

Northumberland County Council

Fire & Rescue Plan

2014 - 2017

YEAR 3 UPDATE 2016/17



NORTHUMBERLAND
Northumberland County Council



Northumberland County Council Priorities

As part of Northumberland County Council Northumberland Fire and Rescue Service strive to deliver the corporate priorities, more detail of these priorities can be found on the rear cover of this document.



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Versions of the document in Large Print, Braille, Audio, other formats or languages can be requested from the following contact points:

Reception	01670 621110
Telephone	0345 600 6400 (you may be charged if you call on a mobile)
Fax	01670 713653
Typetalk	018001 0345 600 6400
Email	ask@northumberland.gov.uk

You can also phone us on a local number for your area.
(Details available on our website).

Welcome to our Fire and Rescue Plan 2014 – 2017 (Year 3 update 2016/17). The Year 3 update document demonstrates how we as a Service have performed against the objectives and priorities highlighted in the Fire and Rescue Plan 2014 – 2017. The purpose of our plan is to describe the main risks to our communities here in Northumberland and how we will use our available resources efficiently to reduce those risks. We will also tell you how well we have performed in reducing and managing risk or, where this is not possible, where we have reduced the impact.

Described in our recent operational assessment and peer challenge as a lean organisation, we are performing well. Ensuring value for money, we already have a multi-skilled and flexible workforce, supported by apprentices and volunteers. Well versed in partnership and collaboration, we look forward to developing this further as an integral part of Northumberland County Council.

Since local government reorganisation in 2009, Northumberland County Council (the Council) has delivered £160 million in efficiencies. For the Fire Service, this has resulted in a 12.5% cut in revenue budget, with over 20% cut in management post and the Authority and a significant reduction in wholetime firefighter posts. We also have had to make difficult decisions regarding cuts to NFRS Community Fire Stations.

However, we face further challenging times; the Council has identified savings targets of £11.9 million in 2016-2017, £6.0 million in 2017-2018 and £40 million for the following 2 financial years. Northumberland Fire and Rescue Service (the Service) must deliver its share. We must re-visit our risk profile and consider new or increased risk such as flooding. We must ensure that we continue to provide high quality prevention and protection activity to those most at risk, whilst providing a well-equipped and highly trained workforce to respond to incidents when required.

We look forward to working with you to as we continue to make Northumberland a safer place to live, work and visit.

The original Fire & Rescue Plan 2014 – 2017 is available at: www.northumberland.gov.uk/IRMP

Northumberland Fire & Rescue Service (NFRS) is a key part of the County Council and is fully committed to the Authority's aims, whilst assuring value for money. The Service Assurance Statement outlines priorities, projects and initiatives that are in place to ensure service delivery and the safety of our staff and communities within Northumberland.

The assurance statement is available at: www.northumberland.gov.uk/IRMP



Councillor David Ledger
Deputy Leader of the Council and Portfolio Holder for NFRS



Paul Hedley
Chief Fire Officer (Designate)

1. Introduction

Fire and rescue authorities have a number of duties as set out in the Fire and Rescue Services Act 2004. Under the Act, fire and rescue authorities must:

- Promote fire safety, including the provision of information and publicity on how to prevent fires, and on the means of escape from buildings in case of fire
- Extinguish fires and protect life and property in the event of fires
- Rescue people and protect people from serious harm in the event of road traffic accidents
- When necessary deal with emergencies other than fires and road traffic accidents

Additionally, the Service supports the Council in its responsibilities under the Regulatory Reform (Fire Safety) Order 2005. Providing business and other responsible persons with education, advice and guidance, we will prosecute only when it is in the public's best interests to do so.

Fire and rescue authorities in England have a responsibility under the Fire and Rescue National Framework for England 2012 (the Framework) to **'identify and assess all foreseeable fire and rescue related risks their communities might face'**.

In particular, fire and rescue authorities have three priorities:

- To identify and assess the full range of foreseeable fire and rescue related risks their areas face, make provision for prevention and protection activities and respond to incidents appropriately
- To work in partnership with their communities and a wide range of partners locally and nationally to deliver their service
- To be accountable to communities for the service they provide

Fire and rescue authorities are required to produce an integrated risk management plan which will tell communities how it will deliver those priorities. In Northumberland, following feedback from our communities, we call this our Fire and Rescue Plan. Our plan is for the next three years and will be renewed annually, at which time we will continue to review our community risk profile to ensure it remains valid.

In addition, fire and rescue authorities have a duty under the Civil Contingencies Act 2004 to produce a Community Risk Register (CRR), which identifies potential risks to the community. This assists in risk management planning, including allocation of resources, training, and preparation for the response to emergency incidents. Risks identified in the CRR are reflected in our plan.

2. Risk to our communities

The County of Northumberland covers an area of 5013 km², enjoying a National Park, miles of coastline with designated areas of outstanding natural beauty, and a heritage of historic buildings, archaeological sites and monuments. Northumberland is home to major road and rail links, The Port of Blyth, modern industrial developments, one top tier Control of Major Accident Hazards (COMAH) site and two Major Accident Hazard Pipelines (MAHP).

We have 316,000 residents, who live in 145,750 dwellings in Northumberland. By 2031, our population is set to increase to 324,400. Although it is recognised that fire and rescue authorities have worked hard in their prevention activity to reduce fire deaths in the home by half since the 1980s, we need to take note that by 2031 the percentage of people in our county aged 65 and over is set to rise to 31% of the population. This has the potential to increase the risk of accidental house fires and subsequent deaths and injuries. 50% of the population live in 3% of urban land, largely in the South East of the county. Northumberland is a sparsely populated county, with only 63 people per km². This brings us a number of challenges for the delivery of our services.

Wages in the county are lower than the average in England; however unemployment is consistent with the national rate. More than a third of the population work in the public sector, which makes the local economy extremely vulnerable at a time of significant public sector cuts. Communities previously dominated by coal mining and heavy industry continue to face long-term worklessness. Our assessment of '**foreseeable fire and rescue service risks**' takes into account factors such as welfare systems reform, and the impact they may have on our prevention, protection and response activity.

9.4% of the population live in one of the 10% most deprived areas in England, with 26.3% classed as income deprived and 23.3% employment deprived. Income levels across Northumberland, however, vary greatly with some areas of considerable affluence. In Northumberland, crime has reduced from over 24,000 offences in 2003, to fewer than 11,000 in 2015. As at September 2015 there were 39.5 key offences per 1,000 population compared with an average of 67 per 1,000 in England and Wales.

Primary risks to communities in Northumberland are:

- **Death or injury in accidental dwelling fires**
- **Death or injury in road traffic collision**
- **The threat of terrorism (real or hoax)**
- **Major incidents including:**
 - **Widespread flooding**
 - **Main east coast rail incident**
 - **Tyne Valley line (east to west)**
 - **Wildfire incidents**

3. Your Service

Under the Framework, fire and rescue authorities have a responsibility to **'deliver effective and proportionate prevention and protection activities and be ready to respond to incidents within their areas and across the county to keep communities safe'**.

To help us meet this responsibility we employ:

- 145 whole time operational personnel (including officers)
- 187 retained (part-time) personnel
- 17 fire emergency control room personnel
- 31 corporate support and delivery personnel
- 115 Public Health Protection and Business Compliance and Public Safety staff
- 6 Learning Centre and externally funded staff personnel
- 5 Civil Contingencies staff
- 8 apprentices (Business Administration and Customer Service)
- 34 volunteers

We currently have 16 community fire stations in Northumberland, delivering services 365 days a year. The Service received around 7,000 calls, attended 3016 incidents in 2014/15 and utilises a number of duty systems based on risk.

Wholetime Duty System:

the Service has two wholetime community fire stations in the south east of the county which is largely urban. Operational firefighters work 10 hour day shifts, and 14 hour night shifts.

Day Staffing:

the Service has two Community Fire Stations with firefighters working during the day for a 12 hour shift period, and responding following pager alert during the 12 hour night shift.

Retained Duty System:

In rural areas, firefighters who live or work within five minutes of the station will respond to a pager alert if there is an incident in their area.

Holy Island:

Holy Island has a garaged fire engine. Firefighters from Berwick, Belford and Seahouses Community Fire Stations will respond to an incident using the fire engine and equipment stored on the island where appropriate.



4. The service we provide for you

As a fire authority we must 'demonstrate how *Prevention, Protection and Response* activities will be best used to mitigate the impact of risk on communities, through authorities working either individually or collectively, in a cost effective way'.

Prevention

In partnership with the Council's Children's Services, we have established Sure Start Centres at six rural fire stations across the county. Stations have become rural hubs for the community, assisting in reducing risk and supporting early intervention. In addition, food banks have been established on a number of stations, supporting local communities. The Service delivers a risk based Home Fire Safety Check (HFSC) Programme by; ensuring all families identified through the Supporting Families Programme are offered a HFSC, establishing a formal arrangement with Adult Services to offer all service users a HFSC, providing training for Social Housing Providers to deliver HFSCs, using software programmes and classification tools to prioritise lone adults who are over 65 years of age and represented in one of the geo-demographic groups most at risk, and taking account of response standards when prioritising risk. Further work with *Think Family* includes the delivery of a bespoke programme designed to meet the needs of identified families, who would benefit from the development of mutual trust and respect. The Young Firefighters Association is a programme for 13 – 17 year olds, and is delivered from community fire stations across Northumberland. Each year, the young people come together to compete in an annual drill competition and for summer camp. We work in partnership with the *Prince's Trust* and funding colleges to deliver *the Team Programme*. This is a development programme for unemployed young people aged 16 to 25, and once again is delivered from community fire stations across the county, with the aim of getting young people into education, employment or training. We support the Council's apprenticeship programme, and have been hugely successful in achieving positive outcomes for our young people. We work with volunteers in a number of roles to deliver prevention activity, in support of the Council's Core Strategy and Local Delivery Plan.

Protection

The Service's Fire Safety Department has established strong relationships with businesses in Northumberland, in order to support them in their responsibilities under the Regulatory Reform (Fire Safety) Order 2005. Partnerships with the Council's Building Control and Licensing will continue to



strengthen under joint management with Public Protection. The team delivers a risk based audit programme. In addition, the county has 5,500 listed buildings, and the team has established a schedule of heritage site inspections. Fire Safety Officers work closely with our operational firefighters to carry out joint visits to assess high risk commercial premises across the county. This is resulting in the development of Site Specific Risk Information (SSRI) plans, critical in reducing risk to firefighters when responding to incidents.

Response

The Service is fully committed to the prevention of fires and other emergencies, and to the protection of our communities. However, fire and rescue authorities also have a responsibility to **'make provision to respond to incidents such as fires, road traffic accidents and emergencies within their areas and in other areas in line with mutual aid agreements'**.

To help us meet this requirement, the Service deploys:

- 24 frontline fire engines
- 26 4x4 vehicles (including specialist cutting equipment and fogging units)
- 3 Swift Water Rescue Vehicles (SRT) including powered boats
- 1 Specialist Rescue Unit (SRU)
- 1 Incident Support Unit (ISU)

Our mutual arrangements under Sections 13 and 16 of the Fire and Rescue Services Act 2004 are robust. This means we can ask our bordering fire and rescue authorities for assistance when there is an increased risk to our communities.

The Government retains strategic responsibility for national resilience;

however we support this responsibility locally by deploying:

- 1 High Volume Pump (HVP)
- 1 Incident Response Unit (IRU)
- 2 High Volume Pump Tactical Advisors
- 2 National Inter-agency Liaison Officers

The Service has long recognised the benefits of co-locating with partners such as Sure Start, North East Ambulance Service, Northumbria Police and Northumberland National Park Authority Mountain Rescue Teams. The authority is collaborating with partners in Local Services to develop a shared site in the North of the County as part of the Council's Depot Rationalisation Strategic Plan, and is considering other options for shared accommodation in order to achieve efficiencies and provide effective and efficient collaboration. Other Local Services partnership arrangements include the support of Winter Services to deliver the Council's gritting programme, community intelligence provision, and the continued support of Community Safety Hubs (CoSH).

With a responsibility to respond to incidents such as road traffic collisions, the Service has a commitment to road safety. Our Service chairs the Northumberland Road Safety Group on behalf of Local Services, ensuring partners work effectively together to reduce the number of killed or seriously injured on our roads.

Under the Framework, **'Fire and rescue authorities must collaborate with other fire and rescue authorities to deliver interoperability'**. We have been working in partnership with Tyne and Wear Fire and Rescue Service (TWFRS) to deliver a new resilient solution for receiving emergency calls and to mobilise and manage resources. In addition, there are plans to collaborate with a remote fire and rescue authority to provide further resilience during times of spate. Our new Fire Control further supports the Council by providing an out of hours emergency contact service.

Public Health Protection Unit

The Unit's overarching aim is to: **protect and improve the public health, safety, and well-being of our communities.** The Unit responds to over 8,000 service requests a year from residents and businesses. It also carries out hundreds of proactive visits to protect & improve food hygiene, food standards, air quality, and water quality in private water supplies. The Unit investigates many different types of public health & safety issues including anti-social behaviour, noise, pollution, flytipping, littering, poor housing standards, dog fouling and we take over a thousand stray dogs a year to a place of safety.

Our priorities are to:

- Provide an effective response to issues of anti-social behaviour and environmental issues such as noise through evidence based investigation and risk based action.
- Regulate & support food businesses through the Food Safety and Standards Service Plan 2015-16.
- Protect and improve public health by proactively ensuring air quality within Northumberland meets national standards through the regulation of permitted industrial premises and the investigation of air pollution incidents.
- Protect and improve the natural and built environment through the provision of expert technical advice to the Council's planning committees.
- Improve environmental quality and protect public health through the investigation of all animal welfare complaints, the efficient collection of stray dogs, and a targeted dog control enforcement programme.
- Improve environmental quality and protect public health through targeted enforcement investigations of fly tipping and littering.
- Reduce incidents of illness, accident or deaths in and around the home through effective inspection together with risk based enforcement action and advice.
- Ensure private water supplies in Northumberland are improved to meet statutory standards through the delivery of a risk assessment based private water supplies programme.





Business Compliance & Public Safety Unit

The BC & PS Unit covers a range of services. The following figures help to illustrate the diversity of activity undertaken. In the 2014-15 financial year:-

- The Pest Control Team responded to 6460 requests for service with 3154 being initial requests and a further 2886 revisits to complete treatments dealing with rats, mice, fleas, wasps, ants and other pests.
- The Trading Standards & Animal Health Team received 2309 consumer complaints and 1125 requests for advice from businesses and dealt with issues such as counterfeit vodka, unsafe cars, flammable furniture, rogue builders, scams imported puppies and livestock at markets.
- The Licensing Team administered 6720 permits and licences for taxi drivers and vehicles, pubs clubs and off-licences, zoos, street traders and scrap metal dealers, amongst others.
- Building Control supervised building schemes worth over £100m, carrying out 14,000 inspections to ensure that buildings in Northumberland are safe to live in, energy efficient and accessible for all our residents.
- The Technical Support Team dealt with 223 Freedom of Information requests, 400 Health & Safety Accident Forms, 1068 Planning Applications and minuted 100 meetings.



Priorities for the Team are to:

- Responding to requests for advice, guidance and services from businesses and residents.
- Taking proportionate action when breaches of legislation are uncovered.
- Developing policies to help the Unit to deal appropriately with licensing issues.
- Generating income, where permitted, to pay for services.
- Identifying opportunities for improved partnership working within and without NCC.
- Maintaining and improving the competencies and professionalism of our staff.

Civil contingencies

It is made clear in the Framework that **'Fire and rescue authorities must have effective business continuity arrangements in place in accordance with their duties under the Civil Contingencies Act 2004 and to meet the full range of service delivery risks'**. We have a team within our Service with responsibility for Civil Contingencies on behalf of the Council. The Team works within the Local Resilience Forum (LRF) to develop a Community Risk Register for Northumberland and Tyne and Wear. The role of the team is then to prepare and plan for emergencies within Northumberland, and protect and support communities when emergencies occur. The Civil Contingencies Team drives business continuity and emergency planning across the Council.

Priorities for the team are to:

- Identify and record risks in a Community Risk Register
- Prepare appropriate emergency response plans
- Train our staff
- Test arrangements through regular exercises
- Apply learning to review and amend plans

Examples of our specialist resources vehicles



5. How well are we performing?

A robust process for measuring and reporting against performance ensures the authority regularly monitors outcomes for our communities. Detailed information about our performance can be found at www.northumberland.gov.uk. We have summarised our performance for you below:

In 2015/16 the Service:

- Attended a total of **3301** incidents
- Attended **166** dwelling fires
- Attended **222** Road Traffic Collisions
- Fitted **6613** smoke detectors
- Gave fire safety advice to **9692** households
- Engaged **12253** young people
- Visited **267** schools
- Delivered **4174** personnel training days

2008/09 to 2015/16

- Reduced deliberate primary fires by **38%**
- Reduced deliberate secondary fires by **17%**
- Reduced all primary fires by **25%**
- Reduced fires in non-domestic premises by **31%**
- Reduced malicious false alarms attended by **41%**
- Reduced false alarms caused by fire detection systems by **59%**

Since we started to produce our Fire and Rescue Plan 2003/04 – 2015/16

- Reduced deliberate primary fires by **76%**
- Reduced deliberate secondary fires by **67%**
- Reduced all primary fires by **59%**
- Reduced injuries from primary fires by **61%**
- Reduced accidental dwelling fires by **41%**
- Reduced fires in non-domestic premises by **66%**
- Reduced malicious false alarms attended by **82%**
- Reduced false alarms caused by fire detection systems by **66%**

Our progress against priorities for 2015/16

We have made significant progress against the priorities we identified for 2015 – 2016, whilst recognising that some are long term and so remain in our new plan.

- We have continued to work in partnership with Tyne and Wear Fire and Rescue Service to deliver Fire Control operations, increasing resilience and contributing significant savings on behalf of the Council.
- We have progressed the Community Risk Review, the findings of this review will be used to ensure that the priorities and delivery of our services are correctly identified; this will include a review of our Retained Duty Service during 2015.
- Significant progress has been made in terms of partnership and collaboration.
- Our health and safety review has been completed and we are progressing through the actions identified in order to fully implement all recommendations.
- Our new priorities will support us in ensuring we have taken full account of risks to our communities, allocated resources efficiently and effectively to reduce those risks, and evaluated proportionately to measure impact.

Effective multi agency response is key component of incident management



6. The way forward

Our fire and rescue authority's plan '**provides an opportunity to demonstrate how it will discharge its responsibilities**'. It fully supports the Council's strategic priorities.

The Council's strategic priorities are summarised as follows:

Economic Growth

Our aim is to promote a more prosperous county through sustainable economic growth that provides residents with ready access to high wage and skilled jobs and opportunities to create thriving businesses.

Places and Environment

Our aim is to maintain and further improve the quality of our towns, villages and countryside, and make it easier for residents to access services and high quality, affordable homes and to travel using different modes of transport.

Stronger Communities and Families

Our aim is to ensure that all residents genuinely feel safe, belong, and have a say in how the county is run, and to provide a range of quality community and cultural services and facilities which will inspire creativity and inspiration.

Health and Well Being

Our aim is to ensure that everyone has the opportunity to lead healthy, independent lives for as long as possible and to safeguard our most vulnerable residents in a way that maintains their dignity and confidence.

Developing the Organisation

Our aim is to grow a unified Council where all staff and elected members understand their role and are collectively motivated to deliver excellent services as effectively and efficiently as possible within limited resources.

Northumberland Fire and Rescue Service, will provide **demand (and expectation) management** whilst **delivering an active council**.

As your local Fire and Rescue Service we aim to:

- Reduce the number of fires, road traffic collisions and other emergencies occurring in Northumberland
- Reduce the number of deaths and injuries and mitigate the commercial, economic and social cost of emergency incidents
- Safeguard the environment and heritage sites (both built and natural)
- Support communities to protect themselves from harm
- Provide value for money through the provision of a lean, efficient and resilient service

Our Wildfire team in operation



Contributing to those strategic aims and reflecting areas for consideration highlighted in our most recent peer challenge, the Service has seven priorities as follows:

1. Continue to review risks to our communities and recommend/implement identified changes in how we deliver our service

We will use intelligence and risk modelling to inform risk prediction and resource planning in order to improve community safety and support the health and wellbeing of our communities.

2. Embed the organizational strategy for evaluation and quality assurance

We will ensure robust evaluation and quality assurance underpins priority areas of our service delivery, as informed by our risk prediction and resource planning.

3. Work in partnership both internally and externally to ensure we deliver added value to our communities.

Working in partnership, we will continue to progress the development of new community fire stations at Alnwick and Hexham with building work scheduled for completion by the end of 2016/17 and we will further develop our plans with partners to fulfil our aspiration to redevelop Berwick community fire station as a multi-service site. As an integral part of Northumberland County Council we will continue to explore opportunities for collaboration through further co-location and increased integration with the Public Health Protection Unit and Business Compliance and Public Safety Unit and colleagues from across the council.

4. Command Strategy

Implement the revised incident command guidance based on 4th edition; including inner gateway control, review of incident support room, integration of vector command software with mobilizing system, revised analytical risk assessment and decision log and further adoption of JESIP (Joint Emergency Services Interoperability Principles) in to NFRS. In addition an active incident monitoring and debriefing process will be developed which will be integrated to the command structure and to the incident command competence framework.

5. Deliver business case outcomes for the continued modernization of the Emergency Control Centre

Business Case options will be considered and implemented for the future working of the emergency fire control centre. Further work will take place to establish more robust ways of working and the mutual provision of resilience with Tyne and Wear fire service.

6. Delivery of the Public Health Protection Plan

We will develop and deliver the Food Service Plan, the new Produced in Northumberland Verification Scheme which supports Northumberland food businesses and we will ensure that Northumberland complies with National Air Quality objectives and DEFRA is updated with our progress.

7. Delivery of the Business Compliance & Public Safety Unit Plan

We will develop and deliver the Business Compliance and Public Safety Plan which covers areas such as building control, licensing, pest control, trading standards and animal health and provide technical support across all areas of Public Protection.

Glossary of terms

<ul style="list-style-type: none"> Accidental Dwelling Fires 	<ul style="list-style-type: none"> Unplanned fire in the home
<ul style="list-style-type: none"> Corporate Support 	<ul style="list-style-type: none"> People who work for the fire and rescue service but who do not attend emergency incidents
<ul style="list-style-type: none"> COMAH 	<ul style="list-style-type: none"> Control of Major Accident Hazards
<ul style="list-style-type: none"> CRR 	<ul style="list-style-type: none"> Community Risk Register
<ul style="list-style-type: none"> HVP 	<ul style="list-style-type: none"> High Volume Pump - used to clear flood water
<ul style="list-style-type: none"> IRU 	<ul style="list-style-type: none"> Incident Response Unit - used at an incident where mass decontamination is required
<ul style="list-style-type: none"> ISU 	<ul style="list-style-type: none"> Incident Support Unit, used to support the command and control of emergency incidents
<ul style="list-style-type: none"> LRF 	<ul style="list-style-type: none"> Local Resilience Forum - agencies working together to plan for and respond to incidents
<ul style="list-style-type: none"> MAHP 	<ul style="list-style-type: none"> Major Hazard Pipelines - Natural Gas and Ethylene
<ul style="list-style-type: none"> Non-domestic fires 	<ul style="list-style-type: none"> Fires that are in buildings not used as a home, and usually used for business
<ul style="list-style-type: none"> Primary Fire 	<ul style="list-style-type: none"> Fires in buildings, caravans and vehicles, or where there are casualties, or there has been a rescue, or which have caused significant financial cost
<ul style="list-style-type: none"> Primary Risk 	<ul style="list-style-type: none"> Most important or significant risks
<ul style="list-style-type: none"> RTC 	<ul style="list-style-type: none"> Road Traffic Collision
<ul style="list-style-type: none"> Secondary Fire 	<ul style="list-style-type: none"> Mostly outdoor fires and include grassland, scrubland, loose refuse, rubbish containers and derelict properties
<ul style="list-style-type: none"> SRT 	<ul style="list-style-type: none"> Swift Water Rescue, used for rescues in fast flowing water conditions
<ul style="list-style-type: none"> SRU 	<ul style="list-style-type: none"> Specialist Rescue Unit, used for rescuing people or animals when the circumstances are complex or unusual
<ul style="list-style-type: none"> Wildfire 	<ul style="list-style-type: none"> An uncontrolled fire often occurring in wildland areas. Differs from other vegetation fires by its size, resource requirements and risk
<ul style="list-style-type: none"> CoSH 	<ul style="list-style-type: none"> Community Safety Hub (previously known as LMAP)

NORTHUMBERLAND

Northumberland County Council

Our Vision Our Mission Our Values

Northumberland will be a thriving county where people choose to live, work, visit and invest

We will listen and respond to local people and our partners and we will be confident, innovative and fair

Passionate Creative Opportunistic Customer Driven Efficient Consistent Trustworthy

Our Priorities

We will work with local people, local enterprises and with our partners to achieve these outcomes

Grow our local economy



- **Support** new and existing businesses to **reach** their potential
- **Help** local people to gain the training, skills and qualifications they need to **secure** meaningful work
- **Provide** a good education for children and young people to ensure they are **prepared** for future employment
- **Provide** quality transport networks **connecting** people, businesses and communities
- **Provide** a modern communication network including complete broadband and mobile phone coverage

Improve our places and our environment



- **Maintain** and **improve** the vitality of towns, villages and countryside
- **Protect** our natural environment
- **Identify** suitable areas for appropriate development and **provide** affordable housing
- **Make sure** we have the modern infrastructure required for our communities
- **Promote** sustainable travel and **provide** an integrated public transport network
- **Improve** our visitor offer, **expand** the scale and depth of creative industries and **extend** our tourism season to **attract** more visitors

Enable communities and families to be strong



- **Ensure** all residents feel safe, belong and have a say in how the county is run
- **Provide** a range of quality community and cultural services and facilities which inspire creativity and participation
- **Work** closely with our voluntary and community organisations to make sure everyone gets involved
- **Protect** the population from infectious diseases, environmental hazards and severe weather incidents
- **Continue** to tackle poverty and **support** those affected by welfare reform
- **Protect** vulnerable people and **provide** early help to those families at risk of falling into crisis

Help people to be healthy and independent



- **Give** everyone the opportunity to lead healthy, independent lives for as long as possible
- **Safeguard** our most vulnerable residents in a way that maintains their dignity and confidence and prevents isolation
- **Deliver** integrated well managed and targeted services to allow all residents to access the support they are entitled to
- **Promote** public health and wellbeing in the community and **encourage** healthy lifestyles

Our Organisation

This is what we will do to support and enable our core priorities

Make the best use of our limited resources to ensure maximum benefit for all citizens in all communities across the county

Create a unified council where all staff and elected members understand their role and are motivated to deliver excellent services

Listen to and **value** the views, concerns and ideas of staff

Make sure all residents and businesses know what the council stands for and how it wants to work

Listen and **promptly respond** to feedback from our residents and provide quality customer services that they need and value

Work in partnership and **collaborate** with others to deliver services as effectively and efficiently as possible

