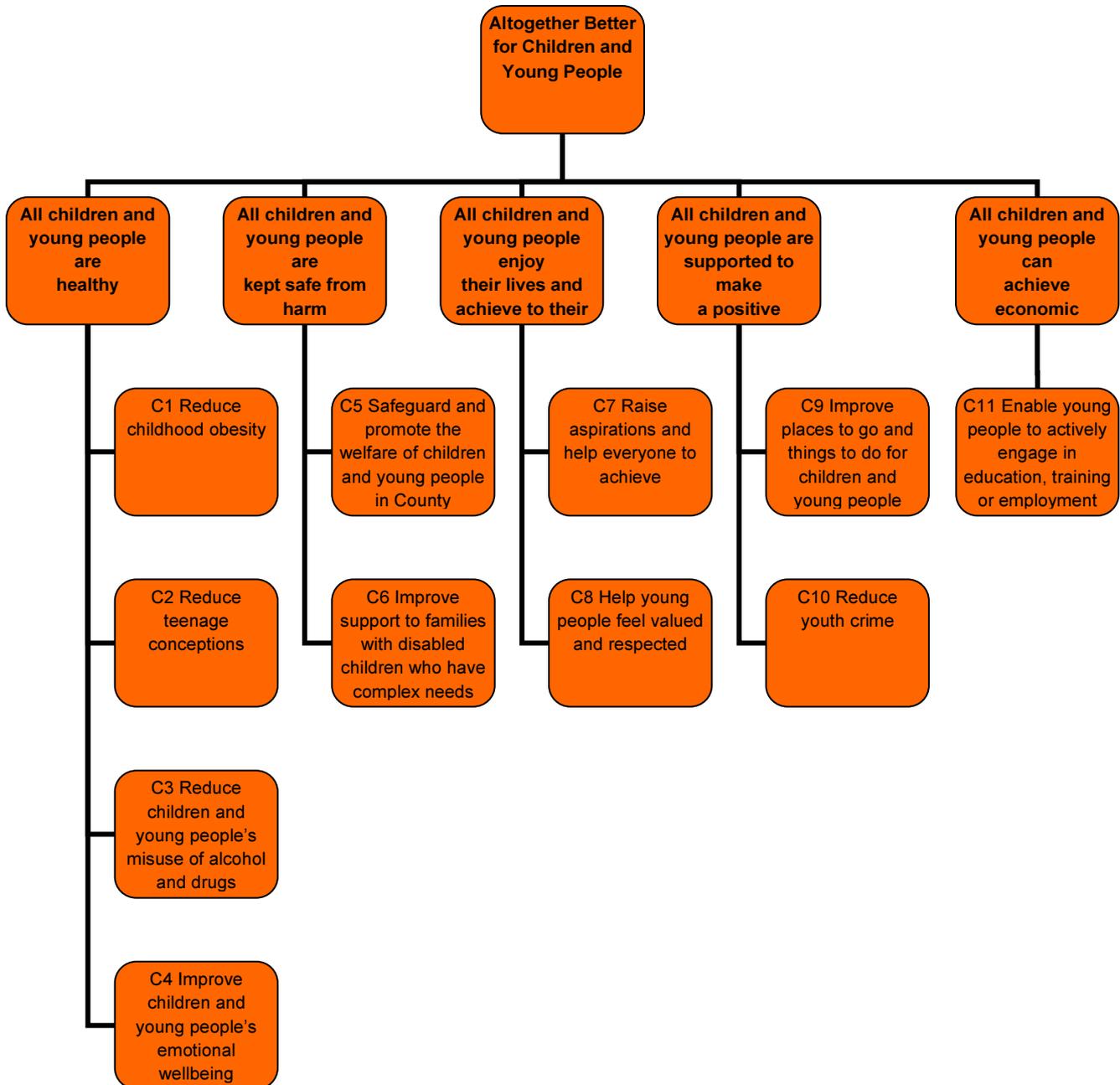
Head of Economic Development

September 2011

Final evaluation of the programme to inform future enterprise support activity

December 2011

Altogether Better for Children and Young People



The Altogether Better for Children and Young People theme focuses on the Council's work in tackling a range of issues impacting on the lives of all children, young people and families in County Durham. We are focusing on the 5 overarching outcomes of 'Being healthy'; 'Staying safe'; 'Enjoying and achieving'; 'Making a positive contribution' and 'Achieving economic well-being'. We recognise that the things which impact upon the lives of children, young people and families are complex and demand a partnership approach. We have identified 11 specific priorities across the 5 outcomes which are detailed in the County Durham Children

and Young People's Plan (CYPP). We will work closely with our partners through the Children's Trust and the development of Integrated Services to ensure that our ambitions for children, young people and their families are realised over the next 3 years.

1. All children and young people are healthy

We want to ensure that children and young people in County Durham are healthier, fitter and able to make more positive choices in terms of their lifestyles. Poor health in childhood and adolescence impacts significantly on educational attainment and future career prospects.

By providing support and promoting healthy living from an early age, we aim to reduce childhood obesity and ensure that more children are a healthy weight. We will encourage an increase in breastfeeding and ensure that more children and young people have the choice to participate in a range of sport, leisure and physical activities.

We will also continue to provide children and young people with relevant and appropriate information and advice to help them to make more informed choices around alcohol and drugs and relationships and sex. Good emotional wellbeing, including self-esteem and confidence, is fundamental to ensuring that children and young people are equipped for adulthood. We will ensure that this is nurtured from an early age and throughout their teenage years.

Our key priorities for 2011-2014 are:

- ✓ Reduce childhood obesity
- ✓ Reduce children and young people's misuse of alcohol and drugs
- ✓ Reduce teenage conceptions
- ✓ Improve children and young people's emotional wellbeing

Going well

- Targets for obesity levels at reception year were met in 2009/10 showing excellent rates of improvement. In 2010/11, we are on track to exceed our target for reception year.
- 98.2% of schools have achieved the National Health Schools Status (NHSS) (Dec 2010).
- Schools are delivering a more age-appropriate curriculum around relationships and sex education and parents have been central to shaping this.
- Teenage pregnancy rates are reducing and we are performing better than the North East average.
- There are more young people being referred to the 4Real service, resulting in more accessing treatment and support for substance misuse problems.
- An integrated and dedicated commissioned service for mental health - the Full Circle - is now established for children who are looked after by the Local Authority and who have suffered loss, trauma and abuse.

Cause for concern

- The Free Schools Meals pilot, contributing to reductions in obesity, is coming to an end in July 2011 due to changes in government policy.
- Although teenage conception rates are falling, they are not falling fast enough to reach our target for 2009/10 and our rates are higher than the England average.
- More children were subject to a Child Protection Plan as a result of parental substance misuse in 2010 in comparison to previous years.
- Emotional wellbeing has worsened from 2008, based on a survey of children and young people in years 6,8 and 10.

Did you know?

- The National Healthy Schools Status (NHSS) demonstrates that schools take Health issues seriously and focus on trying to make improvements across 41 areas including healthy eating, physical activity, emotional health and wellbeing.
- Since 2009, we have worked with over 110 schools to improve the information, advice and support provided to children and young people to help them stay safe and healthy and understand the importance of relationships and sex.
- 4 Pathfinder teams have been set up across the County which support vulnerable families through a 'whole family' approach.
- There are counselling services delivered in schools by professionals to support children looked after by the Local Authority and any child who is vulnerable.

Look out for:

- The next stage in supporting schools to achieve the Enhanced Healthy Schools award.
- A newly commissioned mobile service which offers a 6 day a week contraceptive service will soon be in operation, in addition to the current services provided.
- A 'Social Norms' project that challenges the perceptions young people hold about the behaviours of peers in relation to use of substances. This work sends positive messages and challenges common misconceptions that 'everybody' is taking drugs and drinking alcohol.
- A roll-out across County schools of an initiative that focuses on mental health.

High level Action Plan

Action	Responsibility	Timescale
<p>Contribute to the reduction in childhood obesity by:</p> <p>a) supporting schools to engage with the Healthy School's :enhancement model by</p> <ul style="list-style-type: none"> • Production/distribution of updated information • 1 support session per term <p>b) Support and monitor schools to continue to increase the percentage of young people engaged in 3 hours of school PE/sport per week.</p>	<p>Head of Achievement Services</p>	<p>Summer term 2011</p> <p>September 2011 - September 2013</p> <p>September 2011</p>
<p>Support children and young people to believe, achieve and succeed through building positive self esteem and good emotional wellbeing by:</p> <ul style="list-style-type: none"> • Contribute to the Targeted Mental Health in Schools Project (TAMHS) • Supporting schools to develop Social and Emotional Learning. 	<p>Head of Achievement Services</p> <p>Head of Access and Inclusion Services</p>	<p>July 2011</p> <p>September 2011</p>
<p>Work with, and support schools to increase numbers of teaching staff who achieve national accreditation in Personal, Social and Health Education (PSHE) by 6 per year.</p>	<p>Head of Achievement Services</p>	<p>September 2011</p>
<p>Provide effective support, including Hidden Harm work to for families where parents who have substance/alcohol misuse problems</p>	<p>Head of Specialist and Safeguarding Services</p> <p>Head of Achievement Services</p>	<p>March 2012</p>

2. All children are kept safe from harm

Together with our partners, we will ensure that all children and young people are kept safe from harm and vulnerable families are supported appropriately. Safeguarding is not the responsibility of CYPS alone, but is 'everybody's business', and other services and partners have a critical role in play in ensuring that children and young people are safe through all walks of life.

We will ensure that the most vulnerable children and young people are protected through specialist interventions. We will continue to improve the recognition of neglect and interventions to reduce its impact and continue to develop 'hidden harm' networks to support families with parents who misuse alcohol and drugs. Through a rigorous recruitment process, we will ensure that staff are suitably qualified and checked to work with vulnerable children and young people. Integrated teams will provide a seamless and accessible service for vulnerable children, young people and their families and will make sure that their needs are identified at the very earliest opportunity and met through a family centred approach.

We recognise the importance of supporting families who face complex issues, especially those families in County Durham who have children with additional needs due to a disability. As a result of working together with families we have provided a wide menu of short break provision that is integral to supporting family life, and we will continue to develop the breadth and range of short breaks provided.

We will meet the increasing demands placed on our safeguarding and specialist services and work with partners to ensure the safety of children and young people remains paramount.

Our key priorities for 2011-2014 are:

- ✓ Safeguard and promote the welfare of all children and young people in County Durham
- ✓ Improve support to families with disabled children who have complex needs.

Going well

- An Ofsted inspection of front line child protection services in May 2009 found many areas of excellent practice and no areas for priority action.
- An 'outstanding' grading was achieved in the most recent Adoption Service inspection (2010).
- 100% of all child protection and looked after children reviews were all held within timescales.
- The number of short breaks provided over the last two years has smashed the target set, increased value for money and improved the quality of life for many families in County Durham. Between April and September 2010, 2034 overnight stays and 74, 515 hours were provided.

Cause for concern

- There are more children subject to a child protection plan and more children looked after by the local authority compared to the previous year.
- Families who require additional support often have to work with different service providers, making it difficult to ensure that their needs are met. Integrated Teams will ensure that these barriers are overcome and the family is at the heart of the services that we provide.
- Inequitable access to therapy provision across County Durham for families with complex needs.

Did you know?

- You can call the Initial Response Team anonymously on 0845 850 5010 if you have any concerns or worries about a child, young person or their family, including safeguarding concerns.
- Families with children who have a disability told us that their number one priority is regular and reliable short breaks from caring.
- There were 4.5 times more compliments received by Specialist and Safeguarding Services (SASS) in 2009/10 than complaints.
- The Local Safeguarding Children's Board (LSCB) provides multi-agency training for staff working directly with children or within services which affect the safety and welfare of children.

Look out for:

- The completion of the Aycliffe Secure Unit which will provide new, state of the art facilities for vulnerable children and young people.
- The creation of 13 Integrated Teams across the County which will provide children, young people and their families access to key health and local authority children's services under one roof.
- A joint statement between the Local Authority and parents/carers of short break provision that will be available from 1 October 2011
- A review of therapy services and an increase in short break activities with a focus on provision for children attending special schools which also meets parent and carers needs.

High level Action Plan

Action	Responsibility	Timescale
Using a 'Think Family' approach deliver and provide interventions and support to families through: <ul style="list-style-type: none"> the provision of integrated teams across the County Implementing the Think Family Strategy 	Head of Strategic Commissioning	September 2011 September 2011
Work with partners to deliver services that effectively safeguard children, in particular by ensuring the Family Pathfinder Service is embedded within Preventative Services.	Head of Specialist and Safeguarding Services	April 2012
Further develop a menu of short break services for children with complex needs in consultation with families.	Head of Specialist and Safeguarding Services	April 2013

3. All children enjoy their lives and achieve to their potential

Our vision is to help children and young people to 'believe, achieve and succeed'. This means that children and young people enjoy their lives, believe in themselves and reach their full potential. We want to support achievement and raise aspirations in order that greater choices can be made through childhood, teenage years and on into adulthood and future employment opportunities.

We know that our academic attainment levels are seeing excellent improvement, year on year, but we need to ensure that this is sustained for all children and young people, including the most vulnerable. We work flexibly and collaboratively to respond to the varying needs of children and young people and through the opportunities we provide, we will ensure that young people are appropriately supported in relation to their needs.

We continue to place the highest value on children and young people's views and listen to what they say in the formulation of our plans and strategies for the future.

Our key priorities for 2011-2014 are:

- ✓ Raise aspirations and help everyone to achieve
- ✓ Help young people feel valued and respected

Going well

- The percentage of pupils achieving 5 or more A*-C GCSE grades, including English and Maths increased from 48.2% in 2009/10 to 55.6% in 2010/11. This is in comparison to the national average which was 49.8% and 53.4% respectively.

- We have sustained the rate of improvement in achieving A* - C GCSE grades and A* -C GCSE grades including English and Maths for the 9th consecutive year.
- The gap has narrowed between the number of young people eligible for Free School Meals achieving 5+ A*- C's (FSM) and those who are not eligible.
- A higher % of Children looked after by the Council achieved A*-C GCSE grades in 2010/11 than in previous years.
- We have increased the number of agencies and other settings who have achieved Investing in Children (IIC) membership to 290 (Dec 2010) and are on track to reach our target by April 2011.
- More schools achieved the Rights Respecting School Award (RRSA) in 2011. A rights-respecting school not only teaches about children's rights respect in all its relationships including between teachers/adults and pupils.

Cause for concern

- The gap in attainment between pupils with Special Educational Needs (SEN) and those without has widened as a result of excellent performance in the number of non-SEN pupils achieving 5 A*-C GCSE grades.
- A national survey found that 14% of pupils in year 8 and 10 were able to provide their views about things that are important to them. This was a reduction on the previous year of 16%.
- The ending of the 'Building Schools for the Future' rebuild and refurbishment programme due to changes in government policy.

Did you know?

- Children and young people were central to the development of the Children and Young People's Plan Review 2010 and will be involved in the shaping of the new strategy for 2012-2015.
- That a national survey of Years 6, 8 and 10 pupils - 'Tellus' ended in 2010. Other ways of capturing the views of children and young people are being explored, including the possible use of Social Networking Sites

Look out for:

- The development of 3 brand new academies in County Durham.
- The development of 3 projects which will ensure local young people are at the heart of making their communities better places to live based on an innovative initiative in Chester-le-Street.
- Opportunities for children and young people to influence the direction and priorities within the Children and Young People's Plan 2012-2015.

High level Action Plan

Action	Responsibility	Timescale
Support positive practices in relation to the engagement and involvement of children and young people through working in partnership with Schools and other organisations for including liC. In particular:	Head of Achievement Services	
<ul style="list-style-type: none"> Support schools to work towards Investing in Children Membership and the Rights Respecting Schools Award level and level 2 through SLAs 	Head of Strategic Commissioning	August 2011
<ul style="list-style-type: none"> Implement the Value and Respect Strategy. 		September 2011
Ensure that each child and young person has access to a high quality and appropriate learning route that enables them to participate, achieve and progress to their full potential By:	Head of Achievement Services	March 2014
<ul style="list-style-type: none"> Providing support for targeted groups 	Head of Access and Inclusion Services	September 2011/12/13
<ul style="list-style-type: none"> Providing training and development for school staff to develop ways to track pupil progress data 		September 2011/12/13
<ul style="list-style-type: none"> Promoting the 14-19 learning prospectus. 		September 2011

4. All children and young people are supported to make a positive contribution

We aim to support all children and young people to make a positive contribution. by providing a range of places to go and things to do such as Open Weekend, new Youth Capital Fund Plus and Youth Opportunities Fund funded activity which have increased Friday/Saturday night opportunities. Children and young people can participate in activities which also have a positive impact on other outcomes such as emotional wellbeing, obesity, substance misuse and youth crime. Through the services that we provide and involving children and young people in decision making, we can provide a range of places to go and things to do suitable for the needs of children and young people in County Durham.

Ensuring children and young people do not enter the Youth Justice System (YJS) is pivotal in ensuring successful outcomes later in life and we recognise fully that many children who offend have complex needs. We aim to continue to reduce First Time Entrants to the YJS by utilising the highly successful Pre-Reprimand Disposal (PRD)

Scheme. When a child or young person commits a first offence, they receive a PRD, rather than an official police reprimand. The PRD has been developed to improve young people's chances by ensuring their needs are identified and met and thus they avoid being criminalised. We will put in place specialist interventions to ensure that young people who do enter the YJS and who re-offend are given the necessary support to help them change their offending behaviour.

Our key priorities for 2011-2014 are:

- ✓ Improve places to go and things to do for children and young people
- ✓ Reduce youth crime

Going well

- The percentage of children and young people participating in youth work is increasing.
- First Time Entrants (FTEs) to the Youth Justice System (YJS) have reduced by 71% between 2007/08 and 2009/10 as a result of the PRD.
- A high percentage of young people do not re-offend after a PRD. Since May 2008, 935 young people who received a PRD have not re-offended and do not have a criminal record which has increased their chances of staying out of trouble in the future.
- The County Durham Youth Offending Service (CDYOS) won the Justice Award at the Children and Young People Now National Awards for the PRD Scheme in November 2010

Cause for concern

- A national survey of children and young people undertaken in 2009 found that Durham was ranked 7th out of 11 Statistical Neighbours and performance of 63.1% was worse than then national figures of 65.8% for young people's participation in positive activities within their communities.
- Young people who are re-offending have complex needs and require significant support to address their offending behaviour.
- As a result of changes in national policy, the free swimming scheme ended in Summer 2010

Did you know?

- 'Places to go and things to do' for children and young people are advertised through the getoutthere website – www.getoutthere.com which averages 1222 hits per month.
- A PRD costs less than £1000 per young person which is good value for money in comparison with the cost of a police reprimand and potentially future offences being committed.

Look out for:

- A brand new £4.5 million ‘world class’ facility for young people, located in Barnard Castle but accessible for all children and young people from Teesdale, Durham and the northeast region will ensure they can take part in cultural, leisure, sporting recreational/educational activities.
- Further impacts on re-offending rates as a result of changes to pre-court delivery programmes.

High level Action Plan

Action	Responsibility	Timescale
<p>Work in partnership to provide a range of places to go and things to do for children and young people across County Durham including:</p> <ul style="list-style-type: none"> • helping them to access improved leisure activities through work with schools & strategic partnership group such as Community Sports Networks. • renewing commissioned activity via Local Children’s Boards. • Ensuring that the options already available to young people are clearly identified and publicised. 	Head of Access and Inclusion Services	<p>December 2011</p> <p>From April 2011</p> <p>Monthly reports from April 2012</p>
<p>Prevent re-offending by young people by delivering specialist interventions including:</p> <ul style="list-style-type: none"> • Reducing first time entrants to the youth justice system • Safeguarding young people in the youth justice system • Reducing the use of custody. 	Head of Access and Inclusion Services	<p>April 2012</p> <p>April 2012</p> <p>April 2012</p>

5. All children and young people can achieve economic wellbeing

We recognise the vital importance of ensuring that young people can achieve economic wellbeing. We know that to build bright futures, we need to provide effective information, advice and guidance at an early age to ensure all opportunities are outlined. Achieving financial independence has a positive impact on our other priorities such as teenage conceptions and youth crime. We acknowledge that the economic climate in recent years has made the achievement of economic wellbeing more difficult for young people and in particular, those with complex needs and/or the most vulnerable.

We will work in partnership to offer every young person a guaranteed place in learning up to the age of 17 and will provide support to all young people to help them to realise their ambitions and aspirations. We will deliver specialist interventions to support the most vulnerable, whilst ensuring that the tailored support can significantly narrow the inequalities gap.

Going well

- There are programmes in place to support the most vulnerable young people, including:
 - Young carers
 - Young people with learning difficulties and disabilities
 - Teenage parents
 - Young offenders
 - Travellers
 - Looked After Children – both in care and leaving care
 - Homeless young people
 - Ethnic minorities
 - Young people with mental health issues
 - Young people with longer term illnesses
- The number of children who are permanently excluded from school has reduced from 118 in 2008/09 to 107 in 2009/2010, which is a 9.3% improvement

Cause for concern

- Whilst the percentage of young people aged 16-18 who are known not to be in education, employment or training is reducing, this remains above the regional and national average.
- The continuing economic climate has limited the number of opportunities available to young people

Did you know?

- The local authority has a statutory duty to offer all 16 and 17 year olds a place in learning through the 'September offer'

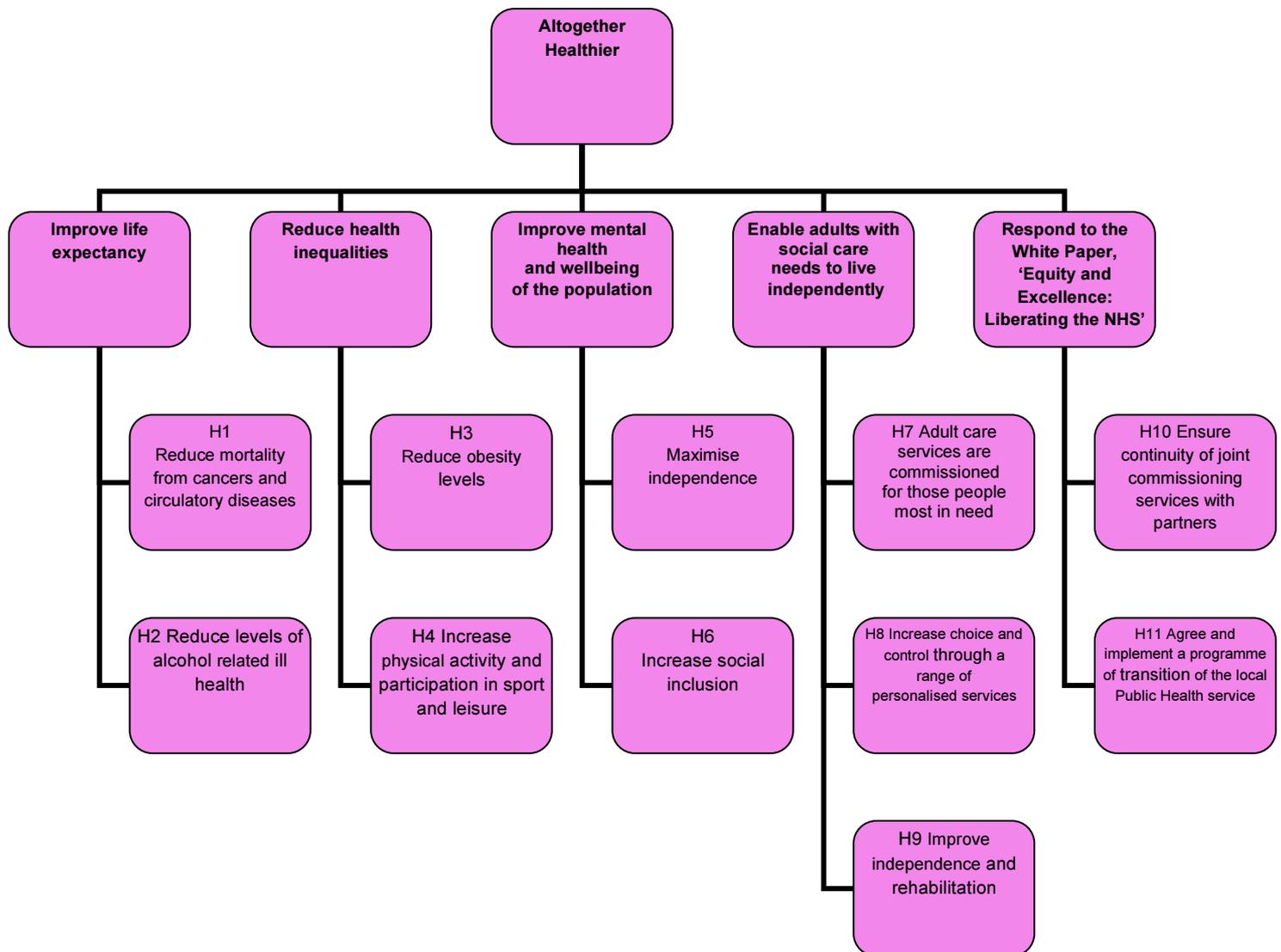
Look out for:

- The local authority securing provision of independent careers advice for schools from September 2012.
- The development of a national all-age careers service

High level Action Plan

Action	Responsibility	Timescale
Deliver services to all 13-19 year olds to promote and support progression into education, employment and training which is appropriate to their needs by	Head of Achievement Services Head of Access and Inclusion Services	
<ul style="list-style-type: none">• ensuring all 16 and 17 year olds have an offer of a place in learning through the September Guarantee		February 2012
<ul style="list-style-type: none">• Ensuring that young people have access to high quality, impartial information and advice regarding the learning opportunities and support available.		April 2012

Altogether Healthier



Health is defined by the World Health Organisation as ‘a state of complete physical, mental and social wellbeing and not merely the absence of disease and infirmity’. This broad view of what ‘health’ means has shaped this Council Plan and other strategies for health improvement in County Durham.

Evidence is very clear that health inequalities exist in County Durham. These are the result of complex interactions caused by a number of factors which can be summarised as follows:

- Inequalities in opportunity – caused by poverty, family circumstances, education, employment, environment, housing – collectively called the wider determinants of health.

- Inequalities in lifestyle choices – caused by smoking, lack of physical activity, poor food choices, drugs misuse, inappropriate alcohol consumption and risky sexual activity.
- Inequalities in access to services - for those who are already ill or those who could develop disease or long term illness.

The Council, together with its partners in County Durham, will continue to work towards reducing health inequalities for the local population and improving quality of life.

As a local authority with social services responsibilities, the Council will also continue to provide social care services to those vulnerable people in our community who meet the existing eligibility criteria including older people, people with learning or physical disabilities, sensory impairments or mental health needs. The personalisation of social care services will be extended as more people will be offered the choice and control to purchase their own care services through direct payments and personal budgets.

Joint Commissioning Strategies will continue to ensure integrated service responses, better use of resources and monitoring of outcomes for service users. Together with NHS partners, the Council will look to commission services which provide care closer to home, ensuring that people are supported to maintain their independence in their own home for as long as possible.

This Council Plan also focuses on the future of public health in County Durham and the Council's new role in working together with the NHS, GPs and the Third Sector (voluntary and community organisations) to make NHS services more directly accountable to patients and communities.

1. Improve life expectancy

The health of residents in County Durham has improved significantly over recent years with people now living longer. However, the overall health of the population in County Durham is poor compared with the national picture and health inequalities remain persistent and widespread.

Smoking is the biggest single contributor to the shorter life expectancy experienced in County Durham and contributes substantially to the cancer burden, with Cardio Vascular Disease (CVD) and cancer accounting for 67% of early or premature deaths.

CVD is reducing in County Durham, however it is still a major health problem in some areas of the county. Rates of CVD are higher for County Durham than the national average and deaths from CVD are significantly higher in County Durham than nationally for both men and women. Greater emphasis on prevention would help in the reduction of CVD in the county.

Alcohol is a significant contributor to ill-health across all age groups and all areas of the county. A multi-agency Alcohol Harm Reduction Strategy has been developed, to reduce levels of alcohol-related ill-health in the county.

Going well

- Between 2000 and 2008, mortality rates for CVD have consistently reduced in County Durham, the North East and England; the rate of reduction has been faster in County Durham than nationally.
- Life expectancy for males increased from 76.5 for births between 2005-07 to 76.9 for births between 2007-09. For females, the rate in Durham increased from 80.2 to 80.7.
- The 2009/10 year end target of 1203 smoking quitters per 100,000 was achieved with 1243 per 100,000. This equates to 5242 quitters against a target of 5038.

Cause for concern

- CVD mortality accounts for almost 30% of all premature deaths in County Durham.
- Premature cancer mortality rates (2006-08) were significantly higher in County Durham than England. Cancer is the second largest contributor to the life expectancy gap in County Durham Spearhead areas. (areas selected for targeted health improvement work).
- The percentage of mothers smoking in pregnancy in County Durham (22%) is worse than the England average of 14%.
- Alcohol-related admission rates for under 18s in the period 2006/07 to 2008/09 were 88% greater in County Durham (121.1 per 100,000) than nationally (64.5 per 100,000). Rates in County Durham are also higher than the North East (106 per 100,000) although this difference is not statistically significant.

Did you know?

- In County Durham, between 2000 and 2008, an average of 643 people (under the age of 75) died prematurely from CVD per year.
- Life expectancy for men living in County Durham is 1.4 years less than the England average. Life expectancy for women living in County Durham is 1.6 years less than the England average (*at birth 2007-2009*).
- All hospital stays for alcohol-related harm show that County Durham is significantly worse than the England average.

Look out for:

- A marketing campaign to help people be more aware of heart health
- 'No Smoking Day' to be held on 9th March 2011, providing support and information to encourage smokers to quit.
- A marketing campaign to raise awareness of the harm caused by alcohol.

High level Action Plan

Action	Responsibility	Timescale
Implement the Alcohol Harm Reduction Strategy: <ul style="list-style-type: none"> • Strategy in place • Deliver 2 social marketing campaigns to raise awareness • Work with schools to increase understanding of the harm caused by alcohol, to educate 'social norms' about drinking alcohol. 	Head of Social Inclusion	April 2011 March 2012 March 2012
Implement the Cardio Vascular Disease programme: <ul style="list-style-type: none"> • Outreach services in 5 venues across 2 localities • Complete a social marketing campaign for heart health. 	Head of Social Inclusion	June 2011 March 2013
Implement the 'Achieving Marmot Beacon' project relating to health inequalities, providing 150 frontline staff with the skills to deliver health improvement.	Head of Social Inclusion	March 2012
In partnership with NHS County Durham, we will deliver a 'Stop Smoking' campaign and support activities related to 'No Smoking Day'.	Head of Social Inclusion	March 2012

2. Reduce health inequalities

There are several factors which contribute to health inequalities within County Durham and the Council works with its partner organisations across the county to tackle issues in areas such as housing, education and employment.

Obesity is also a major risk factor in the development of a number of severe medical conditions. Being obese makes people more likely to suffer from Type II diabetes, diseases of the cardiovascular system (e.g. heart disease, stroke, angina, deep vein thrombosis, high blood pressure), certain types of cancer, arthritis of the back and other health problems.

Childhood obesity is linked to diet and nutrition, physical activity, parenting and emotional health and wellbeing. Breastfeeding contributes towards tackling childhood obesity. Rates of obesity in the county are below the national average for children in Year 6 and above for those in Reception classes.

Going well

- The number of physically active adults in county Durham increased from 11.8% in 2008 to 12.6% in 2010.
- The number of healthy eating adults in County Durham increased from 21% in 2008 to 22.1% in 2010.

Cause for concern

- Breastfeeding initiation is lower in County Durham than nationally or regionally, whilst breastfeeding at 6-8 weeks is also lower than for England or the region.
- The County Durham Health Profile 2010 shows 27.9% of adults in County Durham are obese compared to 24.2% nationally, an increase of 2.6% and 0.6% respectively on the 2009 Health Profile.

Did you know?

- Overweight young people have a 50% chance of being overweight adults.

Look out for:

- Advice and information about the importance of healthy activity, and where and how to find local activities.

High level Action Plan

Action	Responsibility	Timescale
Develop a programme for Healthy School Lunches to inform parents, teachers and children about the benefits of having healthy food in schools.	Head of Social Inclusion	June 2011
In partnership with NHS County Durham, we will implement the breastfeeding friendly venues programme, associated with the NHS Baby Lifecheck programme.	Head of Social Inclusion	March 2012
Work with regional partners to promote healthy eating messages covering the key themes of diet and nutrition, supported by evidence from agreed sampling programmes, including proactive information and advice to consumers regarding interpretation of food labelling.	Head of Environment, Health and Consumer Protection	July 2012

Develop a healthy eating award scheme in County Durham, providing recognition for food businesses that provide excellent standards of hygiene and healthy dietary choices.

Head of Environment,
Health and Consumer
Protection

July 2012

3. Improve mental health and wellbeing of the population

Good mental health is the foundation for wellbeing and the effective functioning of individuals and communities. Mental illness accounts for 26% of life years affected by illness or disability, far more than cardiovascular disease (17.2%) and cancer (15.5%). By 2030 that figure is set to rise to 31% (New Horizons, a shared vision for mental health, DH, 2009).

The JSNA 2010-11 states that one in four people at any one time will experience a mental health problem.

The multi-agency Health and Wellbeing Partnership has identified 'improving mental health and wellbeing of the population' as a priority and recognised that maximising independence for people is an important contributor to positive mental health. It is widely acknowledged that participation in work is one of the main routes to social inclusion and improving mental health and wellbeing.

Mental health problems are the leading cause for incapacity benefit claims within County Durham, accounting for around 40% of all claims. However, incapacity benefits for mental illness improved slightly across the county from 2006 – 2008, falling from 43.3 per 1000 to 40.6. Additionally, the financial and emotional burden of unemployment has a significant impact on mental health and wellbeing; lower level mental health problems, such as anxiety and depression, impact on significant numbers of those out of work.

Going well

- Latest data (up to December 2010) shows that 84.6% of adults in contact with secondary mental health services live in settled accommodation, this is significantly above the 2009/10 England average of 51.5%
- Between April and September 2010, 78.1% of people have moved on from supported housing in a planned way to independent living, i.e. a supported housing scheme, permanent accommodation or back to family, against a target of 71%. This compares to 76.5% in 2009/10.

Cause for concern

- A suicide audit in Durham suggests that multiple risk factors associated with age, sex, health and social circumstances lead to the following groups being at heightened risk of suicide:
 - those in contact with criminal justice services
 - young men with chaotic lifestyles (often involving drugs or alcohol)
 - older people
- Although rates of incapacity benefits claimants for mental illness are lower in County Durham (40.6% of all claiming) than for the North East, they are significantly higher than for England (27.7%).

Did you know?

- The World Health Organisation predicts that by 2020 depression will be the second leading cause of disability worldwide
- People with learning difficulties are more likely to experience mental illness and are more prone to chronic health problems, epilepsy, and physical and sensory disabilities.

Look out for:

- World Mental Health Day on 10th October 2011

High level Action Plan

Action	Responsibility	Timescale
Implement the Joint Commissioning Strategy for Adults with Mental Health Need by managing projects in relation to: <ul style="list-style-type: none"> • 2 Debt Advice Workers. 	Head of Commissioning	October 2011
<ul style="list-style-type: none"> • 'Time Bank' in North West Durham (skills exchange project in the community). 		March 2012
<ul style="list-style-type: none"> • Volunteer and Peer Support Scheme with Stonham. 		March 2012
Provide training, mentoring and employment opportunities for 150 people with mental ill-health, learning disabilities, physical disability and sensory impairment.	Head of Social Inclusion	March 2012

4. Enable adults with social care needs to live independently

All local authorities with social services responsibilities have a statutory duty to assess the needs of people (and their carers), who require a social care assessment. The assessment process uses eligibility criteria to determine the level of need of individuals and therefore the level of service required. The level of need ranges from low to moderate, substantial and critical. Durham County Council gives priority to people with the greatest social care needs and services are therefore provided to those people assessed as having critical or substantial needs.

Reviews of care plans are carried out at least on an annual basis to ensure that service users continue to receive the most appropriate service and level of care.

The coalition Government 'Think Local, Act Personal' sector-wide statement of intent, published in November 2010 sets out the government's new vision for social care, presenting the way forward for personalisation and community-based support. This will have a major impact on the way in which provision of social care services are provided and delivered, by ensuring that every person who receives a personal budget has choice and control over what they purchase. In Durham there has been a significant increase in the number of people who are offered the choice and control to purchase their own care services through direct payments and personal budgets. Further work is being undertaken to increase the number of people who can access direct payments and individual budgets through marketing and further provision of information to the public.

Members of the public are consistently saying they wish to remain in their own homes for as long as possible. Reablement is about giving people over the age of 18 years the opportunity, motivation and confidence to relearn / regain some of the skills they may have lost as a consequence of poor health, disability, impairment or accident and to gain new skills that will help them to develop and maintain their independence. Intermediate care services also help people to maximise their independence. Intermediate care is a range of time-limited health and social care services to promote faster recovery from illness, avoid unnecessary admission to hospital, support timely discharge from hospital and avoid premature long-term admission to a care home.

Going well

- 92% of service users receiving a social care service in 2010 have had a review of their services against a target of 89%.
- The year end target of 30% of social care users receiving a personal budget was achieved by December 2010. This is a significant increase from 6% in 2009-10.
- 98.7% of service users were very or fairly satisfied with the intermediate care services they received.

Cause for concern

- As the ageing population continues to increase, there will be more people providing unpaid care for longer and carers themselves will need social care services. From 2007/08 to 2009/10, there was a 37.2% increase in the number of carers who received a social care assessment.
- There was a significant increase (32%) in the number of critical and substantial needs identified between 2007/08 and 2009/10, with 'personal care' needs accounting for approximately 23% of identified need.

Did you know?

- Approximately 16,000 service users received a review in 2009/10
- Between April and September 2010, 3,755 people were in receipt of a personal budget for social care
- The number of people who have received community based services increased by 5%, from 37,450 in 2007/08 to 39,388 in 2009/10.
- In 2009/10, County Durham performed better than the England average (80.1%) for achieving independence for older people through rehabilitation / intermediate care – with a score of 86.9%.
- The percentage of people remaining in their own home 12 weeks after discharge from hospital into intermediate care or rehabilitation services was 83.8% at the end of Quarter 3 2010. This is slightly above the 2009-10 England average of 82%.
- The number of older people receiving intensive home care (i.e. 10 hours or more per week) increased from 1,637 in 2007/08 to 1,715 in 2009/10, a rise of 4.8%.
- The complexity of need is increasing as people with disabilities are living longer. For example, the prevalence of learning disability in the general population is expected to rise by around 1% per annum for the next 10 years and to grow by over 10% by 2020. It is also expected that there will be a growth in the complexity of disabilities which is attributable to improvements in maternal and neonatal care and improvements in general health care for adults which lead to increased life expectancy.

Look out for:

- The independent commission on the funding of care and support is to publish its review in July 2011.
- The government is to publish its report on Social Care Reform in December 2011.
- Review of Self Directed Support Questionnaire for carers
- Launch of the Prevention and Personalisation website
- The Reablement Factsheet available from Social Care Direct to provide information about the service for adults to help maximise independence following poor health, disability, impairment or accident.

High level Action Plan

Action	Responsibility	Timescale
Implement a reablement service for domiciliary care by giving adults the opportunity, motivation and confidence to relearn/ regain some of the skills they may have lost as a consequence of poor health, disability/ impairment or accident.	Head of Adult Care	April 2011
Promote the uptake of preventive services by launching the 'Prevention and Personalisation' website and a programme of signposting to community and universal services.	Head of Social Inclusion	June 2011
Increase the numbers of service users in receipt of an annual care plan review.	Head of Adult Care	Annually March 2012 March 2013 March 2014
Increase service users in receipt of Personal Budgets to 50%, through delivery of the Personalisation Project Plan.	Head of Commissioning	March 2012
Carry out a scoping exercise with NHS County Durham to look at the structure of a range of community rehabilitation services including intermediate care.	Head of Commissioning	March 2012
Ensure consistent application of existing eligibility criteria with specific application to new and reviewed care packages.	Head of Adult Care	April 2012
Extend the personalisation agenda to carers: consultation with carers will be carried out with a view to reviewing the Self Directed Support Questionnaire (self assessment questionnaire).	Head of Commissioning	April 2012

5. Respond to the White Paper, 'Equity and excellence: Liberating the NHS'

New and forthcoming national legislation places a duty on local authorities to coordinate the commissioning of local NHS services, social care and health improvement. This includes taking the lead on Joint Strategic Needs Assessments and Health and Wellbeing Strategies and promoting collaboration on joint working, local commissioning plans and the support of joint commissioning arrangements where appropriate.

The NHS White Paper: Equity and Excellence also sets out radical proposals for reform of the NHS and related local authority responsibilities. This includes putting patients at the heart of the NHS, focusing on improving outcomes in health and social care and making NHS services more directly accountable to patients and communities. This work will involve establishing Health and Wellbeing Boards to provide joined up commissioning and secure better care for patients and service users; creating local HealthWatch, to engage local people; moving the commissioning of health services to GP consortia and the creation of the NHS Commissioning Board to provide national leadership for delivering quality of care; and changes to the Council's scrutiny role.

The Health and Social Care Bill, once passed will set the proposals within the NHS White Paper into legislation.

Durham County Council needs to prepare for the seamless transfer of public health functions and related resources from the NHS as new responsibilities for public health are placed on local authorities.

Going well

- Local authorities have begun building relationships with GPs in relation to commissioning.
- Regular communications are being provided to Elected Members on the NHS reforms.

Cause for concern

- The transitional period will take place at a time of significant reductions in management capacity in PCTs. Engaging in transition planning and continuity of existing joint planning arrangements may therefore be difficult.

Did you know?

- The NHS reforms are paving the way for the most radical shake up of the NHS in over 40 years.
- The NHS reforms offer an increased role for local government and a renewed focus on the integration of health and social care services.
- Local authorities will gain public health functions from PCT's and have a duty to improve the health of their populations from April 2013. Shadow allocations of public health ring-fenced budget to local authorities will allow for planning before allocations are introduced in 2013/14.

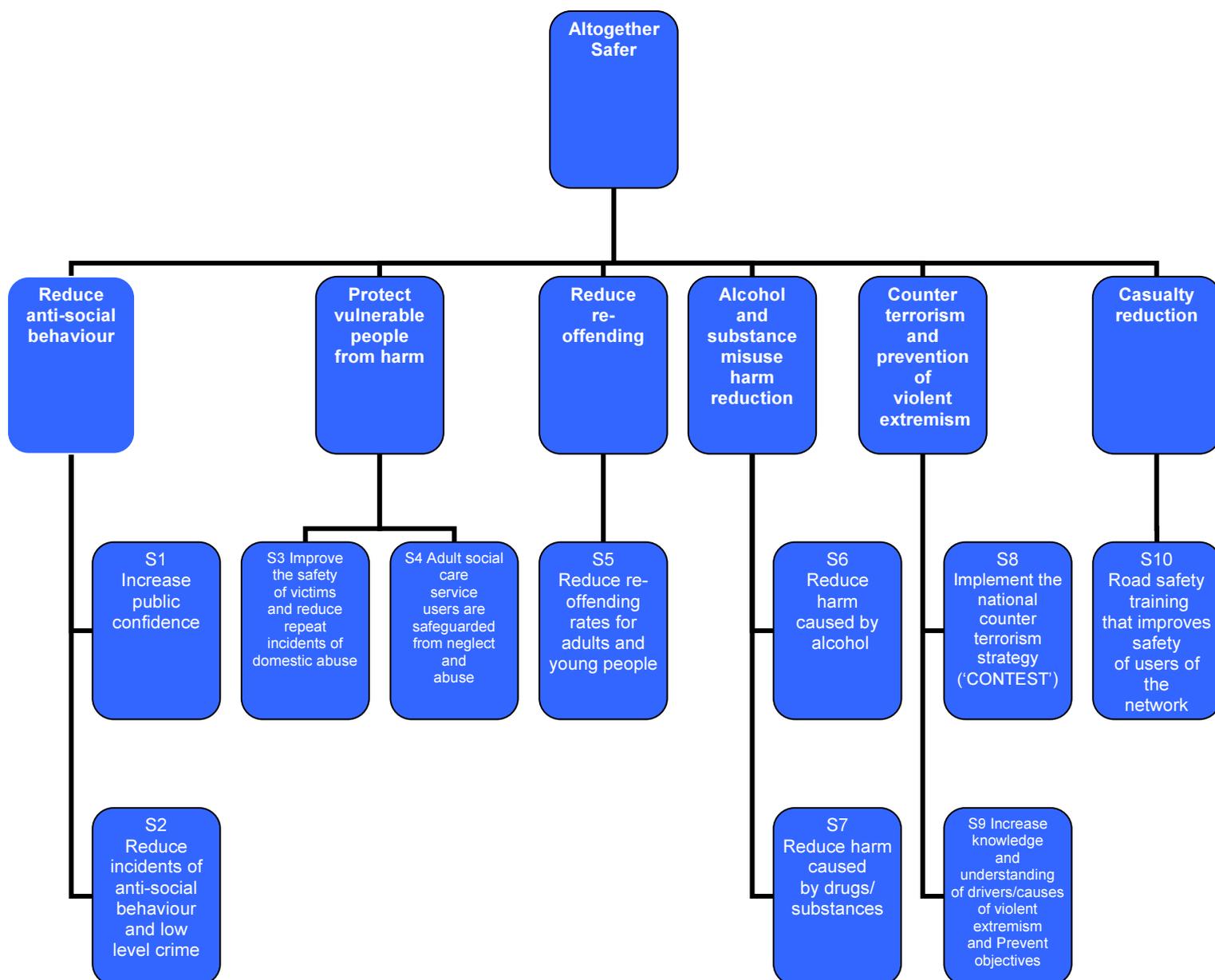
Look out for:

- A Joint Commissioning Strategy for Long Term Conditions will be published in August 2011.
- Local Involvement Networks (LINKs) will be transformed into Local HealthWatch. From April 2012 Local HealthWatch will take over the functions of LINKs in promoting and supporting public involvement in the commissioning, provision and scrutiny of local health and social care services.
- Health and Wellbeing Boards will assume statutory responsibilities from April 2013 but will be set up in shadow form from April 2012.

High level Action Plan

Action	Responsibility	Timescale
In partnership with NHS County Durham, we will commence the implementation of the Joint Commissioning Strategy for People with Long Term Conditions (i.e. a condition that cannot at present be cured but can be controlled by medication and other therapies).	Head of Commissioning	August 2011
We will respond to the White Paper 'Equity and Excellence: Liberating the NHS': <ul style="list-style-type: none">• Health and Wellbeing Boards assume statutory responsibilities• Transform the Local Involvement Network into a Local HealthWatch• Prepare for the transfer of public health improvement functions	Head of Policy, Planning and Performance	April 2013 (Dependent on government schedule) April 2012 (Dependent on government schedule) April 2013 (Dependent on government schedule)

Altogether Safer



The Council will continue to work with partner organisations, as part of the Safe Durham Partnership, to tackle crime and disorder, anti-social behaviour, alcohol and substance misuse, environmental crime and reducing re-offending in County Durham.

The Council supports the Safe Durham Partnership Plan 2011-14, which sets out a high level strategy to deliver a day-to-day operational response to issues impacting on our neighbourhoods. The Council will work with partners to involve the community in tackling priorities, with the aim of creating a safer county and contributing to an Altogether Better Durham.

Crime and disorder is not distributed equally around the county and key hotspots are identified as particularly vulnerable parts of the county. These areas generally face problems such as unemployment, low educational attainment and ill-health. Evidence shows that there are links between levels of deprivation and levels of domestic abuse, anti-social behaviour, re-offending, alcohol and substance misuse, and road casualties.

The Council will continue to work with partners throughout the county to tackle these issues, which have an impact on the personal safety of residents and service users. In particular, the Council is committed to safeguarding all those in our community who are vulnerable and at risk of abuse or neglect through the Safeguarding Adults Board.

The Council also supports the work of the Safe Durham Partnership to strengthen the resilience of public services and the community to acts of violent extremism and to provide support to those who are vulnerable to radicalisation.

1. Reduce anti-social behaviour

Anti-social behaviour is associated with everyday problems like nuisance neighbours, noise, graffiti, vehicle crime, abandoned cars, vandalism, litter, verbal abuse, intimidation, harassment and street drinking.

Going well

- People's perceptions that anti-social behaviour is a problem has reduced from 15.8% in 2009/10 to 10.1% for the year ending December 2010.

Cause for concern

- 52.8% of people surveyed in the year ending December 2010 were satisfied with how well the police and council deal with anti-social behaviour - this is down from 53.5% in 2009-10 and below the 2010-11 target of 57.5%.

Did you know?

- The issues causing residents most concern are parents not taking responsibility for the behaviour of their children, people not treating others with respect and consideration, and teenagers hanging around on the streets.

Look out for:

- Safe Durham Partnership Plan 2011-14

High level Action Plan

Action	Responsibility	Timescale
Deliver design projects aimed at enhancing a number of community buildings to encourage disengaged learners to participate in diversionary activities, i.e. <ol style="list-style-type: none"> 1. Youcan Centre⁷ 2. Seaham Youth Centre 3. Community Business College 	Head of Technical Services	June 2011 August 2011 July 2011 ¹
Deliver a programme of target hardening in areas at risk of crime including the installation of 'dusk til dawn' security lighting, security alarms, window/door locks, fire alarms.	Head of Direct Services	July 2011
Deliver design projects aimed at enhancing a number of community buildings to encourage disengaged learners to participate in diversionary activities.	Head of Technical Services	August 2011
Develop a collective approach to community intelligence gathering, analysis and sharing between the relevant agencies of the Community Safety Partnership.	Head of Direct Services	December 2011
As part of the 'Not in My Neighbourhood' campaign coordinate 14 weeks of actions, focussing on actions specific to local communities to address issues like crime and anti-social behaviour.	Head of Social Inclusion	March 2012
Develop a responsible retail scheme for retailers of age restricted products to address supply to children and young people.	Head of Environment, Health and Consumer Protection	March 2012
Deliver a joint enforcement protocol for licensed activities aimed at reducing alcohol related crime and disorder.	Head of Environment, Health and Consumer Protection	Complete annual enforcement programme March 2012/13/14
Completion of a programme intelligence led enforcement initiatives in relation to door step crime, rogue traders and the supply of illicit counterfeit and age restricted goods.	Head of Environment, Health and Consumer Protection	March 2012

⁷ The YouCan Centre offers disengaged children an educational programme in a 1:1 setting as well as counselling and anger management strategies.

2. Protect vulnerable people from harm

Protecting vulnerable people from harm includes those who suffer domestic abuse and those who suffer neglect or abuse. Reported incidents of domestic abuse are increasing in County Durham and demand exceeds supply for refuge and outreach services.

It is estimated that only a quarter of all domestic abuse incidents are reported to the police.

Safeguarding adults is a key priority for Durham County Council. DCC operates a zero tolerance approach to all forms of abuse and is committed to preventing the abuse of adults and responding promptly when abuse is suspected, with other partners.

Adult Safeguarding Referrals for suspected abuse increased by 102.1% between 2007/08 and 2009/10 as our reporting of issues improve in the County. There has been an increase in awareness and provision of multi agency safeguarding training provided by the Safeguarding Adults Board.

Going well

- 10.9% of domestic abuse victims accessing the 'Multi-Agency Risk Assessment Conference' (coordinated response to domestic abuse) were repeat victims, this significantly exceeds the target of less than 28% repeat victims.
- 78.7% of service users in County Durham have no worries about their personal safety or have support to ensure they have no worries, compared to an England average of 72.9%.
- 93% of safeguarding strategy meetings (to address suspected abuse and neglect referrals) were completed within 5 days of referral.

Cause for concern

- Physical and financial or material abuse remained the most common forms of abuse during the period of 2008/09 and 2009/10. Physical abuse increased by 29.5% when comparing 2008/09 with 2009/10, with financial or material abuse increasing by 75% over the same period.

Did you know?

- The 'Multi-Agency Risk Assessment Conference' became fully operational across the whole of County Durham in 2010-11.
- Safeguarding referrals for older people increased significantly and continued to rise from 2007/08 to 2009/10 across the county, showing an increase from

322 in 2007/08 to 666 in 2009/10.

Look out for:

- Safe Durham Partnership Plan 2011-14.
- Consultation on Joint Commissioning Strategy for Domestic Abuse.

High level Action Plan

Action	Responsibility	Timescale
Co-ordinate the implementation of the Joint Commissioning Strategy for Domestic Abuse Services.	Head of Social Inclusion	September 2011
Ensure that safeguarding adults targets are achieved, by completing 'strategy' meetings for referrals for suspected adult abuse and neglect within 5 days of referral and complete investigations into suspected adult abuse and neglect within 28 days.	Head of Adult Care	March 2012
Work with partners to provide individual emotional and practical support services to victims of domestic abuse.	Head of Social Inclusion	April 2012

3. Reduce re-offending

The Safe Durham Partnership Prolific Priority Offenders (PPO) Strategy 2009 identified that nationally, approximately 10% of the active offender population are responsible for half of all crime and that a very small proportion of offenders (0.5%) is responsible for one in ten offences.

Reducing Re-offending is a Safe Durham Partnership priority. The aim is to develop strategic pathways through key services to ensure offenders have the support they need to stop their offending behaviour.

Going well

- Fewer young people are re-offending and committing fewer offences: 139 re-offended in 2009, committing 534 offences compared to 171 re-offending and committing 579 offences in 2005. This was also recognised by *Ofsted*

(November 2009): ‘... a small number of young people are now re-offending.’

Cause for concern

- In 2009-10 there was a 13% reduction in re-offending by the Prolific and Priority Offenders cohort, this did not however achieve the Home Office target of a 24% reduction.

Did you know?

- During April-June 2010, Theft and Handling Stolen Goods accounted for 24% of offences by young people which resulted in a Pre-Reprimand Disposal, pre-court decision or court conviction.

Look out for:

- Safe Durham Partnership Plan 2011-14.

High level Action Plan

Action	Responsibility	Timescale
Coordinate with partners the Reducing Re-offending Group as part of the Safe Durham Partnership and keep track of the group's delivery action plan on a 3-monthly basis.	Head of Social Inclusion	March 2012

4. Alcohol and substance misuse harm reduction

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

Going well

- People's perception of drunk and/or rowdy behaviour in public areas as a problem decreased from 35.7% in 2008/09 to 17.5% for the year ending December 2010.
- The drug-related offending rate reduced from 1.23 in 2008/09 to 1.17 in 2009/10.
- The public's perceptions of drug use or dealing in their local area being a problem decreased from 23.4% in March 2010 to 17.9% in December 2010.

Cause for concern

- 60 casualties from road traffic accidents in the year to date have involved illegal alcohol levels.
- Performance up to September 2010 identifies 1,520 drug users in effective treatment which is not on track to achieve the Sustainable Community Strategy target of 2,030 or the local target of 1,630.

Did you know?

- Over 7% of reported crimes (and about 50% of violent crime against the person) in County Durham are alcohol-related.
- An estimate of the total cost of alcohol misuse in County Durham ranges from £173m - £228m.
- It is estimated by the National Treatment Agency that there are nearly 2000 class 'A' drug users in the County. County Durham DAAT considers this an underestimation as, unlike other areas in England such as Manchester and London where numbers in treatment have remained stable, County Durham still continues to see an increase.

Look out for:

- Safe Durham Partnership Plan 2011-14

High level Action Plan

Action	Responsibility	Timescale
Work with partners to deliver a programme of interventions involving licensing enforcement and health promotion initiatives aimed at reducing harm caused by alcohol	Head of Environment, Health and Consumer Protection	March 2012
Implement the County Durham Alcohol Harm Reduction Strategy action plan and review it on a 3-monthly basis.	Head of Social Inclusion	March 2012
Agree an implementation plan for the national Drug Strategy for County Durham to: <ul style="list-style-type: none">• Assist people to seek help and	Head of Social Inclusion	March 2012 (Dependent on Government schedule).

overcome their dependency on drugs

- Address other issues in addition to drug treatment such as offending, employment and housing
- Enable local communities to tackle drugs and the harm they cause.

5. Counter terrorism and the prevention of violent extremism

The current threat level for the United Kingdom is 'Severe' which means a terrorist attack is highly likely.

The most significant element of national counter terrorism response (CONTEST) dealt with by the Safe Durham Partnership Counter Terrorism Group is the 'Prevent' agenda, which is based on a better understanding of the causes of 'radicalisation' (the process by which people become terrorists or lend support to violent extremism). The two supporting objectives are to: develop intelligence, analysis, and information; and to improve our strategic communications.

Going well

- Developed and successfully participated in the Cabinet Office approved 'Busan Gold' multi-agency strategic command exercise.

Cause for concern

- High profile case involving convictions for acts of terrorism in County Durham in May 2010.

Did you know?

- Durham is currently at level 2 in relation to building resilience to violent extremism, with a clear plan to achieve level 3 in 2011/12.

Look out for:

- Safe Durham Partnership Plan 2011-14.

High level Action Plan

Action	Responsibility	Timescale
Co-ordinate local authority actions to contribute to the 'CONTEST Strategy' delivery action plan	Head of Social Inclusion	March 2012

6. Casualty reduction

Durham appears to be doing reasonably well in relation to the current Government Casualty targets, in particular there has been a reduction in the child pedestrian casualties in 2009/10 in comparison with previous years.

There is cause for concern that our overall casualty figures may not meet a government target of a 40% reduction in fatalities. On a positive note the number of children killed or seriously injured has reduced in 2009/10 in comparison with previous years and our slight casualties are also in line with a government target of a reduction of 10%.

Regional data shows that child pedestrian casualties feature highly on the IMD (Index of Multiple Deprivation) and in particular the Durham City, Wear Vally, Easington, Chester le Street and Sedgefield areas are highlighted as a concern in this respect. Work with target groups is therefore aimed at reducing these figures further.

Going well

- There was a 53% reduction in child pedestrian casualties in 2009/10

Cause for concern

- Numbers of cyclists killed or seriously injured has increased from 4% to 7% for all casualties in 2009/10
- The number cyclists killed or seriously injured has risen from 4% to 7% of all casualties in 2009/10
- Over the last 5 years motorcyclists continue to account for 22% of all casualties.
- Young drivers were involved in 39% of all collisions in 2009/10 (Although this is in line with regional figures)

Did you know?

- Bikeability 'real world' training on cycling on roads has now been provided to nearly 15,000 children in County Durham

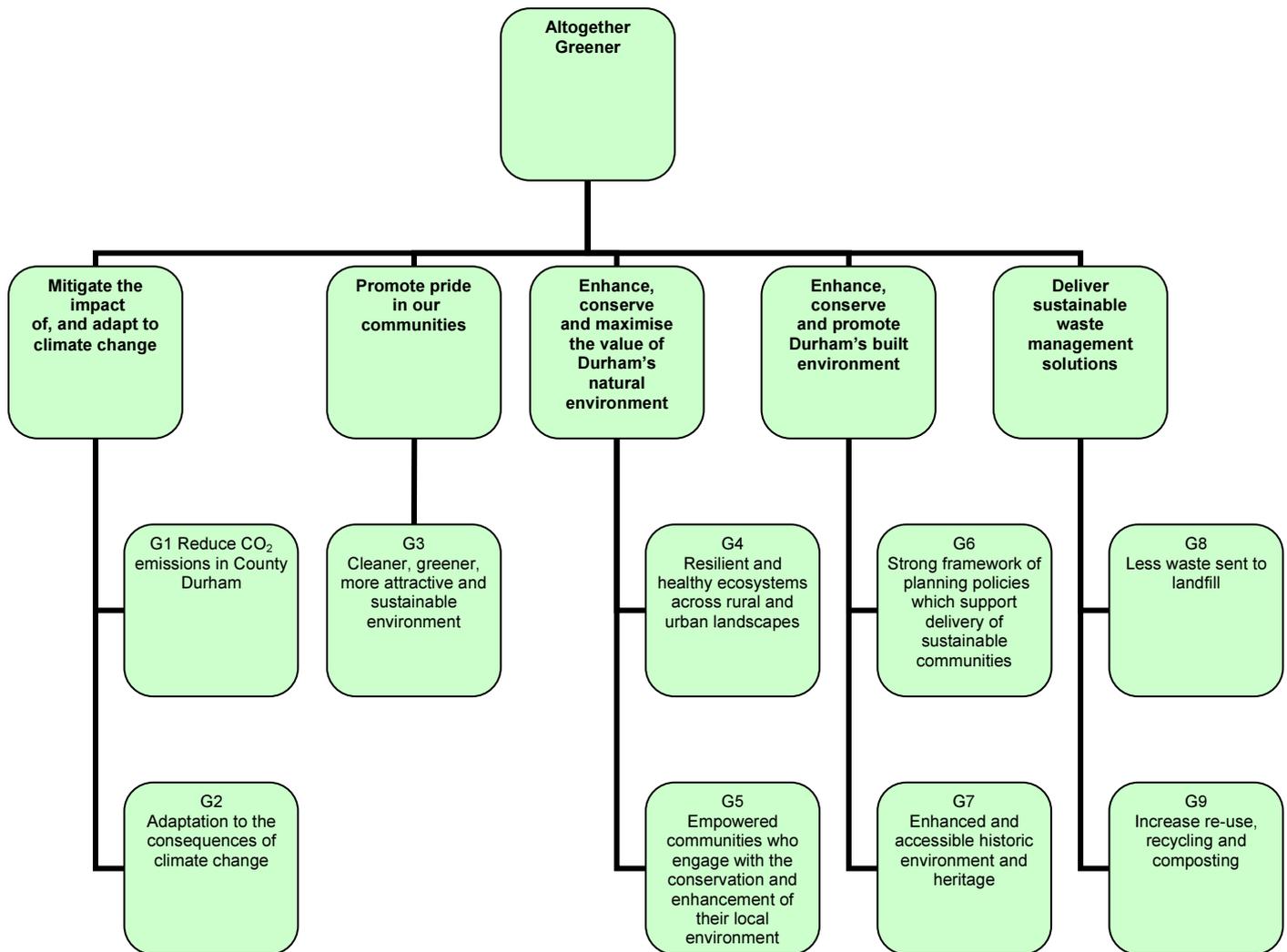
Look out for:

- The 'Excelerate' scheme that provides training for pre and post test drivers

High level Action Plan

Action	Responsibility	Timescale
Increase participation in the Excelerate Scheme aimed at improving the road skills of new and inexperienced drivers aged 17-25.	Head of Technical Services	March 2012
Wise Drive Event		September 2011
Provide practical child pedestrian training in targeted primary schools (7-9 years old).	Head of Technical Services	March 2012
Provide training for 'born again' bikers and new full licence holders who ride large cc Motorcycles:	Head of Technical Services	March 2014
Annual Bike Wise Event		July 2011
Determine the sustainability and maintain Standards for our transport assets to ensure that we can plan for future resilience of our highways.	Head of Transport	March 2012

Altogether Greener



There is mounting evidence that the UK is beginning to experience changing climatic conditions and more extreme weather patterns attributable to the effects of global climate change. These changes are accelerating and will bring significant challenges to every aspect of our lives, our communities and the natural environment. The Council has set challenging targets to reduce carbon emissions caused by the Council's operations and also to tackle emissions across the wider County. We aim to do this through programmed activity with residents and also through working with large scale businesses and employers such as the NHS and Fire and Rescue Service. The Council also has a key role in ensuring that resilience to extreme weather events is increased through adapting to the changes caused by climate change.

Reducing waste is another important contributor to sustaining our natural resources. Last year we land-filled 165,482 tonnes of municipal household waste representing an improvement of 3% on the previous year. We need to further reduce waste generation, increase levels of re-use and recycling, and where possible recover energy from waste if we are to achieve our goal of diverting waste from landfill.

Through engaging with our communities, we know that local environmental cleanliness is an important factor in making County Durham a good place to live, work and bring up a family. Both the natural and built environment, require careful management to ensure that we can maintain a good quality of place and access to our natural assets. In addition, communities regularly emphasise the importance of access to parks and green spaces for socialising, exercise and enjoying nature. Through education, involvement and enforcement, where necessary, we will work with communities to improve the overall cleanliness and attractiveness of our local environment.

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

The Council has targets to reduce its own carbon emissions by 40% by 2015 and emissions across the whole of County Durham by 40% by 2020. Alongside the Council is working to ensure the County is well prepared to adapt to the consequences of climate change. In particular we need to ensure that County Durham is well prepared to cope with any future major flooding events. By working with the Environment Agency, we have identified those areas which may be vulnerable to flooding. Over the next three years we will be implementing actions to mitigate the potential impact and protect our communities.

Going well

- The largest uptake of micro-renewable technologies in the North East, and we are currently in the top 7% in the country.
- Durham County Council has achieved the 5th largest number of cavity wall and loft insulation measures in England, Scotland and Wales carried out across all tenures of housing over the first two years of the Carbon Emissions Reduction Target.
- The Council has signed the European Covenant of Mayors, which is a commitment by signatory towns and cities to go beyond the objectives of EU energy policy in terms of reducing CO₂ emissions through enhanced energy efficiency and cleaner energy production and use.
- We have set up a Council wide Eco-Champions Group to embed carbon reductions across the Council.
- Delivering an energy saving awareness programme across the Council.
- We have established a new Drainage and Coastal Protection Team to ensure the Council's obligations under the Flood and Water Management Act 2010 are carried out.
- Three Electric Cathedral buses were introduced during 2010.

Cause for concern

- With the economic downturn and rising energy prices fuel poverty is likely to become an even greater challenge for County Durham.
- A need for major capital investment for climate change resilience measures.
- We need to ensure that low carbon measures are at the heart of economic recovery.
- In addition to carbon emissions, there is a necessity to reduce other atmospheric pollutants, for example, DEFRA has stated that the cremation industry must abate 50% of flue gases from cremations by 2012 and 100% by 2020.

Did you know?

- To reduce the effects of climate change, the Government has committed to reducing carbon emissions within the UK by 60% by 2050, in comparison to 1990 levels. As part of this commitment, the Council has committed to reducing its own carbon emissions by 40% by 2015. We also agreed to work to a target of a 40% reduction in CO₂ across County Durham by 2020.
- County Durham needs to reduce its CO₂ emissions by 742,000 tonnes by 2020. This breaks down into 313,500 tonnes from housing, 313,500 tonnes from industry and 115,000 tonnes from transport.
- As part of the [Warm Homes Campaign](#), free and subsidised home insulation is available to people living in County Durham.
- Peatland has a moderating role in global warming. The UK's peatlands, of which 27% is in the North Pennines, contain more carbon than the combined forests of France and UK.
- Street lighting is one of the areas impacting on the environment through its CO₂ emission. Controlling the lighting strength of chosen lights at particular times of day reduces energy costs and CO₂ emissions.
- The Council maintains more than 80,000 street lights and 5,500 lit signs.
- Last year the Council replaced deteriorating lighting columns on a 20 mile stretch of the A167 with a new lighting monitoring control system. As part of that scheme, 1136 lanterns were replaced or reused and fitted with intelligent electronic ballasts, reducing lighting levels by up to 30 % between midnight and 5am when traffic levels are low.

Look out for:

- Local Transport Plan 3 which comes into effect from April 2011.
- DCC has already installed 20 Electric Vehicle Recharging Points across the County and a further 100 points will be installed by the end of March 2013.
- Walkway and Cycleway improvements by 2014.
- Renewable energy generation projects on Council property that will feed into the national grid, to generate income and reduce our energy consumption.

High level Action Plan

Action	Responsibility	Timescale
Reduce the need to travel to access Council services through better use of technology delivered by the Channel Migration and Improvement Strategy.	Corporate Director of Neighbourhood Services	April 2011
Develop projects for renewable energy development on council assets to include solar farms, biomass and wind generation:	Head of Planning	
<ul style="list-style-type: none"> Overarching plan and projects finalised 		April 2011
<ul style="list-style-type: none"> Implementation of plan 		February 2012
Address and support climate change adaptation through the County Durham Plan and mitigate the effect of flooding throughout the County	Head of Planning/ Head of Technical Services	
<ul style="list-style-type: none"> Produce a county-wide Preliminary Flood Risk Assessment to increase our understanding of flood risk and act as a foundation for future investment and action. 		June 2011
<ul style="list-style-type: none"> Establish a Flood Risk Management Strategy for Durham County Council 		April 2012
<ul style="list-style-type: none"> Address and support climate change adaptation through land allocations and the design and enhancement of environments (County Durham Plan). 		July 2011
Develop a programme of initiatives to reduce carbon emissions and other atmospheric pollutants from Council Services' operations including:		
<ul style="list-style-type: none"> Deliver a £2.3m scheme to install new cremators and mercury abatement plants to comply with European legislation 	Head of Direct Services	December 2012
<ul style="list-style-type: none"> Further roll out a Central Management System for street lighting 	Head of Technical services	March 2013
<ul style="list-style-type: none"> Deliver a primary school replacement sustainable design programme <ul style="list-style-type: none"> Kirk Merrington School 	Head of Technical Services	February 2013
<ul style="list-style-type: none"> Greenlands School 		April 2013

2. Promote pride in our communities

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

Going well

- Just 2% of relevant land and highways are assessed as having litter deposits that fall below an acceptable level.
- 449 fewer fly-tipping incidents have been reported during 2010/11/10.
- 65 businesses in the authority area now meet Tidy Business Standards.
- 3250 volunteering episodes were recorded with the Countryside Rangers.

Cause for concern

- There has been an increase in the number of fly-tipping incidents of tipper lorry size over the last year.

Did you know?

- In the UK we drop 122 tons of cigarette butts and litter every day.
- 1.3 million pieces of rubbish are dropped on Highways Agency roads alone every weekend.
- The Council was selected to participate in a national campaign last October to highlight that “there is no such thing as a dog poo fairy”. During that campaign, we recorded that 98% of dog owners were responsibly disposing of their dog waste. We are now working hard to deal with the small minority who continue to blight our local environment.

Look out for:

- A range of activities organised by the Civic Pride Teams to enable everyone to get involved and ‘Do their bit’
- The annual environment award scheme which recognises the achievements of local individuals and groups in relation to good design and sustainable principals in all aspects of the built and natural environment encouraging Pride in our communities.
- Police Support Officers being able to issue fixed penalty notices for incidents of enviro-crime, from 1st April.

High level Action Plan

Action	Responsibility	Timescale
Establish a Street Champions Scheme integrated with Neighbourhood Watch for reporting environmental concerns.	Head of Direct Services	April 2011
Recognise the achievements of 'Pride in Durham' volunteers, property owners and business by co-ordinating an annual award scheme which recognises the achievements of local individuals and groups.	Head of Direct Services/ Head of Planning	June 2011

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

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

There have been a number of improvements to Durham's natural environment; the air we breathe is cleaner, the quality of water in our rivers has improved and our wildlife sites are in better condition. These successes show that properly focused environmental policies can deliver real change. Our natural environment is under constant pressure and if it is to be protected as a resource for future generations, we need to take action now.

There are natural challenges specific to the North East of England that need to be considered, including the need to provide large scale biodiverse landscapes to mitigate the impact of climate change. The pressures on the natural environment, for example, housing, energy business and food production are immense.

Going well

- 10 'green flags' were awarded to parks and open spaces under the control of the Council. In addition, 5 further green flags were awarded to Ferryhill (2 awards) and Horden (3 awards) town councils. Durham County has performed very well compared to other local authorities in the region. Only Newcastle achieved the same number of awards (10).
- £2million in Heritage Lottery funding has been awarded to the Limestones Landscape Initiative.
- A new landscape partnership – the Heart of Teesdale Partnership – covering the Tees Vale around Barnard Castle has been developed with Heritage Lottery Funding.
- Durham Heritage Coast was awarded the UK Landscape of the Year award 2010.
- Parts of the West Durham coalfield have been identified by Natural England as an Integrated Biodiversity Delivery Area – one of a small number of national pilot schemes.

Cause for concern

- The latest residents' survey shows that although 76% of respondents to the recent residents' survey are satisfied with parks and open spaces, the level varies from 68% to 87% depending upon location. We are committed to providing the same high level to all residents, regardless of where they live.

Did you know?

- Hardwick Park is the second most popular attraction in the county after Durham cathedral with 400,000 visitors each year.
- The Durham Magnesian Limestone Plateau has two-thirds of the rare Magnesian Limestone grassland, 52 Sites of Special Scientific Interest (SSSIs), over 200 Local Sites, 4 National Reserves (all in Durham) and European sites of conservation.
- Castle Eden Dene on the east coast is a National Nature Reserve that has the largest and best preserved gorge woodland in Britain, as well as being home to the Durham Argus Butterfly.
- The stunning Durham landscapes also support other notable habitats such as the Moorlands of the North Pennines which are home to rare and protected species iconic to Durham including the Black Grouse and Spring Gentian.
- Data collected by the Environment Agency shows an overall improvement in the quality of local river water marked by the return of 'keystone' species such as the otter.
- Nationally and within Durham, Natural England report that over the last 50 years the country has experienced a dramatic reduction habitats including woodland, wild flower meadow, wetland and hedgerows.

Look out for:

- The green Flag Award Results.
- Improvements delivered through the Limestone Landscape Partnership and the Heart of Teesdale Landscape Partnership.
- Durham Heritage Coast submission for the European Landscape of the Year award 2011.

High level Action Plan

Action	Responsibility	Timescale
Improve the quality, appearance and biodiversity of key open spaces around the County including: <ul style="list-style-type: none"> Jubilee Park, Howden le Wear Durham City Riverbanks 	Head of Sport and Leisure Services Head of Direct Services	May 2011 March 2012
Develop the County Durham Green infrastructure Strategy. Complete local implementation plans.	Head of Planning, Head of Direct Services	July 2011 March 2012
Develop biodiversity and landscape policies for the County Durham Plan and develop criteria based policies through subsequent Development Planning Documents.	Head of Planning	December 2011
Develop an Open Space Strategy to incorporate countryside play events, playing pitches, parks, allotments.	Head of Direct Services	December 2011
Harmonise grounds maintenance standards across the authority area.	Head of Direct Services	April 2012

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

Our built environment is the place where most people both live and work. The appearance of our built environment is important but good design is about much more than how things look. It is about uplifting communities and transforming how people feel and behave. It is also about using resources effectively and imaginatively.

There is a need to plan for the future of our built environment. As our population ages, we need to make places more welcoming and inclusive, and ensure that they are designed for the convenience and the enjoyment of all age groups. In addition, the challenges of climate change demand that we fundamentally re-think the way we plan and design our built environment – both to mitigate climate change, by using local and sustainable materials in the actual build, whilst ensuring that energy use from the building is minimised through energy efficiency and renewable energy and to adapt, by ensuring that development is fully prepared for more extreme weather.

Quality of place does not just matter for the here and now. The built environment endures, and decisions made now will continue to have repercussions down the decades.

Going well

- Over 5,300 people enjoyed the opportunity offered by Heritage Open Days, an increase of over 1500 from 2009
- Conservation Area Appraisals which set out the significant conservation characteristics to aid owners and investors in planning were completed in 16 areas since April 2009. A further 8 are well on the way, after public consultation events, to adoption.
- In 2010, a Historic Environment Record Officer was appointed to develop a better electronic data base to provide improved access to historic environment information. This helps developers and decision makers better understand our built identity.

Cause for concern

- Large Number of historic buildings in Durham on the annual 'At Risk' Register. The English Heritage Register is a tool to help all, especially owners, focus on the importance of regular maintenance and occupation before major problems occur. It includes only the top 8% of listed buildings and scheduled monuments.

Did you know?

- The County Durham Plan is being developed which will provide the planning framework for County Durham up to 2030.
- County Durham has 94 designated Conservation Areas the first being designated in 1968 and the most recent in 2010. These are designated locally by the Council
- County Durham has more than 3000 listed buildings, 260 are in the top 8% in the country. Listed buildings are designated by government, not locally
- Durham Cathedral and Castle is a World Heritage Site. The local planning authority must include policies for the protection and sustainable use of the site in its planning framework

Look out for:

- Further County Durham Plan Consultations with the core strategy due to be adopted by March 2012 and allocation document published May 2013.

High level Action Plan

Action	Responsibility	Timescale
Maintain the County's historic/listed highway bridges in line with the 2011/12 programme which includes: <ul style="list-style-type: none"> • Hargill • Haswicks • West Blackdene • Greta Old Bridge 	Head of Technical Services	July 2011 August 2011 August 2011 October 2011
Manage promote and deliver an enhanced annual programme of Heritage Open Days, increasing participation.	Head of Planning	September 2011 (Annually)
Raise understanding, expectations and quality for, County Durham's built and natural environment through the County Durham Plan, by producing a Sustainable Design Supplementary Planning Document.	Head of Planning	May 2012
Support the reduction of Heritage at Risk in County Durham through identifying works, possible grants and providing advice. Identify 12 buildings over the next three years and work with owners to try and remove heritage sites from the risk list.	Head of Planning	March 2014

5. Delivering sustainable waste management solutions

Sustainable waste management solutions are important to both our natural environment and in terms of the contribution to climate change.

Recycling is vital. In order to manage the County's waste, we must ensure that our focus is on reduction, re-use and recycling of waste to divert it from landfill. Diversion from landfill will not only protect our environment, but also reduce the financial burden placed on the Council through the Landfill Tax Escalator which makes it more and more expensive to send waste to landfill.

Going well

- Over 40,000 subsidised compost bins have been sold to residents over the last 7 years.
- A programme of repair and improvement work at all 15 Household Waste Recycling Centres has increased user satisfaction with the facilities and increased collection of recyclable materials.
- Our Waste and Recycling Team were named 'Best Service Team of the Year' at the annual Association for Public Sector Excellence (APSE) awards in September 2010 in recognition of excellence in frontline services.

- 39.4% of household waste is now reused, recycled or composted.
- There has been a 12% reduction in the amount of household waste collected.
- 92% of County Durham residents use the doorstep recycling facilities.
- 88% of our residents are satisfied with the doorstep recycling facilities.

Cause for concern

- There are 240,000 household tonnes of waste produced in County Durham every year.
- 25% of all construction packaging waste is plastic.

Did you know?:

- The amount of waste produced and sent to landfill is still too high.

Look out for:

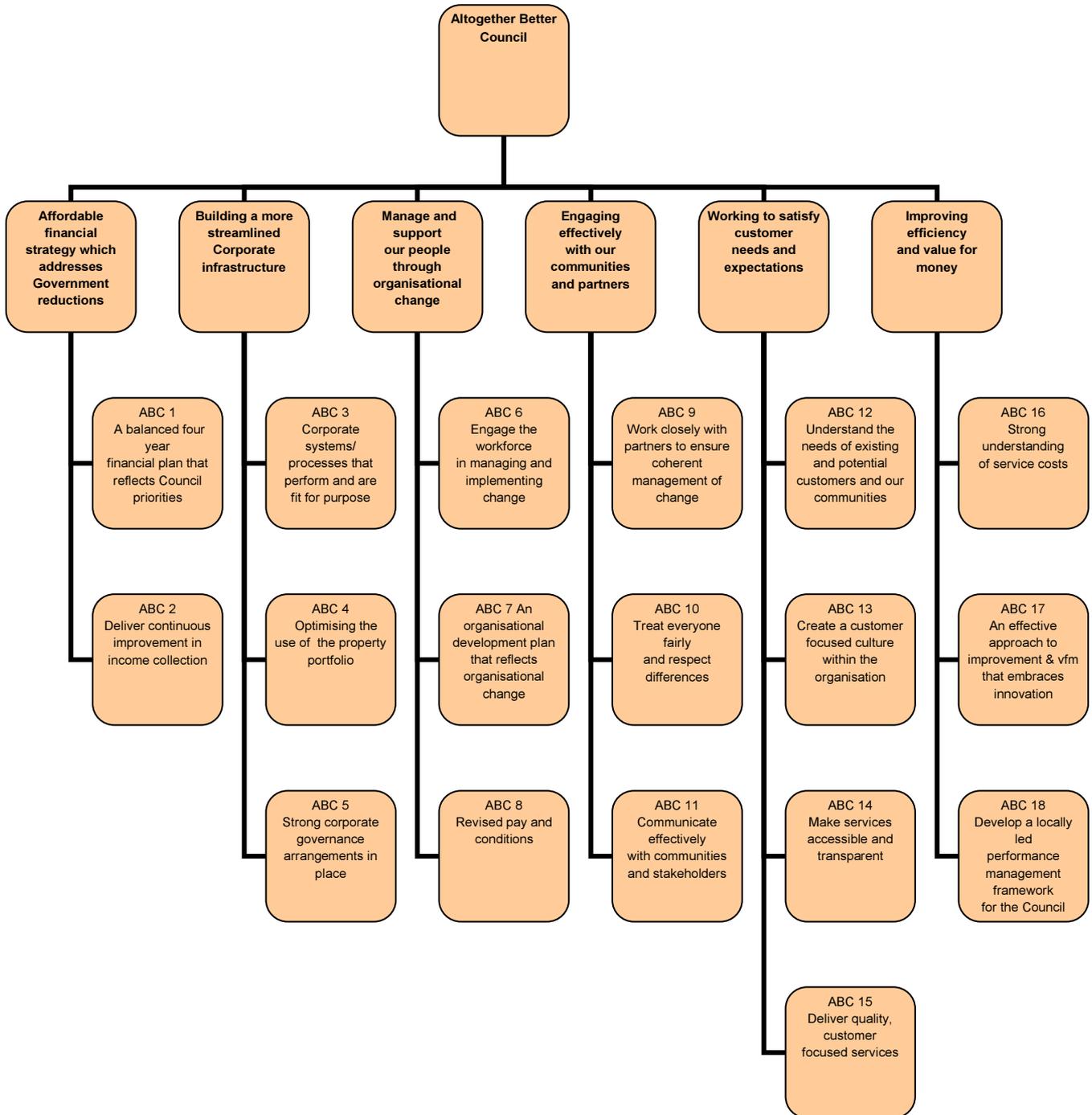
- The results of the public consultation in relation to the Council's approach to waste management.

High level Action Plan

Action	Responsibility	Timescale
Improve routes for waste collection to ensure a more efficient service.	Head of Direct Services	April 2011
Complete options appraisal for:		
<ul style="list-style-type: none"> • the rationalisation of Household Waste Recycling Centres (HWRCs) 	Head of Direct Services	Sept 2011
<ul style="list-style-type: none"> • recycling of plastic waste from highways operations 	Head of Technical Services	Dec 2012
<ul style="list-style-type: none"> • separate collection of food waste. 	Head of Direct Services	Dec 2014
Review and implement changes to trade waste services, maximising value for money and increasing recycling rates for businesses.	Head of Direct Services	April 2012
Implement alternate weekly collection service for residual household waste	Head of Direct Services	April 2012
Complete a procurement exercise in order to determine the future options for how the Council disposes of its residual waste. ⁸	Head of Direct Services	May 2012

⁸ The waste left over after recycling and composting

Altogether Better Council



This section of the Council Plan has undergone the most change since last year. This is to ensure that our plans fully reflect the changes in the national picture following the change in Government last year. A key plank of the previous Government's performance management framework for local authorities was the Comprehensive Area Assessment regime which replaced the Comprehensive Performance Assessment in 2009. The coalition Government has abolished this and

has also proposed that the Audit Commission should be dismantled. Inspection and assessment formed a healthy independent framework for our improvement activity and was often a catalyst for change. In the future the Council will have to develop its own approach to improvement. The overriding driver for this will be the need to demonstrate value for money in the delivery of all of our services and to generate internal efficiencies to help mitigate some of the effects of the reductions in grant funding. Increased openness and transparency in public services is another underlying theme of the Government's programme. This is already beginning to shape up into a portfolio of additional requirements being placed on local authorities. The emphasis on localism is also a key driver of the Government's policies and while the picture in relation to their 'big society' is still emerging, it is going to lead to an increasing emphasis on community engagement and communication.

1. Affordable financial strategy which addresses Government reductions

The Council is facing an unprecedented level of reduction in Government support over the medium-term. Although the savings that the Council needs to achieve are substantial, we have been working to develop plans well in advance of the announcement of the Finance Settlement in December. We largely anticipated the Government Grant reductions and the heavy front loading of the required savings. The Council has agreed a strategy for making the savings where more than half of the required savings will be made through reductions in management costs, support services, efficiencies and increases to fees and charges so that the impact of reductions to frontline services are minimised.

Going well

- After taking account of the receipt of Government Capital Grants and receipts from the sale of capital assets, the Council is able to invest an additional £38.6 million in 2011/12 in key infrastructure projects to support our corporate priorities. This will give us a revised capital budget of over £194 million for the financial year and £364 million over the lifetime of this Plan.
- The Audit Commission judged the Council to have adequate arrangements in place for financial planning in 2009/10.

Cause for concern

- The Council is facing unprecedented levels of reduction in financial support from the Government with our two-year Financial Settlement confirming heavily front loaded reductions in 2011/12 and 2012/13.
- After taking account of other budget pressures, the Council is required to achieve savings of £123.5 million over the next 4 years amounting to almost 30% of our Net Revenue Expenditure Budget.

Did you know?

- The development of the proposals for savings within the Medium-Term Financial Plan draws heavily on the results of consultation with residents through the Residents' Survey (over 6,500 respondents) and a series of specific budget consultation exercises involving over 1,400 people.
- The Council has prepared an equality impact assessment for each individual savings proposal, all of which are available for public inspection and the report seeking approval of the Medium-Term Financial Plan also details cumulative impact on service users, other organisations or Council staff based on protected characteristics contained within equalities legislation.

Look out for:

- The 2011/12 Budget has been developed assuming the Council will leave Council Tax levels unchanged.

High level Action Plan

Action	Responsibility	Timescale
Delivery of the 4 year Medium Term Financial Plan programme of planned savings. (Appendix 2)	Corporate Management Team	2011-2015
Implement new council-wide revenues and benefits system, relocate revenues and benefits staff to one location and carry out a restructure of the service.	Head of Finance	August 2011

2. Building a more streamlined corporate infrastructure

The Council aims to achieve savings of £27.1 million over the next 4 years through reductions to management and support service costs, which accounts for 30.5% of the total budget in these areas. A number of planned savings contained within the Council's Medium-Term Financial Plan reflect the further benefits to the Council of becoming a unitary authority and still having significant efficiency savings and modernisation opportunities still to be implemented. For example, consolidation of some of our computer systems onto a single platform following Local Government Reorganisation will allow us to achieve some significant efficiency savings. The implementation of the Council's Accommodation Strategy also aims to achieve reductions in premises costs which will deliver a net saving.

Going well

- The Council's Benefits Service was inspected by the Audit Commission in 2010 and judged to be a fair (one star) service with promising prospects for improvement. Only 7% of inspections to date have resulted in a score better than this.
- The Audit Commission judged the Council to have adequate arrangements in place for commissioning and procurement, data quality, corporate governance and strategic asset management in 2009/10.

Cause for concern

- The payment of invoices to suppliers within 30 days and the time taken to process housing and council tax benefit claims remain areas for improvement but remediation plans are in place to address performance issues in these areas.
- The Audit Commission who is the Council's auditor issued the Council with a qualified opinion for 2009/10 on the value for money conclusion which it is required to make as part of the annual audit of accounts. This was because in 2010 the Council failed to produce its accounts by the statutory deadline of 30th September 2010 and had weaknesses in financial control for some of its key financial systems during the year.

Did you know?

- The Council's planned programme of rationalisation of office accommodation is projected to deliver savings in excess of £1.5 million over 4 years after taking into account the additional costs that the programme will incur.

Look out for:

- Implementation of the Council's Office Accommodation Strategy which will involve the development of further customer access points across the County, relocation of 950 members of staff and demolition of costly and old accommodation which is no longer fit for purpose.
- The Localism Bill which when enacted will abolish the Standards Board regime and the Members' model code of conduct and introduce local accountability and a criminal offence of deliberate failure to declare a personal interest in a matter.
- Abolition of the Audit Commission which will involve putting into place alternative arrangements for the auditing of public bodies by 2012/13.

High level Action Plan

Action	Responsibility	Timescale
Delivery of the Accommodation Strategy to timescales and realisation of the planned benefits: <ul style="list-style-type: none"> • Opening of Spectrum 8, Seaham • Closure of Consett Civic Centre. 	Assets Project Manager	May 2011 November 2011
Carry out annual reviews of the Corporate Improvement Programme including identification of benefits realised.	Head of Policy and Communications	August 2011, August 2012, August 2013

3. Manage and support our people through organisational change

The Authority will be undergoing a dramatic change over the medium term, mainly due to the challenge we face in having to find savings as a result of reductions in Government grant support. The Council has estimated that it needs to lose 1,600 full-time equivalent posts from its establishment over the next 4 years to help us meet our savings targets. It is essential that we engage with the workforce in helping us to manage and implement the necessary changes and that we develop an organisational development plan which reflects these changes. Part of our approach to ensuring equity in our pay and rewards systems is to harmonise terms and conditions and introduce a new pay structure following job evaluation.

Going well

- The Audit Commission judged the Council to have adequate arrangements in place for workforce planning in 2009/10.

Cause for concern

- Despite making substantial in-year savings of over £18 million in 2009/10 and deleting 350 posts from its establishment, it is expected that a further 1,600 of full-time equivalent posts will need to be lost over the next 4 years.

Did you know?

- The Council has an establishment of 17,579 full-time equivalent posts and employs 21,823 people.

Look out for:

- A new single status framework of employment terms and conditions
- A new pay and grading structure following job evaluation.
- New policies to support staff and manage change such as home working, career breaks, job share, flexible working and flexible retirement.

High level Action Plan

Action	Responsibility	Timescale
Agree single status framework for terms and conditions of employment for negotiation with trade unions.	Head of Human Resources and Organisational Development	December 2011
Implement a new pay and grading structure appropriate to the Councils requirements	Head of Human Resources and Organisational Development	December 2011
Implement the Council's People and Organisational Development Strategy in accordance with the action plan.	Head of Human Resources and Organisational Development	March 2012
Introduction of wider reward initiatives such as salary sacrifice schemes, voluntary benefits and discount purchase schemes for staff.	Head of Human Resources and Organisational Development	March 2013

4. Engaging effectively with our communities and partners

Effective engagement with local residents has been a key focus for Durham County Council since local government reorganisation, and our 14 Area Action Partnerships across the County are key to achieving this. The Government is also placing a great emphasis on connecting with communities through its Localism Bill and emphasis on transparency of Council information for the public. This will give councils a general power of competence and residents will also be given the power to instigate referendums on any local issue. They will also be able to veto excessive council tax increases. The Bill will also provide new power to residents to help save local facilities and services threatened with closure and give voluntary and community groups the right to challenge the Council over service provision.

It is also critical that we maintain a focus on effective partnership working within the changing national context, in particular working through the County Durham

Partnership to ensure integrated delivery of public services across the County. In 2011 the Council will also continue to respond to their requirements of the Equalities Act 2010. A new single equality duty applies from 2011 extending equalities legislation to the areas of age, faith, sexual orientation, transgender, pregnancy and maternity and marriage and civil partnerships in addition to the already protected areas of gender, race and disability.

Going well

- Almost 4 out of 5 (78%) of respondents to the Council's Residents' Survey are satisfied with the way that Durham County Council runs things. This is five percentage points higher than available benchmarks of satisfaction ratings with other local authorities.

Cause for concern

- Satisfaction levels vary between different localities with highest levels recorded in Teesdale and Weardale and the lowest being recorded in the Durham and Derwent Valley Partnership areas.
- 62% of respondents to the Residents' Survey felt that the Council is remote and impersonal.
- Communications mechanisms other than Durham County News need to be explored for engaging with under 25s as 37% of respondents to the Residents' Survey in this age group said that they have never read it.

Did you know?

- Durham County Council owns 6 Gypsy and Traveller sites which have a total of 113 pitches.
- There are 109 parish and town councils in County Durham.
- Durham County Council is currently responsible for 143 community buildings
- Area Action Partnerships have brought in over £10 million of funding to the County in addition to allocating £5 million to community projects from their budgets.
- There is now a gold, silver and bronze award scheme for County Council teams who carry out good quality community engagement and consultation.

Look out for:

- A review of Area Action Partnerships by Scrutiny together with local partners.
- The Census will be carried out nationwide in March 2011. A census is carried out every 10 years to gather information on the population to help the Government and local authorities plan, fund and deliver public services.
- The launch of an award scheme that recognises the aspirations and achievements of town and parish councils
- Information on the council website about forthcoming consultations.
- A guide to engaging with migrant communities

High level Action Plan

Action	Responsibility	Timescale
Review AAPs with Scrutiny and partners including the use of locality budgets.	Overview and Scrutiny Manager/Head of Partnerships and Community Engagement	April 2011
Development of 2 more Gypsy and Traveller temporary stop-over areas in the county.	Head of Social Inclusion	May 2011
Initial self-assessment against Equality Framework for Local Government and develop an action plan to achieve 'excellent' status by the end of 2013.	Head of Planning and Performance	August 2011
Local Action Plans setting out strategic neighbourhood priorities and incorporating neighbourhood priorities, AAP action plans and parish plans.	Head of Partnerships and Community Engagement	March 2012

5. Working to satisfy customer needs and expectations

The Council has agreed a Customer First Strategy and implementation plan. The strategy aims to understand our customers better and to further embed a customer focussed culture throughout the organisation. The Council will explore ways to improve access and information through the use of its website, new communications media like telly talk, digital TV and mobile phones. We have also sought to improve service delivery through the agreement of customer service standards, improvements to our complaints system and assessment of our service performance against the national Customer Service Excellence Standard.

Going well

- The Council has opened a new Customer Access Point in Front Street, Consett. This facility is more accessible for customers than the facility it replaces at Consett Civic Centre which is outside of the town centre and will serve as the model for future Customer Access Points throughout the County.
- 82% of survey respondents are satisfied with services delivered by the Council via the telephone.

Cause for concern

- The Council has a target to answer 90% of telephone calls made to any of its customer access points but has failed to meet this target overall this year.

Did you know?

- The Council handles approximately 1.2 million telephone calls from customers and 291,000 visitors to its customer access points per year
- The telephone is the most popular method of contacting the Council amongst survey respondents (68%)
- The Council is committed to being transparent and accountable. We publish information on our website (<http://www.durham.gov.uk>) relating to our performance, allowances paid to councillors, salaries and roles of our senior officers and payments over £500 made to our suppliers.
- The Council has received and responded to 922 Freedom of Information Act requests in 2010.

Look out for:

- Monthly publication of all of our payments over £500 made to suppliers. These can be found on the Council's website <http://www.durham.gov.uk>

High level Action Plan

Action	Responsibility	Timescale
Produce a corporate accessibility strategy.	Head of Performance and Planning	June 2011
Develop and implement a consistent service delivery model for customer facing services across the authority.	Customer Services Manager	March 2012

6. Improving efficiency and value for money

We aim to gain a better understanding of our costs and how they relate to performance in comparison with other service providers. This will require us to develop our own arrangements for obtaining quality comparative data following the abolition of the National Indicator Set. We need to develop a new performance management framework now that we do not have to report to Government on National Indicators. This gives us the opportunity to design something that satisfies local needs. One of the key issues for the Council will be the necessity for us to achieve efficiency savings in order to meet the commitments in our Medium-Term Financial Plan.

Going well

- The Audit Commission judged the Council to have adequate arrangements in place for understanding costs and achieving efficiencies in 2009/10.

Cause for concern

- Abolition of Government performance management arrangements for councils means that a new local framework will need to be developed.
-

Did you know?

- 59% of respondents to the Residents' Survey believe that the Council provides value for money.

Look out for:

- A comprehensive programme of service reviews to help the Council find the savings it requires in its Medium-Term Financial Plan.
- The development of value for money indicators as part of the Council's performance management framework for next year.
- A review of the Council's Contracts Register which will be updated and published electronically.

High level Action Plan

Action	Responsibility	Timescale
Review and refresh the Council and County Durham Partnership performance management framework to reflect local priorities.	Head of Planning and Performance	April 2011
Undertake a baseline assessment of comparative cost and performance of all Council services.	Head of Planning and Performance	June 2011
Implementation of a programme of reviews linked to achieving savings within the Medium-Term Financial Plan. (see Appendix 2)	Corporate Management Team	2011-15

Appendix 1 outlines a Corporate basket of performance indicators that are currently under development:

Altogether Wealthier	
Objective	Key Measures
A thriving Durham city	Number employed in higher level occupations in Durham City
	Number of planning permissions granted for new housing in Durham City.
	Top retailer representation
	Congestion in Durham City – new indicator using licence plate recognition – expected during 2011
	Footfall in Durham City
	Access to Durham Market Place by 8.30am, by public transport, with a 60 minute travel time
	Number of visitors – attraction numbers
	Percentage of users who felt the cultural events were ‘good’ or ‘very good’
	Percentage increase in people engaged in cultural events
Vibrant and successful towns	High quality executive homes completed
	Agreed development framework for each centre (action rather than measure)
	All homes completed in and near all major settlements (final definition to be advised)
	Occupancy rates – retail units in town centres (annual)
	Number of planning permissions granted for new housing in major centres
	% properties in band D and above (Council Tax)
Competitive and successful people	18 - 24 year olds not in employment
	JSA claimants claiming for one year or more
	New enterprise start ups
	Employment rate of the working age population
	Number of apprenticeships – started and completed – to be defined
	Percentage of enrolments on Adult Learning courses leading to qualifications
Sustainable neighbourhoods and rural communities	Affordable homes provided as a proportion of the total net homes completed
	Access to services and facilities
	The number of private rented sector properties improved as a direct consequence of local authority intervention
	The number of empty properties brought back into use as a result of local authority intervention
A top location for business	Business registration rate – data lag – annual , supported with Banksearch data (local proxy for registrations)
	Overall employment rate – data lag -quarterly
	Enterprise start-up enquiries

Altogether Better for Children and Young People	
Objective	Key Measures
All children and young people are healthy	Percentage of primary schools that have achieved the new Enhanced National Healthy Schools Status
	No of young people referred for support/treatment for alcohol/drug misuse (4real)
	Number of schools and other settings with Durham Anti-Bullying Service / Childline / NSPCC Accreditation Status
	Numbers of school staff achieving the criteria for PSHE (including SRE)
All children and young people are kept safe from harm	Percentage of referrals occurring within 12 months of previous referral
	Children becoming the subject of a Child Protection Plan for a second or subsequent time
	Percentage of Integrated teams in place by September 2011
	Number of short breaks as per Aiming Higher for Disabled Children full service offer in relation to a) overnight stays b) number of hours
All children and young people enjoy their lives and achieve to their potential	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at KS2 and KS4
	Achievement of 5 or more A*-C grades at GCSE including maths and English
	Number of agencies and organisations achieving Investing in Children Membership
All children and young people are supported to make a positive contribution	Percentage of young people participating in youth work
	Rate of proven re-offending by young people who offend
All children and young people can achieve economic wellbeing	16-18 year olds not in education, employment or training

Altogether Healthier	
Objective	Key Measures
Improve Life Expectancy	4 week smoking quitters
	Number of people referred to the Community Alcohol Service (CAS)
Reduce health inequalities	Adult participation in sport and active recreation
	Obesity levels in adult population
Improve mental health and wellbeing of the population	Adults in contact with secondary mental health services in employment
Enable adults with social care needs to live independently	Social care service users offered self directed support (direct payment and individual budgets)
	Percentage of service users reporting that the help and support they receive has made their life “much” or “a little” better
	Service users receiving an ongoing service (continuously) for at least 1 year who have had a review (or re-assessment)
	Percentage of people who remain in their own homes 12 weeks after discharge from rehabilitation or intermediate care
	Overall satisfaction rating for assessment of social care needs
	Number of carers (all service user types) receiving a specific carers service as a percentage of service users receiving community based services
	Overall satisfaction rating for intermediate care services
	Delayed transfers of care
	The proportion of social care users who found it ‘very’ or ‘fairly’ easy to find information and advice about services

Altogether Safer	
Objective	Key Measures
Reduce anti-social behaviour	Perceptions of anti-social behaviour
Protect vulnerable people from harm	Number of reported incidents of anti-social behaviour
	Percentage of safeguarding strategy meetings completed within 5 days of referral
	Percentage of investigations completed within 28 days following strategy meeting
	Repeat incidents of domestic violence
Reduce re-offending	Percentage change in detected crimes for offenders in the Integrated Offender Management (IOM) cohort over the last 12 months
Alcohol and substance misuse harm reduction	Number of problematic drug users in effective treatment
	Number of people referred to the Community Alcohol Service (CAS)
Counter terrorism and prevention of violent extremism	Building resilience to violent extremism
Casualty reduction	Number killed or seriously injured through road accidents

Altogether Greener	
Objective	Key Measures
Mitigate the impact of, and adapt to climate change	Reduction in carbon dioxide emissions across the council
	Reductions in carbon dioxide emissions from sport and leisure facilities
	% of actions to implement long-term flood and coastal erosion being undertaken satisfactorily
Promote pride in our communities	% relevant land and highways assessed as having unacceptable levels of (a) litter (b) detritus (c) graffiti (d) fly tipping
	Fly tipping
	No. of fixed penalty notices
	No. of community based clean ups
	No. of Green Flag awards
Enhance, conserve and maximise the value of Durham's natural environment	Satisfaction with cleanliness of local area
	Satisfaction with parks and open spaces
	Reduction in complaints relating to the environment
Deliver sustainable waste management solutions	Satisfaction with refuse collection service
	% of municipal waste landfilled
	Diversion of street waste from landfill
	% of household waste arisings that have been sent by the authority for re-use, composting treatment by anaerobic digestion
	Satisfaction with doorstep recycling
	% of construction waste landfilled

Altogether Better Council	
Objective	Key Measures
Affordable financial strategy which addresses Government reductions	% council tax collected
	% National Non-Domestic Rates collected
	% housing rent collected
	% of accounts paid within 30 days (debtors)
Building a more streamlined corporate structure	% vacant or surplus accommodation
	% capital receipts targets secured
	% savings targets from Accommodation Strategy achieved
	% invoices paid within 30 days
Manage and support our people through organisational change	Time taken to process housing benefit change events
	Staff satisfaction
	Staff sickness rates
	% completed performance appraisals
Engaging effectively with our communities and partners	Equalities performance indicators
	Increase in % of public believing that they can influence local decisions
Working to satisfy customer needs and expectations	% of Equality Impact Assessments delivered on time
	Customer satisfaction rate
	Complaints and compliments
	Performance against corporate customer standards
	% public buildings with (i) an accessibility audit (ii) an accessibility plan
Improving efficiency and value for money	% Freedom of Information Act requests responded to within statutory deadlines
	Savings delivered against the MTFP in 2011/12 (£ m)

Appendix 2

The Authority has adopted an approach to the achievement of savings required to balance its Medium Term Financial Plan which involves seeking to meet over half of the reductions through savings to management costs and the cost of support services, reviewing fees and charges and realising efficiencies. This is in order to minimise the effect on frontline services. The reviews that the Council plan to carry out over the next 4 years are detailed below. This is analysed by service grouping.

MTFP BUDGET SAVINGS AND DETAILS OF WITHDRAWN GRANTS AND AGREED SAVINGS ON RETAINED ABG						
SAVING REF.	DESCRIPTION	TOTAL MTFP SAVING	2011/12	2012/13	2013/14	2014/15
ACE CORE BUDGET SAVINGS						
		£	£	£	£	£
ACE 1	Review of Policy and Communications Support Function	367,000	306,500	60,500	0	0
ACE 2	Reduce number of issues of Durham County News per annum	135,000	135,000	0	0	0
ACE 3	Management Review within ACE	203,000	0	0	0	203,000
ACE 4	Rationalise performance, research and inspection support	279,734	279,734	0	0	0
ACE 5	Reduce research activity	40,000	40,000	0	0	0
ACE 6	Review Performance Management Systems	10,000	10,000	0	0	0
ACE 7	Reduce Health Scrutiny Function	20,000	20,000	0	0	0
ACE 8	Review AAP Administration	190,196	137,615	52,581	0	0
ACE 9	Review Partnership Support	858,490	466,831	355,914	0	35,745
ACE 10	Reduce AAP Area Budgets	420,000	420,000	0	0	0
ACE 11	Reduce Member Neighbourhood Budgets	630,000	0	0	630,000	0
ACE 12	Review support to Principal Infrastructure Organisations	58,580	0	58,580	0	0
ACE 13	Review support to community buildings	50,000	0	50,000	0	0
ACE 14	Review of the Civil Contingencies Unit	121,000	52,000	23,000	23,000	23,000
TOTAL ACE		3,383,000	1,867,680	600,575	653,000	261,745
ACE WITHDRAWN ABG						
	Working Neighbourhoods Fund - planned phasing out of interim funding to the Primary Infrastructure Organisations	352,000	352,000	0	0	0

AWH CORE BUDGET SAVINGS		TOTAL MTFP SAVING	2011/12	2012/13	2013/14	2014/15
		£	£	£	£	£
AWH 1	Residential Homes: Closure of 7 homes as already approved by Cabinet	2,000,000	2,000,000	0	0	0
AWH 2	In-house Home Care: Move to Reablement service as already approved by Cabinet	1,070,000	570,000	500,000	0	0
AWH 3	Review of in-house social care provision	2,040,000	800,000	1,040,000	200,000	0
AWH 4	Closure of Home Independence Shops as already approved by Cabinet	180,000	180,000	0	0	0
AWH 5	Consistent and effective application of existing eligibility criteria	2,100,000	1,600,000	500,000	0	0
AWH 6	Review of Adult Social Care charging including the introduction of charging for day care transport, the introduction of charging for deputyship/court of protection work and the annual re-assessment of user contributions	3,260,000	1,410,000	1,050,000	400,000	400,000
AWH 7	Commissioning (Reduction in Adult Care service level contracts)	1,150,000	1,150,000	0	0	0
AWH 8	Review of Carers service	250,000	250,000	0	0	0
AWH 9	Review of Transport commissioning	500,000	250,000	250,000	0	0
AWH 10	Library Service Review	1,457,626	330,000	570,000	230,000	327,626
AWH 11	Review Create	120,000	90,000	30,000	0	0
AWH 12	Review of funding for arts development and external arts organisations including contributions to the Forge, Highlights and Durham City Arts	60,780	10,780	20,000	30,000	0
AWH 13	Review funding to Museums including contributions to Beamish and Bowes Museums	91,740	91,740	0	0	0
AWH 14	Gala Theatre - review of operating costs	120,000	80,000	40,000		
AWH 15	Review of Training provision	190,000	190,000	0	0	0
AWH 16	Adult Learning Service review	250,000	250,000	0	0	0
AWH 17	Review of WorkAble Solutions	250,000	250,000	0	0	0
AWH 18	Review of Welfare Rights Service	163,000	163,000	0	0	0
AWH 19	Review grant support to Citizens Advice Bureau	127,000	74,000	26,500	26,500	0
AWH 20	Review Community Safety services	186,000	100,000	0	86,000	0
AWH 21	Review of Substance Misuse and Alcohol Abuse services	136,000	136,000	0	0	0
AWH 22	Management and support services staffing restructures and service rationalisation	12,718,854	1,882,000	1,122,000	4,261,000	5,453,854
AWH 23	Review of all non-statutory services	3,070,000	0	0	3,070,000	0
AWH 24	Review of Service user surveys	30,000	0	0	30,000	0
AWH 25	Review capacity to support Safe Durham Partnership	69,000	0	0	69,000	0
AWH 26	Additional income to support Social Care	0	4,533,000	0	-4,533,000	0
TOTAL AWH		31,590,000	16,390,520	5,148,500	3,869,500	6,181,480
AWH WITHDRAWN ABG						
	Withdrawal of Supporting People Administration Grant - managed within service cash limits	315,304	315,304	0	0	0
	Removal of all Stronger, Safer Communities ABG funding - Requires review of priorities through Safe Durham Partnership. (Partnership discussion required)	661,786	661,786	0	0	0
TOTAL AWH WITHDRAWN ABG		977,090	977,090	0	0	0
AWH SAVINGS IN RETAINED ABG						
	Review of Supporting People Programme requiring reduction in contracts/service provision (Notices required to be served to partners in December 2010). This sum may be reduced as a result of joint agreement to use Social Care monies passported through health	2,000,000	2,000,000	0	0	0

CYPS CORE BUDGET SAVINGS		TOTAL MTFP	2011/12	2012/13	2013/14	2014/15
		SAVING				
		£	£	£	£	£
CYPS 1	Reduced operating costs -supplies, premises,travel	209,200	189,200	20,000	0	0
CYPS 2	(a) Increased income and deployment of grant funding	591,151	428,371	162,780	0	0
	(b) Music Service to become self financing - other than Free School Meals pupils	251,200	40,200	50,000	70,000	91,000
CYPS 3	(a) Creation of Integrated Teams - including Health Services	782,000	482,000	300,000	0	0
	(b) Restructured management and support services	416,235	277,335	138,900	0	0
CYPS 4	(a) Review of Education Psychological Service	300,000	200,000	100,000	0	0
	(b) Reduced spend of Special Education Needs Support Teams	42,500	42,500	0	0	0
CYPS 5	(a) Outdoor Education Centres to rationalise and become self financing - other than for Free School Meals pupils	200,000	40,000	50,000	50,000	60,000
	(b) Reduced spend on curriculum/school improvement	69,000	69,000	0	0	0
CYPS 6	(a) Review of Grant Aid to Youth Groups	58,800	58,800	0	0	0
	(b) Regional Youth Grant/Community safety reduction	54,500	54,500	0	0	0
CYPS 7	(a) Revenue contribution phases out for Primary Free School Meals Pilot	210,000	140,000	70,000	0	0
	(b) Withdraw contribution to The Forge Arts Initiative	15,000	15,000	0	0	0
CYPS 8	Decommission Specialist Safeguarding Services and not fill vacancies	557,203	557,203	0	0	0
CYPS 9	End of Contact Point initiative and reduced support to Local Childrens Boards	99,100	61,000	38,100	0	0
CYPS 10	Reduced training costs and Special Education Needs administration	49,620	49,620	0	0	0
CYPS 11	Reduced support,training, HR - Youth Offending Service	135,200	135,200	0	0	0
CYPS 12	Reduced support functions - Awards and Finance Teams	310,500	290,500	20,000	0	0
CYPS 13	Reduced spend on Business Support and training	230,650	230,650	0	0	0
CYPS 14	Reduced spend on Data Services, Planning & Performance and Health and Safety	80,000	80,000	0	0	0
CYPS 15	(a) Reduce level of Education Welfare Service	67,220	67,220	0	0	0
	(b) Review Home to School/College transport policies - Cease Post 16 - September 2011	2,330,000	930,000	1,400,000	0	0
	Eligibility from 2 to 3 miles - September 2012	760,000	0	160,000	300,000	300,000
	Faith Schools - September 2012	1,050,000	0	250,000	400,000	400,000
	Associated Transport - September 2012	1,600,000	0	400,000	600,000	600,000
	(c) Introduce charge for concessionary seats on contract vehicles - September 2011	250,000	165,000	85,000	0	0
CYPS 16	(a) Reduced Funding - end of National School Improvement Strategies	392,265	392,265	0	0	0
	(b) Reduce support to specific secondary schools - Key Stage 4 Improvement Funding	781,636	781,636	0	0	0
CYPS 17	(a) Review of Youth Centre and Youth Bus provision	102,186	102,186	0	0	0
	(b) Review funding of shared/community use schemes on school sites - September 2011	435,000	255,000	180,000	0	0
	(c) Deployment of grant funding to support under 5's activity	252,814	252,814	0	0	0
CYPS 19	Vacancy management and efficiencies	235,220		235,220		0
CYPS 20	Service efficiencies and reduced service provision (funded from deployment of planned cash limit underspend in 2011/12)	5,381,780	932,780		2,240,000	2,209,000
TOTAL CYPS CORE BUDGET SAVINGS		18,299,980	7,319,980	3,660,000	3,660,000	3,660,000
CYPS WITHDRAWN ABG/SPECIFIC GRANTS						
	Reduction in Government Grants will mean less spend on School Improvement, SureStart infrastructure and Connexions/14 to 19 planning	10,484,000	10,484,000	0	0	0
TOTAL SAVING IN WITHDRAWN ABG/SPECIFIC GRANTS		10,484,000	10,484,000	0	0	0
CYPS SAVING IN RETAINED ABG						
	Learning and Skills Council - Reduced Post 16 Planning Activity	40,000	40,000	0	0	0
	Child Death Reviews - Costs absorbed within Revenue Base Budget	60,000	60,000	0	0	0
TOTAL SAVING IN RETAINED ABG		100,000	100,000	0	0	0

NEIGHBOURHOODS CORE BUDGET SAVINGS		TOTAL MTFP	2011/12	2012/13	2013/14	2014/15
		SAVING				
		£	£	£	£	£
NS 1	Review of sport and leisure facilities and rationalisation of sports development activities	1,361,100	712,050	549,050	100,000	0
NS 2	Review of back office and technical support facilities	915,737	451,819	258,034	205,884	0
NS 3	Structural reviews/ Back office Rationalisation/Deletion of Vacant Posts/More efficient ways of working	4,997,222	1,903,028	1,101,976	1,188,136	804,082
NS 4	Harmonisation and rationalisation of Grounds Maintenance Services	1,038,296	900,000	0	138,296	0
NS 5	Waste and Recycling Service (Route Optimisation/Harmonised Collection & Contractual Arrangements)	3,884,330	1,587,026	1,397,304	730,000	170,000
NS 6	Reassess Waste Disposal Costs	2,700,000	1,195,000	305,000	200,000	1,000,000
NS 7	Review of Facilities Management	300,000	300,000	0	0	0
NS 8	Reprioritised Gully Cleansing Service (Risk Assessment of individual gullies)	250,000	250,000	0	0	0
NS 9	Review Countryside Maintenance	200,000	200,000	0	0	0
NS 10	Reduced Weed Spraying Operation	104,000	104,000	0	0	0
NS 11	Review Highways Maintenance/ School Crossing Patrols/ Street Lighting	1,753,530	213,000	594,530	415,000	531,000
NS 12	Street Cleansing Operations - Vehicle Rationalisation/ Staffed Public Conveniences	235,482	68,863	0	0	166,619
NS 13	Increased Diversion of Waste - Reductions in Permits for Household Waste Recycling Centres	355,875	0	0	355,875	0
NS 14	Review sampling of water, food, products (Environment, Health & Consumer Protection)	55,000	25,000	10,000	10,000	10,000
NS 15	Procurement Savings	65,000	0	0	65,000	0
NS 16	Review contributions to Partners (Leisure Trusts etc.)	717,380	183,000	134,000	266,380	134,000
NS 17	Additional Income from provision of Road Safety Services to Private Sector, and additional pest control charges	114,002	0	500	113,502	0
NS 18	Reduction in supplies and services and training	230,000	0	175,000	30,000	25,000
NS 19	Fleet Rationalisation	283,677	21,958	261,719	0	0
NS 20	Review of governance and management arrangements in Leisure	479,292	0	479,292	0	0
NS 21	Review of In-house service provision	250,000	0	0	200,000	50,000
TOTAL NEIGHBOURHOODS		20,289,923	8,114,744	5,266,405	4,018,073	2,890,701
NEIGHBOURHOODS WITHDRAWN ABG						
	Detrunking - Reductions in Highways Maintenance associated with the A167 and other roads (ABG was awarded in lieu of formula grant when responsibility transferred to DCC from the Highways Agency)	158,698	158,698	0	0	0
	Road Safety - Reduction in campaigns and initiatives (including work with schools) to support Casualty Reduction Strategy	200,717	200,717	0	0	0
TOTAL NEIGHBOURHOOD WITHDRAWN ABG		359,415	359,415	0	0	0

RED CORE BUDGET SAVINGS		TOTAL MTFP	2011/12	2012/13	2013/14	2014/15
		SAVING				
		£	£	£	£	£
RED 1	Restructure in RED - this includes of all service teams within the Service Grouping	3,122,304	1,010,927	1,467,297	469,450	174,630
	Reduction in supplies and services:					
RED 2	Economic Development- a reduction in all areas of expenditure in line with restructure. In addition the levels of consultancy support will reduce as external grants have reduced.	942,763	172,824	270,342	250,972	248,625
RED 3	Planning - a reduction in all areas of expenditure in line with restructure	104,000	84,000	20,000	0	0
RED 4	Transport - a reduction in all areas of expenditure in line with restructure	87,500	10,000	10,000	10,000	57,500
	Reduction in contributions to outside bodies:					
RED 5	Economic Development	30,000	-	30,000	0	0
RED 6	Planning	16,500	16,500	0	0	0
	Income Generation:					
RED 7	Economic Development	33,507	33,507	0	0	0
RED 8	Planning - review existing and new areas of charging	86,000	25,000	20,000	25,000	16,000
RED 9	Transport - review existing and new areas of charging	193,860	55,500	64,000	24,360	50,000
	Other:					
RED 10	Planning - External contract for building control services to be terminated	110,000	110,000	0	0	0
RED 11	Planning - Deletion of S215 budget (blight works)	150,000	-	75,000	75,000	0
RED 12	Transport - Reduction in contracted bus services throughout Durham	990,000	990,000	0	0	0
	TOTAL RED	5,866,434	2,508,258	1,956,639	854,782	546,755
	RED WITHDRAWN ABG					
	Local Enterprise Growth Initiative - a review of programmes designed to tackle employability across County Durham. This effectively means there will be a significant reduction in projects to help get people into work by addressing worklessness, tackling barriers to employment, enhancing job creation and supporting economic growth.	3,189,600	3,189,600	0	0	0
	Cohesion - As Above	495,000	495,000	0	0	0
	Working Neighbourhoods Fund - As above	7,739,294	7,739,294	0	0	0
	Aggregates Levy Sustainability Fund - used to support the core budget and savings will be found to manage the reduction in grant.	107,000	107,000	0	0	0
	School Travel Advisers	80,000	80,000	0	0	0
	Preventing Climate Change - As above	22,500	22,500	0	0	0
	Rural Bus Subsidy - will be met through rationalising bus services throughout the County	322,477	322,477	0	0	0
	TOTAL RED WITHDRAWN ABG	11,955,871	11,955,871	0	0	0

RESOURCES CORE BUDGET SAVINGS		TOTAL MTFP	2011/12	2012/13	2013/14	2014/15
		SAVING				
		£	£	£	£	£
RES 1	Corporate Estates - Rationalisation of Staffing Structure	445,409	114,021	120,076	97,063	114,249
RES 2	Corporate Procurement - Rationalisation of Staffing Structure	276,141	62,858	41,960	85,918	85,405
RES 3	Planning & Investment Team - Rationalisation of Staffing Structure	280,082	164,952	0	0	115,130
RES 4	Projects Team - Rationalisation of Staffing Structure	232,265	66,563	100,043	65,659	0
RES 5	Restructure of ICT	1,105,117	1,105,117	0	0	0
RES 6	HR Reduction in Establishment	98,941	98,941	0	0	0
RES 7	Unitisation of HR	225,605	225,605	0	0	0
RES 8	Reconfiguration of Member Support Team	85,745	85,745	0	0	0
RES 9	Alternative arrangement for Chauffering Services	30,000	30,000	0	0	0
RES 10	Restructure of Committee Services	243,678	243,678	0	0	0
RES 11	Restructure of Internal Audit and Risk and Payroll and Pensions	643,457	643,457	0	0	0
RES 12	ICT - Rationalisation of Staffing Structure	826,847	0	826,847	0	0
RES 13	Legal and Democratic - Review of Service Delivery	1,038,115	70,123	280,000	343,996	343,996
RES 14	HR - Review of Service Delivery	730,230	0	243,410	243,410	243,410
RES 15	Finance - Review Structure in Resources and Strategic Finance	475,000	0	475,000	0	0
RES 16	ICT -Review of service delivery	1,653,671	0	0	826,847	826,824
RES 17	Finance - Review of service delivery	950,000	0	0	475,000	475,000
TOTAL RESOURCES		9,340,303	2,911,060	2,087,336	2,137,893	2,204,014
OTHER SAVINGS		TOTAL MTFP	2011/12	2012/13	2013/14	2014/15
		SAVING				
		£	£	£	£	£
	Further 5% Savings from ABG transferred into Formula Grant	4,200,000	0	1,400,000	1,400,000	1,400,000
	Essential Car User	1,000,000	500,000	500,000	0	0
	Car Mileage Rate	450,000	225,000	225,000	0	0
	Concessionary Fares	800,000	800,000	0	0	0
	Additional Savings to be found	3,264,000	0	3,264,000	0	0
TOTAL OTHER SAVINGS		9,714,000	1,525,000	5,389,000	1,400,000	1,400,000
COUNTY COUNCIL CORE BUDGET SAVINGS		94,283,640	40,637,242	22,708,455	15,193,248	15,744,695
SAVINGS FROM WITHDRAWN ABG		24,128,376	24,128,376	0	0	0
SAVINGS FROM RETAINED ABG		6,679,261	2,479,261	1,400,000	1,400,000	1,400,000
TOTAL SAVINGS		125,091,277	67,244,879	24,108,455	16,593,248	17,144,695

Source: Report to Cabinet – 26th January 2011

Key Abbreviations

AAP	Area Action Partnerships	MTFP	Medium Term Financial Plan
ABG	Area Based Grant	NHS	National Health Service
ACE	Assistant Chief Executive's Service Grouping	NHSS	National Healthy Schools Status
APSE	Association for Public Sector Excellence	NS	Neighbourhood Services Grouping
AWBH	Adults, Wellbeing and Health Service Grouping	NSPCC	National Society for Prevention of Cruelty to Children
BSF	Building Schools for the Future	PCT	Primary Care Trust
CAA	Comprehensive Area Assessment	PPO	Prolific Priority Offenders
CAS	Community Alcohol Service	PRD	Pre-Reprimand Disposal
CDYPS	County Durham Youth Offending Service	PSHE	Personal, Social and Health Education
CONTEST	UK counter-terrorism strategy	RED	Regeneration & Economic Development Service Grouping
CVD	Cardio Vascular Disease	RRSA	Rights Respecting School Award
CYPP	Children and Young People's Plan	SASS	Specialist and Safeguarding Services
CYPS	Children and Young People's Service Grouping	SEN	Special Educational Needs
DAAT	Drug and Alcohol Action Team	SHMA	Strategic Housing Market Assessment
DCC	Durham County Council	SRE	Sex and Relationship Education
ERP	Enterprise Resource Planning	SSSI	Sites of Special Scientific Interest
FTE	Full-Time Entrants	TAMHS	Targeted Mental Health in Schools
GVA	Gross Value Added	YJS	Youth Justice System
HCA	Homes and Communities Agency		
HWRC	Household Waste Recycling Centres		
liC	Investing in Children		
IMD	Index of Multiple Deprivation		
IOM	Integrated Offender Management		
LEP	Local Enterprise Partnerships		
LGR	Local Government Reorganisation		
LINKs	Local Involvement Networks		
LSCB	Local Safeguarding Children's Board		
JSA	Job Seekers Allowance		
JSNA	Joint Strategic Needs Assessment		