

# Durham County Council Council Plan 2016-2019



# Contents

Introduction	3
Your County : Interesting Facts	4
Your Council : Interesting Facts	5
Our Priorities	6
Council Plan Priority Themes: Objectives for 2016-2019	7
Priority Theme <b>Altogether Wealthier</b>	8
Priority Theme <b>Altogether Better for Children and Young People</b>	14
Priority Theme <b>Altogether Healthier</b>	19
Priority Theme <b>Safer</b>	24
Priority Theme <b>Greener</b>	30
Priority Theme <b>Altogether Better Council</b>	35
Glossary and Contact Details	40

# Introduction

Welcome to our Council Plan for 2016/2019. This sets out what Durham County Council aims to achieve in partnership over the next three years, working with our customers and community, in line with our longer term goals set out in the Sustainable Community Strategy and resourced through our Medium Term Financial Plan.

By the end of 2015/16, the County Council will have delivered £153.2 million of financial savings since the beginning of austerity and these savings are forecast to exceed £258 million by 2019/20. Despite this we will continue to aspire to achieve our vision 'Altogether Better Durham', which reflects the views and aspirations of the community. This vision comprises two aims of an Altogether Better Place, where people want to live, work, visit and invest, which is Altogether Better for people to ensure that all individuals and communities are equally valued, feel included and are treated fairly with services that are accessible and relevant to their needs.

## Priorities for local people

This Council Plan focuses on the key outcomes we would like to achieve together, and how we intend to achieve them. Structured around the Sustainable Community Strategy's five Priority Themes the focus is on working with our community to make County Durham Altogether Wealthier, Altogether Better for Children and Young People, Altogether Healthier, Altogether Safer and Altogether Greener. An additional theme for the council only, Altogether Better Council, sets out how we will manage our organisation efficiently and effectively.

Each theme highlights key achievements from 2015/2016 of relevance to local people and partners, together with the key issues to address and some key figures, facts and charts which you may find interesting. The objectives and outcomes for each theme are displayed alongside what we are going to be doing over the next 3 years to maintain and where possible improve our services.

## Financial planning and efficiency

As we are facing unprecedented financial challenges, like many other public sector bodies, we have to consider providing some services differently if we are to continue to provide them and this is reflected in our Council Plan. The Local Government Finance Settlement published by the government in December 2015 provided details of cuts to our Revenue Support Grant up to 2019/20. It also provided the opportunity for councils to receive confirmation of a 'four year settlement' provided that they produce an 'Efficiency Plan'. Durham County Council has notified the government that it's approach to planning and performance management, including this Council Plan, will meet this efficiency plan requirement. Our four year Medium-Term Financial Plan is aligned to this Council Plan which sets out the council's strategic service priorities over the next three years 2016/17 to 2018/19 with an indicative direction of travel for 2019/20.

## Equality

The Equality Act 2010 introduced responsibilities under the Public Sector Equality Duty (PSED). As a major employer and provider of services we are committed to advancing equality of opportunity and providing fair access and treatment in employment and when delivering or procuring services, including working in partnership. Our commitment to equality is demonstrated through our Equality Policy which is to treat people fairly, with respect and dignity, with equality objectives aligned within the corporate planning framework.

## Service Plans

Our service plans provide more detailed information on the actions we are taking to deliver our priorities. There is one for each of our service groupings.

This is a print friendly version of this plan for those who wish to print the document to read. There is also an interactive version of this plan, available from this [link](#), which allows you to navigate the pages online and provides links to further information.

## Your County : Interesting Facts

County Durham has a population of 517,773 the highest population of any local authority area in the North East region

The working age population in County Durham has increased by 3% since 2001 but the population aged 65+ has increased by 24% in the same period

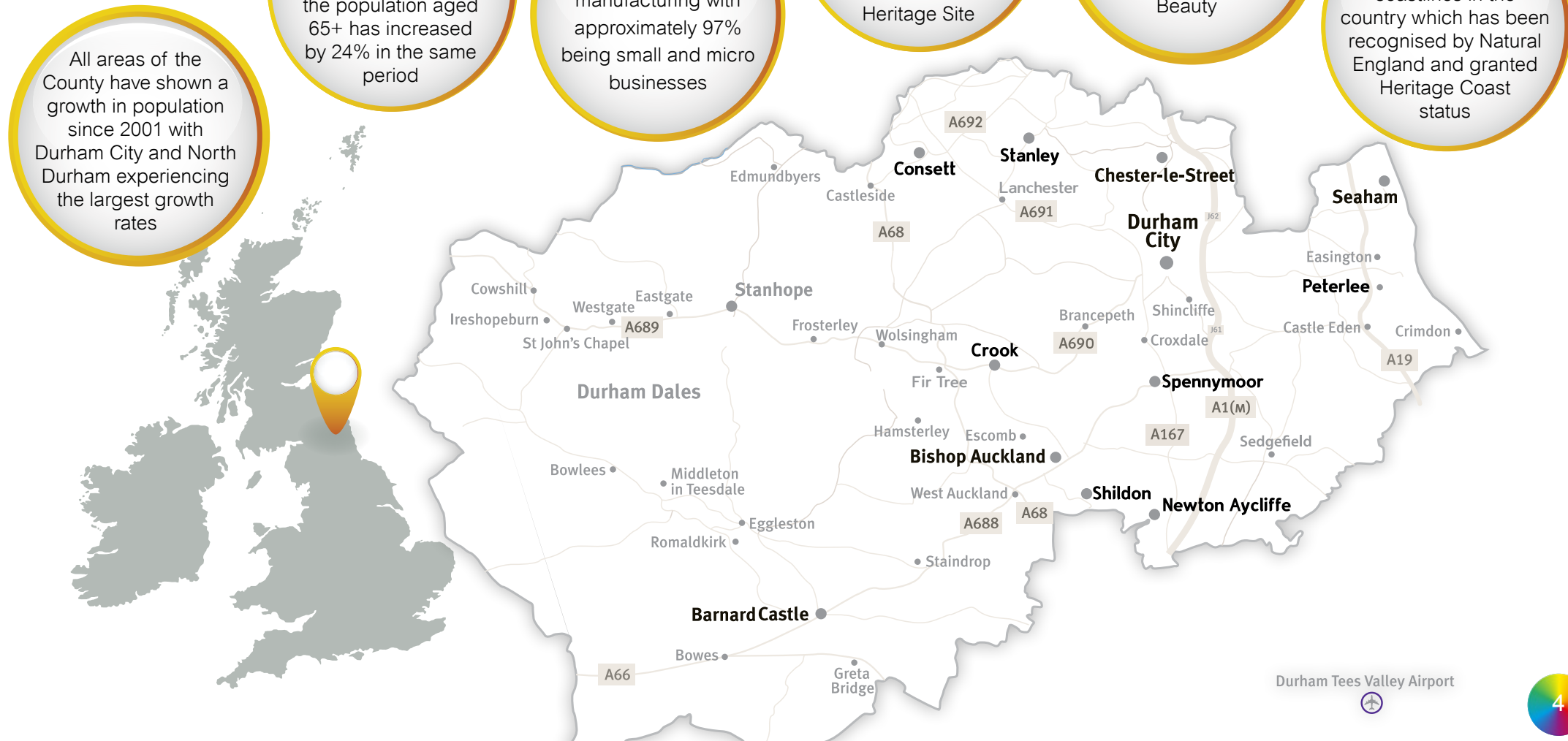
Key industries in County Durham are manufacturing with approximately 97% being small and micro businesses

Durham Castle and Cathedral is one of only 17 sites in England considered to be of such cultural importance that it is designated by UNESCO as a World Heritage Site

The remote and unspoiled countryside of the Durham Dales forms part of the North Pennines Area of Outstanding National Beauty

The county has one of the finest coastlines in the country which has been recognised by Natural England and granted Heritage Coast status

All areas of the County have shown a growth in population since 2001 with Durham City and North Durham experiencing the largest growth rates





# Your Council : Interesting Facts

Durham County Council has a gross budget of over £860million and employs around 8,500 staff - excluding schools

The council maintains 3,690 km of highway, over 80,000 street lights, owns and manages 39 libraries, 10 leisure centres, 8 customer access points and 244 schools (excluding academies)

We have 126 councillors representing 63 electoral divisions within County Durham making us the largest elected body in England outside of the UK Parliament



The political makeup of the council is as follows:  
96 Labour,  
17 Independent,  
9 Liberal Democrat  
and 4 Conservative

The council has 14 Area Action Partnerships which cover the whole county. These give residents the chance to set local priorities which are acted on through local projects

Our administrative staff are concentrated at five strategic centres in Crook, Seaham, Spennymoor and Meadowfield and in our headquarters at County Hall in Durham



# Our Priorities

We have a vision and priorities which are shared together with partners and which are based on consultation with local people and Area Action Partnerships.

This is achieved through organising our actions into a structure comprised of five priority themes, shown opposite plus an additional theme for the council only (Altogether Better Council).

Our vision is of an altogether better Durham and comprises two components; to have an altogether better place which is altogether better for people.

This vision provides a framework which guides all of our detailed plans and programmes which will turn our vision into a reality.



# Council Plan Priority Themes : Objectives for 2016-2019

## Altogether Wealthier

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



## Altogether Better for Children and Young People

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



## Altogether Healthier

- Children and young people make healthy choices and have the best start in life
- Reduce health inequalities and early deaths
- Improve the quality of life, independence and care and support for people with long term conditions
- Improve the mental and physical wellbeing of the population



## Altogether Safer

- Reduce anti-social behaviour
- Protect vulnerable people from harm
- Reduce re-offending
- Alcohol and substance misuse harm reduction
- Implement measures to promote a safe environment
- Embed the Think Family approach



## Altogether Greener

- Deliver a clean, attractive and sustainable environment
- Maximise the value and benefits of Durham's natural environment
- Reduce carbon emissions and adapt to the impact of climate change



## Altogether Better Council

- Putting the customer first
- Working with our communities
- Effective use of resources
- Support our people through change



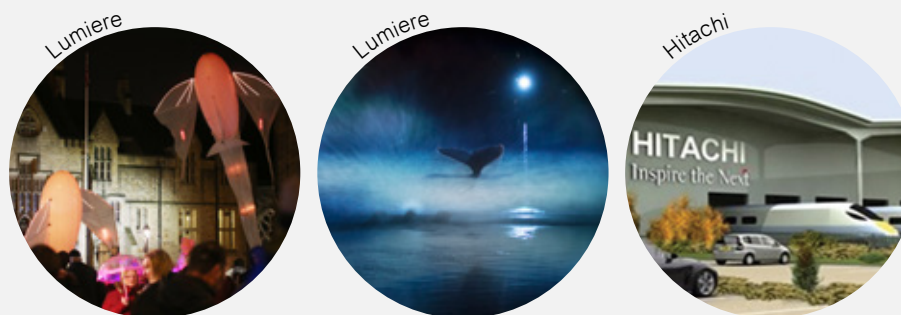


# Priority Theme **Altogether Wealthier**

The Altogether Wealthier theme remains the top priority of the council, with its main aim to improve the economy and job prospects across the county. The Council has a vision for a higher value, sustainable economy and strong ambitions for further inclusive growth. Working with a range of partners and business we aim to capitalise on our assets in order to improve our economic performance and the prospects of our people. The key driver for a vibrant economy is to increase the level of productivity and higher value employment across the county; improving this will increase levels of disposable income and demand for goods and services, increasing the numbers of businesses and providing the opportunities to help tackle economic deprivation. As a county we need to utilise our assets to stimulate investment and achieve growth whilst equipping residents with the skills and access to opportunities to increase prosperity.

## Achievements 2015-2016

- Established 'Chapter Homes' a new housing delivery company which will build new housing for market rent and sale commencing with Phase 1 in Newton Aycliffe which will provide 125 homes.
- Hosted the 4th Lumiere festival in November 2015, which attracted around 200,000 visitors to the City, along with the Magna Carta exhibition in the summer of 2015 which attracted 25,000 visitors from across the globe.
- Supported the development of Bishop Auckland as a major tourist destination including a medieval open air night show which will create employment in the town and visitors to the area.
- Supported the opening of Hitachi rail manufacturing in Newton Aycliffe and the creation of thousands of high value employment opportunities.
- Secured £20 million of additional funding to provide additional infrastructure in Newton Aycliffe and Sedgefield to support additional high tech and manufacturing employment opportunities.
- Successful completion of traffic projects in Durham City; Sunderland Bridge Roundabout and Milburngate Bridge which was completed ahead of schedule.
- Secured over £18 million of European and external funding to support a major employment support programme for young people in the County.
- Delivered physical regeneration improvements to enhance the economic viability of major town centres, including; footpath, lighting, signage and seating at Peterlee, Seaham, Crook and Consett.
- Delivered superfast broadband through the Digital Durham programme with over 63,040 premises able to access improved broadband services since the programme began in April 2014.
- Durham County Council was awarded the PATROL Annual Report Award (Parking and Traffic Regulations Outside London) for proactively publishing information about traffic management to help the public better understand parking regulations. This good practice approach has been adopted by other local authorities.
- Transferred our remaining housing stock to the Durham Housing Company.



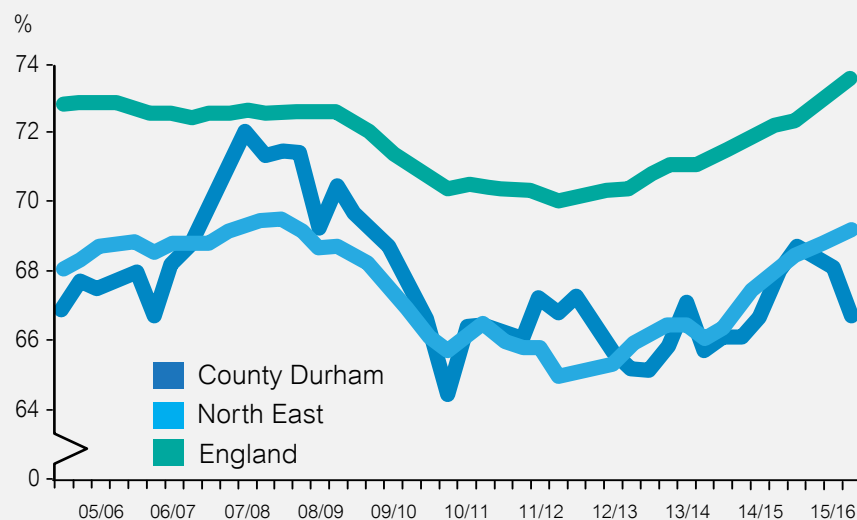
# Priority Theme **Altogether Wealthier**

## Issues to address

- Gross disposable household income has steadily increased from £8,799 to £14,659 per head since 1997, which is in line with neighbouring authorities but well below the national average. Within this theme are a number of key projects to improve the economy and job prospects across the county.
- Following on from the success in rolling out the Digital Durham programme, we need to stimulate demand activity in order to drive up take up by premises of an improved broadband service, this to include leafleting villages and road signage.
- Employment levels in County Durham show there are currently 229,100 people defined as in employment, 68.1% of the working age population but levels remain low and are still behind the regional (68.9%) and national (73.1%) rates (Figure W1). In relation to unemployment the number of Job Seekers Allowance (JSA) claimants have steadily decreased, in line with the national picture. In order to address this we are looking at providing a variety of programmes to improve people's employment potential across the county.
- Whilst the county has one of the largest business parks in the region, the business base for the county is characterised by a large number of smaller businesses. Supporting higher productivity and business growth will provide significant employment opportunities. We will provide infrastructure to capitalize on recent inward investments and grow supply chain activity to support local procurement as well as to help manufacturing to grow and innovate. The relatively higher paid employment opportunities will support the local economy and increase the wealth generated in the area.
- Durham City including Aykley Heads, provides a major opportunity for high value development and employment opportunities. We are working with a number of developers to bring forward key sites in the city as well as working on an integrated package of measures to improve traffic flows and promote sustainable transport.
- One of our main priorities for 2016/17 is to support the adoption of a new statutory plan for County Durham to help guide development and stimulate investment in sustainable locations. The plan will identify the quantity and location of new development across the city, towns and villages of the county.

Figure W1.

### Working age population in employment 2005/06-2015/16



NOTE: The axis on this graph does not start at zero



# Priority Theme **Altogether Wealthier**

## Issues to address

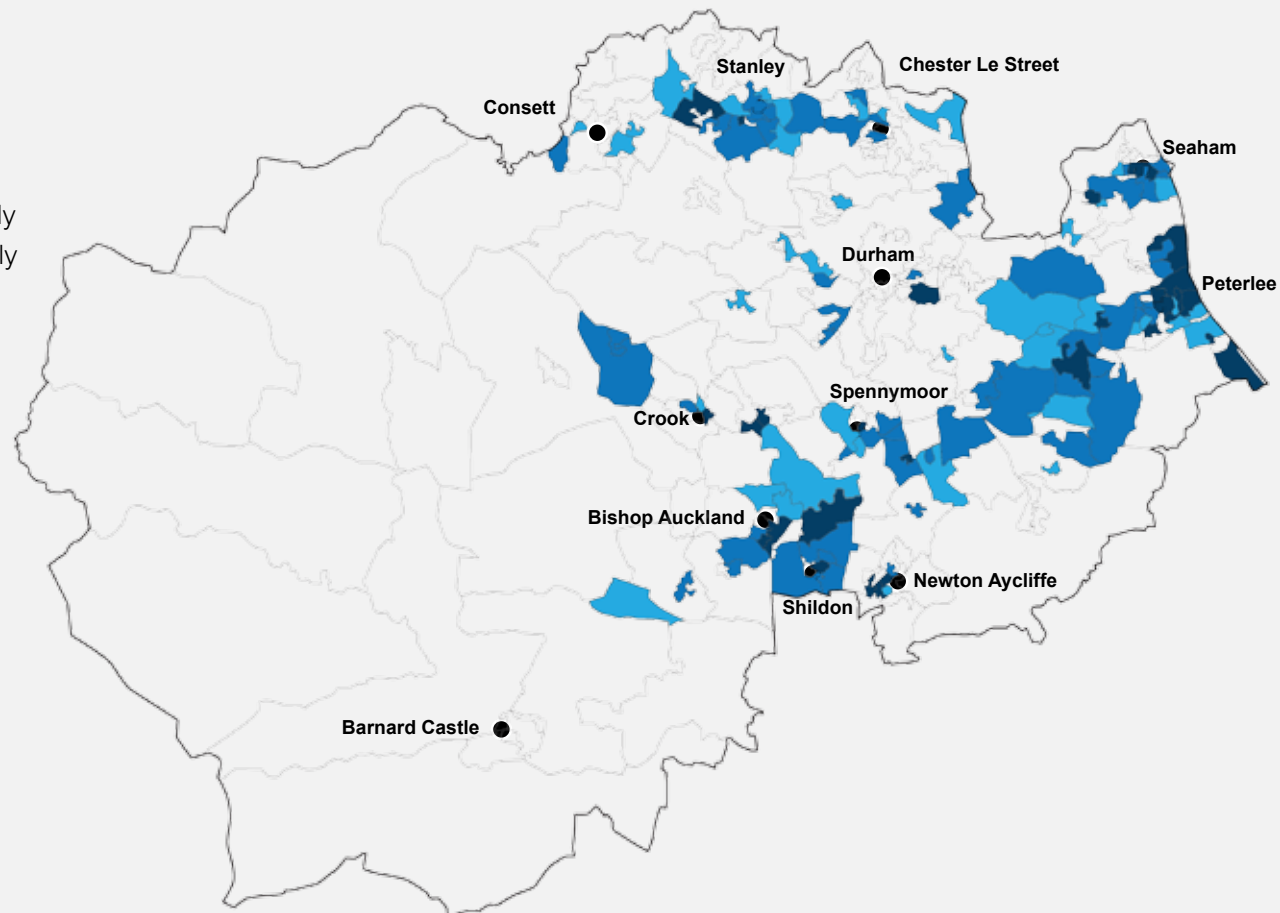
- Although levels of deprivation in County Durham have improved we are ranked the 75th most deprived area out of 326 local authorities in England (Figure W2) and we have developed a poverty action plan in response (see Altogether Better Council theme).

LSOA ranking within:

- the top 10% most deprived nationally
- the top 10-20% most deprived nationally
- the top 20-30% most deprived nationally
- not deprived

Figure W2.

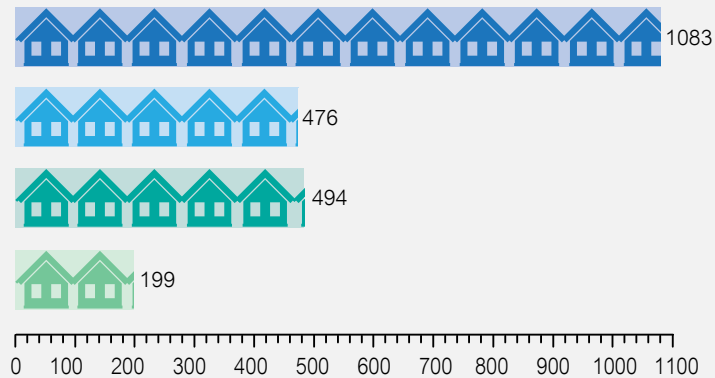
**Index of deprivation 2015 linked with the most deprived LSOAs nationally**



# Key Facts and Figures

Figure W3.

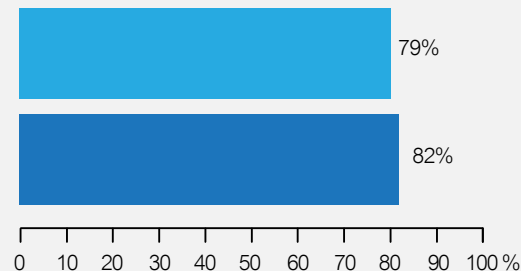
## Housing in County Durham 2014-2015



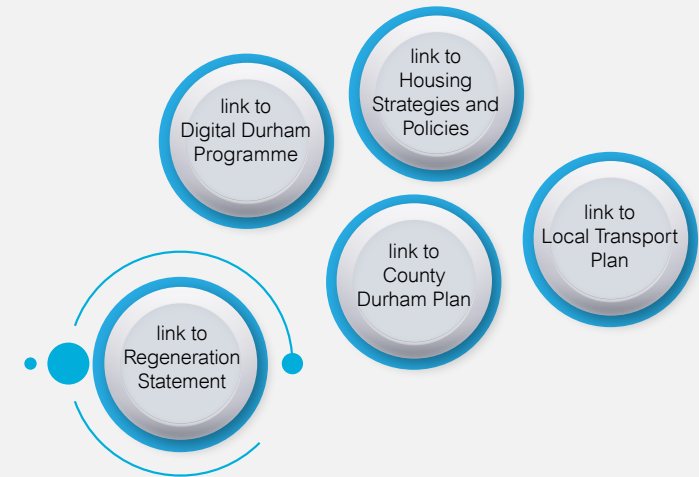
Net homes completed (the sum of new build completions, minus demolitions)	1083
Private sector homes improved	476
Affordable homes delivered	494
Empty properties brought back into use as a result of local authority intervention	199

Figure W4.

## Businesses in County Durham 2014-2015



Business Durham business floor space that is occupied	79%
Properties let from Durham County Council's retail, commercial and investment portfolio	82%



**15,155**

Number of registered businesses in County Durham

**1,053,745**

Passenger journeys recorded by the Park and Ride service - 2014/15

**1567**

Gross jobs created or safeguarded as a result of Business Durham activity - 2014/15

**42**

Full time equivalent jobs were created through business improvement grants - 2014/15

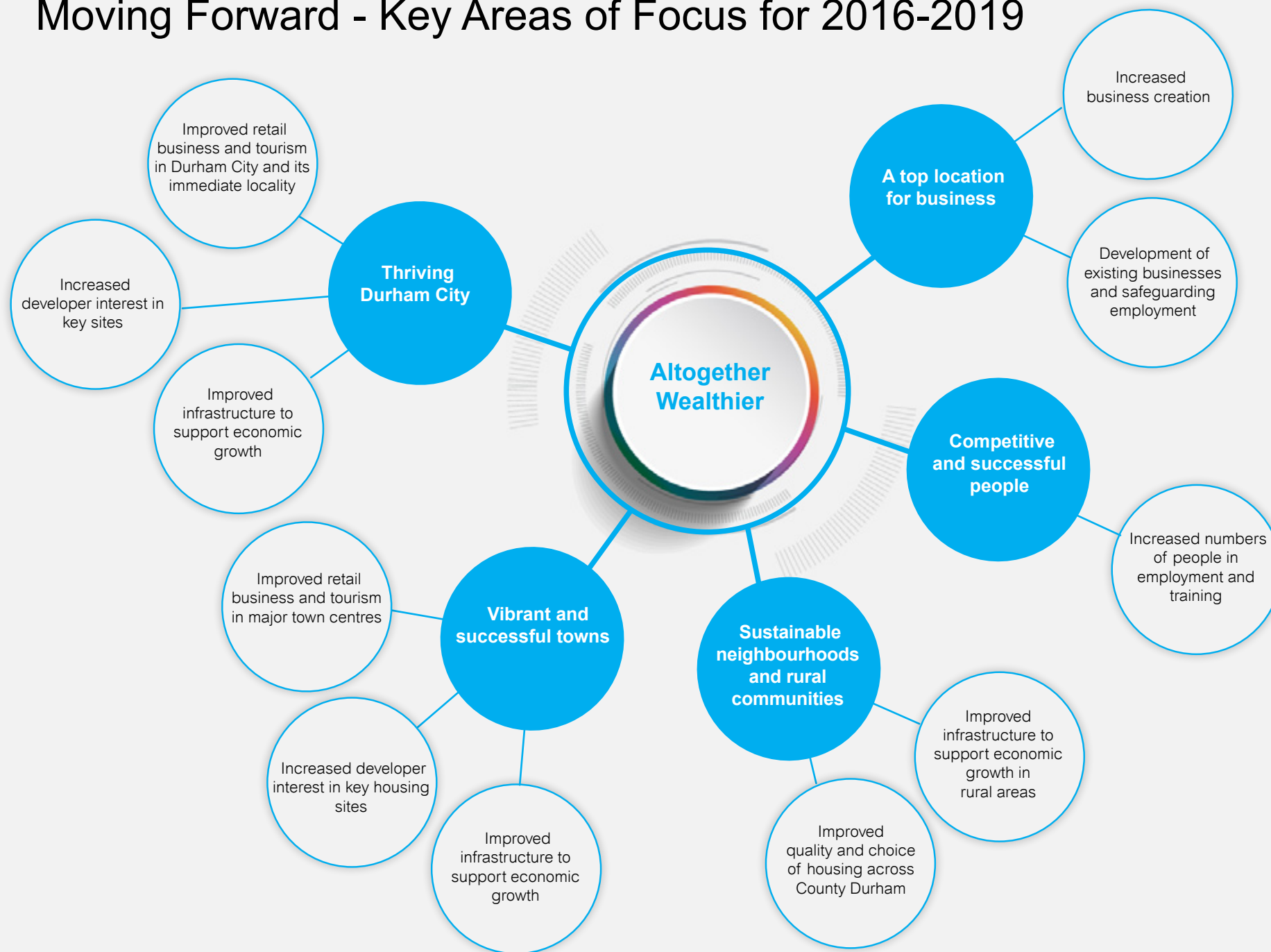
**17.9 million**

Visitors generated £728 million in County Durham - 2014/15

**494**

Affordable homes delivered of which 130 were delivered through Help to Buy - 2014/15

# Moving Forward - Key Areas of Focus for 2016-2019



# Moving Forward - Key Areas of Focus for 2016-2019

## Objective 1 Thriving Durham City

### Improved retail business and tourism in Durham City and its immediate locality

We will:

- Redevelop North Road in Durham City to provide significant retail investment.
- Strengthen our cultural offer including new visual art space in Durham City and the wider county; a new cinema and improved visitor experience at Durham Town Hall.

### Increased developer interest in key sites

We will progress the Aykley Heads site project, which aims to deliver a regeneration opportunity that will provide new jobs and investment.

### Improved infrastructure to support economic growth

We will:

- Prepare for the planning consent for the Western Relief Road in Durham, which would provide an alternative route from A690 and A691 on the west of Durham and relieve the congestion at Nevilles Cross.
- Carry out traffic flow improvements in Durham City at Gilesgate/Leazes Bowl roundabout and A1(M)/A690 Junction Improvement.

## Objective 2 Vibrant and successful towns

### Improved retail, business and tourism in major town centres

We will:

- Carry out regeneration to develop retail areas and other works in the key towns of Seaham, Peterlee, Consett, Crook and Spennymoor.
- Enable development activity at Bishop Auckland including the Kynren open air night show, and the transformation of Auckland Castle.
- Take forward the adoption of the County Durham Plan.
- Support development of North East Plans such as the Local Transport Plan and the Economic Plan.
- Complete the Killhope Lead Mining Museum development and implement our Events and Festival programme.

### Increased developer interest in key sites

We will:

- Undertake improvements at the A19/A179 Sheraton junction.
- Secure a developer for the North East Industrial Estate in Peterlee.

### Improved infrastructure to support economic growth

We will:

- Develop the road and power infrastructure for Forrest Park business space development, Newton Aycliffe.
- Progress with the project for a new railway station in Horden.

## Objective 3 Sustainable neighbourhoods and rural communities

### Improved quality and choice of housing across County Durham

We will:

- Deliver and manage new build housing for market rent and sale via Chapter homes to meet market demand.
- Develop a private landlord accreditation scheme to improve property condition in the private rented sector.
- Develop the existing home loans scheme to assist private landlords and home owners.
- Work in partnership with social housing providers and public health to introduce a number of housing and health initiatives.

### Improved infrastructure to support economic growth in rural areas

We will continue with the Digital Durham programme to provide homes, businesses and communities with access to fast, fibre broadband.

## Objective 4 Competitive and successful people

### Increased numbers of people in employment and training

We will:

- Deliver a wide variety of programmes to support people into work including Adults Skills training and the apprenticeship programme.
- Deliver programmes to sustain and improve people's employment potential.

## Objective 5 A top location for business

### Increased business creation

We will:

- Improve access to finance to help businesses grow.
- Provide infrastructure to support high value manufacturing floor space.

### Development of existing businesses and safeguarding employment

We will support existing growing key sectors, including manufacturing and science by providing opportunities to drive forward the county's economy.

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

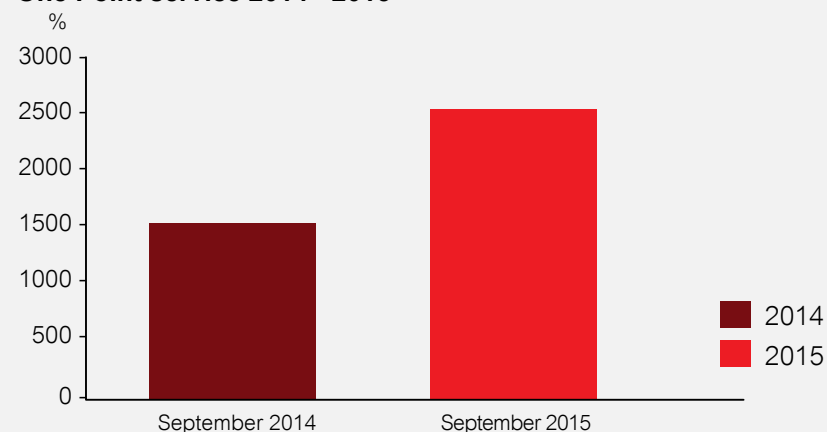
Through the Altogether Better for Children and Young People theme, we work to ensure that effective services are delivered in the most efficient way to improve the lives of children, young people and families in County Durham, which includes targeting resources at those who are most in need. The council plays a key role in the Children and Families Partnership, whose vision is to have a county where 'all children, young people and families believe, achieve and succeed'.

## Achievements 2015-2016

- New 'Families First' teams have been established across the county, made up of social workers, family support workers and other specialist staff who have a wide range of skills and expertise to help children, young people and their families achieve and maintain good progress (Figure C&YP1). The teams also work with the voluntary and community sector to ensure that there are long-term sustainable plans in place for the family when they no longer need our support.
- Established a Multi-Agency Safeguarding Hub (MASH) which works as a central point for the screening, gathering, sharing and analysing of information about children who may be at risk of harm or who may need support services.
- Successfully completed Phase 1 of the Stronger Families programme, to improve poor school attendance, unemployment, youth crime and adult anti-social behaviour, as well as a wide range of local criteria such as health, housing and domestic abuse. By March 2015, 1320 families had a successful intervention (100% of County Durham overall target).
- Engaged with over 8,000 secondary school pupils through the Student Voice Survey to determine their views on a range of subjects and issues to inform our services, in particular our Education services (Figure C&YP3).
- The council became responsible for commissioning 0-5 years health services including the health visitor service. Whilst carrying out our statutory duties, we have also reviewed commissioning for services for 5-19 year olds and are putting in place an integrated approach to health improvement services and service delivery for 0-19 year olds.

Figure C&YP1.

### Number of early help assessments completed by One Point service 2014 - 2015





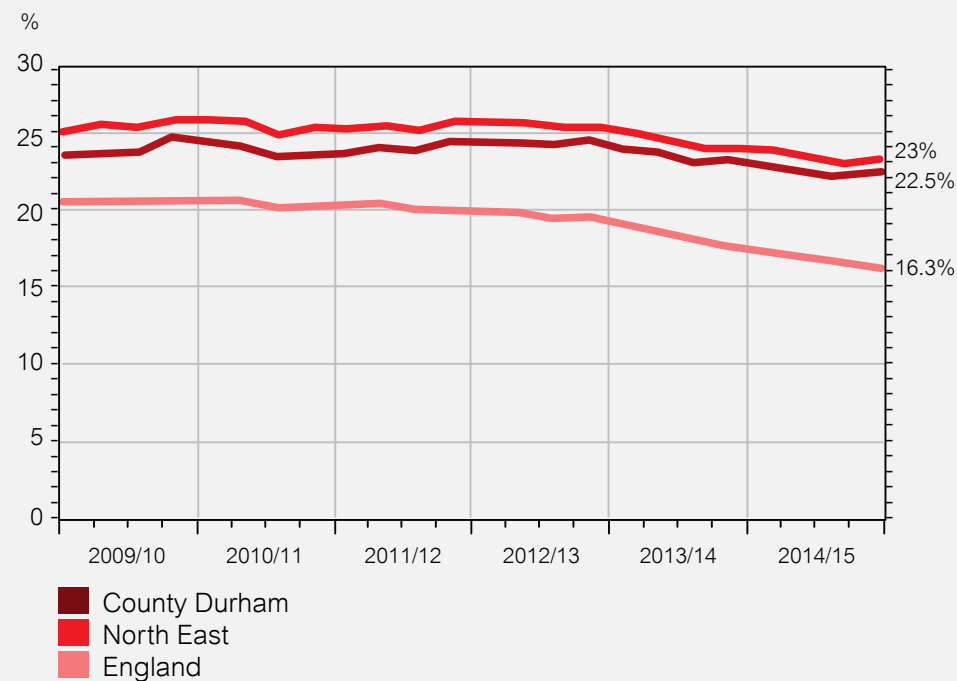
# Priority Theme **Altogether Better for Children and Young People**

## Issues to address

- As birth rates between 2001 and 2014 have risen and led to an increase of children in the 0-4 age group of 10.5%, we need to ensure our pre-school and early years services are able to meet this demand.
- Children in County Durham have worse than average levels of obesity: 9.3% of children aged 4-5 years and 21.5% of children aged 10-11 years are classified as obese, indicating that further support is required through our early years service.
- Teenage conception rates in County Durham have been falling over time but, at 33.8 per 1,000 teenage girls (age 15-17) they are significantly higher than the England average (24.3) and the North East (30.6). We are committed to reducing this rate and improving outcomes for teenage parents.
- Alcohol-related hospital admission rates for under 18s (for 2013/2014) are 69.9 per 100,000 population, higher than the regional (65.8) and national (40.1) rates. This affects the physical, mental and emotional wellbeing of young people and can be addressed through providing extra support in schools and working with families.
- Self-harm is a key issue for the county. The number of 10-24 year olds admitted to hospital due to self-harm (523.5 per 100,000 population) is higher than the England average (412.1 per 100,000). This needs to be addressed by working with families on prevention and improving the quality of mental health care.
- Child poverty is worse in County Durham than the England average, with 22.7% of children under 16 years living in poverty (Figure C&YP2). Growing up in poverty has a significant impact on the development of children and young people both during their childhood and beyond. Work being undertaken to address child poverty is included under the Altogether Better Council theme.

Figure C&YP2.

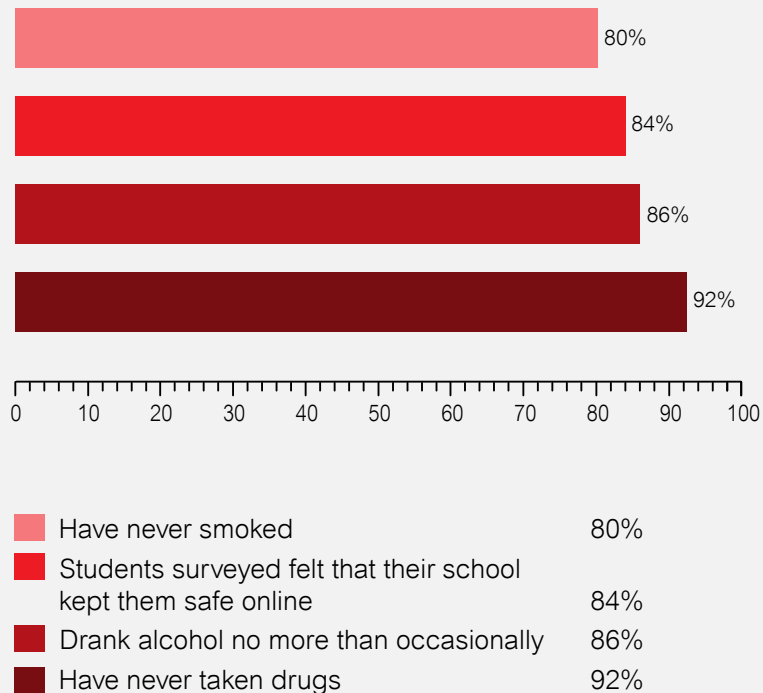
**Percentage of children in poverty 2009/10 to 2014/15**



# Key Facts and Figures

Figure C&YP3.

## Student Voice Survey for Secondary Schools 2015



**22.1%**

Percentage that children and young people under the age of 20 make up of the population of County Durham

**1,220**

Estimated increase in the number of primary aged pupils between 2013/14 and 2023/24

**19,700**

Contacts received by Children's Services for support, information and advice received in the year ending 30 November 2015

**271**

Schools in the county, comprising 27 academies and 244 local authority maintained schools

# Moving Forward - Key Areas of Focus for 2016-2019



# Moving Forward - Key Areas of Focus for 2016-2019

## Objective 1

### **Children and young people realise and maximise their potential**

#### **Children are supported to achieve and develop during their early years**

We will:

- Deliver a range of services at a local level for 0-5 year olds.
- Deliver a new vulnerable parent pathway for all vulnerable teenage parents and other vulnerable groups through the use of health visitors and working closely with the Stronger Families programme

#### **Children and young people are supported to achieve and attain during school years to prepare them for adulthood**

We will:

- Implement the 'Team Around the School' model so that early help is provided to young people and families in need of additional support.
- Offer a programme to mainstream schools, as part of the curriculum, for 5-19 year olds regarding physical and mental health improvement to include topics such as relationships and mental health.

#### **Young people are supported to progress and achieve in education, employment and training to achieve their potential**

We will:

- Lead on the implementation of the 'Durham Works' Youth Employment Initiative to help young people in the county to gain employment.
- Deliver the 'Believe Achieve and Succeed' Plan, by identifying and co-ordinating activities to increase the participation of young people in learning.

#### **Children with additional needs are supported to achieve and attain**

We will ensure that children and young people with Special Educational Needs and Disability have improved opportunities by supporting schools and delivering training to enable them to implement services to promote equality and opportunities.

## Objective 2

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

#### **Negative risk taking behaviour is reduced**

We will provide better support to young and vulnerable teen parents and aim to reduce teenage pregnancies.

#### **Children and young people are more resilient**

We will:

- Enable children and young people to cope better with difficult situations, by developing a parental support network, a child bereavement service and a peer support programme in schools.
- Work with health sector and voluntary and community organisations to provide support to young carers to ensure that they are not disadvantaged by their caring roles and responsibilities.

#### **A range of positive activities are available for children, young people and families**

We will:

- Deliver targeted youth support to vulnerable young people through activities in each local area, in partnership with the voluntary and community sector to address various issues including negative and risk taking behaviour.
- Support play across the county through the provision of fixed play sites.

## Objective 3

### **A Think Family approach is embedded in our support for families**

#### **Children are safeguarded and protected from harm**

We will:

- Work with partners to help families facing multiple and complex challenges through delivery of Phase 2 of the Stronger Families Programme in County Durham.
- Work with partners to ensure that need is met at the most appropriate level and that there is a timely response to high risk cases.
- Work with the Local Safeguarding Children Board to protect children and young people from sexual exploitation and sexual abuse.

#### **Early intervention and prevention services improve outcomes for families**

We will:

- Implement the Children's Social Care Innovation project to ensure services are effectively joined up and staff work together to improve outcomes for children, young people and their families.
- Maintain safety for all Looked After Children.

#### **Children who cannot live with their families achieve permanence and stability**

We will ensure that all Looked After Children have a permanence plan which is implemented in a timely manner so that they are provided with a stable, secure, loving family to support them through childhood and beyond.

# Priority Theme **Altogether Healthier**

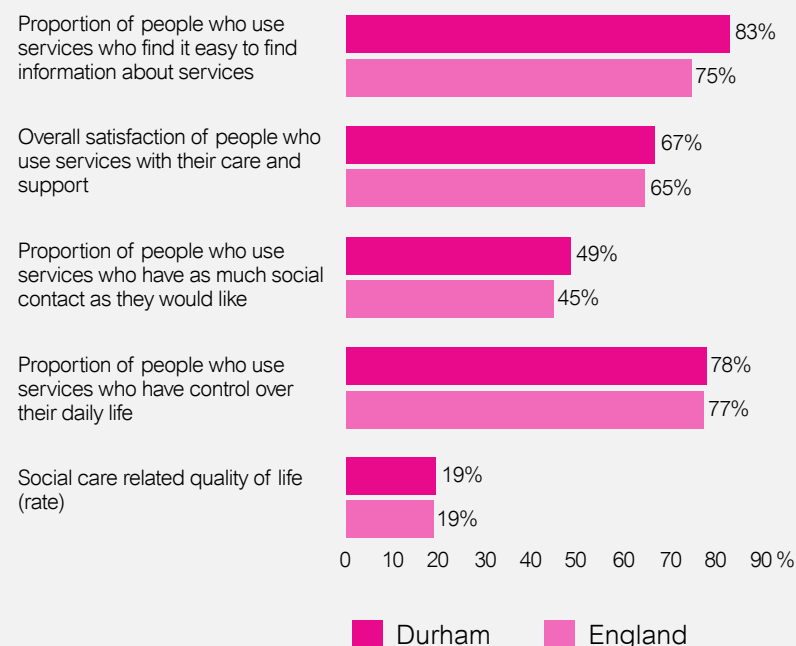
The Altogether Healthier theme is about improving the health and wellbeing of our communities. The vision we share with our partners is to 'improve the health and wellbeing of the people of County Durham and reduce health inequalities', using an evidence base which provides a detailed overview of the current and future health and wellbeing needs of the people of County Durham (Joint Strategic Needs Assessment). Central to this vision is the fact that decisions about the services provided to service users, carers and patients should be made as locally as possible, involving the people who use them.

## Achievements 2015-2016

- The County Durham Health and Wellbeing Board, which promotes integrated working between commissioners of health services, public health and social care and includes representatives from the council and health services was shortlisted for a national award for its effectiveness.
- Survey results show that service users and carers in the county were more satisfied with the care and support services they received than the national average (Figure H1).
- The number of people whose discharge from hospital was delayed is lower in County Durham than nationally and regionally.
- County Durham was selected as a national pilot site for a diabetes prevention programme. The programme is led by Public Health in partnership with Clinical Commissioning Groups and is one of only seven in the country.
- We launched an online directory of care and support services called LOCATE, which provides local people with details of available services and information.
- Joint Consett Academy and Leisure Centre opened.
- Pearl Izumi Tour Service cycle race attracted 12,500 spectators to Durham City contributing almost £300,000 to the local economy.

Figure H1.

### Department of Health National Adult Care Survey of social care users 2014/15 <sup>1</sup>



<sup>1</sup> ASCOF Measures and Benchmarking Data (2014-2015 final release)



# Priority Theme **Altogether Healthier**

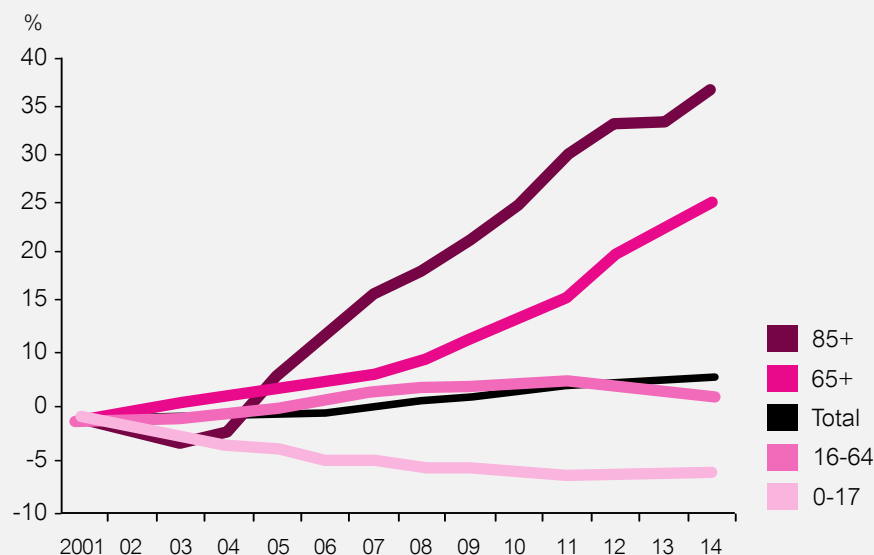
## Issues to address

- The average life expectancy for males is 78.0 years and for females is 81.3 years (Figure H3). Both are below the England average of 79.4 for males and 83.1 for females. This links to our overall vision to improve the health and wellbeing of the people in County Durham.
- The mortality rate for cardiovascular disease (88.8 per 100,000 population aged under 75) is higher than England (78.2) but has been falling over time (2011-13). This needs to be addressed in partnership with the NHS through health checks and other programmes.
- The mortality rate for cancer (166.6 per 100,000 population aged under 75) has seen a small increase in 2011-13 and is higher than the England average (144.4).
- More people in County Durham continue to engage in unhealthy lifestyle behaviours when compared to England. Smoking prevalence in the county (22.7% in 2013) is worse than the England average of 18.4%, indicating that we need to continue to work in partnership with other agencies to encourage users to stop smoking and to monitor the success of our initiatives.
- We need to undertake more work with partners to reduce alcohol consumption, as the rate for alcohol-specific admissions to hospital for adults in 2013/14 was 788 per 100,000 population, which is worse than the England average of 645.
- Mental health improvements and suicide prevention are key priorities for the county, particularly as suicide rates in County Durham are higher than the national average.
- We need to improve support to carers to help them maintain their own mental and physical wellbeing which plays a vital role in allowing them to continue with their caring responsibilities, as well as helping the people they care for to maintain their independence.

- County Durham has 32.1% of adults completely inactive and 44.5% failing to achieve the Chief Medical Officer's recommendations. There is clear evidence to show that physical inactivity is one of the root causes of diabetes, cardiovascular disease, cancers, and many other conditions. A framework to drive forward physical activity in the county is being established.
- Between 2001 and 2014 the county has seen a gradual fall in the 0-17 age group. There has been a continuing rise in its older population, with the largest percentage increase seen in those aged 85 and over (Figure H2).

Figure H2.

### % change since 2001 in the main age groups in County Durham



# Key Facts and Figures

Figure H3.

## Life expectancy in years in County Durham

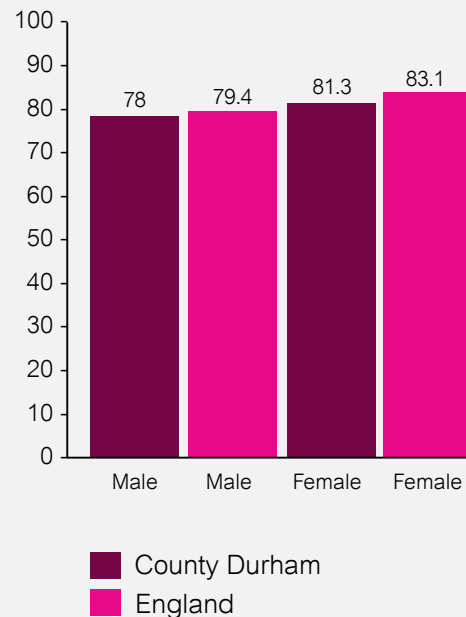
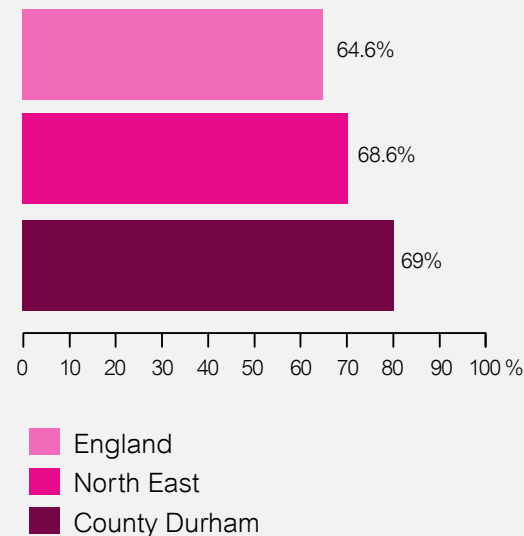


Figure H4.

## Adult (over 16) levels of excess weight (December 2014) <sup>2</sup>



<sup>2</sup> Active People Survey 2012-14. Excess weight includes adults who are overweight and obese.



### 1 in 5

people in County Durham are aged 65 and by 2030 this will increase to 1 in 4 people

### 35,000

contacts for care, information and advice were received in the year ending 30 November 2015

### 12,659

carers registered with Durham County Carers Support

### 381 per 100,000 population

smoking related deaths in the county, this compares to 289 for the England average

### 23%

smoking prevalence in County Durham in 2013 compared to the England rate of 64.6%

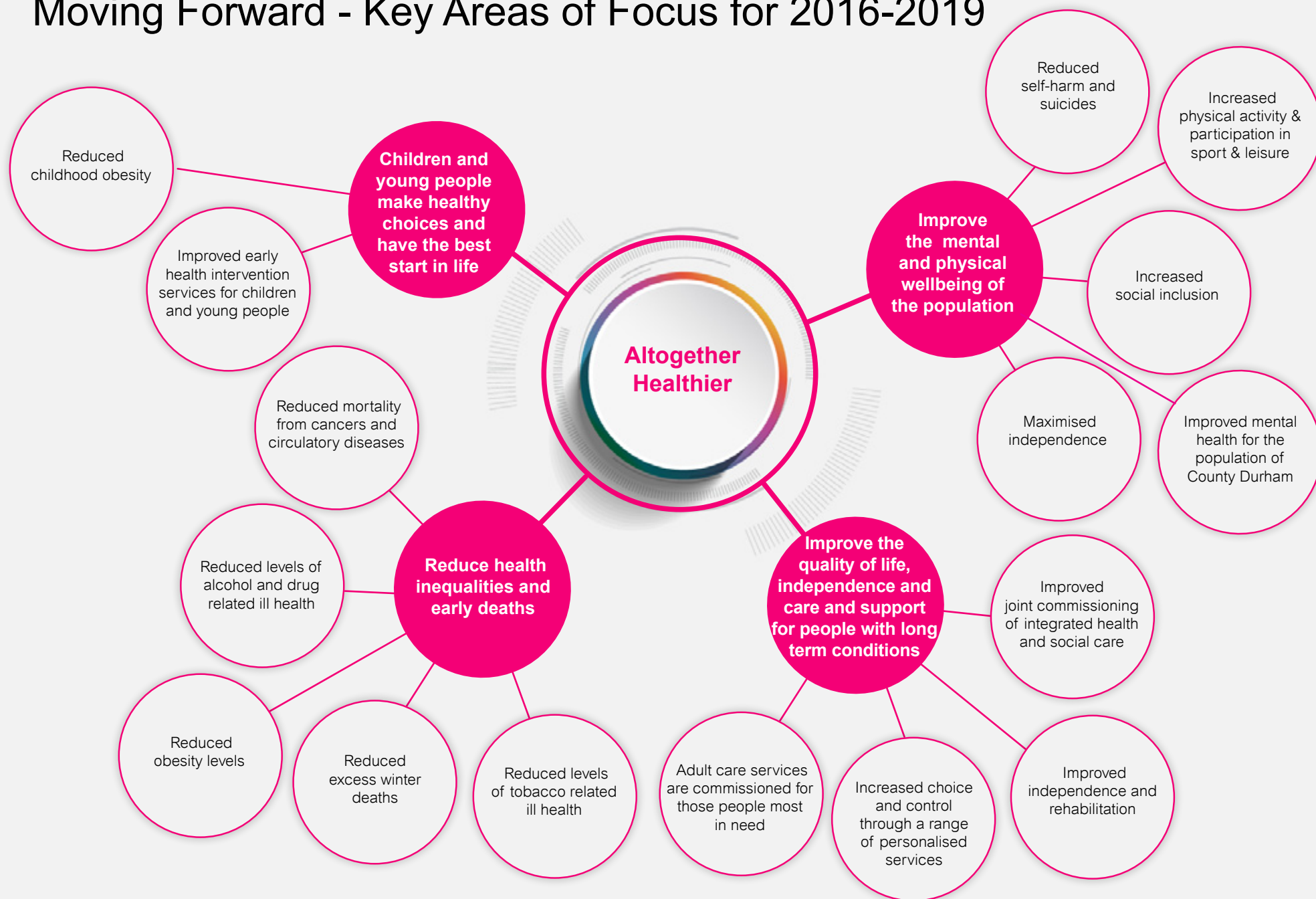
### 6,600

estimated number of people in County Durham aged 65+ with dementia, this number will almost double between 2011 and 2030

### 100,000

estimated number of adults who will experience mental health problems at any one time in County Durham

# Moving Forward - Key Areas of Focus for 2016-2019



# Moving Forward - Key Areas of Focus for 2016-2019

## Objective 1

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

### **Reduced childhood obesity**

We will:

- Support women to start and continue to breastfeed their babies.
- Review the Family Initiative supporting Children's Health to reduce childhood obesity.

### **Improved early health intervention services for children and young people**

We will:

- Work proactively with families to improve oral health by aiming to increase dental registrations and reduce tooth decay.
- Deliver an integrated service for 0-19 year olds to ensure that we provide mandated services and also enhanced services for vulnerable populations.

## Objective 2

**Reduce health inequalities and early deaths**

### **Reduced mortality from cancers and circulatory diseases**

We will:

- Deliver a targeted approach to the Health Check programme to improve the quality and increase coverage.
- Improve links with housing providers as part of the Wellbeing for Life Service.

### **Reduced levels of alcohol and drug related ill health**

We will:

- Undertake a number of initiatives with partners to reduce health inequalities.
- Raise awareness amongst our staff of the dangers of alcohol and substance misuse
- Provide specific targeted training and education to support individuals, professionals, communities and families to address the harm caused by drugs.

### **Reduced obesity levels**

We will:

- Undertake projects such as cooking courses and school food growing clubs to raise awareness of healthy eating.
- Work collaboratively with the Clinical Commissioning Groups in County Durham on the diabetes prevention programme.

### **Reduced excess winter deaths**

We will ensure that vulnerable people receive the necessary advice, guidance and support to allow them to maintain independence during the winter period.

### **Reduced levels of tobacco related ill health**

We will

- Work with our partners to reduce smoking prevalence in County Durham.
- Roll out a new targeted Stop Smoking Service.

## Objective 3

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

### **Adult care services are commissioned for those people most in need**

We will:

- Redesign the delivery of adult social care services to ensure that they meet the requirements of the Care Act by improving the skills mix in front line teams.
- Improve health outcomes and quality of life for people with learning disabilities and/or autism by ensuring that more services are provided in the community and closer to home.

### **Increased choice and control through a range of personalised services**

We will:

- Further develop the functionality of LOCATE, the online directory of care and support services to support greater self-service of needs.
- Provide better support to people with caring responsibilities by increasing access to personal budgets for carers.

### **Improved independence and rehabilitation**

We will ensure that the Intermediate Care, Plus service, a care service for adults at home or in care will be effectively managed and monitored.

### **Improved joint commissioning of integrated health and social care**

We will develop with partners a vision and new model of integration for County Durham.

## Objective 4

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

### **Maximised independence**

We will review our provision for those people with dementia, looking at opportunities for promoting awareness, prevention and the benefits of a healthy lifestyle; and the introduction of dementia cafés.

### **Improved mental health for the population of County Durham**

We will work with partners to develop and improve mental health services covering all ages across the county.

### **Increased social inclusion**

We will provide volunteering and community health development opportunities for groups and individuals through the Wellbeing for Life Service.

### **Reduced self-harm and suicides**

We will work with partners to improve mental health in County Durham and address the priority areas including suicide prevention, stigma and discrimination and recovery.

### **Increased physical activity and participation in sport and leisure**

We will:

- Define and develop service provision through a new culture and sport offer
- Develop a physical activity framework to drive forward physical activity in County Durham.

# Priority Theme Safer

Through the Altogether Safer theme, we work to achieve our vision for County Durham where every adult and child will be, and will feel, safe. Working in partnership is essential to achieving our vision and through the Safe Durham Partnership we set priorities and plans for tackling crime and disorder, demonstrating strong leadership, planning, performance management and problem-solving to deliver positive outcomes to keep our communities safe.

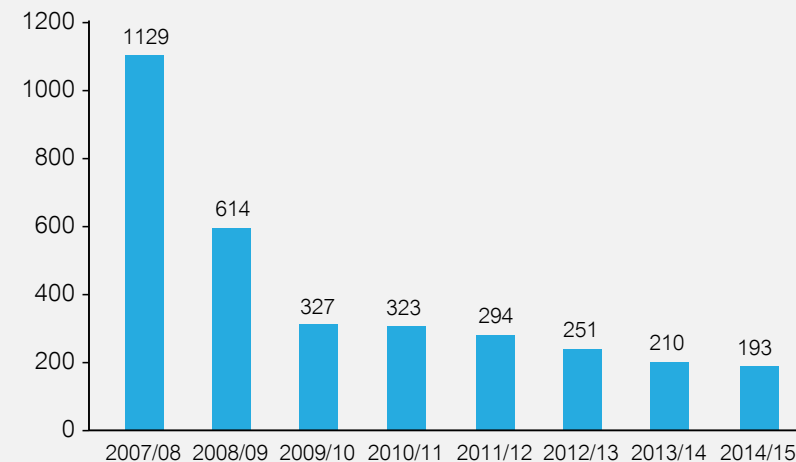
## Achievements 2015-2016

- The County Durham Youth Offending Service received an award for its work on Speech, Language and Communication Needs, to support young people who offend.
- Supported the establishment of the Durham Tees Valley Community Rehabilitation Company, which aims to reduce re-offending in the county, protect the public and provide successful and effective rehabilitation services for offenders.
- Introduced an integrated drug and alcohol recovery service and developed six recovery centres across the county, to provide consistent, high quality, recovery-focused interventions for all people irrespective of age or level of substance misuse.
- The number of first time entrants to the youth justice system continues to reduce. We have achieved an 82.9% reduction in first time entrants, from 1,129 in 2007/08 to 193 in 2014/15 (Figure S1).
- Durham has the lowest overall crime rate when compared to similar police force areas (Figure S2).
- Implemented a Multi-Agency Intervention Service (MAIS) to provide tailor-made support to help vulnerable and 'at risk' adults.
- Introduced a programme of riverside safety improvements in Durham City in partnership with Durham City Safety Group.

- Promoted a safer and healthier road environment by introducing Phase 1 of part-time 20 mph speed limits on main and distributor roads near schools in the county.
- New, revised open water safety policy/procedures outlining how open water risks are managed and promoting good practice across privately owned open water sites.

Figure S1.

**First time entrants to the Youth Justice System aged 10-17 2007/8 to 2014/15**





# Priority Theme Safer

## Issues to address

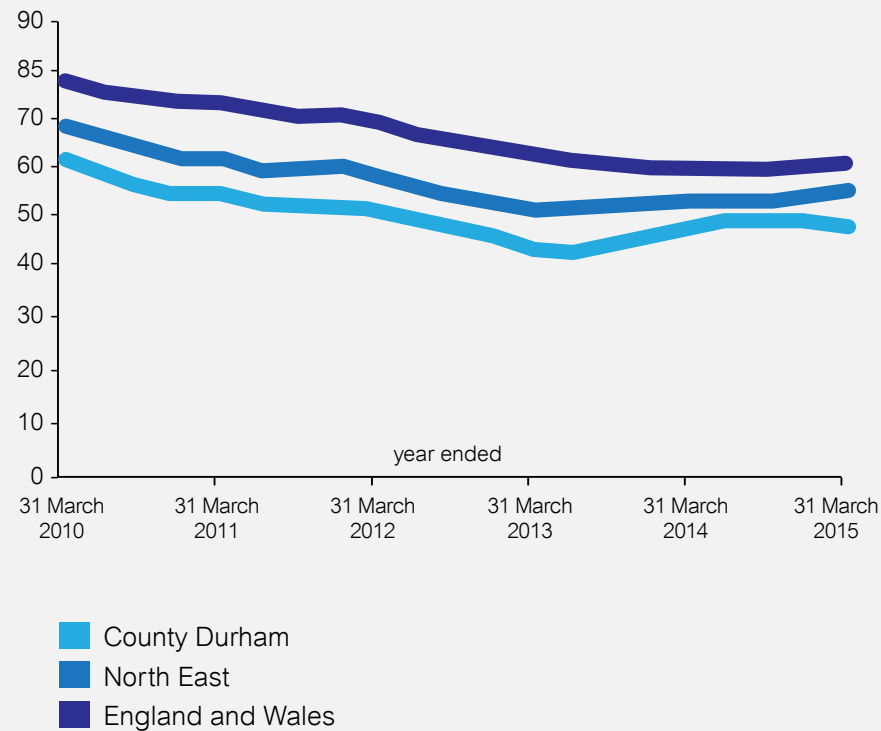
- The number of incidents of anti-social behaviour have reduced during 2015/16. We will need to evaluate the effective Multi-Agency Intervention Service (MAIS) to ensure that it is meeting its aims.
- We are working with partners to improve our support services for victims of violence and sexual offences and identify areas for improvements in the criminal justice system.
- Domestic abuse features in over one third of all initial child protection conferences and continues to be the most common factor across all localities.
- County Durham has a higher re-offending rate by adults and young people at 27.3% compared to the national average (26.4%), although the number of re-offenders in the county has reduced. Further developing restorative approaches will enable those directly affected - offenders or perpetrators, victims or family members and members of the community - to communicate and agree how to deal with a particular incident and its consequences.
- There is a need to reduce harm caused to the individual, families and communities by alcohol and drugs. During April to September 2015, of those in treatment, 51% reported using opiates, 43% using alcohol and 21% using cannabis. The figure for those using opiates is higher than the national rate of 34.7%. We will be working with partners to raise awareness, and use licensing laws effectively to implement controls.
- The Counter Terrorism and Security Act 2015 places responsibility on local authorities to work with partners to deliver 'Prevent': the government's strategy for preventing people being drawn into terrorism.
- Riverside and water safety is a key issue with 56 incidents occurring in Durham City between January 2010 and March 2015. The Durham City Safety group made a number of improvements to Durham riverside and further work will be undertaken countywide as part of the open water programme on managing open water risks.
- In order to ensure road safety around schools, we will continue to implement the programme of part-time 20 mph speed limits on main and distributor roads near schools in the county with the highest accident rates.



# Key Facts and Figures

Figure S2.

## Crime rate per 1,000 population 2010-2015



**19%**

Reduction in crime in County Durham since 2009

**2,700**

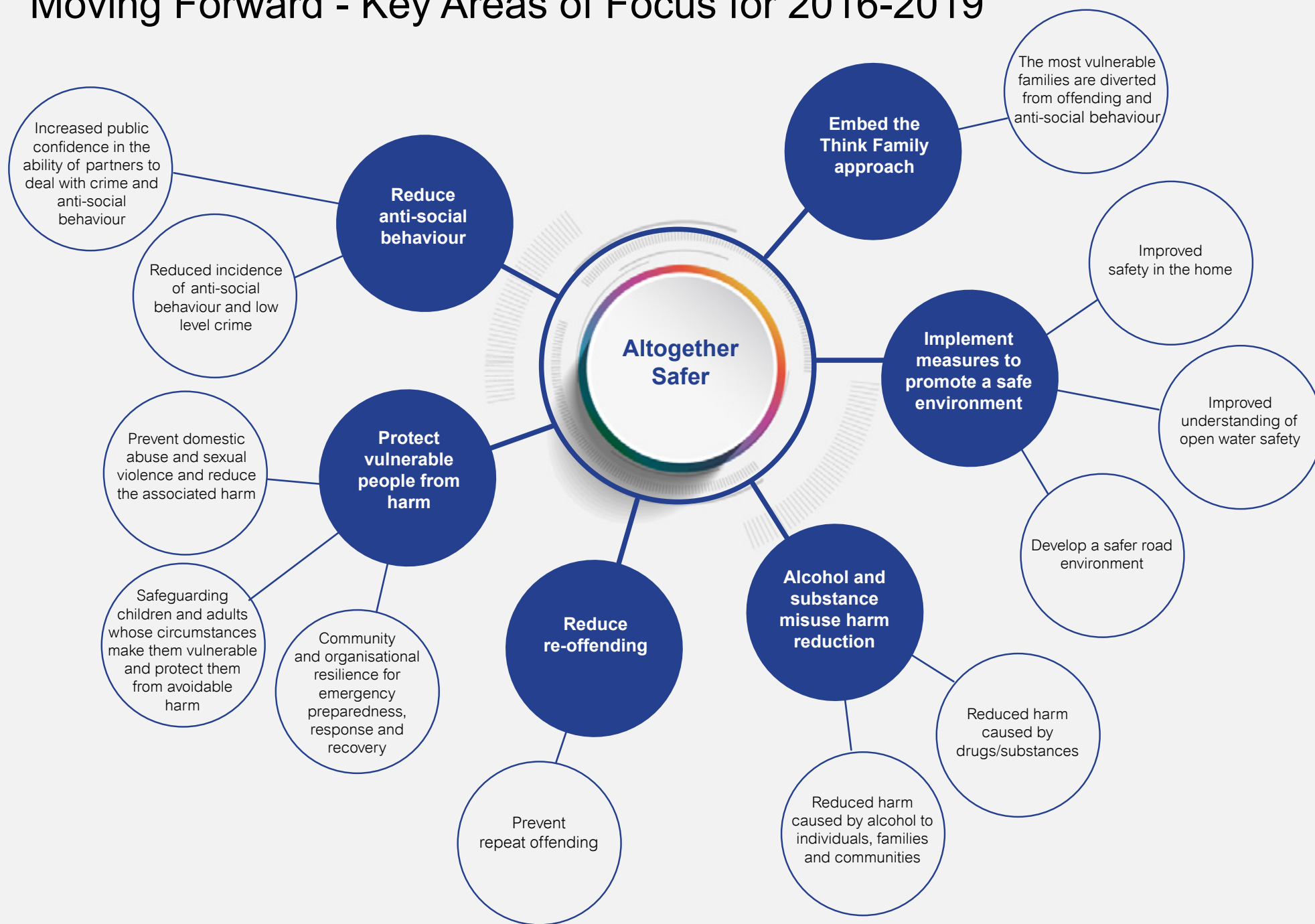
Reduction in the number of adults and young people who offend in a year in County Durham since 2007/08 (8,000 to 5,300)

**3,300**

People received help with drug/alcohol problems at treatment centres in 2014/15

The Safe Durham Partnership for County Durham involves the Police, County Council, Fire and Rescue Service, the NHS and Probation Services, who work together to improve community safety.

# Moving Forward - Key Areas of Focus for 2016-2019



# Moving Forward - Key Areas of Focus for 2016-2019

## Objective 1

### Reduce anti-social behaviour

#### **Increased public confidence in the ability of partners to deal with crime and anti-social behaviour**

We will:

- Produce a Safe Durham Partnership Plan to describe how responsible authorities (including the council, Durham Constabulary and the Fire and Rescue Service) will work together to tackle crime and disorder in the county.
- Work with partners to develop a plan to dismantle organised crime groups thereby reducing the risk of harm to the local community.

#### **Reduced incidence of anti-social behaviour and low level crime**

We will implement a programme to reduce anti-social behaviour particularly in public open spaces.

## Objective 2

### Protect vulnerable people from harm

#### **Prevent domestic abuse and sexual violence and reduce the associated harm**

We will work with partners to improve our support services for victims and identify areas for improvements in the criminal justice system.

#### **Safeguarding children and adults whose circumstances make them vulnerable and protect them from avoidable harm**

We will:

- Work with partners to deliver the government's strategy for preventing people being drawn into terrorism by establishing a multi-agency assessment panel to provide support and intervention.
- Deliver training to staff, including schools to raise awareness of the 'Prevent' Duty
- Evaluate the effective Multi-Agency Intervention Service (MAIS) to ensure that it is meeting its aims.

#### **Community and organisational resilience for emergency preparedness, response and recovery**

We will work with local communities to develop and ensure Community Resilience plans are in place, to minimise the damage from emergencies such as flooding.

## Objective 3

### Reduce re-offending

#### **Prevent repeat offending**

We will aim to reduce re-offending by appropriately targeting our resources, ensuring we listen and respond to young people and their families and making sure that volunteering is a key part of the work we undertake with young people and victims.

# Moving Forward - Key Areas of Focus for 2016-2019

## Objective 4

### **Alcohol and substance misuse harm reduction**

#### **Reduced harm caused by alcohol to individuals, families and communities**

We will work with partners to deliver a number of initiatives to reduce the damage caused by alcohol, including use of licensing laws to control availability and the targeting of underage drinkers.

#### **Reduced harm caused by drugs/substances**

We will work with partners to prevent harm, restrict supply, minimise the impact of drugs and build recovery within communities by raising awareness of emerging trends with communities and partners.

## Objective 5

### **Implement measures to promote a safe environment**

#### **Develop a safer road environment**

We will continue to implement our programme to introduce 20mph speed limits on main and distributor roads around schools with the highest accident rates.

#### **Improved understanding of open water safety**

We will implement our water safety programme including management of risk of public open spaces near open water and the promotion of good practice across privately owned water sites.

#### **Improved safety in the home**

We will:

- Work with partners to undertake initiatives to reduce doorstep crime, rogue traders, and the supply of counterfeit produces.
- Building on the national pilot, explore opportunities with the County Durham and Darlington Fire and Rescue Service to engage a wide range of people including those who are isolated and vulnerable to support them to improve safety within the home.
- Ensure changes arising from the Smoke and Carbon Monoxide Alarm (England) Regulations 2015 are incorporated into operational practices.

## Objective 6

### **Embed the Think Family approach**

#### **The most vulnerable families are diverted from offending and anti-social behaviour**

We will:

- Deliver Phase 2 of our Stronger Families programme to families to help them address the complex issues they face such as children not attending school or anti-social behaviour.
- Embed restorative approaches in the Stronger Families Programme by training and developing staff in approaches for early intervention when working with families to prevent them from offending.



# Priority Theme **Altogether Greener**

The Altogether Greener priority theme is about ensuring that our communities have access to open space and neighbourhoods which are of good quality, well maintained and clean; that we conserve our natural resources through effective energy efficiency measures and sustainable waste management in that we build resilience to extreme weather events and reduce carbon emissions. Key areas of focus include tackling the impacts of climate change; encouraging sustainability and energy efficiency; and maintaining the quality of our local environment.

We aim to work with local communities, businesses and other organisations to encourage behaviour change and participation in activities to achieve our goals. The need to work collaboratively with partners, residents and businesses to build collective ownership and action has never been greater.

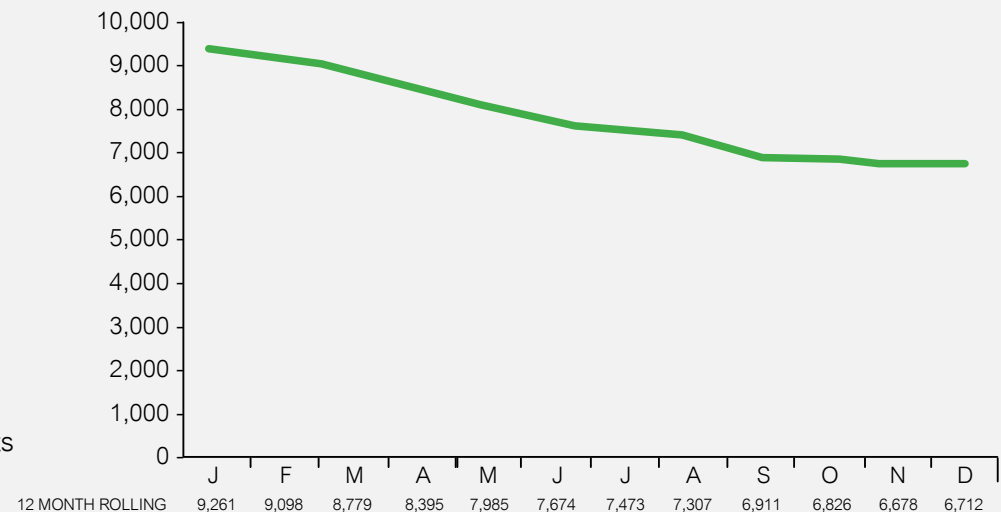
## Achievements 2015-2016

- Delivered a programme of effective campaigns to tackle environmental crime, including dog-fouling, fly-tipping and litter.
- Reduced the carbon footprint of our operations through re-programming our refuse and recycling routes, reducing energy across our buildings and reducing business mileage.
- Replaced 32,000 street lights as part of the Street Lighting Energy Reduction Programme saving energy costs to the taxpayer and reducing carbon emissions.
- Increased energy production from landfill capping where electricity is generated from landfill gas.
- Delivered a programme of waste campaigns designed to help reduce contamination in household recycling ('Bin It Right') and encourage students to recycle waste ('Green Move Out').
- Extended wildflower planting schemes to roundabouts and verges helping reverse the trend of habitat loss and creating food and homes for wildlife.

- Continuation of the work of our Community Action Teams to improve the condition of local housing and environments.
- Delivered our flood defence programme including the refurbishment of Seaham's historic North Pier and flood prevention works at Witton Gilbert.
- Development of the Air Quality Action Plan to improve air quality across Durham City.
- Refurbished three waste transfer stations giving improved recycling facilities and more scope to recycle.
- Fly Tipping incidents continue to fall following education and proactive enforcement activity (Figure G1).
- Over 96% of waste collected by the council has been diverted from landfill to recycling reuse, composting and generating energy (Figure G2).

Figure G1.

### Fly-tipping incidents - County Durham 2015/16



# Priority Theme **Altogether Greener**

## Issues to address

- Further develop a low carbon culture within our organisation and reduce our carbon emissions in line with government legislation.
- Further reduce carbon emissions accross the county through the Street Lighting Energy Reduction Programme and the council's Carbon Management Plan and reducing business mileage (Figure G3).
- Plans in place to respond to the impacts of climate change including flooding and water management.
- Balance the needs of the economy such as business development and the creation of employment, while at the same time protect the natural environment and our open spaces.
- Protect and enhance areas of natural beauty and character such as limestone landscapes, peatlands and Durham Heritage Coast, at the same time keeping a resilient and healthy ecosystem across our rural and urban landscapes.
- Monitor the effects of the actions to ensure that we are addressing our air quality improvements in Durham City.
- Build capacity within our communities and effect behaviour change within the context of reduced resources as we recognise the quality of local environment is important.
- Reduce Environmental crime through campaigns and enforcement to tackle specific issues such as illegal disposal of white fridges and further reducing incidents of fly-tipping.

Figure G2.

### Diverted from landfill 2013-2015

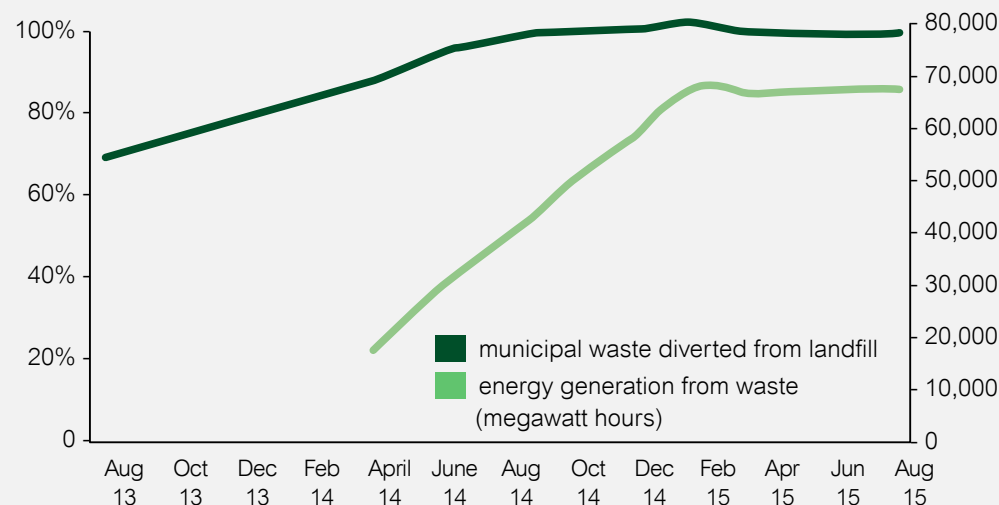
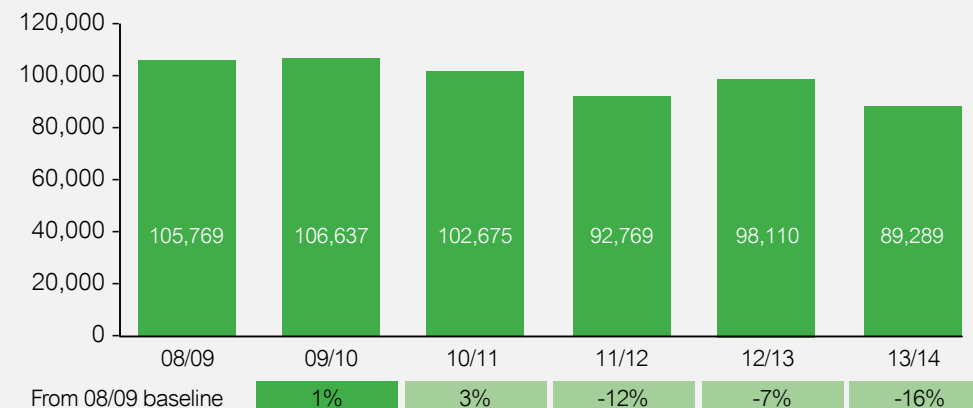


Figure G3.

### Carbon emissions from local authority operations 2008/09 to 2013/14

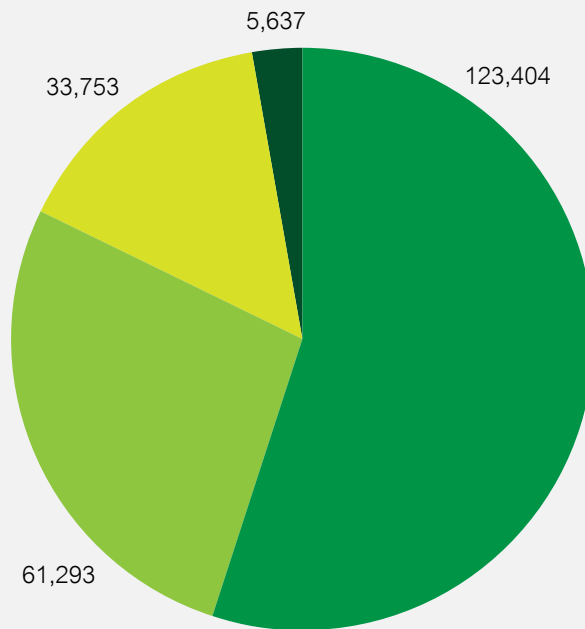
Tonnes of CO<sub>2</sub>



# Key Facts and Figures

Figure G4.

**Household waste sent for energy, recycling, composting and landfill 2014-2015**

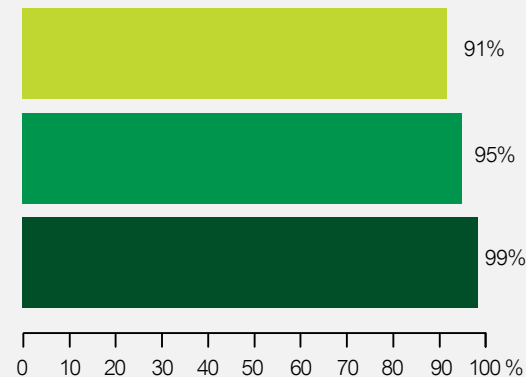


Tonnage sent:

to energy from waste plant	123,404
for recycling	61,293
for composting	33,753
sent to landfill	5,637

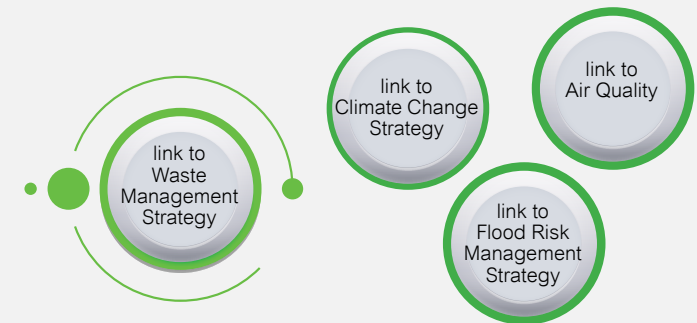
Figure G5.

**DCC land and highways assessed as at or above an acceptable level of cleanliness**



DCC land and highways assessed as at or above an acceptable level of cleanliness

detritus	91%
litter	95%
dog fouling	99%



**14**

Green Flag awards across the county for parks, open spaces, countryside sites, cemeteries & crematoria

**12 million**

Refuse and recycling collections from households each year

**40%**

Proportion of household waste re-used, recycled or composted

**96%**

Proportion of waste collected by the authority diverted from landfill

**56%**

Proportion of County Durham's household electricity use met by renewable energy

**67,556**

Megawatt hours (MWh) of energy produced from the waste collected by the council each year enough to meet the annual energy needs of almost 3400 houses

**1,443**

Number of Feed in Tariff installations, registered and approved

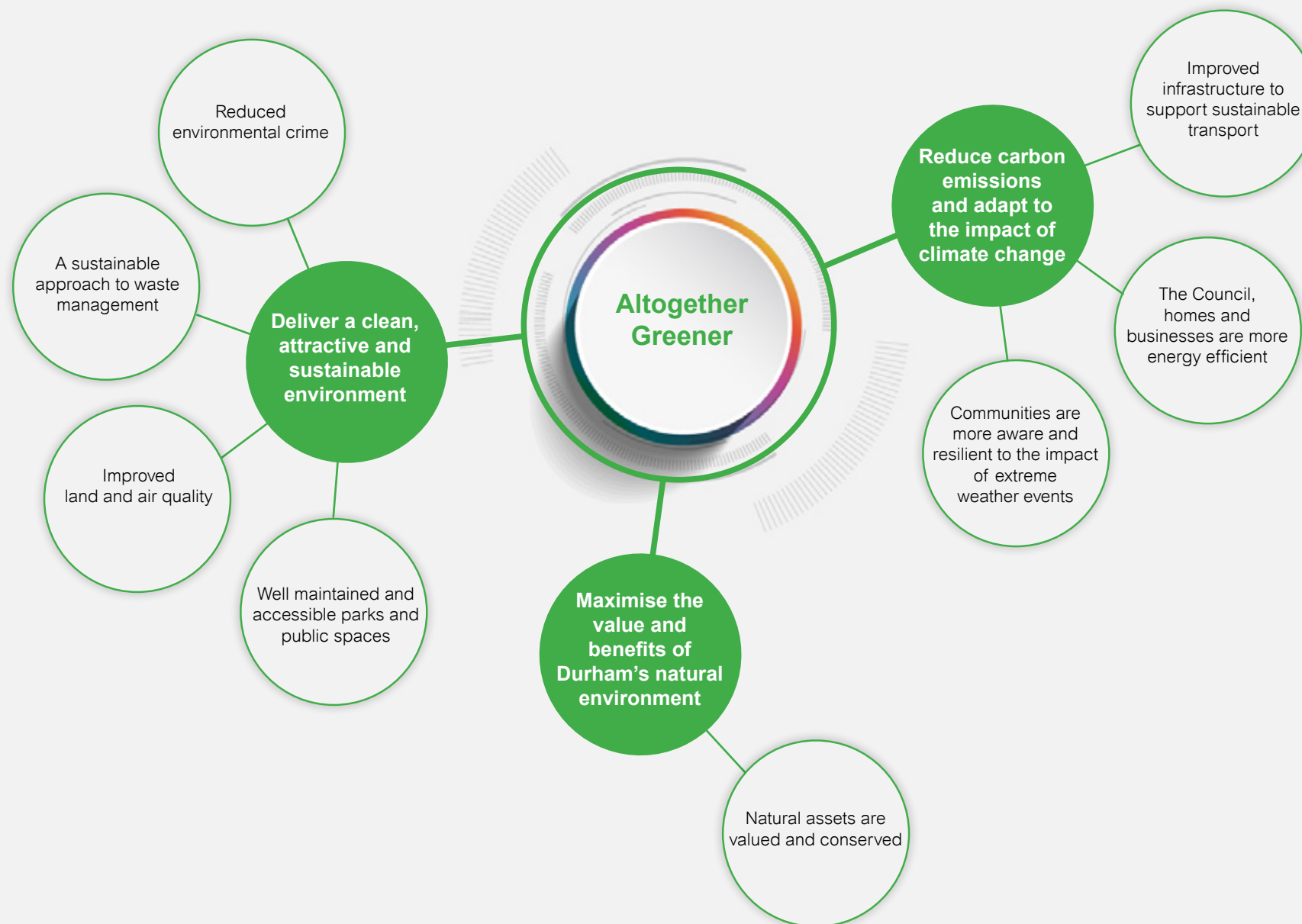
**217**

Megawatt equivalent (MWe) capacity of renewable energy generation across the County

**7,512 tonnes**

Annual reduction in carbon emissions due to street lighting upgrade

# Moving Forward - Key Areas of Focus for 2016-2019



# Moving Forward - Key Areas of Focus for 2016-2019

## Objective 1

### **Deliver a clean, attractive and sustainable environment**

#### **Reduced environmental crime**

We will:

- Deliver a programme of targeted campaigns, to tackle environmental crime, including fly-tipping, dog fouling and littering.
- work in partnership with other organisations to identify and tackle local concerns such as housing, environmental concerns, health and consumer protection.

#### **A sustainable approach to waste management**

We will deliver the Waste Management Strategy which includes:

- Reviewing the Household Waste Recycling Centres in the county to ensure the provision is adequate.
- Completing the refurbishment and replacement of the relevant of Waste Transfer stations across the county.
- Undertaking improvement work at a number of landfill sites.

#### **Improved land and air quality**

We will:

- Implement actions to improve the air quality in Chester-le-street and Durham City.
- Undertake detailed inspections of land which is potentially contaminated and complete remedial action as appropriate.

#### **Well maintained and accessible parks and public spaces**

We will:

- Further develop our wildflower planting scheme.
- Deliver improvements to Wharton Park in Durham City.
- Maximise the use of allotments by increasing community ownership and involvement.

## Objective 2

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

#### **Natural assets are valued and conserved**

We will work in partnership to conserve areas of distinctive landscape character, including the North Pennines Area of Natural Outstanding Beauty, East Durham Limestone Plateau, Oak and Iron, Heritage Coast (Derwent Valley) and Brightwater (River Skerne catchment area).

## Objective 3

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

#### **Communities are more aware and resilient to the impact of extreme weather events**

We will deliver the Warm up north project across County Durham to improve the condition of housing stock in the social and private sectors, which will result in warmer homes and better health of residents.

#### **The Council, homes and businesses are more energy efficient**

We will reduce carbon emissions by:

- upgrading of street lights across the county to the latest light emitting diode (LED) lights.
- supporting delivery of the carbon management plan and
- relocate our fleet vehicles to align with service delivery areas to identify potential saving opportunities.

#### **Improved infrastructure to support sustainable transport**

We will develop and improve the strategic cycle route network across County Durham for residents and visitors.



# Priority Theme **Altogether Better Council**

The Altogether Better Council theme is about how we manage our organisation internally. Like much of the public sector, Durham County Council faces two competing problems of rising demand for many of its services but also reducing resources available to help deliver them. The future for local government therefore involves investigating new ways to manage demand such as providing self-service options for some of our simpler services and looking at new models of service delivery, often together with our communities. We also owe it to our taxpayers to ensure that our services are operating as efficiently as possible and that both our service performance and finances are effectively managed. The local authority of tomorrow is likely to look very different to our current arrangements. It is therefore important that we have strategies in place to make sure that our organisation develops and that this transformation is made smoothly.

## Achievements 2015-2016

- Delivered £153.2 million of financial savings since the beginning of austerity.
- A new website which is quicker and easier to use was launched last year which is also better to use with tablets and mobile phones.
- Procurement of new customer system to more effectively track and manage communications with and improve the customer experience.
- Improved our customer complaints process to respond to complaints more quickly and efficiently.
- More self-serve facilities have been introduced which allow people to access services through our website on a 24/7 basis.
- Managed a successful Parliamentary election in May 2015.
- Received £1.4 million from the Government's Transformation Challenge Award fund to help achieve the Durham Ask ambition. This is an exciting opportunity we are offering to local communities to take over the management and delivery of council services and facilities by transferring assets to local community control.

- Secured £90,000 of 'Delivering Differently' funding to work with town and parish councils on clean and green services.
- Nearly 11,000 residents and businesses have registered to access and manage their council tax, business rates or housing benefits payment accounts online.
- Community Buildings Strategy, one of the biggest and most ambitious asset transfer programmes in the UK:
  - 97 centres have been maintained for community use through this initiative
  - shortlisted for two 2016 LGC Awards
  - Local management groups have already accessed £639,000 external funding not available to the council and have bid for a further £5.2 million



# Priority Theme **Altogether Better Council**

## Issues to address

- The county has a very diverse mix of types of community ranging from some of the most sparsely populated rural areas in the country through to the larger towns and Durham city, each area with its own needs and aspirations (Figure BC1).
- The council will need to make a further £104 million savings between 2016/17 and 2019/20 bringing total savings required since the beginning of austerity to almost £258 million.
- To achieve this savings target will require further downsizing of our workforce. We also have an ageing profile of employees (Figure BC2).
- Around 95,000 households are affected by changes to the benefits system introduced by the Welfare Reform Act.
- 46% of the county population live in areas with high levels of income deprivation. 22.5% of children live in low income families<sup>1</sup> in County Durham and it is estimated that around 11.5% of households in the county are in fuel poverty<sup>2</sup>.
- The council decided in principle to free up regeneration opportunities at Aykley Heads and facilitate job creation. Work is underway to explore the potential opportunities, including how we can work differently in a more modern workplace.

<sup>1</sup> Proportion of children living in families with in receipt of out-of-work benefits or in receipt of tax credits with a reported income of less than 60 per cent of the national median income

<sup>2</sup> Households that require fuel costs that are above average (national median level) and were they to spend that amount, would be left with a residual income below the official poverty line.

Figure BC1.

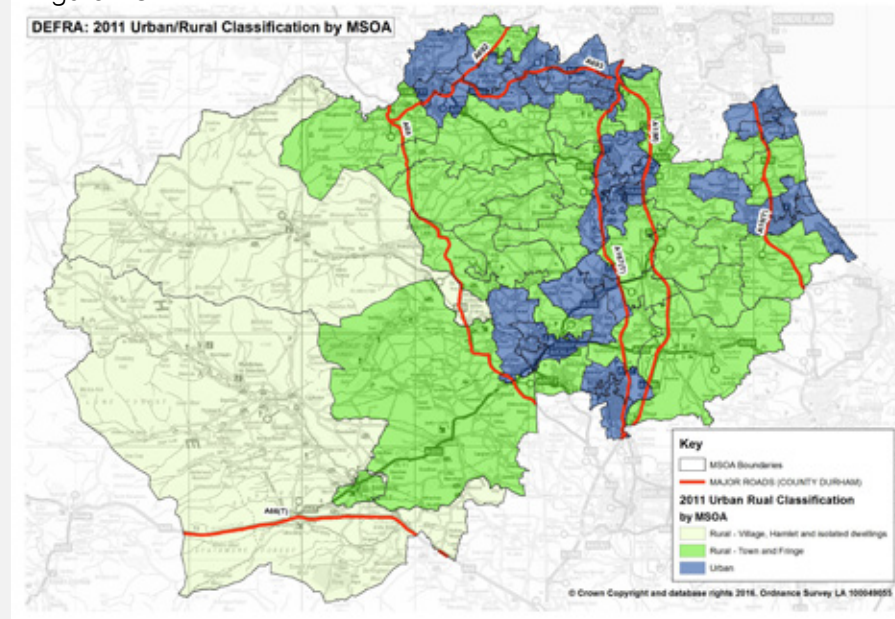
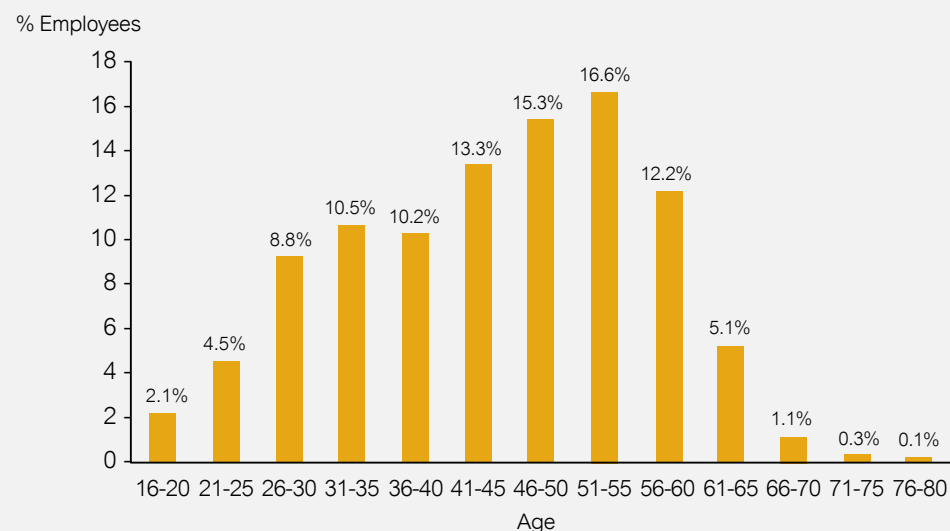


Figure BC2.

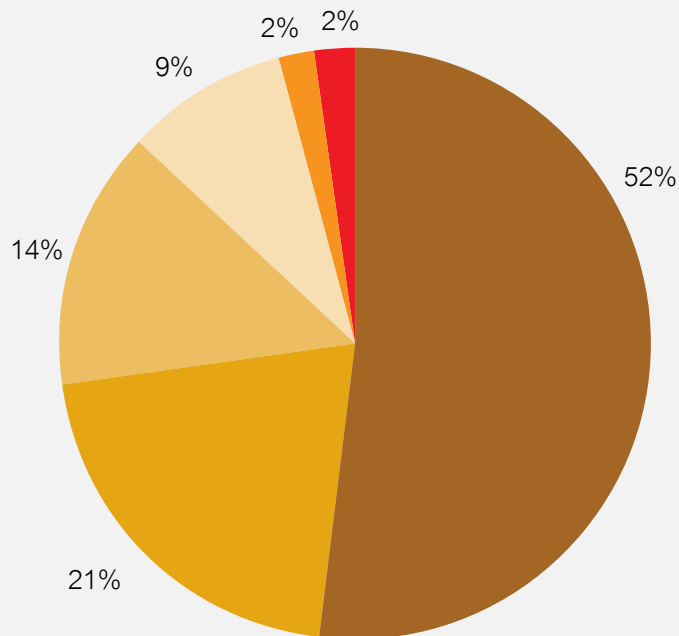
## Durham County Council Employees - Age profile at 31 March 2015



# Key Facts and Figures

Figure BC2.

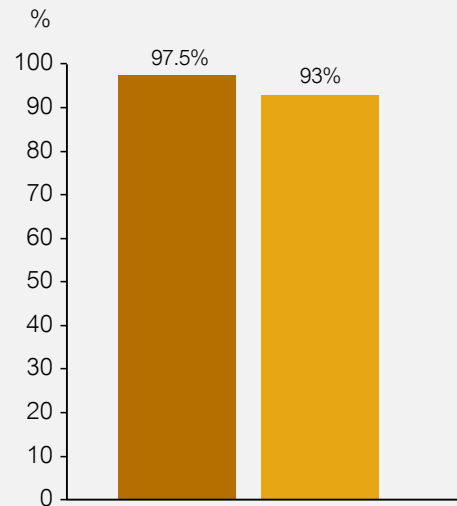
**Financing of 2015/16 gross expenditure budget of £862 million**



	£million	
Service Income	450	52%
Council tax	185.8	21%
Business Rate Retention	120.1	14%
Revenue Support Grant	77.1	9%
Other Grants	15.7	2%
Use of One Off Funds	13.9	2%

Figure BC3.

**Customer Services response times 2014 -2015**



Telephone calls answered within 3 minutes	97.5%
Customers seen within 15 minutes at a Customer Access Point	93%



**219,756**

face to face customer contacts at our Customer Access Points 2014/15

**989,422**

telephone customer contact 2014-2015\*

**16,886**

web forms submitted for any service area 2014-2015

**49,827**

e-mails from customers 2014-2015

**240,317**

domestic chargeable properties in County Durham with a gross Council Tax liability of £280 million and 85% of these are in Bands A to C

**101**

employers and

**18,011**

members contributed to the council's pension fund at the end of 2014/15

\* for agreed telephone lines

# Moving Forward - Key Areas of Focus for 2016-2019





# Moving Forward - Key Areas of Focus for 2016-2019

## Objective 1 Putting the customer first

### A range of access routes

We will:

- Introduce more self-service facilities
- Introduce more online options for customers.
- Make our website easier to use and develop it further.
- Use social media more widely.

### Responsive and customer focused services

We will:

- Be clear on how you can expect services to be delivered and by when.
- Take your views into account when you give us feedback on your experience.
- Gather information on your needs to improve the way we deliver services
- Ensure our communications are as clear as they can be; ensuring forms and letters are easy to read.

### People are treated fairly and differences respected

We will:

- Treat people fairly by making sure any changes to council policies and the way we do things are properly assessed.
- Publish how we use the information we gather about equality to help us make decisions, provide services and employ people.
- Work with partners to support the UK's response to the Syrian refugee crisis
- Run a referendum on whether or not to remain a member of the European Union.

## Objective 2 Working with our communities

### Communities and stakeholders are engaged and communicated with

We will:

- Commemorate World War 1 by placing paving stones for Victoria Cross winners in County Durham.
- Support organisations interesting in running local facilities and services through the Durham ASK programme.

### Effective partnership working

We will:

- Refresh our Sustainable Community Strategy.
- Continue to maintain our 14 Area Action partnerships to involve local communities in influencing priorities and decision making.
- Review our County Durham Partnership arrangements to improve outcomes for our communities.
- Provide welfare rights advice as part of the County Durham partnership.

### Responding to the effects of poverty and welfare reform

We will:

- Work to respond to the effects of poverty in county durham, including child poverty.
- Review the Local Council Tax Reduction Scheme, which helps you pay council tax if you're on a low income.
- Tackle challenges that the welfare reform changes may give our communities through AAPs by working with partners to look at supporting people into employment.

## Objective 3 Effective use of resources

### A balanced four year financial plan that reflects council priorities

We will:

- Produce a four year financial plan to include council priorities, government funding reductions and budget pressures and the savings we are require to make.
- Carry out robust assurance and monitoring on our detailed savings plans.

### Making the best use of our assets and managing information

We will:

- Continue with our office accommodation programme and make sure it is supported by more modern ways of working such as mobile working.
- Make sure we have high standards of information governance through data protection and transparency to keep your data safe and ensure public access to information.
- Modernise our archives and record office services to move towards a digital service.

### Efficient and effective services

We will:

- Improve monitoring of performance arrangements to ensure clear progress reporting and high quality information
- Review our Council Plan and Sustainable Community Strategy.
- Continue to undertake programme and project management of the MTFP and key corporate projects.

## Objective 4 Support our people through change

### Employee and member wellbeing

We will:

- Undertake a programme of employee engagement.
- Ensure the health, safety and wellbeing of our employees through our policies, practices and systems.
- Review the Local Government Pension Fund in line with national guidance.

### A strategic approach to organisational development

We will:

- Make sure our organisational development strategy supports our office accommodation plans and modern ways of working, taking advantage of emerging technology.
- Identify critical roles and occupational groups and put plans in place to make sure that we have more opportunity to recruit in these areas.
- Deliver training to the new Councillors following the 2017 elections.

# Glossary and Contact Details

AAP	Area Action Partnerships
DCC	Durham County Council
JSA	Job Seekers Allowance
LED	Light Emitting Diode
LGC	Local Government Chronicle Awards
LOCATE	Online directory of care and support services
LSOA	Lower Layer Super Output Area
MAIS	Multi Agency Intervention Service
MASH	Multi-Agency Safeguarding Hub
MTFP	Medium Term Financial Plan
MWe	Megawatt equivalent
MWh	Megawatt hours
MPH	Miles per hour
NEETs	Not in Education, Employment or Training
NETPark	The science, engineering and technology park at Sedgfield
NHS	National Health Service
ONS	Office for National Statistics
PSED	Public Sector Equality Duty
SCS	Sustainable Community Strategy
UNESCO	United Nations Educational, Scientific and Cultural Organization

Any comments or queries about this document can be directed to:

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**team email address**

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