

# DISC

## *Annual Review*

06-07



**DISC**



## Vision

DISC believes that all people should have the opportunity to realise their potential

## Mission

DISC is working to promote an inclusive society in which all people and communities matter

## Objectives

To create opportunities through which people and communities can make positive changes in their lives

*To identify new and better ways of meeting individual and community need*

To develop specialist services which make a real difference and are based on the involvement and views of those using DISC's services

To work with other agencies in creating integrated services which address complex needs

# Introduction

DISC has been working with individuals and communities since 1984. We constantly introduce and adapt services to meet the changing needs of the communities and the people that we serve, and this year was no different.

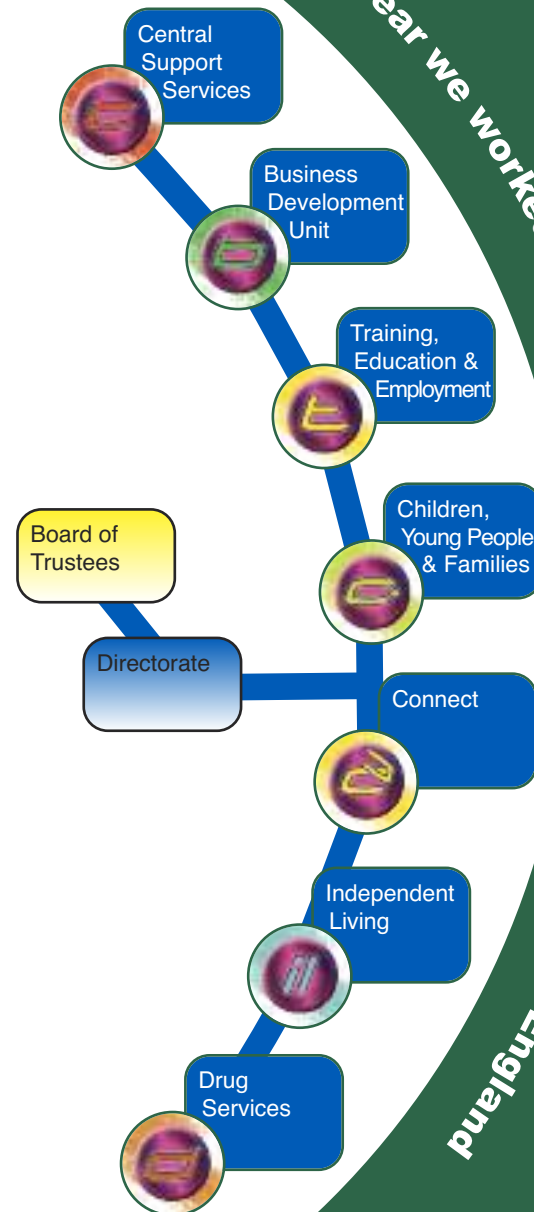
We are a Northern based charity, with 380 staff and 80 volunteers. Last year we worked with 7680 people across the North of England addressing a range of needs.

*We specialise in working with people with complex, multiple needs and are committed to multi disciplinary working, within our own teams and with external agencies.*

Our organisational structure (right) reflects the range of skills and expertise of our staff and the variety of work that we undertake. By combining, wherever possible, these different but complimentary skills we know that the outcome for our service users is an improved and longer term benefit.

*Service user involvement and influence is critical in shaping and delivering our services.*

The skills and development of our staff is critical to the successful performance and quality of our services.



last year we worked with 7680 people across the North of England

# Statement by Chair of the Board of Trustees, James Black

This has again been a difficult yet exciting year for DISC as is demonstrated in this Annual Report.

Can I place on record our thanks to all our staff and volunteers for their hard work and commitment during the course of the year.

I also wish to thank the Board members for their voluntary time and commitment. Along with many other aspects of work within the voluntary sector, the role of Board members is becoming increasingly demanding and accountable and our Board members have fully risen to those challenges in the way they have provided support to DISC senior officers.

I commend this report to you as an example for all interested parties in what can be achieved to include all groups within society where there is a will and commitment to do so.

Service user involvement is critical in shaping and delivering our services

## Serving Board Members 2006-2007

James Black, Chair  
Michael W Treasure, Treasurer  
Christopher RG Matthews-Maxwell  
Ronald L Woodworth  
Karen E Hall (Resigned 5 March , 2007)  
John T Spencer (Appointed 7 August, 2006)  
Vivienne J Holmes (Appointed 7 August, 2006)

# Statement by Steve Johnson, Chief Executive

It has been a demanding year for DISC. We operate in an increasingly complex funding and social policy environment as this report amply demonstrates.

Despite that complexity DISC has managed this year to deliver more and better services to more people than at anytime in it's 22 year history.

I would draw to your attention in reading this report not only our achievements in establishing new services and improving our existing services but what this means for our service users.

Many of those using our services are unpopular with the public at large and have often been written off as failures by society. Yet with some support from ourselves it is they who have made major changes in their lives, attitudes and lifestyles sufficient to transform their life prospects with a corresponding impact upon their families and friends and those dependent on them.

I recently met some service users using one of our drugs services as part of a DISC event. The people I spoke to were in the process of making those very difficult first steps in coming off hard drugs. Their grit and determination in hanging on in there in the face of an overwhelming addiction impressed me beyond compare. It is challenges like this which are the daily lot of very many of our services users and are humbling for others like myself who live a comparatively comfortable existence.

I dedicate this year's annual report to our service users for having the courage and commitment to make very difficult changes in their lives necessary to give themselves a more positive future.



# Annual Overview of 2006/07

This year has brought another changing and challenging environment for the voluntary sector. The Government continues to drive its core contracting processes towards fewer, larger contracts, especially where national agencies such as Jobcentre Plus are involved. Conversely, the emphasis on 'locality' and in particular the Local Area Agreements process, as part of decentralising services offers its own opposing demands.

The voluntary and community sector has had a difficult period as many funding streams have come to an end, such as European Social Fund, Single Regeneration Budget and this has meant that small to medium sized organisations have been particularly hard hit in trying to fund their activities.

At our annual three day business planning event, we once again took a long hard look at our development plans in the light of the changing environment. We decided that we needed to support and develop our service provision and seek new opportunities for our service users. We must also ensure that our infrastructure is adequate to support these demands.

We also made the decision to reduce our Service

Delivery Units from six to five, merging two of our employment related Units. This enabled us to invest in the establishment of a Business Development Unit to help manage and facilitate the large volume of tendering and bidding which now makes up such a significant part of life in the voluntary sector.

*'This year has brought another changing and challenging environment for the voluntary sector'*

We also needed to strengthen our capacity to support our growing staff numbers and the complex financial demands that we face. We appointed two new posts to help us to do this; a Human Resources Manager and a Finance and Resources Operations Director.

For all of our Service Delivery Units it has been increasingly important to participate in bidding and delivery partnerships. The need to respond to bidding rounds makes establishing ongoing strategic partnerships with like minded organisations very difficult and yet we recognise this is becoming increasingly important. We also welcome the growing importance of the social enterprise movement, and as an entrepreneurial charity we identify ourselves as a social enterprise in many ways, albeit not in our legal structure.

Our Service Delivery Units have continued to develop and have embraced the restructure that took place in April.

**The Children Young People and Families Unit** continue to manage a complex portfolio of services. The impact of the newly developing Children's Trusts on service commissioning remains unclear

which makes the strategic positioning of the unit difficult. Meanwhile the Every Child Matters agenda continues to role out a new integrated approach to service delivery and the unit is working to prepare its staff for the roll out of the Common Assessment Framework and the Lead Professional role. The unit continues to work with a diverse range of groups including young carers, young parents, young offenders, young substance misusers and young people with learning difficulties.

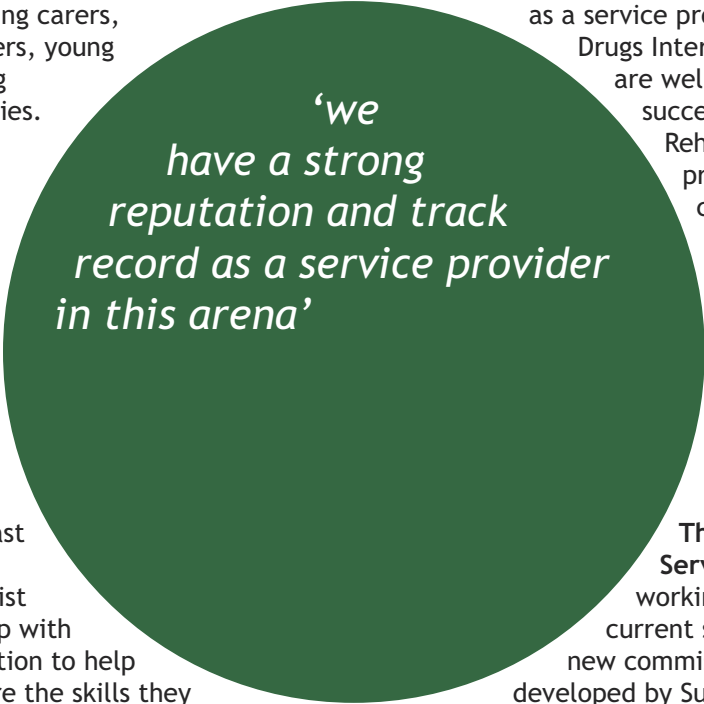
**Connect Service Delivery Units** delivers a range of services helping to prepare people from some of the most socially excluded groups for participation in training, education and employment. We operate five P2W/Linkup programmes for substance users, the homeless and offenders across the North East and Yorkshire. The Unit also operates a number of specialist schemes such as a partnership with the Kashmiri Workers Association to help Asian women in Batley acquire the skills they need to enter the workplace. Connect also deliver a number of In Work Support programmes for people who have moved from incapacity benefit and into work. The 'worklessness' agenda is a key development area for Connect having been heavily involved in the Pathfinder in Gateshead and with a range of experience which is directly relevant to this area of Government policy.

**The Drugs Service Unit** continues to expand its range of work across the North East and Yorkshire. We now run two young peoples drug treatment services across Tees Valley including all aspects of drugs prevention, support and clinical treatment.

New contracts in Middlesbrough, Redcar and Cleveland give us a spread of services which should bring enhanced delivery and innovation. Whilst the general environment of much tighter finances, after a number of years of growth in drugs budgets, is leading to a more difficult environment we believe that we have a strong reputation and track record as a service provider in this arena. Our

Drugs Intervention Programme services are well established and we have successfully taken over the Drug Rehabilitation Requirement programme in Leeds. We are currently starting to trial two new programmes, The 'Cracking It' programme for long term stimulant users and 'Back to You' - a structured personal development programme for those looking to review their future options.

**The Independent Living Service Delivery Unit** has been working hard to consolidate its current services whilst exploring the new commissioning approach being developed by Supporting People teams in parts of the UK. Our Floating Support scheme in Darlington has been awarded six grade 'A's for its QAF review and we hope that this success will be reflected in other reviews as they follow across the North East. We have established a new Darlington Accommodation Support Scheme for substance misusers offering there three tiers of support, including a number of purpose converted accommodation units purchased by DISC. A number of exploratory bids have resulted in our deciding to make a full scale bid for Floating Support services in Lancashire. We have done this as the lead agency for twelve local community based partners after some extensive preparation and we now await the outcome.



*'we  
have a strong  
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**The Training, Employment and Education Service Delivery Unit** has seen some extensive changes to its core services. At the heart of this unit has been our long term partnership with West Yorkshire Probation Service as their core provider of access to employment and training for offenders. Funding has transferred from the Probation Service to the Learning and Skills Council which has resulted in a number of significant changes. We continue to work closely with the local Probation Service in providing, what are now known as, PrisonPlus and OLASS programmes under the terms of ESF funding. The year also saw the end of our E2E provision in North Yorkshire, this also contributed to our decision to reduce the number of our Service Delivery Units.

DISC has also played it's role within the voluntary and community sector in promoting and lobbying for the vital interests of the sector. During the course of the year our Chief Executive stepped down after 5 years as Chairperson of the One Voice Network which represents the voluntary and community sector across County Durham but continued as a member as well as continuing to represent the sector through membership of a National Voluntary Sector Advisory Committee to the Cabinet Office.

To conclude DISC has weathered a difficult period better than many and with the means to grow and prosper. We are moving forward having made a number of key strategic decisions and investments; in particular the Business Development Unit and where necessary we have rationalised our services and our structure. By the end of the year we had replaced our E2E programme in North Yorkshire, in terms of the value of new services and we have made a small but important surplus.



*we develop specialist services which make a real difference*



# Children Young People & Families

## **Service Delivery Unit**

...recognises that family living can bring unexpected challenges and these can sometimes lead to a need for additional support. We work with children, young people and families to enjoy a safe, caring and inclusive environment; access opportunities that support their development and have high aspirations to achieve their potential.

We provide a range of specialist interventions to support children, young people and families in the criminal justice and community settings who are

- **At risk**
- **Substance misusers**
- **At risk of offending, offending and prolific offenders**
- **Carers**
- **Vulnerable due to learning disabilities**
- **Experiencing domestic abuse**
- **Young parents**

## **V Project**

In October 2006 we were thrilled to be awarded funding for V volunteering programme. V was launched to champion youth volunteering in England. It is a new and innovative approach to youth volunteering; ensuring that opportunities are inspiring and attract a diverse range of young participants.

The project aims to raise self esteem, improve confidence, increase participation in further training or employment, achieve accredited training and salute youth volunteering.

## **Happy 10th Birthday to Young Carers and OutThere**

Our Young Carers and OutThere Projects celebrated 10 successful years in December 2006.

## **Young Carers**

Young Carers Project works with young people aged 5 -18 whose lives are in some way restricted because of the need to take responsibility for the care of a person who is experiencing physical or mental health problems. Our service operates in Sedgefield, Chester le Street, Wear Valley and Teesdale. Our aim is to support, help and advise young carers by offering one to one work, support groups, respite, advice, training and family work.

*'as a child I was a young carer as I helped look after my gran who suffered from Alzheimer's disease. At the Young Carers project I met lots of other people in the same situation as me which gave me someone to talk to who I knew would really understand me. I have since gone to College and am now a volunteer with the Young Carers Project.'*

## OutThere

OutThere is a peer led drugs education project working with 13-19 yr old volunteers. The volunteers talk to other young people, parents and communities about drug issues with an emphasis on harm reduction. Volunteers receive full training in the information they pass on to others.

*'I have raised £100 for Young Carers because I want other kids to benefit from lots of activities like I did and to help with funding. I raised this money by doing odd jobs around the house and washing Dad's car. Thanks for all you have done and thanks for always being there for me. You have made a big difference in my life, and you have helped me through some hard times. Thank you!'*

## SASSY Awards - Sedgefield Awards for Sensational Youth

Setup by Sedgefield Borough Council to recognise young people's achievements throughout the Borough. This year we were very proud when the Young Carer of the Year Award was won by one of our service users. Another of our young carers was in the top three nominees for Volunteer of the Year.

## Shrevality Award

The Young Carers Domestic Violence Group were presented with the Shrevality Award in Durham Castle by the High Sheriff of Durham.

## National Crime Beat Awards

The Young Carers Domestic Violence Group were awarded Joint Third Prize in the National Crime

Beat Awards in London. During their stay the group were invited to Downing Street as well as finding time to fit in a visit to a show, a flight on the London Eye and a sightseeing tour of the capital.

## Northern Region Millenium Volunteer of the Year 2006 Awarded to DISC Young Volunteer

In January 2006 the Millenium Volunteers Regional Awards were held at the Centre for Life, Newcastle. Young volunteers from DISC's MV Teesside Project took four of the nine awards; for Outstanding Personal Commitment, Achievement in the Arts, Youth Action and Young Volunteer of the Year.

**we work with other agencies to create integrated services**



# Drugs Service Delivery Unit

## **Service Delivery Unit**

Providing substance misusers with quality services which enable them to manage their drug use, to lead active, healthy and crime free lives. We aim to deliver high quality, innovative services that are informed by service users.

Our Young People's Drugs Service is recognised as a model of 'good practice' by GO-NE (Government Office North East)

Young People's Treatment Services operate in Hartlepool and Stockton (and shortly in Middlesbrough, Redcar and Cleveland) providing a multi disciplinary approach to working with under 19's, offering a range of interventions from prescribing and healthcare to information, advice and peer education.



*Stash Launch*

## **Launch of STASH - Young People's Drugs Service in Stockton on Tees**

April 2006 saw the official launch of our young people's drugs service in Stockton on Tees. The event was held at the Swallow Hotel in Stockton on Tees with guest speakers from Government Office North East and Stockton DAT.

## **New Young People's Drugs Services to open in Middlesbrough and Redcar and Cleveland**

In January 2007 we were awarded contracts to provide specialist young people treatment services in Middlesbrough and Redcar & Cleveland. The service provides a full range of information, advice, support and specialist prescribing. This enables us to provide young peoples services across the Tees Valley area.

## **Aftercare and Support for Service Users - Pilot Programmes**

Exiting a treatment programme can be a difficult time for service users. We have been working on two pilots this year which aim to provide a positive exit strategy for service users who are stable and approaching the end of their time on programme.

## **Leeds - Peer Support Scheme**

This scheme offers groupwork and drop in facilities in a designated centre. There are 4 main groups operating covering Crack, Women, Service User Forum and Relapse Prevention. Ex service users deliver these as Peer Mentors and have received support and training to enable them to do this. We are currently working towards The Approved Provider Standard for Mentoring.

### **Hartlepool - Back To You Pilot**

This pilot began in October 2006 after Hartlepool DAAT commissioned a 20 week pilot. Hartlepool DAAT recognised the gap in service provision of an aftercare programme for clients leaving treatment or maintaining on medication and being retained in treatment services.

This is an innovative groupwork programme that aims to identify and develop unmet emotional needs. The programme's core value is that by meeting unmet needs a life balance can be reached and control can be wrestled away from lapses and relapses into drug use. Not meeting these needs leaves a person vulnerable to quick fixes in order to gain a brief meeting of these needs.

Client feedback has been very positive:

*'I am happy and content with myself and enjoying life now, haven't enjoyed life since I was 16.'* (heroin user of 20 years)

### **All three of our DIP Contracts are operating at the top of the Compact National List.**

The Drugs Intervention Programme is a Government funded initiative designed to address the issues that affect the community due to substance misuse offenders and their offending behaviours. DISC delivers a number of interventions within the DIP programme in a number of areas. These include the Throughcare and Aftercare services in Leeds, Hartlepool and Sunderland, the Prolific and Priority Offender Schemes in Hartlepool and Sunderland.

*'Jo came to us at a very low ebb, was of no fixed abode, had no income and was unemployed and taking illicit substances.*

*We spent some time with Jo, sorting out his finances, finding him a flat, helping him access training and supporting him to reduce his drug use and keep appointments with his clinical keyworker.*

*Jo is now drug free, attending training, keeping his finances in order and paying his bills on time.'*

**all people should have the opportunity to realise their potential**



# Connect

## **Service Delivery Unit**

Connect focuses primarily on providing intensive support to those engaged in government and community based employment initiatives. The service offers one to one outreach support to those individuals who face various barriers which may be excluding them from the workplace or preventing them from taking up training and/or further education opportunities. Tailored support packages are agreed to enable the service user to work towards their employment, training and educational aspirations.

*‘Andy was referred to Progress2Work in July 2005. He was living at a probation hostel and was a recovering heroin addict. Andy wanted to study a Counselling course but it was apparent that he was still relapsing and at quite high risk. He was referred to one of our drugs projects and offered intensive support.*

*Andy received medical assistance and help with housing as he was due to leave the hostel. He started an Introduction to Counselling course.*

*Andy completed this course and moved into his own property. His drug rehabilitation was going well. He then decided to embark on the Certificate in Counselling which is a one year course. P2W discretionary fund paid fees for the course and Andy volunteered with DISC.*

*Andy is currently studying for a Higher Education Certificate in Counselling, giving him a diploma (and mean he was a qualified practitioner in two years) or he may continue to gain a degree. He continues to successfully volunteer for DISC and his University course is going well.*

*Andy is at a really good place in his life now and recently gave DISC some very positive feedback, thanking us for our part in his success.’*



New Connect services this year managed by DISC are mentioned below.

### **Incapacity Benefit Specialist Advisor in Durham, South Tyneside and Sunderland**

This programme is funded through the Jobcentre Plus Pathfinders initiative and delivers an average of five sessions of specialist advice and guidance to people in receipt of incapacity benefit.

The aim of the programme is to construct an action plan with the service users that will inspire confidence and provide tools and resources to enable and empower them to manage issues which are proving a barrier to training and employment.

### **Theme Chest - Construction - Leeds**

This project is the result of research carried out on the construction industry in Leeds. The research showed a skills gap of construction workers in the Leeds area.

The Leeds Construction Agency obtained funding from LSC and ESF with the aim of setting up a project that would benefit the communities of Leeds by training individuals to NVQ Levels 2 & 3 in any part of the construction industry. The funding was granted to work with people who live within Objective 2 area; the most deprived areas of Leeds. The project aims to support people living in these communities to progress with a career and thus offer a route out of poverty.

The project is delivered by six training agencies and

DISC. DISC deliver the Skills for Life, Information Advice and Guidance and job outcome elements of the project. The programme is a good example of inter agency working to promote the interests of local people.

### **STEPS - Hartlepool**

The Steps project supports people in Hartlepool who are at risk of losing their tenancy. Connect are working on this project together with the Independent Living SDU. Connect are running the employment element of the project, funded by ESF. The aim is to move people into training and/or employment which is an important element in assisting people to keep their homes.

### **DISC Awarded Matrix Accreditation in 2006**

*‘inspire confidence and provide tools and resources to enable and empower service users to manage issues which are proving a barrier to training and employment.’*



# Training, Education and Employment

## **Service Delivery Unit**

TEE has grown in both new geographical areas and specialist areas of work.

Geographically we now have services in Humberside as part of the OLASS contract, delivering to offender learners.

We manage a partnership project with West Yorkshire Probation to deliver education, training and employment within Probation sites to service users, under the Prison Service Plus 3 contract.

At the end of 2006 we ended delivery of our Entry to Employment services within North Yorkshire. Services were transferred to seven providers and five of our staff from this contract stayed with us to deliver the new OLASS contract.

### **Together Women Project - November 2006**

As a consortia member for the Together Women Project, run on behalf of the National Offender Management Service (NOMS), we employ 7 staff to deliver specialist services in Education, Training, Employment and Substance Misuse as well as employing the Volunteer Mentor for the programme.

The programme supports women offenders and women at risk of offending as part of the reducing re-offending programme on behalf of the Home Office.

*DISC was included in the Adult Learning Inspectorate Annual Report, listed as one of the ALI's best providers.*

*'To be named as one of the ALI's best providers, organisations have to achieve a grade 1 or 2 at inspection for all their headline grades, excluding quality improvement or equality of opportunity'. Annual Report of the Chief Inspector 2005-06. Adult Learning Inspectorate.*

### **Offender Learning and Skills Service (OLASS) - Contract awarded December 2006.**

TEE secured the OLASS contract for West and North Yorkshire and Humberside in December 2006. In all three areas the project aims to deliver collaborative and partnership working with Probation and Further Education provision.

The National Offender Management Service (NOMS) aims to reduce reoffending and protect the public by joining up work done with offenders in custody with that in the community. The OLASS is a partnership between the Offenders Learning and Skills Unit (OLSU) and the Learning and Skills Council (LSC). OLASS believes that offenders should have access to good quality education and training in the community to enable them to gain skills and qualifications which can offer an alternative to crime and help offenders obtain and keep appropriate employment and play a positive role within the community.

The new OLASS programme was rolled out across all nine English regions from 31st July 2006. The programme is underpinned by better assessment and planning; a broader, richer curriculum offer and mainstream delivery of offender learning.

The delivery is intended to facilitate the planning for the implementation of offender learning journeys.

Our OLASS contract is ESF funded, managed through the Learning and Skills Council. The contract delivers education, training and employment support to offender learners by a skills mentoring service and direct delivery of Skills for Life, Basic Skills and accredited and non accredited training, to high risk and vulnerable service users.

The support for offender learners is demand led and is identified by action planning and regular review. The operations runs from 14 sites.

Skills Mentors are the key link to Offender Managers and Offender Learners. The service is delivered holistically with guidance and support throughout. Learners are referred for Skills for Life and/or supported placement opportunities, as well as employment. The contract has a key target for employer engagement and has outcomes related to developing this work.

*TEE have worked with 2089 service users this year.*



*we specialise in working with people with complex, multiple needs*



# Independent Living

## Service Delivery Unit

The Independent Living SDU focuses on providing accommodation support for individuals marginalised in the community. With funding from The National Supporting People Initiative, the SDU helps hundreds of people live independently in the community. We work with service users with drug and alcohol problems, mental health problems and those experiencing homelessness. We also provide specific support to young people leaving care, vulnerable adults and to serious young offenders referred to Intensive Support and Supervision Programmes (ISSP).

### The Family Intervention Project - commenced December 2006

The aim of this project, working in Sunderland and funded by the Home Office is to provide support, tailored to families who are threatened with eviction or who have been evicted due to their anti-social behaviour. The project aims to bring about behavioural changes in the way they manage their tenancy.

We believe that a firm, but supportive approach should be used, working to keep families together and in their home. The focus is on ensuring that anti-social families understand the serious consequences of their behaviour - they could lose

their home and their children. We feel that a supportive approach should be tried before legal remedies are employed.

In 2006 we were awarded additional funding from the Home Office to expand the floating support element and also develop Phase 2 to re-house families in dispersed properties with intensive support as part of the Respect Agenda.

*'The project develops a support plan for the client and identifies areas where help is most needed in order to develop independent living skills'*

### Family Intervention Project Case Study

*'Family was referred to the Project due to young teenage son's anti social behaviour. There were five children in the family but due to child protection issues currently only two children were living with the family. The family were living in a private rented property due to be demolished and it was in an extreme state of disrepair. The children were not attending school and were very angry about their situation and missed their siblings.'*

*Through needs assessment and good support planning the FIP Team helped to find another property in decent condition in a different area. We supported the extended family, grandmother, mum and children, negotiating with foster carers regarding visits.'*

*We then moved the family and helped access furniture and decorating for them. The team negotiated with the Education Department to place both children in a new school in the new area.*

*Worked closely with social workers regarding child protection issues. Outcomes were positive and resulted in children attending school, improved housing conditions, improved health and cessation of anti-social behaviour.*

### **Darlington Accommodation and Support Service (DASS)**

The aim of the DASS is to provide a range of housing related support for recovering substance misuse users, aged 18 plus who are living in the Darlington area and are either homeless or threatened with homelessness.

The service provides a range of housing related support, including tenancy and housing issues, budgeting, access to welfare benefits and grants, addressing any neighbourhood disputes, providing information on rights and responsibilities, liaising with utilities, accessing specialist services, promoting participation in the local community, support with substance misuse issues and emotional needs, assistance with finding and equipping a property.

*'Without the DASS getting involved I would have been homeless and possibly dead'.*

The project develops a support plan for the client and identifies areas where help is most needed in order to develop independent living skills and address a range of issues which could increase the risk of homelessness and eviction.

The DASS Project was awarded Grade A's in the Supporting People Audit in March 2007.

**DISC is working to promote an inclusive society**

# Service User Involvement

Consulting with service users and involving them in designing and delivering our services continues to be an extremely important element of DISC's work across all of the service delivery units.

*We are planning to recruit a Service User Coordinator whose role will be to work with all Units in order to organise and manage all of the creative work being carried out with service users across DISC.*

The Service User Audit Group are continuing to audit all of DISC's projects at least every two years to see evidence of a minimum of three ways that service users are being consulted and services changed as a result of that consultation. The group consists of representatives from each Service Delivery Unit and service users.

The group have found much good practice, for example service users being involved in staff recruitment, assisting with tenders for new contracts and giving presentations to agencies.

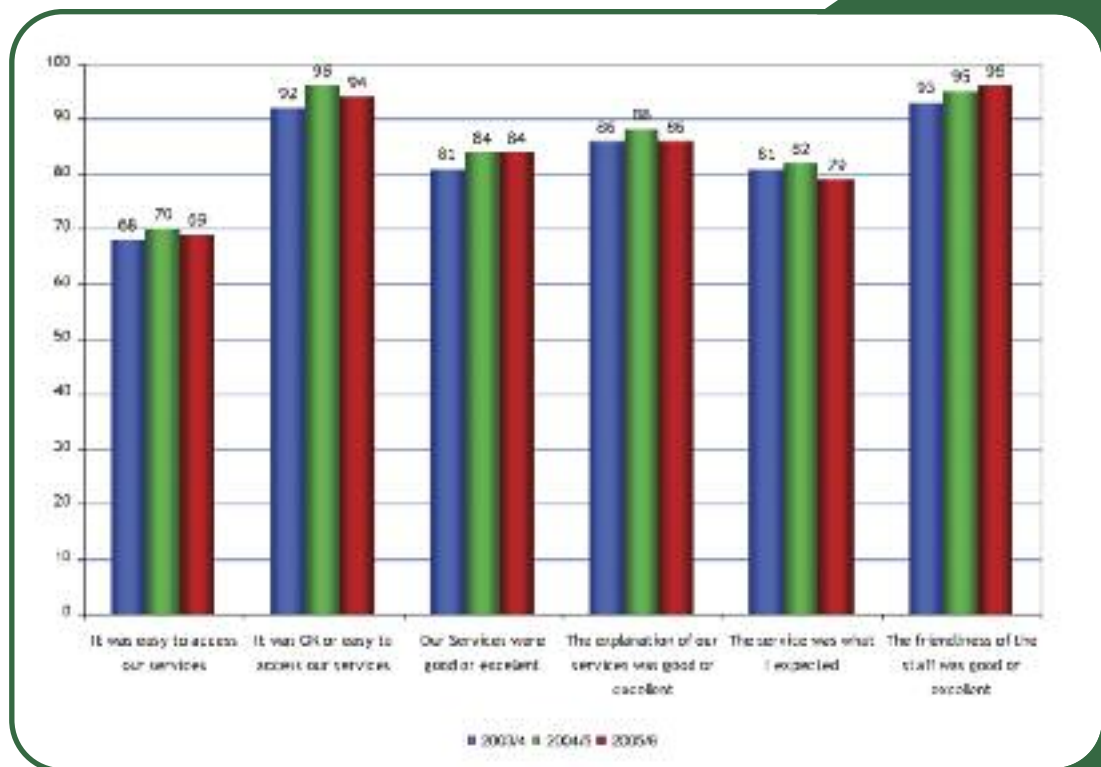
All audits are graded and good practice is posted on the Extranet for all staff.



## Annual Service User telephone survey

We are now in our third year of carrying out a telephone survey on a random sample of 100 service users from each Service Delivery Unit. We are doing this work to get feedback on our service, accept comments and complaints and use this information to feed back into improvements in the services we offer.

DISC devotes a great deal of time to monitoring Service User feedback and incorporating lessons learnt from that feedback into service development. The last 3 years random survey of 600 Service Users produced the following results:



**Thank you to all our staff, volunteers, commissioners, funders and supporters**

## Staff List

### Central Support SDU

Anne Aspey  
Rob Barnes  
Sarah Brightwell  
Lesley Cavender  
Colin Chadwick  
Tom Craig  
Mark Fletcher  
Chris Furminger  
Mark Horner  
Steve Johnson  
Kevin Keogh  
Carole Lines  
Linda Luke  
Paul Mason  
Darrell McBurney  
Jacqui Metcalfe  
David Nelthorpe  
Doreen Plumb  
Shirley Riley  
Ian Rutter  
Tracy Sell  
Andrew Short  
Linda Spencer  
Craig Stewart  
Andrew Taylor  
Melissa Thornton  
Claire Venus  
Mark Weeding  
Brian Younger

### Accommodation & Independent Living SDU

Jane Bearpark  
Robert Bell  
James Bushell

Nick Caisley  
Danielle Chadwick  
Louise Dove  
Maxine Dunn  
Carl Everett  
Joe Forster  
Lisa Grudgings  
Diane Hamer  
Stephen Hodgson  
Rachel Jordan  
Edward Kerr  
Peter King  
Peter McCabe  
Claire McCreanor  
Dawn McCreanor  
Tim McGee  
Carol McGuigan  
Linda McGuigan  
Bert Moutter  
Jessica Orriss  
Samantha Paine  
Philip Penteney  
David Robinson  
Sue Robinson  
Gillian Robson  
Stephen Rooney  
Jemma Routledge  
Susan Ryland  
Emma Salmon  
Susan Snowden  
Mark Spooner  
Angela Stevens  
Jeff Surtees  
David Thompson  
Karen Thompson  
Barbara Thow  
Helen Wallis  
Victoria Wood

### Children, Young People and Families SDU

Michael Ackley  
Mark Adamson  
Andrew Adey  
Angelina Allcock  
Louise Armstrong  
Clare Anderson  
Angela Baglee

Rachel Baldwin  
Pamela Barmby  
Andrew Barnes  
David Barnes  
Carol Bartlett  
Paul Bond  
Andrea Bowman  
Nicola Brown  
Alan Buckley  
Wendy Carr  
Helen Colling  
Sue Copeland  
David Coulthard  
Natalie Craddock  
Philip Crinnion  
Faye Crosby  
Scott Cross  
Lauren Crossley  
Jean Davies  
Charlotte Davison  
Julie Dempsey  
Albert Dixon  
Albert Lee Dixon  
Andrea Dixon  
Jacqui Edmondson  
Sharon English  
Jack Flannigan  
Stephen Fleming  
Julie Forster  
David Fowler  
Marie Freeman  
Carol Gash  
Arthur Goodwin  
Tracy Graham-Smith  
Kim Gray  
Isabel Greathead  
Jean Greenwood  
Joanne Hall  
Kelly Hall  
Jacqui Halliday  
Sandra Holding

Zachary Hardy  
Doreen Harnett  
Lynsey Harrison  
Rachel Hart  
Hollie Harvey  
Claire Hill  
Graham Hindmarch

Sandra Holding  
Bernie Hollande  
Russell Howarth  
Joy Howells  
Gina Impett  
Deborah Innes  
Daniel Justice  
Lisa Kamara  
Gagandeep Kaur  
Joe Kearney  
Rachel Kelly  
Andrew Kennedy  
Michael Kent  
Lauren Key  
Andrew Kirk  
Anne Knapton  
Azhar Latif  
Heather Lazenby  
Susan Ledger  
George Liddell  
Sarah Lowe  
Christopher Lund  
Kate Lydon  
Judith MacPherson  
Louis Maggiore  
Rachel McCormack  
Kirsten McKellar  
Andrew McLeod  
Katy McMillan  
Sarah McMullen  
Billy Merrigan  
Karen Millward  
Francesca Morante  
Val Morante  
Carole Moralee-Turns  
Stephanie Morgan  
Freda Mulvey  
Michael Murphy  
Vicki Musgrove  
Matthew Negus  
Amy Nelthorpe  
Linda O'Neill  
Rebecca Ord  
Claire Owers  
Derek Owers  
Gladys Parkin  
Amy Patterson  
Kyle Pattison  
Derek Pearce

Sarah Phillips  
Pauline Prest  
Gail Race  
Alan Raine  
Kerry Ramm  
Megan Ramshaw  
Marie Ridley  
Christine Robinson  
Christopher Rutherford  
Jessica Rutter  
Samantha Savage  
Aron Simpson  
Jacqueline Simpson  
David Smedley  
Ben Smith  
Janette Spencer  
Alice Stoves  
Christopher Street  
Lynda Taylor  
Ann Telford  
Kirsty Topping  
Gay Turner-Wray  
Robert Turton  
Denise Walker  
Ruth Walton  
Joan Ward  
Darron Wardle  
George Wetherall  
Leanne Wilkinson  
Brett Williams  
Elaine Williams  
Michelle Winterbottom  
Kate Woods  
Patricia Yates  
Gwynneth Young  
Peter Young

### Connect SDU

Craig Addison  
Kathryn Anderson  
Michael Appleby  
Joy Archer  
Sarah Archer  
Imraz Asghar  
Deborah Aspery  
Ron Bage  
Angela Baglee  
Jenny Baker

Alan Bennett  
Kelly Berry  
Jonathan Biggs  
James Booth  
Dominique Bradley  
Pamela Braithwaite  
Julie Brook  
Stephen Burnell  
Emma Burrows  
Jennifer Cairns  
Mark Cameron  
Pauline Chester  
Muz Chohan  
Paul Clarkson  
Lynne Clift-Harvey  
Marcus Cole  
Colette Cook  
Tammy Courtnell  
Linda Cummings  
Colleen Davison  
Garth Davison  
Yvonne Dixon  
Kevin Dodds  
Phil Dolphin  
Paula Donaghy  
Terry Doyle  
Samantha Drury  
Richard Durrans  
Lindsey Durrant  
Paul Durant  
Peter Elliott  
Karen England  
Lindsey Etherington  
Carol Everson  
Joanne Feeney  
Kerry Anne Ford  
Jamie Francis  
Lyndsey Gallant  
Emma Gibson  
Pauline Gill  
Ann Marie Gordon  
Graham Greatorex  
Margaret Hamilton  
Irene Hargrave  
Abigail Hay  
Sophie Henderson  
Deborah Hill  
Ian Hodds  
Sarah Hubble

Beth Hughes  
Angie Hutchinson  
Dwi Hutchinson  
Julie Ingham  
Angela Jackson  
Lisa Jackson  
Andrew Johnson  
Debra Johnson  
Kathleen Joyce-Sipki  
Bisharat Khan  
Kevin Liddle  
Denise Lindo  
Michael Livett  
Lee Marriott  
Andrew Metcalfe  
Mike McDonough  
Caroline Middleton  
Olena Moles-Rusa  
Oisin Mullerly  
Joanne Murphy  
Rebecca Murray  
Ian Nelson  
Ray O'Donovan  
Kate Patterson  
Kate Peacock  
Rianna Peake  
Lesley Peel  
John Robertson  
Liane Robinson  
Ian Rushton  
Leesa Russell  
Samantha Rutherford  
Sharon Sanderson  
Gemma Scott  
Elaine Slater  
June Slater  
Gary Smith  
Karen Smith  
Will Smith  
Kate Snowdon  
Nichola Stephenson  
Paula Stevens  
Paul Suddards  
Lee Thompson  
Adrian Thurlwell  
Scott Tindale  
Norma Trewin  
Ardul Vasa  
Michelle Walker

Lynn Watson  
David Weatherburn  
Hayley Winter  
Louise Whitfield  
Victoria Wood  
Ken Wooffindin  
Danielle Wormald  
Sheena Wyness

### Drug Services SDU

Asim Abbas  
Chris Agiadis  
Felicity Armstrong  
Nikki Ashley  
Janet Ashworth  
Joanne Atkinson  
Susan Atkinson  
Mark Balderstone  
Jason Barker  
Helen Beachell  
Emily Bell  
Simon Brill  
Miriam Brown  
Alan Burkitt  
Justin Burwell  
Alison Cammiss  
Amy Carey  
Trudie Carter  
Tracey Chapman-Fay  
Amanda Christer  
Rachel Crawford  
Barbara Coleman  
Neil Coleman  
Andrew Collings  
Jonathan Cornish  
Angela Danks  
John Dannatt  
Mark Darley  
Jill Dawkins  
Tim Dixon-Phillip  
Donna Dobson  
Wayne Dobson  
Kirsty Don  
Moirra Edwards  
Olivia Edwards  
Kevin Fish  
Emma Fletcher  
Clair Flynn

Matthew Foggin  
Matthew Fowler  
Jane Foy  
Vicki Fryer  
Shawna Gibson  
Danny Glew  
Mark Grimes  
Colin Haigh  
Nicola Harkin  
Gillian Haston  
Tania Heppell  
Joanne Hall  
Frazer Hill  
Andrew Holding  
Angela Holgate  
Gwen Hollande  
Lorraine Hollis  
Emma Hornby  
Naseer Hussain  
Ali Hussain  
David Hutchinson  
Claire Jennings  
Sarah Kennedy  
Scott Liddell  
Stephen Littlewood  
Karen Lowe  
Moyra Mansoor  
Maria Marshall  
Mary Martin  
Lynne Massam  
Jack Metcalfe  
Roy Minter  
Julie Mitchell  
Natalie Moran  
Ian Moxon  
Andrea Murray  
Lucy Naisbitt  
Natalie Parry  
Graeme Paylor  
Catherine Perman  
Karen Piercy  
Kay Porritt  
Kevin Price  
Chris Pickering  
Olive Proctor  
Mark Pryke  
Claire Reynolds  
Yanus Reynolds  
Helen Robinson

Owen Rountree  
Peter Rylance  
Clive Sandle  
Alex Sawyer  
Matthew Scott  
Elizabeth Schroder  
Helen Shannon  
Caroline Sharpe  
Andrew Smith  
Shaun Stanley  
Lee Steer  
Corrina Stewart  
Sarah Sturgeon  
Stephanie Taylor  
Avril Tully  
Michael Turner  
Melanie Walsh  
Arthur Ward  
Catherine Ward  
Lewis Ward  
Robert Waugh  
Karen Williams  
Diane Wilson  
John Winn  
Jennifer Wisbeck  
Charlotte Wood  
Christine Wood  
Terence Wood

### Training, Education and Employment

Sara Allen  
John Baldini  
Keren Banfield  
Georgina Batty  
Julie Benton  
Ayesha Bhatti  
Ken Birch  
Chris Bradshaw  
Isabel Burden  
Ruth Calvert  
Greg Corcoran  
Kevin Curran  
Anna Deacon  
Elaine Dixon  
Maureen Dobinson  
Janet Doyle  
Donna Dudding

Kate Edwards  
Jane Elsmere  
Louise Fallows  
Catherine Gardner  
Nadine Good  
Gemma Gray  
Julie Green  
Lindsay Harrison  
Beverley Harper  
Tracy Harvey  
Peter Hearn  
Carmen Henderson  
Fred Holmes  
Carol Hope  
Tricia Horner  
Mel Hudson  
Angie Jagger  
Chris James  
Kerry Jephson  
Elaine Jenkins  
Elaine Jordan  
Alison Kerrison  
Daniel Kettlewell  
Ernest Labad  
Debbie Lane  
Pamela Langley  
Ian Lawson  
Sarah Longfield  
Tania MacDonald  
Lucy Maddison  
Clare Matthews  
Claire Miller  
Ian McKean  
Louise McPhee  
Sue Northcott  
Clive Paul  
Jane Redgrave  
Jennifer Richards  
Emma Rhodes  
Andrew Rose  
Clare Rose  
Anita Sehdev  
Gordon Simpson  
Philippa Skate  
Sarah Shaw  
Carol Smith  
Peter Smollen  
Tom Spinks  
Beverley Stevens

Debby Sutcliffe  
Heather Sutcliffe  
Helen Tiffany  
Pennie Trevillion  
Carol Turnbull  
Phil Vincent  
Elizabeth Walton  
Denise Watson  
Tracy Wallis  
Julie Weatherill  
Diane West  
Graham Wilkinson  
Neil Wilson  
Ben Windsor  
Sally Ann Whitaker  
Samantha Whitehead  
Ken Yarker  
Mandy Yarker

# Funders

Action For Employment (a4e)	Derwentside Homes	Leeds North East Primary Care Trust	The Shakespeare Temperance Trust
Askham Bryan College	District of Easington Council	Legal Services Commission	Tribal Consulting ("V" Project)
BBC Children in Need	Durham Agency Against Crime	Lancashire Probation Board	University of Leeds
Big Lottery Fund	Durham County Council	Manchester City Council (Care To Learn)	University of Sunderland
Bishop Auckland College	Durham Social Services	Middlesbrough Council	University of Teesside
Barbour Trust	Durham Police Authority	Middlesbrough NHS Primary Care Trust	Wear Valley District Council
Bradford Metropolitan District Council	Durham Probation Service	National Crimebeat	West Yorkshire Probation Board
Capacity Builders	Durham Rural Community Council	National Family and Parenting Fund	York and North Yorkshire Community Foundation
Careers West Yorkshire	Easington Primary Care Trust	NCVO	Youth Justice Board
CFBT Advice and Guidance	Easington Youth Forum	Niace	York College
City of Durham Council	East Durham Domestic Violence Forum	Northern Rock Foundation	York St.John University College
City of Sunderland Council	East Riding of Yorkshire Council	North Tees PCT	Zodiac Training
City of York Council	Edge Foundation	One North East	
Co Durham Changeup (2d ltd)	European Commission (Kostroma)	Peterlee Town Council	
Comic Relief	Frank Buttle Trust (Hardship Fund Payments To SU's)	Premier Training Services (Hassockfield)	
Community Foundation	Future Builders	Project North East	
Connexions Tees Valley	Greggs Trust (Hardship Fund Payments To SU's)	Redcar and Cleveland Borough Council	
County Durham Drug and Alcohol Team (DAAT)	Groundwork East Durham	Redcar & Cleveland PCT	
County Durham Primary Care Trust	Guisborough and District Round Table	Russell Commission	
County Durham PCT	Hartlepool Borough Council	Save The Children	
County Durham WBL Network	Hartlepool New Deal for Communities (NDC)	Sedgefield Borough Council	
Cumbria County Council	Hartlepool Primary Care Trust	Selby College	
Darlington Borough Council	Help the Aged	Sherburn House Charity (Hardship Fund Payments To SU's)	
Darlington Social Services	HM Prison Service	Skills For Care	
Department for Education and Skills	Howden Joinery Ltd	Stockton Borough Council	
Department for Work and Pensions (JCP Contracts)	Igen Limited	Stockton Drug Action Team (DAT)	
Derwentside District Council	JHP Group Limited	Sunderland Teaching Primary Care Trust	
	Learning and Skills Council - European Social Fund	Sunderland NHS Primary Care Trust	
	Learning and Skills Council - Work Based Learning	Teesdale Village Halls Consortium	
	Leeds City Council		