



Local Government Act 1972

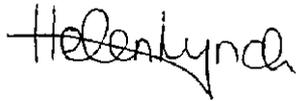
I Hereby Give You Notice that an **Ordinary Meeting** of the **Durham County Council** will be held in the **Council Chamber - County Hall, Durham** on **Wednesday 19 September 2018** at **10.00 a.m.** to transact the following business:-

1. To confirm the minutes of the meeting held on 18 July 2018 (Pages 3 - 8)
2. To receive any declarations of interest from Members
3. Chairman's Announcements
4. Leader's Report
5. Questions from Area Action Partnerships
6. Questions from the Public
7. Petitions
8. Report from the Cabinet (Pages 9 - 22)
9. Code of Our Values, Behaviours and Conduct - Report of Corporate Director of Resources (Pages 23 - 56)
10. Treasury Management Outturn 2017/18 - Report of Corporate Director of Resources (Pages 57 - 66)
11. Community Governance Review - West Rainton - Report of Head of Legal and Democratic Services (Pages 67 - 80)
12. Work of the Audit Committee for the Period September 2017 to August 2018 - Report of Chairman of the Audit Committee (Pages 81 - 90)

13. Corporate Parenting Panel Annual Update - Report of Chair of the Corporate Parenting Panel (Pages 91 - 108)
14. County Durham Youth Offending Service Youth Justice Plan 2018/19 - Report of Corporate Director of Children and Young People's Services (Pages 109 - 146)
15. Motions on Notice
16. Questions from Members

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

Dated this 11th day of September 2018

A handwritten signature in black ink that reads "Helen Lynch". The signature is written in a cursive style with a horizontal line through the middle of the name.

Helen Lynch
Head of Legal and Democratic Services

To: All Members of the County Council

DURHAM COUNTY COUNCIL

At an Ordinary Meeting of the County Council held in the Council Chamber - County Hall, Durham on **Wednesday 18 July 2018 at 10.00 a.m.**

Present:

Councillor J Lethbridge in the Chair

Councillors E Adam, J Atkinson, P Atkinson, A Bainbridge, B Bainbridge, A Batey, D Bell, E Bell, J Bell, R Bell, H Bennett, J Blakey, G Bleasdale, L Boyd, P Brookes, D Brown, J Brown, L Brown, C Carr, J Chaplow, J Charlton, J Clare, J Clark, M Clarke, I Cochrane, J Considine, K Corrigan (Vice-Chairman), P Crathorne, R Crute, M Davinson, S Dunn, S Durham, J Grant, O Gunn, D Hall, T Henderson, S Henig, D Hicks, A Hopgood, K Hopper, L Hovvels, P Howell, S Hugill, E Huntington, S Iveson, I Jewell, O Johnson, P Jopling, C Kay, L Kennedy, H Liddle, L Maddison, J Maitland, J Makepeace, R Manchester, C Marshall, L Marshall, C Martin, E Mavin, S McDonnell, M McGaun, M McKeon, I McLean, O Milburn, S Morrison, A Napier, H Nicholson, J Nicholson, R Ormerod, A Patterson, C Potts, L Pounder, S Quinn, A Reed, G Richardson, J Rowlandson, E Scott, P Sexton, K Shaw, J Shuttleworth, A Simpson, H Smith, T Smith, W Stelling, J Stephenson, B Stephens, D Stoker, A Surtees, L Taylor, P Taylor, O Temple, K Thompson, J Turnbull, A Willis, C Wilson, S Wilson and D Wood

Apologies for absence were received from Councillors J Allen, B Avery, A Bell, D Boyes, J Carr, G Darkes, D Freeman, A Gardner, N Grayson, C Hampson, K Hawley, B Kellett, A Laing, K Liddell, L Mavin, P Oliver, J Robinson, S Robinson, A Savory, A Shield, M Simmons, F Tinsley, T Tucker, A Watson, M Wilkes, M Wilson, R Yorke and S Zair

1 Minutes

The minutes of the meeting held on 20 June 2018 were confirmed by the Council as a correct record and signed by the Chairman.

2 Declarations of Interest

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

3 Chairman's Announcements

The Chairman invited Members to view the display currently in the Durham Room which highlighted help available from Clean and Green, Civic Pride, the landlord's service and the police.

The Chairman informed Council that staff had raised £456 from World Cup Wednesday and he had agreed that this sum be split equally between the Royal British Legion and the Sir Bobby Robson Foundation.

The Chairman informed the Council of events he had attended as Chairman since the last Council meeting, including the RAF centenary service at the Cathedral, Miners Gala and the unveiling of a memorial stone to the Durham Pals in France.

4 Leader's Report

The Leader informed Members that the Council had supported Armed Forces Day and the centenary of the Royal Air Force by flying the armed forces flag and the RAF Ensign at County Hall, as well as taking part in the RAF centenary service at the Cathedral.

On 5 July the main entrance to County Hall was lit up blue to mark the 70th anniversary of the foundation of the NHS. Meanwhile, the Celebrating Durham message wall was currently on display at Spennymoor Leisure Centre and would move to Dalton Park Shopping Outlet in August.

The recently released annual tourism economic impact assessment showed continued positive growth in Durham County with visitors up by 2.4% and visitor expenditure up by 5% on 2016. Almost 20 million people visited County Durham and the numbers employed, directly or indirectly, in tourism also rose by 5% on 2016.

Binchester Roman Fort had reopened to the public after essential improvement work which included the installation of a new wooden structure to protect and preserve the Roman bathhouse. The new structure included painted murals that would have been used to decorate the original building.

At the end of June Man Engine, the largest mechanical puppet ever constructed in Britain, came to Willington as part of its national tour. Supported by Northern Heartlands, Durham County Council, Three Towns AAP and Willington Town Council the event was attended by an estimated 6,000 people, celebrating the mining history of the Willington community.

The Durham City Run would take place tonight and the Brass Festival would culminate at the weekend with Streets of Brass in Durham City. Throughout the week the Big Brass Bash programme had visited towns across County Durham, including Peterlee, Crook, Shildon, Spennymoor and Newton Aycliffe before the finale at Wharton Park.

The Leader paid tribute to all staff and especially those from Neighbourhood Services who had the task of clearing up after these events. Their efforts, such as those after 200,000 people attended the Miners Gala, were hugely appreciated and shone a very positive light on the Council.

During the first week of the Great Exhibition of the North the Leader gave a presentation which included some of County Durham's great successes at the North East Cultural Partnership 'Thinking International' event at the Sage, Gateshead, which brought together more than 100 arts, heritage, university and business representatives for a strategic discussion about Brexit and the cultural

sector in the North East. While Brexit was now only a few months away, with many issues still to be resolved, the key priority must remain the economy and jobs.

To this end a six week County Durham Plan consultation was now underway. A series of activities were taking place to encourage residents to give their feedback. Activities included public events, social media, bus shelter adverts, radio adverts and leafleting at events with a high footfall. The consultation ended on 3 August 2018.

Consultation on the Chester-le-Street Masterplan was also underway and would run until 3 August, the consultation on the Bishop Auckland Masterplan would run until 20 August and the consultation on the Horden Masterplan closed on 5 July.

Members and staff had the opportunity to get an early view of the proposed new council headquarters ahead of the public pre-application consultation events which were held in Durham City and Freemans Quay. The reason for moving headquarters was to clear the Aykley Heads site for a new business park and 6,000 new jobs. Developments such as this and others across County Durham were essential to the future of County Durham. This was why the Council was promoting a second 'My Future is County Durham' video across its platforms and local press. As part of the Council's commitment to promote and facilitate high quality career opportunities for the future it had a focus on the office space of the future, promoting jobs linked to a range of industries including precision engineering, finance, photonics and the space and satellite application industries.

A key part of the Council's plans also included more staff being relocated to other key sites across County Durham as the new HQ building had been designed to be substantially smaller than the present County Hall. It was already very positive to see the increased number of staff working at Crook since the refit of the offices there and more staff would locate to offices across the County, such as Seaham, Meadowfield, and Green Lane, Spennymoor which would spread the economic benefits across the whole County.

The County had enjoyed a fine summer of events and also weather and the Leader hoped that this would continue in the weeks to come and hoped all members could enjoy some time off during the August recess before the next council meeting in September.

5 Questions from Area Action Partnerships

Questions had been received from Weardale Area Action Partnership and the Bishop Auckland and Shildon Area Action Partnership relating to the following:

- Support for the Mineral Products Association's proposed new Aggregates Levy Community Fund;
- Work the Council is doing with its partners to ensure National Government was aware of the importance of continued regeneration funding post-Brexit.

Angela Maddison, Weardale AAP Co-ordinator and Andrew Walker, Bishop Auckland and Shildon AAP Coordinator were in attendance to ask their questions. Councillor C Marshall, Portfolio Holder for Economic Regeneration thanked both the

Weardale AAP and the Bishop Auckland and Shildon AAP for their questions and provided a response to both.

6 Questions from the Public

There were no questions from the public.

7 Petitions

There were no petitions for consideration.

8 Report from the Cabinet

The Leader of the Council provided the Council with an update of business discussed by Cabinet on 13 June 2018 (for copy see file of Minutes).

9 Overview and Scrutiny Annual Report 2017/18

The Council considered a report of the Director of Transformation and Partnerships which presented the Overview and Scrutiny Annual Report for 2017/2018 (for copy see file of Minutes).

Councillor R Crute, Chairman of Overview and Scrutiny informed Council that the Annual Report contained details of key Scrutiny activity and achievements during 2017/18 and also the work programmes for Overview and Scrutiny. The scrutiny work programme for the year had reflected a balanced programme of work and of improvement in the operation of scrutiny which met the four principles of effective public scrutiny.

A recruitment exercise to refresh the non-voting co-optees had been undertaken who would bring their own expertise and views to scrutiny, and provide external challenge to work programmes.

Councillor Crute thanked the Chairs and Vice Chairs of all Scrutiny Committees and also the Scrutiny Support Team.

Resolved:

That the Council receive the Overview and Scrutiny Annual Report for 2017/18.

10 Motions on Notice

In accordance with a Notice of Motion it was **Moved** by Councillor L Brown and **Seconded** by Councillor E Scott:

This council notes that the Control of Pollution Act 1974 empowers local authorities to serve a notice imposing requirements as to how construction works should be carried out to minimise noise and nuisance. This council further notes that the majority of councils across the UK impose the following limits on working hours on building sites:

- *Monday-Friday, 8am-6pm*
- *Saturdays, 8am-1pm*
- *No work on Sundays or bank holidays.*

This council therefore resolves (without prejudice to its capacity vary such conditions as and when advisable) to formalise the standard condition on hours of working to be applied to planning consents across County Durham as follows:

- *Monday-Friday, 8am-6pm*
- *Saturdays, 8am-1pm*
- *No work on Sundays or bank holidays.*

Upon a vote being taken the Motion was **Lost**.

11 Questions from Members

There were no questions from Members.

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19 September 2018

Report from the Cabinet



Purpose of the Report

To provide information to the Council on issues considered by the Cabinet on 11 July 2018 to enable Members to ask related questions.

Contents

11 July 2018

- Item 1 Medium Term Financial Plan(9), 2019/20-2022/23 and Reviews of the Local Council Tax Reduction Scheme, Council Tax Discounts and Business Discretionary Rate Reliefs
Key Decision: CORP/R/18/01/01/18
- Item 2 Treasury Management Outturn 2017/18
- Item 3 2017/18 Final Outturn for the General Fund and Collection Fund
- Item 4 Stronger Families Phase 2 Progress Report
- Item 5 Children and Young People's Services Annual Reports and Plans
- Item 6 Lumiere Festival 2019 and 2021
- Item 7 Update on Rail Issues

1. **Medium Term Financial Plan(9), 2019/20-2022/23 and Reviews of the Local Council Tax Reduction Scheme, Council Tax Discounts and Business Discretionary Rate Reliefs**
Key Decision: CORP/R/18/01/01/18
Leader and Deputy Leader of the Council– Councillors Simon Henig, and Alan Napier
Contact – Jeff Garfoot 03000 261946

We have considered a joint report of the Corporate Director of Resources and the Director of Transformation and Partnerships which provided an update on the development of the 2019/20 budget and the Medium Term Financial Plan

(MTFP(9)) . The report included reviews of the Local Council Tax Reduction Scheme, Council Tax Discounts and Business Rates Discretionary Rate Relief.

The financial outlook for the Council will continue to be extremely challenging for the foreseeable future, with government funding reductions confirmed as continuing until at least 2020. The Fair Funding review is scheduled for implementation from April 2020 alongside a move to 75% Business Rates Retention (BRR). There is no certainty as to future local authority funding allocations beyond this point and there is no clarity on how funding will be distributed at this stage. It is clear however that there are significant risks to the Council's funding depending on the principles that are agreed for fair funding distribution and how the move to 75% BRR is implemented. It is also clear that the Council is likely to face further unfunded cost pressures in the future.

Early indications from the Fair Funding review discussions are that the government will adopt the Advisory Council for Resource Allocation (ACRA) methodology for apportioning Public Health Grant from April 2020, and from this date Public Health Grant will form part of BRR. This is a significant financial risk - the Council would be the biggest loser of Public Health funding of any authority in the country losing a forecast £19 million (circa 35%) of current public health funding based on the new ACRA formula.

It is likely that any variance in government grant allocations resulting from the Fair Funding review will be implemented across a five year transition period. If the Council were to lose funding therefore, it is expected this will be implemented across a five year time frame. Assumed losses of government funding resulting from the Fair Funding review have been included in the MTFP for the first time.

At this stage the Council is planning on the basis of a Revenue Support Grant (RSG) reduction of £14.24 million in 2019/20. This will be the final year of the current four year settlement. The Council has taken into account assumed government funding reductions, forecast increase in other income streams and assumed base budget pressures in developing a four year MTFP(9) plan.

Although the settlement from government is unchanged to that reported to Council in February 2017, in line with previous practice the MTFP Model has been reviewed. Savings of £35.3 million are forecast to be required to balance the budget over the 2019/20 to 2022/23 period. Savings are forecast to be required in all years of MTFP(9) as budget pressures and the impact of funding reductions outstrip the Council's ability to generate additional income from business rates and council tax.

The achievement of an additional £35.3 million of savings over the next four years will be extremely challenging – more so given the savings that have already been made. The emphasis since 2011/12 has been to minimise savings from front line services by protecting them wherever possible whilst maximising savings in management and support functions. This is becoming much more difficult however, as the scope for further savings in managerial

and back office efficiencies is becoming exhausted following the delivery of £224 million of savings up to 31 March 2019.

The total savings required at this stage for 2019/20 to balance the budget amount to £8.8 million, which is 25% of the £35.3 million estimated to be required over the next four years. Savings plans have been developed for 2019/20 in addition to those agreed by Council on 21 February 2018. These savings were detailed in the report. A significant proportion of the savings identified for 2019/20 are generated from the Transformation Programme which aims to support the MTFP in the coming years and to protect front line services wherever possible. Savings plans will continue to be developed in the coming months to seek to balance the budget beyond 2019/20. The Council will also consider how best to utilise the Budget Support Reserve (BSR) across the MTFP(9) period to ensure the impact of all savings plans are carefully considered and consulted on. The current balance on the BSR as reported to Council on 21 February 2018 is £29.6 million.

The Council, along with Northumberland, are the only two local authorities in the North East to have retained entitlement levels for Council Tax support within the Local Council Tax Reduction Scheme (LCTRS) in line with that which applied under the national Council Tax Benefit regime prior to 2013/14. The policy has protected vulnerable residents at a time when welfare reform changes have had a significant adverse impact. This report recommended that the current LCTRS is retained for a further year into 2019/20. The Council will need to formally adopt this policy at Full Council prior to 11 March 2019.

The report included the annual review of the Council Tax Discretionary Discounts (Hardship Relief) Policy and the Council Tax Exemption for Care Leavers Policy, plus the updated Local Discretionary Rate Relief Policy.

Decision

We have:

- (a) noted the requirement to identify additional savings of £35.3 million for the period 2019/20 to 2022/23;
- (b) noted the £14.185 million of prospective savings detailed in Appendix 2 of the report, to support MTFP(9);
- (c) noted that the £7.927 million of savings included for 2019/20 if agreed would result in a £0.918 million savings shortfall for 2019/20;
- (d) agreed the high level MTFP(9) timetable;
- (e) agreed the approach outlined for consultation;
- (f) noted the workforce impact resulting from the need to realise additional savings of £35.3 million over the 2019/20 to 2022/23 period;

- (g) agreed the proposals to build equalities considerations into decision making;
- (h) agreed that Cabinet recommend to Full Council that the Local Council Tax Reduction Scheme should remain unchanged for 2019/20;
- (i) noted the review of Council Tax Discretionary Reduction (Hardship Relief) Policy as attached at Appendix 5 of the report, and agreed the updates to the Policy as outlined in the report;
- (j) noted the review of the Council Tax Discretionary Reduction (Relief) For Care Leavers Policy, as attached at Appendix 6 of the report and agreed that the policy remain unchanged;
- (k) noted the changes to the Local Discretionary Rate Relief scheme, made under a delegated decision in line with delegations agreed by Cabinet in February 2018, which ensured that the full amount of Government funding for such schemes was awarded to local businesses in 2017/18 and again in 2018/19;
- (l) noted that the Discretionary Rate Relief scheme will continue to be monitored and reviewed, with delegated approval continuing for the Corporate Director of Resources, in consultation with the Cabinet Member for Finance, to vary the percentage awards to small businesses retrospectively should we need to in order to maximise spend against the available grant in year and to vary the rates applied to new applications should the need arise.

2. Treasury Management Outturn 2017/18
Deputy Leader of the Council– Councillor Alan Napier
Contact – Jeff Garfoot 03000 261946

We have considered a report of the Corporate Director of Resources which provided information on the Treasury Management Outturn position for the year ended 31 March 2019.

The Council operates a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure this cash flow is adequately planned, with surplus monies being invested in low risk counterparties, with a main aim of providing sufficient liquidity, ahead of the achievement of the best possible investment returns.

The second main function of treasury management is to secure the funding of the Council's capital programme. The capital programme provides a guide to the borrowing need of the Council, and there needs to be longer term cash flow planning to ensure capital spending requirements can be met. The

management of longer term cash may involve arranging long or short term loans, utilising longer term cash flow surpluses and, occasionally, debt restructuring to meet Council risk or cost objectives.

The Council adopts the latest CIPFA Code of Practice on Treasury Management. This requires Members to agree the annual review following the end of the year describing the activity compared to the strategy for the 2017/18 financial year. The report provided a summary of the treasury position; borrowing activity; investment activity; treasury management indicators and prudential indicators.

Decision

We have noted the treasury management outturn position for 2017/18 and agreed to report to full Council on 19 September 2018.

3. 2017/18 Final Outturn for the General Fund and Collection Fund Deputy Leader of the Council– Councillor Alan Napier Contact – Jeff Garfoot 03000 261946

We have considered a report of the Corporate Director of Resources which provided an update on the following:

- (a) final revenue and capital outturn for the General Fund for 2017/18;
- (b) final outturn for the Council's Council Tax and Business Rates Collection Fund for 2017/18;
- (c) use of and contributions to earmarked, cash limit and general reserves.

The financial outlook for the Council and the whole of local government remains extremely challenging. The Council has faced government funding reductions since 2010/11 and they will continue until at least 2019/20.

There is a risk that funding reductions continue beyond this point placing further pressure on the Medium Term Financial Plan (MTFP).

On 22 February 2017, County Council agreed a net revenue budget of £406.598 million for 2017/18. Factoring in cuts in Government grant, inflation and other budget pressures, the delivery of £23.397 million of savings was required in 2017/18 to deliver a balanced budget.

Quarterly forecast outturn reports have been considered by Cabinet throughout the 2017/18 financial year. Detailed reports on individual Service Groupings have also been considered by the various Overview and Scrutiny Committees.

This final outturn for 2017/18 has been prepared as part of the production of the Annual Statement of Accounts. During the process of finalising the Statement of Accounts, the Corporate Director of Resources is required to

make a number of technical decisions in the best financial interests of the Council. Such decisions will be fully disclosed in the Statement of Accounts.

Decision

We have noted:

- (a) the increase in the Cash Limit Reserves of £2.033 million during 2017/18 with closing Cash Limit Reserves of £18.287 million. These sums will continue be held as Earmarked Reserves and be available for Service Groupings to manage their budgets effectively;
- (b) the closing General Reserve balance of £24.500 million;
- (c) the closing balance on General Fund Earmarked Reserves (excluding Cash Limit Reserves) is £182.997 million;
- (d) the closing balance on Schools Reserves is £23.149 million;
- (a) the position for the Collection Funds in respect of Council Tax and Business Rates.

We have approved:

- (a) the capital budget of £45.094 million is carried forward into 2018/19 and that service groupings regularly review capital profiles throughout 2018/19 reporting revisions to the Member Officer Working Group and Cabinet as necessary.

4. Stronger Families Phase 2 Progress Report Cabinet Portfolio Holder– Councillor Olwyn Gunn Contact – Karen Davison- 03000 268904

We have considered a report of the Corporate Director of Children and Young People's Services which updated on progress of the County Durham's Stronger (Troubled) Families Programme. County Durham's phase 2 programme began in September 2014, as one of 50 'early starter' programmes. The programme will run until May 2020 and has a target to 'turn around' 4,360 families.

Key differences to the phase 1 programme include:

- (a) An increasing focus on service transformation, introducing a Service Transformation Maturity Matrix and associated self-assessment for Local Authorities and partners to measure service transformation progress.
- (b) Expanding the 3 mandatory 'core criteria' with 6 nationally set 'headline issues'.

- (c) Introducing the requirement to develop a local Family Outcome Framework (FOF), defining eligibility criteria and significant and sustained outcomes for children and families.

The financial framework for the programme involved 'payments by results', with a payment of £1800 per 'turned around' family. On 11th October 2017, the Ministry for Housing, Communities and Local Government (MHCLG) announced optional changes to the funding arrangements for Local Authorities for the remainder of the programme, inviting those interested to submit proposal bids for 'earned autonomy'.

Following the successful delivery of the Troubled Families programme within County Durham, the MHCLG have awarded Durham 'Earned Autonomy' (EA). This results in all claimable Troubled Families grant being paid to DCC without the need for Payment by Results (PbR) returns and the associated potential risk of the grant not being 100% paid. Prior to the award of Earned Autonomy it was deemed prudent to budget for 80% of PbR income as there was a potential that some claims could be declined or activity levels may not be achieved. Earned Autonomy will provide an additional £697,600 over 18/19 and 19/20.

The MHCLG, will expect all LAs with EA to continue to demonstrate the impact of their work with families on the programme as outlined in the County Durham Family Outcome Framework. It is proposed County Durham will continue to submit this information to MHCLG three times per year. Under the terms of Earned Autonomy, Durham County Council and key partner organisations have developed a Memorandum of Understanding (MOU) outlining how the additional investment will support the acceleration of service transformation. The MOU was outlined in the report. The report detailed the progress and impact of the Stronger Families Programme and the findings of the National Troubled Families Annual Report

County Durham Stronger Families programme continues to drive the service transformation required to ensure children and families with a range of complex needs received coordinated, effective, whole family support to enable families to achieve significant and sustained change.

The number of County Durham families 'turned around' is below trajectory, however County Durham is ranked 37th nationally out of 141 LAs. Durham had previously been ranked 45th.

The programme has championed the whole family approach and the focus on the delivery of significant and sustained outcomes as outlined in County Durham Family Outcome Framework, both of which is intended to ensure the legacy of the programme beyond 2020. The early evidence from the Troubled Families National Impact Study is demonstrating a reduction in demand for high cost statutory services.

Earned Autonomy will provide DCC and key partners with additional funding to accelerate service transformation. The EA MOU provides a clear set of actions and intended outcomes to drive service transformation. Additional data analysis resource will also develop our understanding of the

characteristics of County Durham's cohort of 'troubled' families, the impact of our work on achieving significant and sustained outcomes and the impact on demand for high cost statutory services.

Decision

We have agreed the Integrated Children's Board will provide governance for the delivery of the programme to 2020.

5. Children and Young People's Services Annual Reports and Plans Cabinet Portfolio Holder– Councillor Olwyn Gunn Contact – Keith Forster 03000 267396

We have considered a report of the Corporate Director of Children and Young People's Services which presented the following annual reports and plans:

- (a) The Youth Justice Plan 2018/19.
- (b) The Annual Report of Fostering Panels and the Fostering Service 2017/18.
- (c) The Durham Local Safeguarding Children Board Annual Report 2017/18 and Young People's Annual Report 2017/18.

The report provided details of the key achievements and priorities for 2018-19.

Decision

We have:

- (a) endorsed the Youth Justice Plan 2018/19 and forward it to full Council for approval;
- (b) received the Annual Report of Fostering Panels and the Fostering Service 2017/18; and
- (c) received the Durham LSCB Annual Report and the LSCB Young People's Annual Report.

6. Lumiere Festival 2019 and 2021 Cabinet Portfolio Holder– Councillor Ossie Johnson Contact – Steve Howell 03000 07889995427

We have considered a report of the Corporate Director of Regeneration and Local Services which provided information on the evaluation of the 2017 Lumiere festival, and sought approval for resources to stage a special 10th Anniversary Lumiere festival in 2019, with a further event in 2021.

Following the success of the previous four Lumiere events, the evaluation of the fifth event in 2017 sets out a compelling proposal to stage the event again in both 2019 and 2021.

The 2017 Evaluation Report concluded that Lumiere 2017 was a considerable success. It particularly highlights the significant economic impact, the substantial value of media coverage which delivered Durham a high national and international profile and the strong social value of the event.

In 2017 the total budget for the event was £1.8 million. Artichoke raised the funds from a wide range of sources. Essentially, the Council's investment (£600,000) in the programme acted as a catalyst which helped to secure funding, and which Artichoke was able to use as leverage to wider resources.

The strength of the consistently growing crowds and support from businesses for the event demonstrate there is an enthusiasm for the Council to deliver an equally high profile event again. To enable longer term planning and to capitalise on the success of the event, the report proposed that commitment be given to staging the event again in 2019 and 2021.

In July 2017, Durham County Council was successful in its bid to receive Arts Council England NPO funding for another four years, meaning that three key festivals (BRASS, Durham Book Festival and Lumiere) will receive Arts Council England support from April 2018 to March 2022. The total award across the four years is £1.6 million, broken down into BRASS (£140k pa), Durham Book Festival (£25k pa) and Lumiere (£250k pa).

It is anticipated that to stage the event in 2019 the cost will be an estimated £2 million. As the 10th anniversary of Lumiere, it is proposed that the festival be the most ambitious yet to include both newly commissioned works and a range of favourites from previous years. This will continue to raise Durham's profile nationally and internationally and attract further funding from external sources.

The Council has been a key contributor to the event in the past, and it is proposed this continues with commitment to a funding package of £1.8million over 4 years from the Council's Cultural Programme Reserve, recently established from VAT windfall in Culture & Sport. In addition, the Council would continue to provide £100k of in-kind assistance to each event.

The Council has already been in close discussion with Arts Council England in relation to support for 2019, based on 2017 outcomes, and they have expressed they are very pleased with the festival's development committing £1m NPO (National Portfolio Organisation) funding to events in 2019 and 2021. This is encouraging and means a greater return on investment in relation to the Council's contribution. It is anticipated that the remaining funding would be raised from wider partners and sponsorship, and initial discussions with stakeholders suggest this would be easily achievable. However, the ability to get commitment from sponsors is dependent on there being a decision to host the event in 2019.

The further commitment to fund across the next 4 years of the NPO National Portfolio Organisation) grant period to 2021 would also allow for greater planning across the festivals, both artistically and also in developing relationships with potential partners and sponsors.

The report proposed that the Council's Cultural Programme Reserve be used to create legacy artworks in the non-Lumiere years (2018/19 and 2020/21), which will provide lasting pieces of public art for the county, and will help to keep the Lumiere brand alive through the biennial cycle.

In order to meet the growth in demand and increased expectations of the public and to fully maximise the economic benefit to the County, it is proposed that the Council commissions Lumiere events for both 2019 and 2021.

Decision

We have agreed:

- a) That Artichoke be re-commissioned to plan and programme a Lumiere festival for delivery in 2019 and 2021, in consultation with relevant stakeholders.
- b) That the Cultural Programme Reserve consisting of VAT windfall funds is utilised to fund Lumiere activities across the NPO funding period encompassing a significant 10th anniversary event in 2019 and a further event in 2021 together with supporting activities across the period 2018 – 2021.
- c) That the approval of the terms of the contract be delegated to the Corporate Director of Regeneration and Local Services in consultation with the Cabinet Portfolio for Tourism, Culture, Leisure and Rural Issues.
- d) That further updates on progress in relation to the 2019 project be presented to Cabinet.

7. Update on Rail Issues **Cabinet Portfolio Holder– Councillor Carl Marshall** **Contact – Adrian White 03000 267455**

We have considered a report of the Corporate Director of Regeneration of Local Services which provided an update on current rail issues; and requested that Cabinet agree a position for the Council on key rail infrastructure and service improvements to help boost the economy of County Durham.

The East Coast Mainline (ECML) serves both Durham and Chester-le-Street, with over 2.5 million passenger journeys made to/from Durham Station last year. The Bishop line (Bishop Auckland to Darlington) has recently benefited from the introduction of an hourly service, and plans for a new station at

Horden on the Durham Coast line will complement the existing station at Seaham, providing access to jobs and services and acting as a regeneration initiative for East Durham communities.

The report highlights some of the current key developments across the rail industry and sets out a suggested position for the Council to adopt.

The East Coast Main Line is an important piece of national infrastructure. However, throughout its length it suffers from a lack of capacity, ageing infrastructure and poor resilience. Northern Powerhouse Rail (NPR) is the rail arm of Transport for the North (TfN). NPR are developing a strategic rail programme aimed at transforming the northern economy through improved rail connectivity between the key economic centres of the North. In addition, there are aspirations to bring High Speed 2 trains to the North East by running on from Leeds to York and joining the existing ECML. In the absence of investment, it will not be possible to introduce new train services without displacing existing ones. The ECML needs to be upgraded and expanded to four tracks. This could be done through reinstatement of the Leamside Line. A 2016 study by the East Coast Mainline Authorities (ECMA) group showed that investing £3 billion in the ECML would generate an addition £9 billion for the UK economy.

The Durham Coast line between Middlesbrough and Newcastle currently has an hourly service in each direction provided by Northern. The line provides important travel opportunities for local residents at Seaham Station, which generates approximately 145,000 passenger journeys per annum. Plans are well advanced for the construction of a new station at Horden, which will serve Peterlee and a wider East Durham catchment. A budget of £10.5 million has been secured. The new station is scheduled to open in 2020, and is forecast to generate in excess of 71,000 trips per year.

The Bishop Line between Darlington Bank Top station and Bishop Auckland was improved at the December 2017 timetable change with the introduction of an hourly passenger service. The service provided under the Northern franchise continues through Darlington to Middlesbrough and Saltburn. There are concerns that capacity constraints at Darlington Bank Top (where the Bishop Line crosses the East Coast Main Line) could lead to the Bishop Auckland to Saltburn service being severed. The commercial implications of this are not currently known but it is understood that up to 50% of journeys currently are across Darlington. The County Council needs to ensure through working with stakeholders that all options are explored and that if the service is severed, that interchange between the two new services minimises any inconvenience to passengers.

The East Coast franchise was taken back into public ownership on 24 June. It remains a profit making service, but has not delivered the level of growth in profits that Virgin/Stagecoach had predicted. This Council passed a motion in January 2014, following the collapse of the previous East Coast Franchise, calling on government to maintain the franchise in public ownership. However, the franchise was awarded to Virgin/Stagecoach in March 2015. Since June, the service has been rebranded as the London and North Eastern Railway and will remain in public ownership until 2020. However, the Transport

Secretary has announced the government's intention to put the service back out to tender in 2020, under a yet to be developed partnership franchise. This should not impact on the introduction of the new Azuma trains from Hitachi (Newton Aycliffe), which are due to come into operation on the East Coast route from December 2018. The Department for Transport (DfT) are currently developing the specification for the new partnership approach. The County Council will continue to work with colleagues with a view to seeking greater influence over the service specification for the new franchise and the management of the new partnership model.

Cross Country currently provide two trains per hour between Newcastle and York. As part of this service they deliver one evening peak hour commuting journey (at 17:32 hrs) to Chester-le-Street from Newcastle. The existing Cross Country franchise ends in 2019, and consultations are currently taking place on options for the replacement franchise service. Whilst overcrowding is not considered to be an issue on the 17:32 departure from Newcastle, it is a vital service for local residents making the daily commute to/from Tyneside. It is therefore important that the Authority makes a robust response to the consultation to ensure that the level of service at Chester-le-Street is retained or enhanced going forward. A further area of concern in DfT's consultation is a suggestion that the two Cross Country trains per hour between York and Newcastle could be reduced to one train per hour in the new franchise. The Authority must make a robust response to the Department for Transport to maintain the current level of service and bring forward investment in the East Coast Main Line to unlock additional capacity.

Decision

We have:

- (a) Noted the contents of this report;
- (b) Agreed to adopt the following key messages in order to guide discussions with stakeholders and ensure that the needs and aspirations of the County are considered:
 - Continue to lobby for investment in the East Coast Main Line to improve capacity and resilience, including supporting the option of reopening the Leamside Line.
 - Work with North East Combined Authority and Tees Valley Combined Authority; encouraging a partnership approach across the wider North East to strengthen collective influence over rail issues.
 - Support the work of Transport for the North and the East Coast Mainline Authorities group in pursuing improvements to rail provision that will help boost the economy of County Durham.
 - Continue the commitment to deliver a new station on the Durham Coast railway line at Horden.

- Work with Darlington Borough Council and the wider rail industry to ensure that any proposals brought forward for Bank Top Station consider the needs of passengers using the Bishop Line services.
 - Seek to enhance the level of train service provision at Chester-le-Street.
- (c) Consider whether to adopt any additional key messages
- (d) Call on the government to give a commitment to publicly run the East Coast main line indefinitely, giving greater accountability and putting people before profits.

Councillor S Henig
Leader of the County Council

11 September 2018

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County Council

19 September 2018

Code of Our Values, Behaviours and Conduct



Report of Corporate Management Team John Hewitt, Corporate Director of Resources

Purpose of the Report

- 1 To present proposals for proposed changes to the Council's Code of Conduct and to replace the Code with the Code of Values, Behaviours and Conduct.

Background

2. There are certain constraints and requirements which must be included in an Employee's Code of Conduct which generally sits within the Constitution of the Council. Most Code of Conducts for local authorities include similar information on standards of conduct expected of employees.
3. Given the direction of travel of the Council and the new values and behaviours which will be launched in September, a review has been undertaken and the proposed changes are outlined below.

Proposed Changes

4. The former Code of Conduct provided in Appendix 2 has been subject to review with input from Human Resources, Legal and Internal Audit. The Code has been modernised, with a view to making it easier to read and understand for employees, whilst maintaining a document which is fit for purpose.
5. The Code has also been extended to provide a vehicle for the new Council Values and Behaviour Framework. The new Code of Values, Behaviours and Conduct formerly the Code of Conduct is provided in Appendix 3.
6. The main changes to the Code are summarised below:
 - (a) The Code now incorporates an introduction from the Chief Executive which provides a brief overview of responsibilities and expectations with regards to standard of service, behaviours and conduct.
 - (b) Section 1 of the Code provides detail of the new Council values and Section 2 summarises the Behaviour Framework, including the Core Behaviours for all employees and makes the linkage across values, behaviours and conduct clear.

- (c) Emphasis is put on our responsibilities and commitments – both as individuals and as leaders.
- (d) The new Code refers employee's to various Council Policies and Procedures where relevant with the wording;

'It is your responsibility to familiarise yourself and comply with this Code and all relevant policies and procedures'
- (e) Section 3 has grouped together the remaining responsibilities which have been streamlined to include the necessary detail and make things clearer and concise for the reader.
- (f) The former 4.8 Procurement, administering or managing council contracts and 4.9 Personal interests have been combined into Council contracts and personal interests.
- (g) The former 4.12 Recruitment and other employment matters has been removed in favour of compliance with the Recruitment and Selection Policy and Procedure.
- (h) The former 4.16 Reporting improper and illegal activities has been removed as reference is made within Individual responsibilities.

Consultation

- 7. Consultation has taken place with the Corporate Management Team and Trades Unions. In addition the proposed changes have been considered by the Constitution Working Group.
- 8. The main changes from the Constitution Working Group were to extend the sections on Working with Councillors and Political Neutrality to reflect the wording in the existing Code of Conduct. These amendments have been incorporated into the new Code attached for approval by Full Council.

Implementation

- 9. Employees will be required to acknowledge that they have read and understood the Code of Values, Behaviours and Conduct, and will be published on the Council's Learning Management System for this purpose.
- 10. The Human Resources Team are currently setting up the corporate mandatory e-learning for all new starters as a package, and will also include the Code of Values, Behaviours and Conduct within this. This will enable us to report on new starters who have completed all of their mandatory e-learning and have read and understood the Code of Values, Behaviours and Conduct as part of the induction process.

Recommendations and reasons

12. It is recommended that Full Council approve the revised Code of Values, Behaviours and Conduct for the reasons outlined within this report.

Contact: Alison Lazazzera Tel: 03000 264 473

Appendix 1: Implications

Finance - None

Staffing – The workforce implications will be the signing up to a new Code of Conduct, Values and Behaviours which sets future expectations of the workforce.

Risk - None

Equality and Diversity / Public Sector Equality Duty - None

Accommodation - None

Crime and Disorder - None

Human Rights - None

Consultation – has been carried out with the Corporate Management Team, Trade Unions and Constitution Working Group.

Procurement - None

Disability Issues - None

Legal Implications – The code is compliant with the legal requirements for employee's of the Council.

Code of Conduct



Version: 4

Dated: August 2017



Details:

Review frequency:	Date of last review:	Date of next review:
Annually	August 2017	August 2018

Version date:	Version ref:	Revision history:	Reviser:	Approved by:	Review date:
01/08/2017	4	Final live version	HR Advice & Support	HR Advice & Support	01/08/2017

Please think before printing this document.

Contents

Introduction	1
1.1 What is the code about?	1
1.2 Who does the code apply to?	1
1.3 Responsibilities	1
1.4 Equality	1
1.5 Monitoring	1
1.6 Publicising/distribution of the code	2
1.7 Reviewing the code	2
2 Principles	2
2.1 Breach of the code	3
3 Declaration forms	3
4 Procedure	4
4.1 Personal conduct	4
4.2 Protecting confidential information.....	5
4.3 Internet and social networking.....	6
4.4 Political neutrality	7
4.5 Working with councillors.....	7
4.6 Working with the public, service users and colleagues.....	7
4.7 Criminal convictions/loss of licence or qualification	8
4.8 Procurement, administering or managing council contracts.....	9
4.9 Personal interests.....	9
4.10 Handling council money or sponsorship	10
4.11 Intellectual property	11
4.12 Recruitment and other employment matters.....	11
4.13 Commitments outside work	11
4.14 Gifts and hospitality	12
4.15 Using council equipment, materials and property	13
4.16 Reporting improper or illegal activities.....	13

5 Further information 14

5.1 Equality and diversity 14

5.2 Confidentiality..... 14

5.3 Dealing with abuses of the code..... 14

5.4 Monitoring compliance 14

5.5 Contact details 15

Introduction

1.1 What is the code about?

Durham County Council expects high standards of conduct from its employees. This document sets out the minimum standards we expect of you, provides a framework to help you understand the protocols which apply to you and gives guidance to help you comply with them.

All employees of the council must maintain the standards and integrity of this Code and carry out their duties honestly and fairly.

1.2 Who does the code apply to?

This Code covers all employees of the council, except for school-based employees. Schools need to give consideration to their own procedures, and where schools are using this Code, suitable advice should be sought from Human Resources.

The Code is recommended as good practice to all other groups associated with the council who have the discretion in their employment to adopt our policies. Apart from schools, this will include such groups as voluntary sector organisations.

Where applicable this Code will also apply to agency workers, contractors, consultants or third parties providing work or services for, or on behalf of, the council.

1.3 Responsibilities

All employees of the council have a responsibility to ensure they comply with this Code along with any other policies or procedures referred to in this document. Employees are expected to give the highest possible standard of service to the public, and where it is part of their duties, to provide appropriate advice to councillors and fellow employees with impartiality.

A number of corporate Durham County Council policies are referenced throughout this policy document. This list is not exhaustive and there will be other service specific procedures and processes relevant to your contracted role within the council that you must also comply with. If you are in any doubt about your responsibilities you must seek clarification from your manager.

1.4 Equality

All employees must ensure that they treat colleagues, service users, members of the public and councillors fairly, impartially and with dignity and respect in accordance with the council's Equality Policy and the Equality Act 2010. Language and behaviour in the workplace must be conducive to productive and harmonious relationships.

1.5 Monitoring

All information will be handled sensitively and used only for its proper purpose. However confidentiality cannot be guaranteed as information might have to be disclosed where an issue results in formal proceedings. Under the Data Protection Act 1998 individuals have the right to see their own personal data held subject to the rights of confidentiality of any third parties involved in that information.

1.6 Publicising/distribution of the code

A copy of this Code is available from the intranet, or alternatively you can request a copy from your manager.

New employees will be informed of the existence of this Code in recruitment and induction information.

1.7 Reviewing the code

The operation of this Code will be kept under review and such changes will be made to the Code as deemed appropriate and in accordance with agreed consultation protocols.

2 Principles

This Code meets the recommendations of the Nolan Committee's Standards in Public Life, establishing the Seven Principles of Public Life, which are:

Selflessness - You must act solely in terms of the public interest and not in order to gain financial or other material benefits for yourself, family, or friends.

Integrity - You should not place yourself under any financial or other obligation to outside individuals or organisations that might seek to influence you in the performance of your official duties.

Objectivity - You must make choices on merit when making decisions on appointments, contracts, or recommending rewards and benefits for individuals.

Accountability - You are accountable for your decisions and actions to the public and you must submit yourself to whatever scrutiny is appropriate.

Openness - You should be as open as possible about all the decisions and actions that you take. You should give reasons for your decisions and restrict information only when the wider public interest clearly demands.

Honesty - You have a duty to declare any private interests relating to your work and you need to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership - You should promote and support these principles by leadership and example.

When working on behalf of Durham County Council you must:

- act in the interests of the council when carrying out your duties, and in accordance with the principles of public life of selflessness, integrity, objectivity, accountability, openness, honesty and leadership;
- comply with the council's Constitution, service requirements, policies and standards, legislation and other professional standards which apply to your role;
- declare to your Head of Service any potential or actual conflicts of interest or relationships that may impact on your work, or that of the council;

- report any concerns or breaches of this Code, or any other council policies, to your manager;
- ask your manager if you are unsure what is required of you.

2.1 Breach of the code

Breaches of any element of this Code (inside or outside of work) are a serious matter, and could lead to an investigation under the council's Disciplinary Policy. Serious breaches may be considered gross misconduct which could result in dismissal without notice.

You must participate in any investigations, including those carried out by the council's Monitoring Officer, who is responsible for ensuring lawfulness and fairness of decision making, including reporting any actual or potential breaches of the law or maladministration of the council and/or cabinet.

3 Declaration forms

Declaration forms (CCE1 – CCE4) are to be completed as detailed in this Code. All declaration forms will be held by the Corporate Director of each service grouping and a copy must be forwarded to the Human Resources Operations and Data Team for the purpose of logging onto a central register. A copy of the completed declaration form will also be placed on an employee's personal file. All forms will be acknowledged and recorded whether approved or declined.

The following declaration forms can be downloaded from the intranet. These forms must be completed in full.

Form CCE1	Declaration of Relationships with External Contractor or Supplier
Form CCE2	Declaration of Personal Interests
Form CCE3	Request for Approval to Undertake Outside Work
Form CCE4	Declaration of Offers of Hospitality/Gifts

4 Procedure

4.1 Personal conduct

As an employee and representative of the council, you are expected to conduct yourself to the highest standards and act with honesty, integrity and professionalism.

You must:

- carry out the full requirements of your role, as detailed in your contract of employment (statement of particulars), job description and council policies and procedures;
- attend work in accordance with the terms of your contract of employment (statement of particulars) and comply with the council's Attendance Management Policy and other absence policies;
- act in an appropriate manner in any situation where you can be readily identified as a council employee, whether at work or otherwise;
- follow management guidance in regard to maintaining acceptable standards of appearance and personal hygiene;
- if it is provided for you, wear and maintain in a reasonable condition, corporate uniform, clothing and personal protective equipment as directed;
- report any shortfalls in the provision of council services to your manager;
- report any concerns / allegations / suspicions of fraud, corruption, bribery, theft or other irregularity, as a matter of urgency, to your manager, and/or to the Chief Internal Auditor and Corporate Fraud Manager;
- keep relationships with councillors, employees, contractors or partners, potential contractors and/or service users, on a professional basis.

You must not:

- engage in any conduct or behaviour that is harmful to the reputation of the council, its services or interests, or conduct which brings the council into disrepute, even when outside of work;
- be under the influence of alcohol, or use unprescribed drugs that may have an adverse impact on your work;
- misuse your official position or seek to use information obtained in the course of your work, for personal interests or the interests of others;
- criticise the council either through media, social media, verbal or written communication.

For further information please refer to the following council policies/procedures and strategies, available on the intranet or via your manager:

- **Additional Annual Leave Policy**
- **Anti Money Laundering Policy**
- **Attendance Management Policy**
- **Confidential Reporting Code**
- **Counter Fraud and Corruption Strategy**
- **Disciplinary Policy**
- **Drugs, Substance and Alcohol Misuse Policy**

- **Family Leave and Flexible Working Policy**
- **The Personal Use of Social Media Policy**

4.2 Protecting confidential information

Maintaining confidentiality of sensitive information is essential. Information must only be disclosed in accordance with the Data Protection Act 1998 which covers manual and computerised information, including emails.

You must:

- comply with the council's ICT security policies;
- comply with the council's **Secure Handling and Transit Guidance for Paper Records** and obtain manager approval prior to taking any paper records/hard copy material off site which contain personal or confidential information;
- report any suspected data losses or security breaches immediately to your manager and to the council's Information Management Team, in line with the council's **Data Protection Potential Breach Policy**;
- label and store information documents to allow access to authorised users and restrict unauthorised users;
- refer any media or press enquiries to the Corporate Communications and Policy Team immediately, and follow their instructions;
- check with your manager if you are in doubt about whether you can provide information to a third party.

You must not:

- disclose your passwords/your council login details to anyone;
- use council information, or facilities, for unauthorised personal use, improper or commercial gain, or for fraudulent or malicious activities;
- compromise the security of council information, for example by installing unauthorised software, inappropriately securing information or interfering with standard security settings;
- disclose any confidential information relating to the council, service users, employees or anyone else who has contact with the council, either whilst at work or outside of work, unless you have express permission to do so;
- release any information relating to an employee's private affairs unless their consent has first been obtained, or unless there is a statutory duty on the council to provide this information.
- under any circumstances access your own personal records, other than those available through the MyView system. If you wish to request a service or access additional information held, you must consult your manager.
- under any circumstances access or update records of friends, partners, relatives or any other person known to you. If you receive such a request you must consult your manager.

For further information please refer to the following council policies/procedures, available on the intranet or via your manager:

- **Corporate Records Management Policy**
- **Data Protection Potential Breach Policy**
- **Information Security Policy (ISP)**
- **Paper Records – Secure Handling and Transit Guidance**
- **Personal Information Security Policy (PISP)**
- **Press Release Guidelines**

4.3 Internet and social networking

The benefits of using the internet and social networking / social media are acknowledged by the council. Where the use of such media are required for business purposes employees must adhere to the council's Social Media Policy, Procedure and Guidance.

Internet access for personal use is at the council's discretion and must not affect an employee's performance or productivity at work.

The council may monitor the use of the internet for legitimate business reasons, including compliance with this Code. By using the internet employees are deemed to have consented to the monitoring, recording and auditing of internet use.

You must:

- adhere to the council's Personal Information Security Policy and The Personal Use of Social Media Policy when using social networking sites for personal use;
- make it clear when posting information or comments on social networking sites that any personal views expressed do not represent those of Durham County Council;
- inform your manager immediately if you have acted inappropriately when using social media, even if the mistake has since been resolved;
- report to your manager any instances where you believe another employee has posted inappropriate or offensive comments on social networking sites.

You must not:

- post information on social networking sites which is confidential to the council, its suppliers, customers or contractors;
- post entries on social networking sites about work colleagues, customers or any other person linked to the council which are derogatory, defamatory, discriminatory or offensive in any way or which could bring the council into disrepute.

For further information please refer to the following council policies/procedures, available on the intranet or via your manager:

- **Personal Information Security Policy**
- **Social Media Policy, Procedure and Guidance**
- **The Personal Use of Social Media Policy**

4.4 Political neutrality

Employees of the council are required to work with all councillors, not just those of the majority group.

You must:

- remain politically neutral and objective in your work role.

You must not:

- allow your personal or political opinions to interfere with your work;
- display political posters, including election material, in council buildings.

Certain posts within the council are deemed to be 'politically restricted' due to the nature of the job. Your job description will state whether your post is politically restricted. If you hold a politically restricted post you must not:

- stand as a candidate for public elected office (other than to a Parish/Town Council);
- hold office in a political party;
- canvass at elections or act as an election agent or sub-agent for a candidate for election;
- speak or write publicly, demonstrating support for a political party.

4.5 Working with councillors

Mutual respect, trust and courtesy between employees and councillors is essential to good local government. When working with councillors

You must:

- give appropriate and impartial advice to councillors when requested;
- ensure working relationships are kept on a professional basis;
- speak to your manager if you are unsure what information you are able to provide to councillors.

You must not:

- form close personal relationships with councillors which could damage your working relationship.

4.6 Working with the public, service users and colleagues

You must:

- be polite, courteous and helpful when dealing with all members of the local community, customers, councillors and fellow employees;
- treat all groups and individuals with respect, value their opinions and beliefs and behave in an appropriate manner;

- treat others in a fair and equitable manner in accordance with the council's **Equality Policy** and **Grievance Policy** and the wider requirements of the law;
- follow the council **Customer Services Charter and Standards** when dealing with service users;
- keep all service users' money, personal records, information and correspondence secure in accordance with the council policies and procedures, and the Data Protection Act;
- advise your manager if you have any concerns about the standard of service being provided to service user.

You must not:

- Unlawfully discriminate, harass or victimise on the basis of age, disability, race or ethnicity, gender reassignment, marriage or civil partnership, pregnancy and maternity, religion or belief, sex or sexual orientation in the provision of facilities, services, employment practices or any other area of council duties;
- form inappropriate close personal relationships with service users, their relatives or carers;
- give any service information to anyone except those authorised to receive it.

For further information please refer to the following council policies/procedures, available on the intranet or via your manager:

- **Counter Fraud and Corruption Strategy**
- **Customer Services Charter and Standards**
- **Equality Policy**
- **Grievance Policy**

4.7 Criminal convictions/loss of licence or qualification

You must inform your manager immediately if:

- you receive any criminal conviction, caution or are held on bail, or placed under bond during your employment with the council, either within or outside of your normal working hours;
- you receive any driving convictions that result in the loss of your driving licence;
- you are subject to medical restrictions or changes to category entitlements in your driving licence that may impact on your ability to carry out the duties of your contracted role;
- you have engaged in behaviour that has resulted in loss of licence, affiliation, accreditation or qualification that may impact on your ability to carry out the duties of your contracted role.

If your post is subject to a Disclosure and Barring Service (DBS) check, as well as the above, you must also inform your manager immediately if you are subject to a criminal investigation. If you are unsure about whether your post requires a DBS check, please seek clarification from your manager. All information you provide in this regard will be dealt with in strict confidence.

For further information please refer to the following council policies/procedures, available on the intranet or via your manager:

- **Driver and Operator Handbook**
- **DBS Disclosure Policy**

4.8 Procurement, administering or managing council contracts

Section 117 of the Local Government Act 1972 requires you to make a formal declaration about contracts in which you have a financial interest. It is a criminal offence to fail to comply with this. Where your role involves procuring, managing or administering council contracts or you have any other professional or personal relationship with contractors:

You must:

- comply with the Contract Procedure Rules and Financial Procedure Rules which are part of the council's Constitution, Financial Management Standards and any other relevant council procedures of orders and contracts;
- exercise fairness and impartiality when dealing with all customers, suppliers, other contractors and sub-contractors;
- declare any current or previous private or personal relationships with contractors, sub-contractors or suppliers by completing form CCE1.

You must not:

- discriminate against anyone involved in the tendering and contracting process;
- disclose any confidential information relating to tenders or costs for internal or external tenders to any unauthorised person;
- use your influence or show any special favour to current or former employees or their partners, close relatives or associates when awarding contracts to businesses relating to them or employing them in any capacity;
- play any part in the selection of tenderers if you have any direct or indirect interest in the outcome.

For further information please refer to the following council policies/procedures, available on the intranet or via your manager:

- **Contract Procedure Rules**
- **Council Constitution**
- **Counter Fraud and Corruption Strategy**
- **Financial Management Standards**

4.9 Personal interests

Section 117 of the Local Government Act 1972 requires you to make a formal declaration about contracts in which you have a financial interest, that is any direct or indirect interest of monetary value, whether or not the value is readily ascertainable. It is a criminal offence to fail to comply with this.

Other financial interests include when money other than your salary is paid into your bank account by the council, or where your address is linked to a business receiving payment from the council.

Non-financial interests include governorship of a local school, membership of an NHS Trust Board or involvement with an organisation or pressure group which may seek to influence the council's policies.

You must:

- declare any financial or non-financial interests which could conflict or be seen to conflict with the council's interests to your Head of Service by completing form CCE2.

You must not:

- make or become involved with any professional decisions about matters in which you have a personal interest.

4.10 Handling council money or sponsorship

Sponsorship is defined as 'an agreement between the council and the sponsor, where the council receives either money or a benefit in kind for an event, campaign or initiative from an organisation or individual which in turn gains publicity or other benefits.'

Durham County Council is a publicly funded organisation and as such, all employees who are authorised to be involved in financial activities and transactions on behalf of the council must be familiar with its Financial Procedure Rules and Financial Management Standards.

If this applies to you, you must:

- use authorised council funds in a responsible, accountable and lawful way;
- comply with the council's financial regulations and take legal and financial advice where appropriate;
- seek value for money;
- comply with relevant policies and procedures when handling money;
- make sure that any sponsorship accepted is related to council business and is approved by your Head of Service;
- disclose any benefit you yourself, partners, relations or close friends relating to any sponsorship the council proposes to make;
- if you suspect financial irregularity, bribery, corruption, theft or fraud, contact your manager in the first instance. If for any reason this is not appropriate you should contact your Head of Service and the Chief Internal Auditor and Corporate Fraud Manager or take relevant advice from Legal Services on any possible legal or procurement issues which may be associated with securing sponsorship.

You must not:

- benefit from any contract or sponsorship that is given to or by the council, or show any favour to a partner, spouse, relative, friend or associate. For further information please refer to the following council policies/procedures, available on the intranet or via your manager:
 - **Financial Management Standards**
 - **Sponsorship and Advertising Policy**

4.11 Intellectual property

Some aspects of the work you carry out, or produce, on behalf of the council may be intellectual property. All creative designs, writings, reports, drawings and inventions produced by employees in the course of their duties are the property of the council.

You must not:

- disclose, publish or otherwise use the work you produce for the council for personal gain or benefit unless you have the express written permission of your Head of Service.

4.12 Recruitment and other employment matters

You must:

- follow the council's Recruitment and Selection Policy, including appropriate service grouping approval processes.

You must not:

- be involved in a selection process or interview if you are related to an applicant, or in a close personal relationship with them or a member of their immediate family;
- canvas on behalf of applicants for council posts, either directly or indirectly;
- be involved in, or try to influence, any employment decisions including those relating to discipline, promotion, pay adjustments, for any employee with whom you have a close personal relationship;
- ask a councillor to provide a reference for you in relation to a job within the council.

For further information please refer to the following council policies/procedures, available on the intranet or via your manager:

- **Recruitment and Selection Policy**

4.13 Commitments outside work

Outside work means any paid or unpaid work, including voluntary work, undertaken in addition to your council employment. Any requests to undertake outside work will be considered and will not be unreasonably refused, however the council must consider whether or not such outside working would be in conflict with council interests or weaken public confidence in the council, or adversely impact upon your ability to carry out your role with the council. Approvals will be reviewed should concerns arise as to the impact the outside commitment has on your ability to carry out your role within the council, or if the circumstances of the outside commitment, or your role within the council, changes.

If you wish to undertake any outside work:

You must:

- obtain permission from your Head of Service by completing form CCE3 prior to undertaking any outside work;
- inform your Head of Service by completing another CCE3 if there are any changes relating to your outside work, or if your role changes.

You must not:

- put yourself in a position where your duty and private interests conflict or could appear to conflict;
- seek to gain business in the course of carrying out your council duties;
- carry out any outside work or a private interest during working hours, including making/sending or receiving telephone calls, emails, correspondence/goods;
- use any council facilities or equipment or confidential information in relation to commitments outside of work.

4.14 Gifts and hospitality

Gifts, hospitality or benefits in kind offered to you must be treated with caution in order to avoid any suggestion of improper motives or conduct.

It is a serious criminal offence under the Bribery Act 2010 to corruptly receive or give any gift, loan, fee, reward or advantage for doing, or neglecting to do something, or showing favour or disfavour to any person in your official capacity. If an allegation is made against you, it will be for you to demonstrate that any such rewards have not been corruptly obtained. Offences can carry a maximum of 10 years imprisonment and/or an unlimited fine for an individual. For the avoidance of doubt, you must:

- declare to your Head of Service, by completing form CCE4, if you are offered, or you wish to offer, any gifts, hospitality or advantage, other than token gifts of a nominal value. Your Head of Service must give approval before you accept or give such items;
- use tact and courtesy if you need to refuse a gift or hospitality;
- report to your manager any gifts which are delivered to your place of work where you may have a problem returning it;
- under no circumstances should gifts or hospitality be accepted that include attendance at sporting events;
- report to your Head of Service any approaches made to you which could be viewed as being aimed at obtaining some form of preferential treatment.

It is not unusual for people receiving care or support at home from council employees, to wish to express their thanks and gratitude to care staff by offering gifts, money or even, exceptionally, by making an employee a beneficiary in their will. In order to protect the council and its employees from any suggestion of improper motives or conduct, members of staff and their families are not allowed to accept gifts or legacies from current or former clients. If you are made aware that a client is considering making a gift to you or including you in their will, or has actually done so, then you must inform your manager immediately, in order that appropriate contact can be made with

the client. Similarly, you must not become involved with making wills for clients nor act as an executor in a client's will. If you are unclear what is acceptable, ask your manager.

For further information please refer to the following council policies/procedures, available on the intranet or via your manager:

- **Counter Fraud and Corruption Strategy**

4.15 Using council equipment, materials and property

The facilities and equipment provided as part of your work belong to the council.

You must:

- comply with health and safety regulations and use personal protective equipment as required;
- take care of council property or equipment, keeping it secure and reporting any damages or breaches in security;
- use equipment and facilities for authorised purposes only;
- use equipment and facilities appropriately and only for the purposes provided.

You must not:

- use council equipment or property for personal gain or fraudulent activity;
- use council vehicles for unauthorised purposes.

For further information please refer to the following council policies/procedures, available on the intranet or via your manager:

- **Driver and Operators Handbook**
- **Health and Safety Handbook**

4.16 Reporting improper or illegal activities

In regard to all aspects of this Code, should you be concerned about any activities which you think may conflict with the Code of Conduct, carried out by yourself or other employees, you should raise the matter with your manager or Head of Service.

You must:

- report any activity which you believe is illegal, improper, unethical, dangerous or a breach of Code to your manager or Head of Service.

For further information please refer to the following council policies/procedures, available on the intranet or via your manager:

- **Confidential Reporting Code**
- **Counter Fraud and Corruption Strategy**

5 Further information

5.1 Equality and diversity

Durham County Council is committed to promoting equality of opportunity, valuing diversity and ensuring discrimination, harassment or victimisation is not tolerated. Our policy is to treat people fairly, with respect and dignity. We also comply with legal requirements in relation to age, disability, gender, pregnancy and maternity, marriage and civil partnership, gender reassignment, race, religion or belief and sexual orientation.

5.2 Confidentiality

Durham County Council complies with all relevant statutory obligations. Personal information processed by the Council will be handled in accordance with the Council's privacy statement, which can be accessed [here](#).

Human Resources privacy notice provides more specific information on the data collected and how it is handled, a copy of which can be accessed [here](#).

If you have any concerns about how your data is handled, please contact either the Data Protection Officer at dpo@durham.gov.uk or the [Information Commissioner's Office](#).

5.3 Dealing with abuses of the code

Employees who attempt to abuse this code may face disciplinary action. The council takes false or misleading accusations very seriously which may result in further action taken through the disciplinary procedure. This will not include ill-founded allegations that were made in good faith.

5.4 Monitoring compliance

Durham County Council is required by law to protect the public funds it administers and, as part of this duty, will carry out routine monitoring to ensure compliance with this and other council policies. This will include reviewing declarations made under this code against any information held on manual and / or electronic records and systems controlled or managed by the council. This may also include data matching of records containing personal data held on and / or across council systems. Any breaches of the Code of Conduct identified as part of these reviews will be brought to the attention of the relevant Corporate Director and the Head of Service for appropriate action to be taken. Where any criminal activity is suspected or detected details may also be referred to the police and/or any other relevant bodies.

5.5 Contact details

Managers should forward copies of any forms/letters required by the HR Operations and Data Team to: HR Operations and Data Team, Resources, Level 0 – Room 2/56-70, Council Offices, Spennymoor, Co., Durham DL16 6JQ or via email, according to service grouping as follows:

Service grouping	Email Address
Regeneration and Local Services	HRREAL@durham.gov.uk
Children and Young Peoples Services	HRCYPS@durham.gov.uk
Adult and Health Services	HRAHS@durham.gov.uk
Resources	HRRESOURCES@durham.gov.uk
Transformation and Partnerships	HRTAP@durham.gov.uk

If you would like any further advice or would like the document in an alternative format, please contact the HR Advice and Support Team using the contact details below.

Please ask us if you would like this document summarised in another language or format.

العربية (Arabic) (中文 (繁體字)) (Chinese) اردو (Urdu)
 polski (Polish) ਪੰਜਾਬੀ (Punjabi) Español (Spanish)
 বাংলা (Bengali) हिन्दी (Hindi) Deutsch (German)
 Français (French) Türkçe (Turkish) Melayu (Malay)

hradviceandsupport@durham.gov.uk
03000 265379

 Braille  Audio  Large Print

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Code of Our Values, Behaviours and Conduct



1 Introduction

At Durham County Council we are all committed to delivering excellent services to the people of County Durham and our employees are key to this commitment. Everyone who uses council services is entitled to expect the highest standards of conduct from council employees and we are all responsible for improving life for local people by delivering high quality services.

We have developed a clear set of values and behaviours around what is important to us as a Council and they apply to all employees. Our values are at the heart of everything we do and ensure that we do the right things in the right way and our behaviours have been designed to support and embed these values.

In addition to our values and behaviours it is important that we have standards of conduct to help guide us all in our behaviour and actions at work.

This Code explains our values, sets out the responsibilities we all have, and the standards of behaviour that are expected of us. It is vital that we are all familiar with and understand this Code and the supporting Council Policies and Guidance.

We are a team and we are all responsible for the quality and integrity of the services we provide. This Code together with the supporting Council Policies has been developed to ensure that we are all clear re: the Council's values and our individual responsibilities so that in turn the people of County Durham can be confident that they are receiving an excellent standard of service.

At Durham County Council we are committed to delivering excellent services to the people of County Durham within the resources we have available and our values reflect this commitment.



2 Our values

The council values are at the heart of everything we do. They are the guiding principles that define our culture and commitment to the highest standards of behaviour.



Our values are supported by the council's behaviour framework which sets out clear expectations in terms of the core behaviours for all staff. Managers and Leaders have supplementary behaviours within the framework to reflect their additional responsibilities.

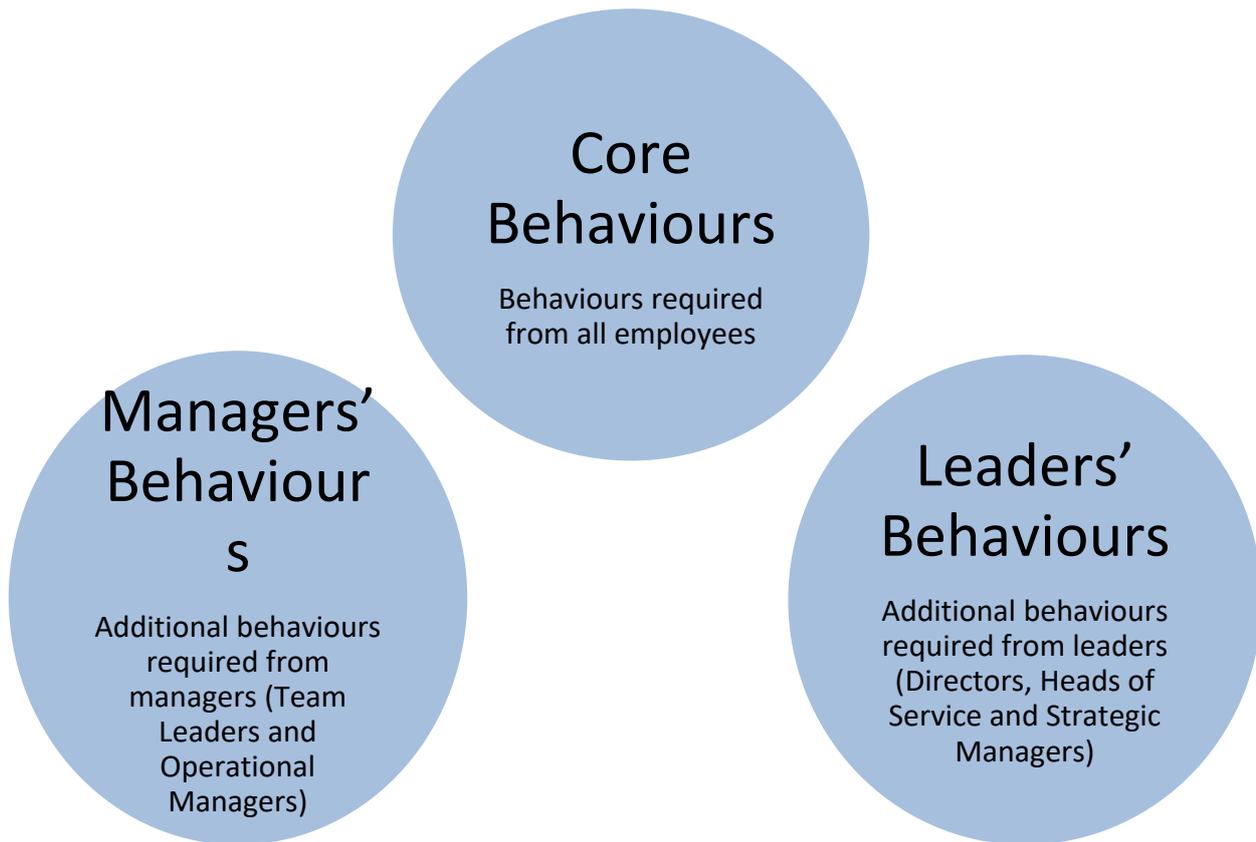
Our values and behaviours are therefore an intrinsic part of the Council's code of our values, behaviours and conduct.

The behaviour framework includes behavioural examples that we expect our employees to display every day to achieve the expected standards of performance. The behaviours demonstrate the approach we take to our work including:

- How we do things
- How we treat others
- What we say and how we say it
- How we expect to be treated
- How we work together
- Our approach to work

By demonstrating the behaviours we can provide the best possible service to our people and communities and create a great place to work.

3 The Behaviour Framework and Core Behaviour



One Council: Core values and behaviours

I will...		I won't...
<ul style="list-style-type: none"> ✓ Contribute to Council, service and team objectives ✓ Try to find solutions to problems and issues ✓ Make the best use of council resources ✓ Share information and work effectively with others to get things done ✓ Help people to access council services in different ways ✓ Be flexible and use my skills to help and support others 	 <p>Outcome Focused</p> <p><i>We work together to achieve the best for people</i></p>	<ul style="list-style-type: none"> ✗ Speak about the Council, my colleagues, partners or the public in a negative way ✗ Focus on problems instead of solutions ✗ Blame others when things go wrong ✗ Leave people to deal with difficult situations when they need help
<ul style="list-style-type: none"> ✓ Provide a customer focused service to people both internal and external ✓ Respect and value differences ✓ Achieve results within agreed timescales and keep people updated on progress ✓ Actively listen so I understand people's needs ✓ Communicate clearly and appropriately with others ✓ Care about my own and others health, safety and wellbeing ✓ Protect the confidentiality and security of information 	 <p>People Focused</p> <p><i>We put people and communities at the heart of everything we do and value our employees</i></p>	<ul style="list-style-type: none"> ✗ Make decisions or act without considering the needs of others ✗ Act in a way that puts others health, safety and wellbeing at risk ✗ Ignore, exclude or treat people unfairly ✗ Avoid ownership by passing people around the Council or by not responding enquiries
<ul style="list-style-type: none"> ✓ Take ownership and be accountable for my own actions and performance ✓ Seek opportunities to learn and develop ✓ Share my skills and knowledge with others ✓ Act on feedback and learn from mistakes ✓ Challenge inappropriate behaviour and attitudes ✓ Show appreciation and give praise and recognition to others ✓ Influence others through my positive behaviours 	 <p>Empowering</p> <p><i>We value, trust and support each other</i></p>	<ul style="list-style-type: none"> ✗ Ignore the impact my actions or behaviour has on others ✗ Forget to say thank you to others for their contribution ✗ Be reluctant to learn new things ✗ Ignore feedback and keep on making the same mistakes
<ul style="list-style-type: none"> ✓ Identify better and more effective ways to deliver services ✓ Be prepared to take on new challenges ✓ Adapt smarter working practices and new ways of working ✓ Think creatively and share ideas for improvement ✓ Be open to change 	 <p>iNnovative</p> <p><i>We embrace change and look for better ways to deliver services</i></p>	<ul style="list-style-type: none"> ✗ Discourage ideas and suggestions for new ways of doing things ✗ Say 'this is the way we have always done it' ✗ Change things without thinking it through ✗ Be unwilling to do things differently

4 Our responsibility and commitments

We all have responsibilities and commitments as employees of the Council. Some responsibilities and commitments, such as applying the council values, meeting the competencies required for your role and adhering to your contract of employment apply to everyone whereas others are specific to your level of responsibility in the council.

It is your responsibility to familiarise yourself and comply with this Code and all relevant council policies and procedures. If you are in any doubt about your responsibilities you must seek clarification from your manager.

4.1 Working with the public, service users and colleagues

You must:

- follow the council Customer Services Charter and Standards when dealing with service users in order to ensure the delivery of services as efficiently and effectively as possible;
- be polite, courteous and helpful when dealing with all members of the local community, service users and colleagues;
- treat all groups and individuals with respect, value their opinions and beliefs and behave in an appropriate manner;
- treat others in a fair and equitable manner in accordance with the council's Equality & Diversity Policy and the wider requirements of the law;
- keep all service users' money, personal records, information and correspondence secure in accordance with the council policies and procedures, and the General Data Protection Regulations.

4.2 Individual responsibilities

As an employee of the council, you are expected to conduct yourself to the highest standards and act with honesty, integrity and professionalism.

You must:

- carry out the full requirements of your role, as detailed in your contract of employment (statement of particulars), job description and within the council policies and procedures;
- complete all mandatory training as required;
- give the highest possible standard of service to the people of County Durham and provide appropriate and impartial advice;
- raise issues – if you have any concerns don't be afraid to speak up;
- act in an appropriate manner in any situation where you can be readily identified as a council employee, whether at work or otherwise;
- contribute to maintaining a safe and healthy working environment;
- report any concerns or suspicions you have to your line manager or the Chief Internal Auditor and Corporate Fraud Manager;
- declare any relevant interest, outside employment or receipt of gifts or hospitality as outlined in this Code;
- maintain professional relationships with councillors, employees, contractors or partners, potential contractors and/or service users.

4.3 Leader and manager responsibilities

Those with leadership roles have additional responsibilities. Whether you are a team leader, line manager or head of service you should:

- set a positive personal model of behaviour;
- ensure that standards in the Code are established and communicated;
- provide clarification, where required, to improve employee understanding;
- take appropriate action at the earliest opportunity to manage non-compliance with the standards set out in this Code;
- promote a safe and healthy working environment;
- maintain a culture that is free from bullying, discrimination and harassment where everyone is treated with respect and dignity and individual contributions are welcomed and acknowledged.

5 Other responsibilities

5.1 Confidentiality and keeping council information secure

Maintaining confidentiality of sensitive information is essential and all employees are under an obligation to comply with Data Protection legislation. The General Data Protection Regulations is the most significant update of data protection laws in the last two decades and deals with appropriate protection of personal and special category data/information.

You must ensure that you save, store, share and retain information in line with corporate policies and guidelines and treat all information you receive in the course of your employment as confidential to the council. Employees are only permitted to disclose confidential information where it is required by law or where the council has agreed to do so. If you are unsure you must consult your Line Manager before any disclosure is made.

As the council moves towards smarter ways of working and more open office environments shared by different teams' the highest levels of confidentiality will be required. We need to respect others to undertake their work and to maintain privacy and confidentiality.

The use of information to further private interests or the deliberate disclosure of confidential information may be considered gross misconduct and may result in dismissal under the council's Disciplinary Procedure. It may also be a criminal offence and lead to criminal proceedings.

You must not compromise the security of council information, for example by installing unauthorised software, inappropriately securing information or interfering with standard security settings. Under no circumstances should you use council information or facilities for unauthorised personal use, improper or commercial gain or for fraudulent or malicious activities.

5.2 Internet and social Media

The council understands that employees may use social networking sites in their personal time both in and outside of work. Whilst these sites can be a way of keeping in touch with friends and colleagues, you should be aware that information posted on these sites is often public and may be viewed by colleagues, residents and the media/press.

As an employee, you have responsibility to act in the best interests of the people of the County and not breach any confidentiality or post anything that could damage the council's reputation. Further guidance is available in the [Personal Use of Social Media Policy](#).

The council may monitor the use of the internet for legitimate business reasons, including compliance with this Code. By using the internet employees are deemed to have consented to the monitoring, recording and auditing of internet use.

5.3 Political neutrality

Employees of the council are required to work with all councillors. Employees must not favour or disadvantage any political group or politician in how they undertake their duties.

You must:

- Remain politically neutral and objective in your work role.

You must not:

- Allow your personal or political opinions to interfere with your work;
- Display political posters, including election material, in council buildings.

Certain posts within the council are deemed to be politically restricted due to the nature of the job. Your job description will state whether your post is politically restricted and you will have been notified of this in your Statement of Particulars. Further information is available in [the Recruitment and Selection Policy](#).

If you hold a politically restricted post you must not:

- stand as a candidate for public elected office (other than to a Parish/Town Council);
- hold office in a political party;
- canvass at elections or act as an election agent or sub-agent for a candidate for election;
- speak or write publicly, demonstrating support for a political party.

5.4 Working with councillors

Mutual respect, trust and courtesy between employees and councillors is essential to good local government.

You must:

- give appropriate and impartial advice to councillors when requested;
- ensure working relationships are kept on a professional basis;
- speak to your manager and/or refer to the Protocol for Member/Officer Relations if you are unsure about the information you are able to provide to councillors.

You must not:

- form close personal relationships with councillors which could damage your working relationship.

5.5 Criminal convictions/loss of driving licence or qualification

You must inform your manager immediately if:

- you receive any criminal conviction, caution or are held on bail, or placed under bond during your employment with the council, either within or outside of your normal working hours;

- you receive any driving convictions that result in the loss of your driving licence;
- you are subject to medical restrictions or changes to category entitlements in your driving licence that may impact on your ability to carry out the duties of your contracted role;
- you have engaged in behaviour that has resulted in loss of licence, affiliation, accreditation or qualification that may impact on your ability to carry out the duties of your contracted role.

If your post is subject to vetting and barring checks, as well as the above, you must also inform your manager immediately if you are subject to a criminal investigation. All information you provide in this regard will be dealt with in strict confidence.

5.6 Council contracts and personal interests

Where your role involves procuring, managing or administering council contracts or you have any other professional or personal relationship with contractors you must:

- comply with the Contract Procedure Rules and Financial Procedure Rules which are part of the council's Constitution, Financial Management Standards and any other relevant council procedures of orders and contracts;
- exercise fairness and impartiality when dealing with all customers, suppliers, other contractors and sub-contractors;
- declare any current or previous private or personal relationships with contractors, sub-contractors or suppliers by completing form [CCE1](#).

Other financial interests include when money other than your salary is paid into your bank account by the council or where your address is linked to a business receiving payment from the council. In these circumstances you must declare any financial or non-financial interests which could conflict or be seen to conflict with the council's interests to your Head of Service by completing form [CCE2](#).

5.7 Handling council money or sponsorship

Durham County Council is a publicly funded organisation and as such, all employees who are authorised to be involved in financial activities and transactions on behalf of the council must be familiar with its Financial Procedure Rules and Financial Management Standards.

You must not benefit from any contract or sponsorship that is given to or by the council, or show any favour to a partner, spouse, relative, friend or associate.

You must ensure that any sponsorship accepted is related to council business and is approved by your Head of Service.

5.8 Intellectual property

'Intellectual property' is a generic legal term, which refers to the rights and obligations in relation to: inventions, patents, creative writings and drawings, including for example - reports, policy, training, computer programmes and technical documents and materials. Some aspects of the work you carry out, or produce on behalf of the council will be classed as 'intellectual property' and therefore belongs to the council, rather than to you personally.

You must not make use of the council's intellectual property to conduct private work.

5.9 Commitments outside of work

Outside work means any paid or unpaid work, including voluntary work, undertaken in addition to your council employment. Any requests to undertake outside work will be considered and will not be unreasonably refused, however the council must consider whether or not such outside working would be in conflict with council interests or weaken public confidence in the council, or adversely impact upon your ability to carry out your role with the council.

Approvals will be reviewed should any concerns arise as to the impact the outside commitment on your ability to carry out your role within the council.

Before doing any outside work you must complete form [CCE3](#) for authorisation and if there are any subsequent changes relating to your outside work you may need to complete a further CCE3 form.

5.10 Gifts and hospitality

Gifts, hospitality or benefits in kind offered to you must be treated with caution in order to avoid any suggestion of improper motives or conduct.

You must:

- declare to your Head of Service, by completing form [CCE4](#), if you are offered, or you wish to offer, any gifts, hospitality or advantage, other than token gifts of a nominal value. Your Head of Service must give approval before you accept or give such items;
- use tact and courtesy if you need to refuse a gift or hospitality;
- report to your manager any gifts which are delivered to your place of work where you may have a problem returning them;
- under no circumstances should gifts or hospitality be accepted that include attendance at sporting events unless there is specific justification agreed by your manager in advance;
- only accept hospitality (e.g. meals/refreshments) if there is a genuine need to convey information or to represent the Council as you need to be sure that accepting the hospitality does not create a conflict of interest. No declaration is required in these circumstances;
- report to your Head of Service any approaches made to you which may be seen as an attempt to gain some form of preferential treatment;
- not accept gifts or legacies from current or former clients (you personally or members of your family).

5.11 Using council equipment, materials and property

Council assets and facilities, including computers, laptops, mobile phones, photocopiers, vehicles, and offices must only be used for official council business and not for personal use. You must comply with health and safety regulations and use personal protective equipment as required. All council resources must be used with care to avoid wastage, loss or damage and, where applicable, returned on leaving employment.

6 Declaration forms

Declaration forms (CCE1 – CCE4) are to be completed as detailed in this Code. All declaration forms will be held by the Corporate Director of each service grouping and a copy must be forwarded to the HR Operations and Data Team for the purpose of logging onto a central register.

A copy of the completed declaration form will also be placed on an employee's personal file. All forms will be acknowledged and recorded whether approved or declined.

The following declaration forms can be downloaded from the intranet. These forms must be completed in full.

Form CCE1	Declaration of Relationships with External Contractor or Supplier
Form CCE2	Declaration of Personal Interests
Form CCE3	Request for Approval to Undertake Outside Work
Form CCE4	Declaration of Offers of Hospitality/Gifts

All council HR policies and guidance can be found on the [HR Policies page](#) on the intranet. If you are unable to access the intranet, please speak to your manager.

For advice regarding the application of this policy please contact:

HR Advice and Support
03000 265 451

hradviceandsupport@durham.gov.uk

Relevant forms or letters should be forwarded to HR Operations and Data:

Regeneration and Local Services

hrréal@durham.gov.uk

Children and Young People's Services

hrcyps@durham.gov.uk

Adult Health Services

hrahs@durham.gov.uk

Resources

hresources@durham.gov.uk

Transformation and Partnerships

hrtap@durham.gov.uk

Further support can be accessed by contacting:

Occupational Health
03000 268 999

occhealthadmin@durham.gov.uk

Health and Safety

hsteam@durham.gov.uk

Employee Assistance Programme
0800 716 017

www.healthassuredeap.com

Username: durham Password: council

Our values



Durham County Council complies with all relevant statutory obligations. Personal information processed by the Council will be handled in accordance with the Council's privacy statement, which can be accessed [here](#). Human Resources privacy notice provides more specific information on the data collected and how it is handled, a copy of which can be accessed [here](#).

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Author	Version	Last review	Next review
Senior HR Officer Page 56	v 5	October 2018	October 2019



County Council

19 September 2018

Treasury Management Outturn 2017/18



Report of Corporate Management Team
John Hewitt, Corporate Director of Resources

Purpose of the Report

- 1 To provide information on the Treasury Management outturn position for the year ended 31 March 2018.

Background

- 2 Treasury management is defined as ‘the management of the local authority’s investments and cash flows, its banking, money market and capital market transactions, the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks’.
- 3 The Council operates a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure this cash flow is adequately planned, with surplus monies being invested in low risk counterparties, with a main aim of providing sufficient liquidity, ahead of the achievement of the best possible investment returns.
- 4 The second main function of treasury management is to secure the funding of the Council’s capital programme. The capital programme provides a guide to the borrowing need of the Council, and there needs to be longer term cash flow planning to ensure capital spending requirements can be met. The management of longer term cash may involve arranging long or short term loans, utilising longer term cash flow surpluses and, occasionally, debt restructuring to meet Council risk or cost objectives.
- 5 The Council adopts the latest CIPFA Code of Practice on Treasury Management (the Code) which is regarded as best practice in ensuring adequate monitoring of the Council’s capital expenditure plans and its Prudential Indicators (PIs). This requires that Members agree the following reports, as a minimum:
 - (a) an annual Treasury Management Strategy in advance of the year (reported to the County Council on 22 February 2017 for the 2017/18 financial year);
 - (b) a mid-year Treasury Management Review report, covering the first six months of the financial year, to 30 September 2017 (reported to Council on 6 December 2017);

- (a) an annual review following the end of the year describing the activity compared to the strategy for the 2017/18 financial year (this report).

6 This report provides a summary of the following:

- (a) summary treasury position;
 (b) borrowing activity;
 (c) investment activity;
 (d) treasury management indicators;
 (e) prudential indicators.

Summary Treasury Position

7 The Council's debt and investment position is organised to ensure adequate liquidity for revenue and capital activities, security for investments, and to manage risks within all treasury management activities.

8 At the beginning and end of 2017/18 the Council's treasury position (excluding borrowing by finance leases) was as follows:

	31.03.17 £ million	Rate / Return %	Average Life Years	31.03.18 £ million	Rate / Return %	Average Life Years
Total Debt	256	3.96		291	3.88	
Total Investments	175	0.52	0.23	172	0.56	0.30
Net Debt	81			119		

9 As at 31 March 2018, the Council had £291 million of borrowing and £172 million of investments.

Borrowing Activity

10 At 31 March 2018, the Council held £290.613 million of loans, an increase of £34.98 million on the previous year. The year-end borrowing position and the year-on-year change is shown in the table below.

	31.3.17 Balance £ million	2017/18 Movement £ million	31.3.18 Balance £ million	Average Rate %	31.3.18 Average Life Years
Public Works Loan Board	203.981	34.999	238.980	3.62%	15.3
Private Sector	51.424	(0.005)	51.419	4.41%	28.2
County Pension Fund	0.227	(0.013)	0.214	8.01%	9.9
Total Borrowing	255.632	34.981	290.613		

- 11 The Council's primary objective when borrowing has been to strike an appropriate risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required.
- 12 To take advantage of historically low rates of interest, new borrowing of £35 million was raised in 2017/18 with details in the following table. There were no significant loans maturing during the year.

Lender	Principal £ million	Interest Rate %	Start Date	Length
PWLB	15.00	2.44	23.11.17	40.5 years
PWLB	10.00	2.36	19.12.17	40.5 years
PWLB	10.00	2.34	26.03.18	40.5 years
Total	35.00			

- 13 Affordability and the "cost of carry", the gap between the interest rates on borrowings and the interest rates achieved on investments, remained important influences on the Council's borrowing strategy. There was no value in borrowing in advance for future years' planned expenditure and therefore none was taken.
- 14 No rescheduling was undertaken during the year as the differential between PWLB new borrowing rates and premature repayment rates made rescheduling unviable.

Other Debt Activity / Long Term Liabilities

- 15 Although not classed as borrowing, the Council also raised £5.743 million of capital finance for replacement fleet vehicles and equipment via finance leases during the 2017/18 financial year. Debt other than borrowing stood at £48.719 million on 31 March 2018, taking total debt to £339.332 million. The largest element of this is finance lease in respect of PFI leases.

Investment Activity

- 16 The Council has held cash investments representing funds received in advance of expenditure plus balances and reserves held. During 2017/18, investment balances ranged between £122.9 million and £233.6 million.
- 17 As at 31 March 2018, the Council held investments totalling £172.031 million. The following table provides a breakdown of these investments split by the type of financial institution and maturity period.

Financial Institution	0-3 months	3-6 months	6-12 months	Total
£ million				
Banks	4.687	28.906	33.035	66.628
Building Societies	-	-	-	-
Central Government	0.826	-	-	0.826
Other Local Authorities	24.776	41.294	8.259	74.329
Money Market Funds	30.248	-	-	30.248
TOTAL	60.537	70.200	41.294	172.031
% of TOTAL	35%	41%	24%	

- 18 The Council's investment policy is governed by Ministry of Housing, Communities and Local Government (MHCLG) guidance, which has been implemented in the annual investment strategy approved by the Council on 22 February 2017. Both the CIPFA Code and government guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.
- 19 All of the Council's investment activity has remained within the benchmarks for managing investment risk which were included in the Annual Treasury Management Strategy. The following table compares the actual position for 2017/18 against the previously agreed benchmarks.

Investment Risk	Measured by	Benchmark	Actual position 31.3.2018
Security	% of historic risk of default	0.08%	0.012%
Liquidity	Weighted average life to maturity	6 months (183 days) average 9 months (274 days) maximum	220 days average
Yield	Internal returns above the 7 day LIBID rate	0.362%	0.74%

Treasury Management Indicators

- 20 There are three debt related treasury activity limits which are designed to manage risk and reduce the impact of an adverse movement in interest rates.

Interest Rate Exposures: This indicator is set to control the Council's exposure to interest rate risk. The upper limits on fixed and variable rate interest rate exposures, expressed as the proportion of net principle invested was:

	31.3.18 Actual	31.3.18 Actual	2017/18 Limit	Complied
Upper limit on fixed interest rate exposure	£251.1m	86.4%	100%	✓
Upper limit on variable interest rate exposure	£39.5m	15.5%	70%	✓

Maturity Structure of Borrowing: This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of fixed rate borrowing were:

	Lower Limit	Upper Limit	31.3.18 Actual	Complied
Under 12 months	0%	20%	0.6%	✓
12 months to 2 years	0%	40%	0.9%	✓
2 years to 5 years	0%	60%	5.3%	✓
5 years to 10 years	0%	80%	13.9%	✓
10 years and above	0%	100%	79.3%	✓

Principal Sums Invested for Periods Longer than 364 days: The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments:

	2017/18	Complied
Actual principal invested beyond one year	£0m	✓

Prudential Code Indicators

- 21 The Local Government Act 2003 requires the Council to have regard to the Chartered Institute of Public Finance and Accountancy's Prudential Code for Capital Finance in Local Authorities (the Prudential Code) when determining how much money it can afford to borrow.
- 22 The objectives of the Prudential Code is to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good professional practice. To demonstrate that the Council has fulfilled these objectives, the Prudential Code sets out the following indicators that must be set and monitored each year.

Capital Expenditure: The table below summarises capital expenditure incurred and how the expenditure was financed:

	2017/18 Estimate £ million	2017/18 Actual £ million	Difference £ million
Capital Expenditure	111.383	97.752	(13.631)
Financed by:			
Capital receipts	17.591	15.136	(2.455)
Capital grants and contributions	53.697	54.124	0.427
Revenue and reserves	5.320	28.492	23.172
Net financing need for the year	34.775	0	(34.775)

Capital Financing Requirement (CFR): The CFR is a measure of the Council's underlying borrowing need for a capital purpose. The CFR includes any other long term liabilities (e.g. PFI schemes, finance leases).

Capital Financing Requirement	31.03.18 Estimate £ million	31.03.18 Actual £ million	Difference £ million
General Fund	459.706	425.182	(34.524)
Total CFR	459.706	425.182	(34.524)

Actual Debt: The Council's actual debt at 31 March 2018 was as follows:

Debt	31.03.18 Estimate £ million	31.03.18 Actual £ million	Difference £ million
Borrowing	280.613	290.613	10.000
Finance leases	11.867	9.545	(2.322)
PFI liabilities	39.173	39.174	0.001
Total Debt	331.653	339.332	7.679

Gross Debt and the Capital Financing Requirement: In order to ensure that over the medium term debt will only be for a capital purpose, the Council should ensure that debt does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years. This is a key indicator of prudence. The table below shows the position as at 31 March 2018:

Debt and CFR	31.03.18 Estimate £ million	31.03.18 Actual £ million	Difference £ million
Total debt	331.653	339.332	7.679
Capital financing requirement	459.706	425.182	(34.524)
Headroom (Under Borrowed)	(128.053)	(85.850)	(26.845)

Operational Boundary: This is the limit beyond which external borrowing is not normally expected to exceed. Periods where the actual position is either below or over the boundary is acceptable subject to the authorised limit not being breached.

Operational Boundary	2017/18 Estimate £ million	2017/18 Actual £ million	Complied
Borrowing	448.000	290.613	✓
Other long term liabilities	54.000	48.719	✓
Total	502.000	339.332	✓

Authorised Limit for external borrowing: This represents a control on the maximum level of borrowing and is a statutory limit determined under section 3 (1) of the Local Government Act 2003. It reflects the level of external borrowing which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

Authorised Limit	2017/18 Estimate £ million	2017/18 Actual £ million	Complied
Borrowing	498.000	290.613	✓
Other long term liabilities	57.000	48.719	✓
Total	555.000	339.332	✓

Actual and estimates of the ratio of financing costs to net revenue stream: This indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream.

	2017/18 Estimate	2017/18 Actual	Difference
	%	%	%
Ratio of financing costs to net revenue stream	6.89	5.93	(0.96)

Estimates of the incremental impact of capital investment decisions on council tax: This indicator identifies the revenue costs associated with the capital programme.

	2017/18 Estimate	2017/18 Actual	Difference
Council Tax Band D	£0.00	£0.00	£0.00

Recommendations and Reasons

- 23 It is recommended that Council note the treasury management outturn position for 2017/18.

Background Papers

- (a) 22 February 2017 – County Council – Appendix 12: Durham County Council Annual Treasury Management Strategy of the Medium Term Financial Plan, 2017/18 – 2019/20 and Revenue and Capital Budget 2017/18.
- (b) County Council – 20 September 2017 – Treasury Management Outturn 2016/17.
- (c) 21 February 2018 – County Council – Appendix 11: Durham County Council Annual Treasury Management Strategy of the Medium Term Financial Plan, 2018/19 – 2021/22 and Revenue and Capital Budget 2018/19.

Contact:	Jeff Garfoot	Tel:	03000 261946
	Azhar Rafiq	Tel:	03000 263480

Appendix 1: Implications

Finance

The report details the Council's cash management, loans and investment activity during 2017/18. The report also provides the overall financing of the Council's capital expenditure, along with borrowing and investment income returns.

Staffing

None.

Risk

None.

Equality and Diversity / Public Sector Equality Duty

None.

Accommodation

None.

Crime and Disorder

None.

Human Rights

None.

Consultation

None.

Procurement

None.

Disability Issues

None.

Legal Implications

None.

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County Council**19 September 2018****Community Governance Review –
West Rainton**

Report of Corporate Management Team
Helen Lynch, Head of Legal and Democratic Services
Councillor Simon Henig, Leader of the Council

Purpose of the Report

- 1 To advise Council of the Community Governance Review (Review) in relation to West Rainton, the outcome of the initial consultation undertaken, and to make a draft recommendation in this regard.

Background

- 2 On 12 February 2018, Durham County Council (“the Council”) received a petition from the electors in West Rainton parish which had been forwarded by West Rainton Parish Council (“the Parish Council”) requesting that the Council undertake a Community Governance Review to reduce the number of parish councillors on the Parish Council from 11 to 9, and to change the name of the Parish Council to include Leamside. The petition contained 284 validated signatures.
- 3 The Local Government and Public Involvement in Health Act 2007 (“the Act”) requires that for a petition to be valid for an area between 500-2499 electors, it must contain 187 signatures and specify one of more proposed recommendations to be considered by a Review. The petition referred to at paragraph 2 met these criteria. A map defining the area to which the Review relates was produced by the Council and is attached at Appendix 2 of this report.
- 4 The request to change the governance arrangements was prompted by prolonged difficulties in maintaining full membership of the Parish Council, hence the request for a reduction in council size; together with a desire to change the name of the Parish Council to West Rainton and Leamside Parish Council to better describe the geographical area represented.
- 5 The Terms of reference (ToR) for the Review including the timetable, and means of consultation were prepared by the Council and made available on the council’s website, and a four week period of consultation was undertaken from 15 May 2018.
- 6 The ToR which were published on 15 May 2018 set out the various matters that a Review may consider under the Act. However it specified the purpose of the Review to be the two matters proposed by

the petition (the name change and the reduction in the number of councillors) and it was to these matters that the consultation was directed. A copy of the ToR is attached at Appendix 3 to the report.

The Law, Duties and Guidance

- 7 Under section 93 of the Act, the Council must comply with various duties when undertaking a community governance review, including:
 - i. having regard to the need to ensure community governance within the area under review reflects the identities and interests of the community in that area, and is effective and convenient.
 - ii. taking in to account any other arrangements, apart from those relating to parishes and their institutions that have already been made, or that could be made for the purposes of community representation or community engagement in respect of the area under review.
 - iii. taking in to account any representations received in connection with the review.

- 8 Under Section 100 of the Act, the Council must also have regard to guidance issued by the Secretary of State. In March 2010 the Department for Communities and Local Government and the Local Government Boundary Commission for England, published guidance on Reviews of community governance.

- 9 Any community governance review must make the following recommendations:
 - (i) what new parish or parishes should be constituted in the area under review (section 87(1));
 - (ii) in relation to an existing parish (section 88):
 - (a) that the parish should not be abolished and that its area should not be altered; or
 - (b) that the area of the parish should be altered; or
 - (c) that the parish should be abolished; and
 - (d) whether or not the name of the parish should be changed; and
 - (e) whether or not the parish should continue to have a council; and
 - (f) if so, what changes (if any) should be made to the electoral arrangements that apply to that council (section 90), and this should include consideration of what warding arrangements should apply.

- 10 The minimum legal number of parish councillors for each parish council is five. There is no maximum number and there is no other legislative guidance. The only other requirement is that each parish in

a grouping arrangement must have at least one member on the common council.

- 11 National Association of Local Councils (NALC) published guidance in 1988. It recommended that a council of no more than the legal minimum of five members is inconveniently small and considers a practical minimum should be seven. It does, however, state that local council business does not usually require a large body of councillors and business convenience makes it appropriate to suggest that the practical maximum should be twenty five.
- 12 Aston Business School has also carried out research and the recommended figures by both the NALC and Aston are reproduced below. Within those minimum and maximum limits, the following allocations were recommended by NALC:

Electors	Councillors	Electors	Councillors
Up to 900	7	10,400	17
1,400	8	11,900	18
2,000	9	13,500	19
2,700	10	15,200	20
3,500	11	17,000	21
4,400	12	18,900	22
5,400	13	20,900	23
6,500	14	23,000	24
7,700	15	Over 23,000	25
9,000	16		

- 13 However, in rural authorities with sparsity of population, even this table may not be appropriate.
- 14 The Aston Business School's research was published in 1992. It showed the then levels of representation and it is likely that these levels of representation have not greatly changed in the intervening years.

Electors	Councillors
<500	5-8
501-2,500	6-12
2,501-10,000	9-16
10,001-20,000	13-27
>20,000	13-31

- 15 The Local Government Boundary Commission for England (LGBCE) is of the view that each area should be considered on its own merits having regard to population, geography, the pattern of communities and to the current powers of parish councils.
- 16 When considering the number of electors, the council must have regard to:-
 - (a) The number of local government electors of the parish; and
 - (b) Any change in that number which is likely to occur in the period of five years beginning with the day when the review starts.

Consultation

- 17 The initial consultation on the proposals put forward by the Parish Council commenced on 15 May 2018 for a 4 week period. It involved consultation with stakeholders including local county councillors, the County Durham Association of Parish and Town Councils (CDALC), the Member of Parliament for the City of Durham Constituency, the Durham Area Action Partnership, and local community groups. A press release was issued to cover interested electors with articles appearing in the local newspapers, and information given on how to make representations. Relevant information was also published on the Council's website.
- 18 Responses in support were received from two residents, and one resident advised of their objection. Comments made in favour included that 11 parish councillors was an over representation, difficulties in attracting more candidates to stand, risk of meetings being inquorate, and necessitating calling of elections. Against the change was concern that there was lack of openness and transparency in the parish council's proposal to reduce the council size, a lack of consistency with a neighbouring parish council size, that it decreases democratic accountability by responding to short term difficulties in recruitment of councillors, that there would be an increased electorate with developments in the area, and that the proposed name change would not better reflect the geographical area which as well as West Rainton and Leamside also covers other areas including Rainton Gate, Moorhouse, Chilton Moor and Moorsley Bank.
- 19 County Durham Association of Parish and Town Councils (CDALC) advised that it usually responds to say that they have no objections about reduction in council size and that it makes it easier for elections to be called at an ordinary election. They have asked however whether the Parish Council had consulted with members of the community before taking the decision to reduce its council size. They had no comment on the suggested name change.
- 20 The Parish Council have questioned whether the reduction in number of councillors could be implemented as soon as possible rather than

until it fell in-line with the ordinary year of elections, if the Council did agree to a change in governance.

Considerations

Numbers

- 21 The Parish Council have had difficulties in maintaining its full complement of 11 councillors. At the ordinary elections in 2013, and 2017 there were uncontested elections with 5 standing in 2013, and 7 in 2017. The Parish Council have continually been looking to fill the seats by co-option. There have been some co-options made, and some appointments through by-election where following the election notice being published elections were held, and the costs borne by the Parish Council. Currently the Parish Council have 8 councillors, and 3 vacancies, and will be required to continue to seek to fill the seats by co-option.
- 22 Having considered the guidance on council size, as detailed earlier in the report at paragraphs 8 to 14, as the number of registered electors at 1 August 2018 was 1895, if applying the NALC guidance of council size up to an electorate of 2,000 the minimum would be 8 and the maximum number would be number 9. The Aston Business school guidance on council sizes of between 501 and 2,500, would be between 6 and 12. Guidance from LGBCE is of the view that each area should be considered on its own merits having regard to population, geography, the pattern of communities and to the current powers of parish councils, and to consider any change in size of its electorate which is likely to occur in the period of five years. In local councils in County Durham as throughout the country there is a varying size of council to its electorate.
- 23 Planning officers have confirmed that planning permission has been granted for development in the area, with the two largest being residential dwellings of 150, and one for 65 (subject to completion of S106 legal agreement). There were, as of 31 March 2018, unimplemented planning permissions (or resolutions to grant permission) for 223 dwellings within the parish. If built then this number of dwellings would be likely to yield a further 401 electors. There are no proposed residential allocations for the parish in the emerging County Durham Plan.
- 24 Therefore the total number of electors may rise to above 2,000 within the next 5 years. A limit of 9 parish councillors would therefore be slightly below the NALC recommendation but the number of electors is likely to be only marginally over the 2,000 figure even if all the dwellings are built, which itself is uncertain.

Name

- 25 The proposal of changing the name of the Parish Council to include Leamside would cover the two main settlements of the parish area. Of

the other settlements mentioned by the objector most are very small with only Rainton Gate having more than 100 electors.

- 26 There is a separate provision in the Local Government Act 1972 that would enable the Council to change the name of the parish council upon receiving a request from the parish council to do so. That does not apply here, because the request has been received by way of a community petition.

Timing

- 27 The Parish Council have questioned whether any change to council size could be implemented before the ordinary year of elections in May 2021. Legislation does not permit a change to council size to be implemented through a Review earlier than at the time of ordinary elections unless it was also to change the term of office of its sitting councillors i.e. changing the year of elections to another date instead of the usual four year period. This is possible but is unlikely to be administratively convenient.
- 28 The petition which was submitted to the Council by the Parish Council had 284 validated signatories of the parish electorate agreeing with their proposals. This equates to 15% of the 1907 registered electors at the time of 1 December 2017. The Parish Council website contains the agendas/ minutes/ supporting reports from its meetings where co-option/ community governance had been considered. Although there had been a limited response to the consultation undertaken by the Council with one resident objecting to the proposals, taking into account the numbers who supported the Parish Council petition, and the responses received by the Council, it can be seen there is support for the petitioners' proposals.

Other matters

- 29 Of the matters that must be considered for recommendation in any Review, it is not recommended to constitute any new parishes or to abolish or alter the existing parish. The existing parish should continue to have a council and there is no reason to consider that warding arrangements would better reflect the identities and interests of the parishioners or give rise to greater effectiveness or convenience of community governance.
- 30 The objector complains that the Parish Council discussions of the proposal were opaque. Whether or not this is the case is not a matter for consideration, because the trigger for the Review has been the duly made petition rather than any deliberations by the Parish Council.

Conclusion

- 31 The Review is focussed on the request by the petitioners to reduce the size of the council from 11 to 9, and to change the name of the Parish Council to include Leamside. It is for the Council to consider

whether to make a draft recommendation to support the proposals or not. From the numbers signing the petition submitted by the Parish Council, the response to the consultation, and the considerations detailed in the report, it is proposed to recommend that a draft recommendation be published to make the changes submitted by the petitioners. The date that changes to community governance would be made would come into effect at different times. Changing the council size would be effective from the time of ordinary elections in 2021, and the name change of the parish/ Parish Council be effective from 1 April 2019.

- 32 The Constitution Working Group at its meeting on 4 September 2018 agreed to recommend to Council that it make a draft recommendation as set out in paragraph 34 of the report.

Next Steps

- 33 In accordance with the Review timetable, a draft recommendation will be published on the Council's website, and a further press release will be issued. Comments could be made from 26 September for a 4 week period. A further report will then be considered by the Council on 5 December 2018 to consider making a final recommendation. If the recommendations are in favour of the changes and these are approved by full Council, a re-organisation order will be made.

Recommendation

- 34 That Council agree to make a draft recommendation on the Review as follows:-
- (a) With effect from 1 April 2019 change the name of the parish/ Parish Council to West Rainton and Leamside;
 - (b) With effect from the ordinary elections in 2021 reduce the council size from 11 to 9 councillors.

Background Paper(s)

CLG and Local Government Boundary Commission for England Guidance on Community Governance Reviews.

Contact:

Ros Layfield, Committee, Member & Civic Services Manager

03000 269708

Laura Renaudon, Governance Solicitor 03000 269886

Appendix 1: Implications

Finance – The main costs will be in respect of a consultation and will be met from the budget identified for community governance reviews.

Staffing – The work will impact on staff time.

Risk – None specific within this report

Equality and Diversity/ Public Sector Equality Duty – An equality impact assessment will be updated during each stage of consultation.

Accommodation – None specific within this report

Crime and Disorder – None specific within this report

Human Rights – None specific within this report

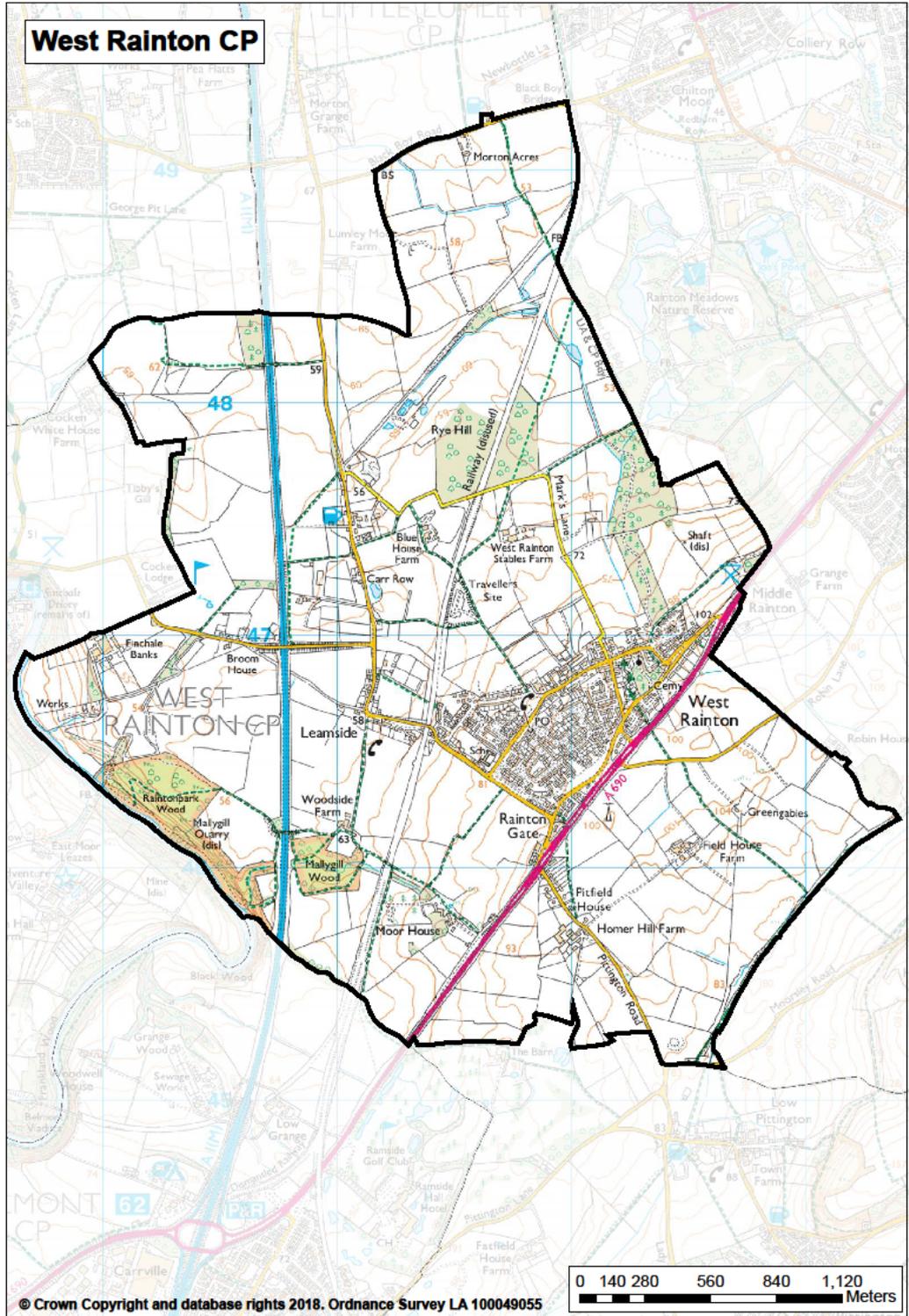
Consultation – See report

Procurement – None specific within this report

Disability Issues – None specific within this report

Legal Implications – The Review to be undertaken in line with current legislation and Regulations. Failure to comply with the requirements of the Local Government and Public Involvement in Health Act 2007 will result in any arrangements being void and leave the Council open to challenge by way of judicial review.

Appendix 2: Map of the area under consideration



COMMUNITY GOVERNANCE REVIEW OF WEST RAINTON

TERMS OF REFERENCE

Introduction

In undertaking the Review, Durham County Council (“the Council”) will comply with the requirements of Part 4 of the Local Government and Public Involvement in Health Act 2007 and the relevant parts of the Local Government Act 1972, and have regard to Guidance on Community Governance Reviews issued in accordance with section 100(4) of the Local Government and Public Involvement in Health Act 2007 by the Department of Communities and Local Government and the Local Government Boundary Commission for England in March 2010. the Council will also have regard to the following regulations which inform consequential matters arising from the Review:

- Local Government (Parishes and Parish Councils) (England) Regulations 2008 (SI2008/625);
- Local Government Finance (New Parishes) Regulations 2008 (SI2008/626). (The 2007 Act has transferred powers to the principal councils which previously, under the Local Government Act 1997, had been shared with the Electoral Commission and the Boundary Committee for England).

The Council will also give due consideration to the Guidance on Community Governance Reviews issued by the Secretary of State for Communities and Local Government published in 2008.

What is a community governance review?

A Community Governance Review is a legal process whereby the Council will consult with those living in the area, and other interested parties, on the most suitable ways of representing the people in the area identified in the review.

This means making sure that those living in the area, and other interested groups, have a say in how local services are delivered in their area.

A Review can consider one or more of the following options:

- creating, merging, altering or abolishing parishes;
- the naming of parishes and the style of new parishes and the creation of town councils;
- the electoral arrangements for parishes (for instance, the ordinary year of election; council size; the number of councillors to be elected to the council, and parish warding);
- grouping parishes under a common parish council or de-grouping parishes;

- other types of local arrangements, including parish meetings.

Aim of the Review

The Council aims to ensure that community governance arrangements within the area under review are reflective of the identities and interests of the community in that area.

Why is the Council undertaking the Review?

On 12 February 2018 the Council received a petition from West Rainton Parish Council (“ the Parish Council”) that had been signed by sufficient residents from the area, which requested the Council carry out a community governance review to reduce the numbers of councillors from 11 to 9, and to formally change the name of the Parish Council to West Rainton and Leamside Parish Council.

Who is undertaking the Review?

The Council is responsible for undertaking any review within its electoral area. Full Council is responsible for agreeing draft and final recommendations prior to any Community Governance Order being made.

Consultation

The Council has now published these Terms of Reference. This document sets out the aims of the Review, the legislation that guides it and some of the policies the Council considers important in the Review. In coming to its recommendations in a review, the Council needs to take account of the view of the local people.

The Council recognises that the development of strong, sustainable communities depends on residents’ active participation in decision making and making a positive contribution to improving the place where they live. The Council is therefore committed to engaging effectively with the diverse communities it serves and to enabling local people to participate meaningfully in decisions that affect their lives, where all people feel able to take an active part in influencing service delivery.

The Council will undertake an initial consultation with electors and other stakeholders in the area.

The consultation will take place through writing to the statutory consultees and seeking their views. A press release will be circulated in the local press to cover interested electors in addition to relevant information being available on the Council’s website;

How to contact us

Further information about the Review is available on the Council's website and its social network pages, detailed below:

www.durham.gov.uk/communitygovernance

www.facebook.com/durhamcouncil

www.twitter.com/durhamcouncil

Timetable for the Review

Action	Time Span	Dates
Publication of Terms of Reference		15 May 2018
Consultation process – consultation with local electors and statutory consultees	4 weeks	15 May 2018
Analysis/evaluation of consultation results and submissions received. Preparation of draft proposals	6 weeks	19 June 2018
Publication of draft proposals		26 September 2018 (Council 19 September)
Consultation on draft proposals	4 weeks	26 September 2018
Consideration of submissions received and preparation of final recommendations	6 weeks	24 October 2018
Publication of final recommendations and resolution to make a re-organisation Order, if appropriate		12 December 2018 (Council 5 December)
Preparation and publication of any reorganisation Order	One month	5 January 2019

Order and commencement

The Review will be completed when the Council publishes its final recommendations.

In the event of a reorganisation of Community Governance Order being required, the provisions of such an order may take effect in two parts:-

- i) a change to the number of councillors on the council would take effect from the local elections in 2021, to fall in line with the ordinary year of election of councillors for local, parish and town elections;
- ii) a change of name to the parish and parish council would take effect from a date to be determined.

Publication of terms of reference

These Terms of Reference will be published on the Durham County Council website www.durham.gov.uk/communitygovernance and are available for inspection at the offices of the Council.

Date of publication

15 May 2018

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County Council

19 September 2018

Work of the Audit Committee for the Period September 2017 to August 2018



Councillor Edward Bell, Chairman of the Audit Committee
Councillor James Rowlandson, Vice Chairman of the Audit Committee

Purpose of the Report

1. To inform the Council of the work of the Audit Committee during the period September 2017 to August 2018 and how the Committee continues to provide for good governance across the Council.

Background

2. The role, membership and terms of reference of the Audit Committee are set out within the Constitution and approved by Council.
3. Good corporate governance requires independent and effective assurance processes to be in place to ensure effective financial management and reporting in order to achieve the Council's corporate and service objectives. It is the responsibility of the Audit Committee to undertake these aspects of governance on behalf of the Council.
4. The specific objectives of the Audit Committee set out in the Council's Constitution are to provide independent assurance to Cabinet and Full Council over the:
 - Adequacy and effectiveness of the Council's governance arrangements, including the effectiveness of the risk management framework and the associated control environment.
 - Financial Reporting of the Council's Statement of Accounts ensuring that any issues arising from the process of finalising, auditing and certifying the Council accounts are dealt with properly.
5. The membership of the Committee is currently as follows:

Chairman: Cllr Edward Bell

Vice Chairman: Cllr James Rowlandson

Members	Cllr Colin Carr Cllr Joanne Carr Cllr June Clark Cllr John Robinson Cllr Stephen Robinson Cllr John Shuttleworth Cllr Owen Temple
Co-opted:	Mr Ian Rudd Mr Clive Robinson

Summary of meetings

6. A summary of Committee business considered at the meetings held during the period is provided at Appendix 2.

How the Audit Committee has made a difference during the period September 2017 to August 2018.

7. The Committee believe they have made a significant difference to the Council's governance, control and risk framework during the period by :
 - Striving to help support the Council deliver its objectives and priorities by being both a proactive and reactive body encouraging the early reporting of any risk and control issues to ensure that appropriate and timely action is taken to address them.
 - Continuing to raise the profile of the Internal Audit and Risk Management Service through the Service's reports to Audit Committee.
 - Independent questioning and contributing to the development and control of internal audit plans.
 - Seeking assurance on the effectiveness of corporate risk management arrangements.
 - Improving the accountability of service managers to respond to outstanding internal audit reports and the implementation of agreed internal audit recommendations thereby helping to drive improvement in controls to manage risks effectively.
 - Continuing to provide regular challenge and demanding accountability on the effectiveness of the implementation and operation of key financial systems.
 - Challenging the level of internal audit resources and their work to ensure that the service is effective and a reliable assurance opinion on the Council's controls framework is provided.
 - Challenging how the Council responds to the risk of fraud and the receiving information on the levels of detection of fraud and the Council's response.
 - Championing the work of the Council's Corporate Fraud Team.
 - Receiving and commenting on the work of the External Auditor, Mazars.

- Challenging how the Annual Governance Statement has been prepared, reviewing the assurance framework that is in place and ensuring that the Council's corporate governance arrangements are effective.

Recommendations and reasons

8. Members note the report and the work undertaken by the Audit Committee during the period September 2017 to August 2018.

**Contact: Paul Bradley, Chief Internal Auditor and Corporate Fraud Manager,
Tel 03000 269645**

Appendix 1: Implications

Finance - There are no direct financial implications arising for the Council as a result of this report.

Staffing - None.

Risk – Not a key decision

Equality and Diversity/ Public Sector Equality Duty - None

Accommodation - None

Crime and disorder - The Audit Committee provide independent assurance that the Council's arrangements to combat the risk of loss through fraud are effective and all reported potential fraudulent acts are appropriately investigated and reported to the police where it is appropriate to do so.

Human rights - None

Consultation - None

Procurement – None.

Disability issues – None.

Legal Implications – None.

Summary of Meetings of the Audit Committee

29 September 2017

The Committee considered:

- (i) The Audit Completion Reports of the External Auditor relating to both Durham County Council's 2016/2017 Statement of Accounts and those of the Pension Fund. The Committee were pleased to note the comments of the External Auditor in relation to the audit process.
- (ii) A report of the Corporate Director of Resources that sought approval of the final Annual Governance Statement to be published as part of the Council's audited Statement of Accounts 2016/2017.
- (iii) A report of the Corporate Director of Resources which presented the Statement of Accounts for the year ended 31 March 2017 for approval. The overall improvements that continue to be made in the preparation of the accounts and the reporting process was acknowledged by the Committee who thanked all those involved.
- (iv) A report of the External Auditor, Mazars giving the Committee an update on national issues and developments that were worthy of attention.
- (v) The Committee considered a report of the Chief Internal Auditor and Corporate Fraud Manager which informed members of the work carried out by Internal Audit during the period April to June 2017.

30 November 2017

- (i) A presentation from the Strategic ICT Manager (Applications and Infrastructure) detailing the Council's controls and risks relating to Cyber Security.
- (ii) The Council's external auditor, Mazars presented the Annual Audit letter for 2016/17 to the Committee which included the overall messages from the audit work that they had completed, the challenges and areas of focus for the future and illustrated the fees for the work they had completed.
- (iii) A report of the External Auditor, Mazars giving the Committee an update on their progress with regards to planning for the 2017/18 audit and updating the Committee on national issues and developments that were worthy of attention.
- (iv) A report of the Corporate Director, Resources regarding changes to the Local Code of Corporate Governance.

- (v) A report of the Corporate Director, Resources which highlighted the strategic risks facing the Council and that gave an insight into the work carried out by the Corporate Risk Management Group during July to September 2017. Members were informed of new risks, those that had been removed and the status of all current key risks.
- (vi) A report from the Corporate Director of Resources with regard to a review of the Strategic Risk Management process to ensure it is still fit for purpose. The Committee agreed to receive three full reviews during the year with an additional meeting with the Chair and Vice-Chair to discuss emerging risk issues.
- (vii) A report of the Chief Internal Auditor and Corporate Fraud Manager which informed members of the work carried out by Internal Audit during the period July to September 2017 and the assurance on the control environment provided.
- (viii) A report of the Chief Internal Auditor and Corporate Fraud Manager detailing to members the Counter Fraud work completed over the period April to September 2017 in order to protect the public purse.

13 March 2018

The Committee considered:

- (i) A presentation from the Council's Principal Information Management Officer about the upcoming General Data Protection Regulations (GDPR) and the work completed to date to ensure the Council's readiness for the new legislation.
- (ii) A report of the Corporate Director of Resources which presented the Accounting Policies that the Council intends to have in place to prepare the 2017/18 financial statements.
- (iii) A report of the Corporate Director of Resources which detailed the timetable for the preparation of the Council's Final Accounts process for 2017/18 including the key milestones for the completion of the financial statements with the new statutory deadline of 31 July 2018 having to be achieved.
- (iv) A report of the Corporate Director of Resources regarding the changes that have been made nationally to the Code of Practice for Local Authority Accounting in the UK for 2017/18. The changes made to 'the Code' affect the methodology and preparation of the Council's financial statements.
- (v) A report of the External Auditor, Mazars presenting the Committee with the Audit Strategy Memorandum for the Council's Accounts for the year ending 31 March 2018. This detailed the auditor's scope, approach, timings and the proposed work to be completed.

- (vi) A report of the External Auditor, Mazars presenting the Committee with the Audit Strategy Memorandum for the Pension Fund's Accounts for the year ending 31 March 2018. This detailed the auditor's scope, approach, timings and the proposed work to be completed.
- (vii) A report of the External Auditor, Mazars giving the Committee an update on their progress with regards to planning for the 2017/18 audit and updating the Committee on national issues and developments that were worthy of attention.
- (viii) A report of the Corporate Director of Resources informing the Committee of the key dates for the review of the Council's corporate governance which informs the Annual Governance Statement within the Statement of Accounts for the year ending 31 March 2018.
- (ix) A report of the Corporate Director of Resources proposing revisions to the Council's Risk Management Policy and Strategy to ensure it is continually fit for purpose.
- (x) A report of the Corporate Director of Resources which highlighted the strategic risks facing the Council and that gave an insight into the work carried out by the Corporate Risk Management Group during October to December 2017. Members were informed of new risks, those that had been removed and the status of all current key risks.
- (xi) A report of the Chief Internal Auditor and Corporate Fraud Manager presenting the emergent Internal Audit Plan for the year 2018/2019 for members comments and input. The report detailed the proposed direction and process for the development of the emergent Internal Audit Plan which would be discussed with Senior Management and brought back for the Committee's formal approval in May 2018.
- (xii) A report of the Chief Internal Auditor and Corporate Fraud Manager which informed members of the work carried out by Internal Audit during the period October to December 2017 and the assurance on the control environment provided.

01 June 2018

The Committee considered:

- (i) A report of the Corporate Director of Resources that sought approval of the draft Annual Governance Statement to be published as part of the Council's audited Statement of Accounts 2017/2018.
- (ii) A report of the Chief Internal Auditor and Corporate Fraud Manager which outlined the finalised internal audit plan for the period April 2018 to March 2019. This also included the Internal Audit Strategy and Charter for the coming year. Progress on delivering the plan will be regularly monitored by the Committee

- (iii) A report of the Chief Internal Auditor and Corporate Fraud Manager which informed members of the work carried out by Internal Audit during the period January to March 2018 and the assurance on the control environment provided.

29 June 2018

The Committee considered:

- (i) A report of the Corporate Director of Resources assessing whether the Council can be considered a 'going concern' organisation and if the Council's accounts can be compiled on that basis. The assessment concluded that the County Council has a history of stable finance and ready access to financial resources in the future. It was also felt there are no significant financial, operating or other risks that would jeopardise the County Council's continuing operation and that the accounts could be prepared on this basis.
- (ii) A report of the External Auditor, Mazars giving the Committee an update on their progress with regards to progress of the 2017/2018 audit and updating the Committee on national issues and developments that were worthy of attention.
- (iii) A report of the Chief Internal Auditor and Corporate Fraud Manager which presented the Committee with a review of the effectiveness of Internal Audit and assurance that it complies with Public Sector Internal Audit Standards (PSIAS). The review was carried out by way of a self-assessment. The review concluded that the service was compliant with the standards.
- (iv) A report of the Chief Internal Auditor and Corporate Fraud Manager which presented the Annual Internal Audit Report for 2017/2018 that provided a 'moderate' opinion on the adequacy and effectiveness of the Council's control environment for 2017/2018.
- (v) A report of the of the Chair that provided a response, sent on behalf of the Audit Committee, to a letter from the external auditors, relating to compliance with International Auditing Standards. This was a requirement of the final accounts process, and a response from the Corporate Director, Resources in relation to a similar request from management's perspective was also considered for information.
- (vi) A report of the Corporate Director of Resources which presented the draft un-audited Statement of Accounts for the year ended 31 March 2018. The Corporate Director, Resources confirmed that the draft accounts had been certified and provided to external audit within the statutory deadline of 31 May 2018

- (vii) A report of the Chief Internal Auditor and Corporate Fraud Manager that presented the Committee with a revised Counter Fraud and Corruption Strategy for the Council. The Strategy is regularly reviewed to ensure it is fit for purpose.
- (viii) A report of the Chief Internal Auditor and Corporate Fraud Manager that presented the Committee with a new Corporate Fraud Sanction Policy. This policy supports the Counter Fraud and Corruption Strategy and allows the proper and correct action to be taken for those found to be defrauding the Council.
- (ix) A report of the Chief Internal Auditor and Corporate Fraud Manager detailing to members the Counter Fraud work completed over the full period April 2017 to March 2018 in order to protect the public purse.

31 July 2018

The Committee considered:

- (i) A report of the Corporate Director of Resources which provided details of the final outturn for both the General Fund and the Housing Revenue Account 2017/2018 including the Annual Treasury Management Review.
- (ii) The Audit Completion Reports of the External Auditor relating to both Durham County Council's 2017/2018 Statement of Accounts and those of the Pension Fund. The Committee were delighted that the Council has met the new statutory deadline and were pleased to note the comments of the External Auditor in relation to the audit process and the significant improvement that have been made over the year. The Committee shared a huge thanks to all involved in the process.
- (iii) A report of the Corporate Director of Resources that sought approval of the final Annual Governance Statement to be published as part of the Council's audited Statement of Accounts 2017/2018.
- (iv) A report of the Corporate Director of Resources which presented the Statement of Accounts for the year ended 31 March 2018 for approval. The overall improvements that continue to be made in the preparation of the accounts and the reporting process was acknowledged by the Committee who again thanked all of those involved
- (v) A report of the Corporate Director of Resources which highlighted the strategic risks facing the Council and that gave an insight into the work carried out by the Corporate Risk Management Group during January to May 2018. Members were informed of new risks, those that had been removed and the status of all current key risks.

- (vi) A report of the Chief Internal Auditor and Corporate Fraud Manager that presented to Committee a revised Corporate Fraud Response Plan for the year 2018/2019 for information. This detailed the work to be complete over the next 12 months.
- (vii) A report of the Chief Internal Auditor and Corporate Fraud Manager that presented a revised Anti Money Laundering Policy for approval. The policy is required to be reviewed regularly to ensure it is fit for purpose and is in line with current legislation.

County Council

19 September 2018

**Corporate Parenting Panel Annual Report
Annual Report 2017-2018**



Report of Corporate Management Team

Margaret Whellans, Corporate Director of Children and Young People's Services

Councillor Olwyn Gunn, Cabinet Portfolio Holder for Children and Young People's Services

Purpose of Report

- 1 The purpose of this report is to present the Corporate Parenting Panel Annual Report April 2017 – March 2018. The Annual Report is attached as Appendix 2 to this report.

Background

- 2 In March 2016, Durham County Council's Children's Services were inspected by OFSTED who found that services required improvement. Their report made fourteen recommendations including: "Review existing arrangements to ensure that political and senior leaders have access to improved quantitative and qualitative performance information that enables them to have an accurate picture of the current practice delivered to children, so that they can develop strategies to maintain and improve the quality of front line practice."
- 3 Following the publication of the Ofsted Inspection report an Ofsted Improvement Plan was developed and was grouped into four themes, including The Strengthening Political and Management Oversight theme.
- 4 Benchmarking was undertaken, and as a result changes were made to political oversight arrangements, including the functions, membership, governance and administration of the Corporate Parenting Panel.
- 5 Work has also been undertaken to raise the profile of the Corporate Parenting Panel's work.
- 6 Further work has been done following the approval of changes to the constitution, and terms of reference for the Corporate Parenting Panel were agreed, which incorporates all aspects of the constitutional changes.
- 7 The terms of reference include the functions described in the Constitution with the responsibilities of the Corporate Parenting Panel in relation to each of the functions clearly set out.

- 8 The terms of reference make specific reference that the Corporate Parenting Panel will prepare and provide an annual report that will be shared with Cabinet and Scrutiny.

Development of the Annual Report

- 9 To ensure the voice of the child is reflected in the work of the Corporate Parenting Panel, it was agreed that young people from the Children in Care Council, supported by officers from Transformation and Partnerships, would develop the Corporate Parenting Panel's Annual Report for 2017-18.
- 10 The young people have worked on the design, layout, content and language of the Annual Report to ensure it is easy to read and understand.
- 11 The Annual Report includes information on:
- (a) What a Corporate Parent is
 - (b) The role of the Corporate Parenting Panel
 - (c) The Corporate Parenting Panel's Terms of Reference
 - (d) The Durham County Council 'Promise' to Looked After Children
 - (e) Key performance data
 - (f) Engagement mechanisms
 - (g) You Said – We Did, evidencing the changes made as a result of consultation with young people
 - (h) The Corporate Parenting Panel's areas of work for the future

Terms of Reference

The five functions of the Corporate Parenting Panel's Terms of Reference, which were agreed by the Panel at the meeting on 30th June 2017 are as follows:

- (a) Ensure that the Council acts as a good corporate parent to children and young people in care and care leavers including:
 - (i) Young people in residential care
 - (ii) Children and Young People in foster care
 - (iii) Children placed for adoption
 - (iv) Children placed at home under Placement with Parents Regulations
 - (v) Young people who are living in supported lodgings
 - (vi) Young people in Secure Services
 - (vii) Young people in custody.

- (b) To engage and listen to the views of children, young people and their carers for whom the Council is the parent.
- (c) To work in partnership with other statutory agencies to drive forward improvements in care.
- (d) To act as the governing body for the Virtual School for looked after children and young people.
- (e) To act as the governing body for Aycliffe secure services, monitoring and ensuring the quality of secure accommodation.

Key Successes 2017/18

- 12
- (a) A care leavers event was organised in Durham earlier in the year, inviting care leavers to have a say on the things they wanted improved. One proposal, which it is pleasing to report is now in place, is that care leavers no longer have to pay council tax.
 - (b) Over the past year the CICC website has grown and developed with the help of young people. A page has recently been created to inform young people about their corporate parents and how to contact them. This suggestion was made by young people wanting to know who their Local Councillor/Corporate Parent is in their area and the Corporate Parenting wanting to create better links and relationships with looked after children and young people. The website is very well used and, on average, has over a thousand hits a month.
 - (c) Regular meetings have taken place with the Chief Executive of Durham County Council, staff at the Council and the Children in Care Council. The main aim of the meetings was to look into the Council creating more opportunities for care leavers within 'The Family Business – The Council'. The Council now offer a number of apprenticeship vacancies targeted at care leavers.

Priorities 2018/19

- 13
- (a) To improve the experience of children and young people when coming into care.
 - (b) To create more 'job opportunities for care leavers within the Council
 - (c) To increase the number of new DCC Foster Carers and dispel any myths around foster care.

Recommendation

- 14 County Council is requested to:
- (a) Note contents of report.

- (b) Report to be presented to CYPS Overview & Scrutiny Committee on 26 September 2018.

Contact: Helen Fergusson, Head of Children's Social Care
Tel: 03000 268657

Appendix 1: Implications

Finance – There are no finance implications. The Corporate Parenting Panel Annual Report will primarily be shared by email, and will be hosted on the Children in Care Council, Investing in Children and Durham County Council websites to minimise printing and distribution costs.

Staffing - There are no staffing implications.

Risk – There are no risk implications.

Equality and Diversity / Public Sector Equality Duty – Looked After Services are available to all children and young people in line with legal duties.

Accommodation - There are no accommodation implications.

Crime and Disorder – There are no crime and disorder implications.

Human Rights – Children and young people have been central to the development of the Annual Report to ensure that their voices are heard.

Consultation – Young people from the Children in Care Council have been involved in the development of the Annual Report.

Procurement - There are no procurement implications.

Disability Issues – There are no disability implications.

Legal Implications – The Corporate Parenting Panel's Terms of Reference form part of Durham County Council's Constitution.

Appendix 2: Corporate Parenting Panel Annual Report 2017-18

Corporate Parenting Panel Annual Report 2017-18 is attached as a separate document.

April
2017

March
2018

Annual Report

County Durham Corporate
Parenting Panel

Durham
County Council



Cllr Peter Brookes

What is a Corporate Parent?

If a young person can't stay at home safely, it is up to the council to provide the care, support and security that they need.

This isn't just up to the Corporate Parenting Panel, everyone should be looking out for our children and young people, and every Councillor and council employee has a role to play as the eyes and ears of the community.

Being a corporate parent means doing whatever we can to support young people in our care and care leavers, to help them to achieve their full potential and to have the best possible outcomes, including:

- Progress in school
- Education, Employment and training opportunities
- Physical, Mental Health and wellbeing
- Suitable accommodation
- Access to services and support
- Preparation for you leaving care

Message from the Chair!

It gives us great pleasure to introduce the County Durham Corporate Parenting Panel Annual report for 2017/18.

As corporate parents, it is our responsibility to make sure that the council is meeting its duties towards children in care and care leavers.

The role of the Corporate Parenting Panel.

We have a responsibility to act for the children and young people in our care, as a parent would for their own child, and to ask:

- ¥ If this were my child would it be good enough for them?
- ¥ If I were that child would it have been good enough for me?
- ¥ How could I make it even better?

We have come a long way in supporting the young people in our care, but we still have a way to go to ensure they are given every opportunity to achieve their full potential.

We would like to thank everyone involved for their hard work and commitment over the past year in improving outcomes for our young people, and look forward to influencing more positive change as we move forward.





Corporate Parenting Panel

The Corporate Parenting Panel is a group that is part of the council which is called a committee. It has 21 Councillors as well as council officers.

DID YOU KNOW!

There are also six other members which includes three school representatives and two representatives from other agencies and a young person.



The Corporate Parent Panel has to:

1. Make sure the Council acts as a good corporate parent to children and young people in care and care leavers, including:
 - Young people in residential care
 - Children and young people in foster care
 - Children placed for adoption
 - Children placed at home under care planning, placement and case review regulations
 - Young people who are living in supported lodgings
 - Young people in secure homes
 - Young people in custody
2. Engage and listen to the views of children, young people in their care, and their carers.
3. Work in partnership with other agencies to make improvements for our children and young people in care.
4. Oversee the Virtual School for looked after children and young people.
5. Oversee Aycliffe Secure Services.

Why Children are in Care?

Children can be in care in a range of different settings including foster care, children's homes, and secure homes, with the council acting as corporate parent to all of them.

What can the Corporate Parenting Panel do for me?

Let me know how to contact/meet you

Listen to my views

Give me advice

Help with my benefits

Help me to understand and fill in forms

Feedback to the CPP on my behalf

Help me access food banks

Listen to me

DCC Promise



Young People have been involved in supporting the council with the creation of the promise. This year the CICC have made changes to the promise to make it even more child friendly.

1. To treat you with respect and to remember that everyone is different.
2. To help find the best home we can for you. It will be where you feel safe, cared about and treated well.
3. To help you stay in touch with family and friends if it is ok to do so.
4. To listen carefully to you and try to act on what you say.
5. That your social worker will get to know you well. They will keep in touch with you and listen to what you say.
6. To really listen to things you would like to change about being looked after.
7. To be honest with you. We will share information and tell you about any changes.
8. To involve you in any decisions, plans or changes that affect you or your future.
9. To give you any help or support that you need.
10. To help you be the best that you can be at school, college, training and work.
11. To give you help and support when needed to move from care to adult life.
12. To work together and support you during every change in your life. For example moving home or leaving care.

“Children and Young People will regularly review this promise to check the council is keeping its promise!”

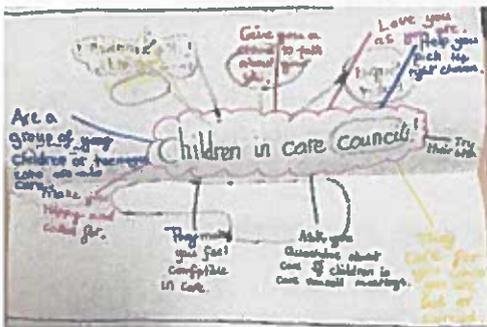


investing in children

The CCIC is supported by Investing in Children CIC, a children's rights organisation working in partnership with Durham County Council's 'Children's Care' service.



What makes a Perfect Corporate Parent!

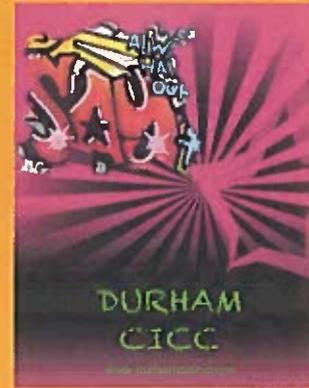


DID YOU KNOW!

A young person from the CiCC is a member of the Corporate Parenting Panel. They are responsible for making sure children and young peoples voices feed into the panel and any decisions that are made.

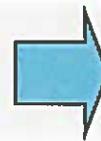
Durham Children in Care Council

All children and young people that are looked after in County Durham are automatically members of the CICC (Children in Care Council) and can take part in discussions and issues raised.



WORKING TOGETHER

CiCC



CPP

What Young people wanted ...?

More children and young people's involvement in Corporate Parent Panel meetings and vice versa.

What has changed ...

The CiCC continues to work closely with the Corporate Parenting Panel (CPP) at Durham County Council. Every month, a member of staff from Investing in Children attends the panel along with the CICC Member to give an update and raise any issues from children and young people. Monthly feedback is now a standard item on all the agendas.

Every six months Corporate Parents attend a session ran by the CiCC. In session one, members of both the CiCC and CPP discussed and identified how they can work more closely together, promote the image of looked after children in the media more positively and identified what makes a perfect corporate parent. At the end of the session each Corporate Parent made a promise of what they are going to help change.

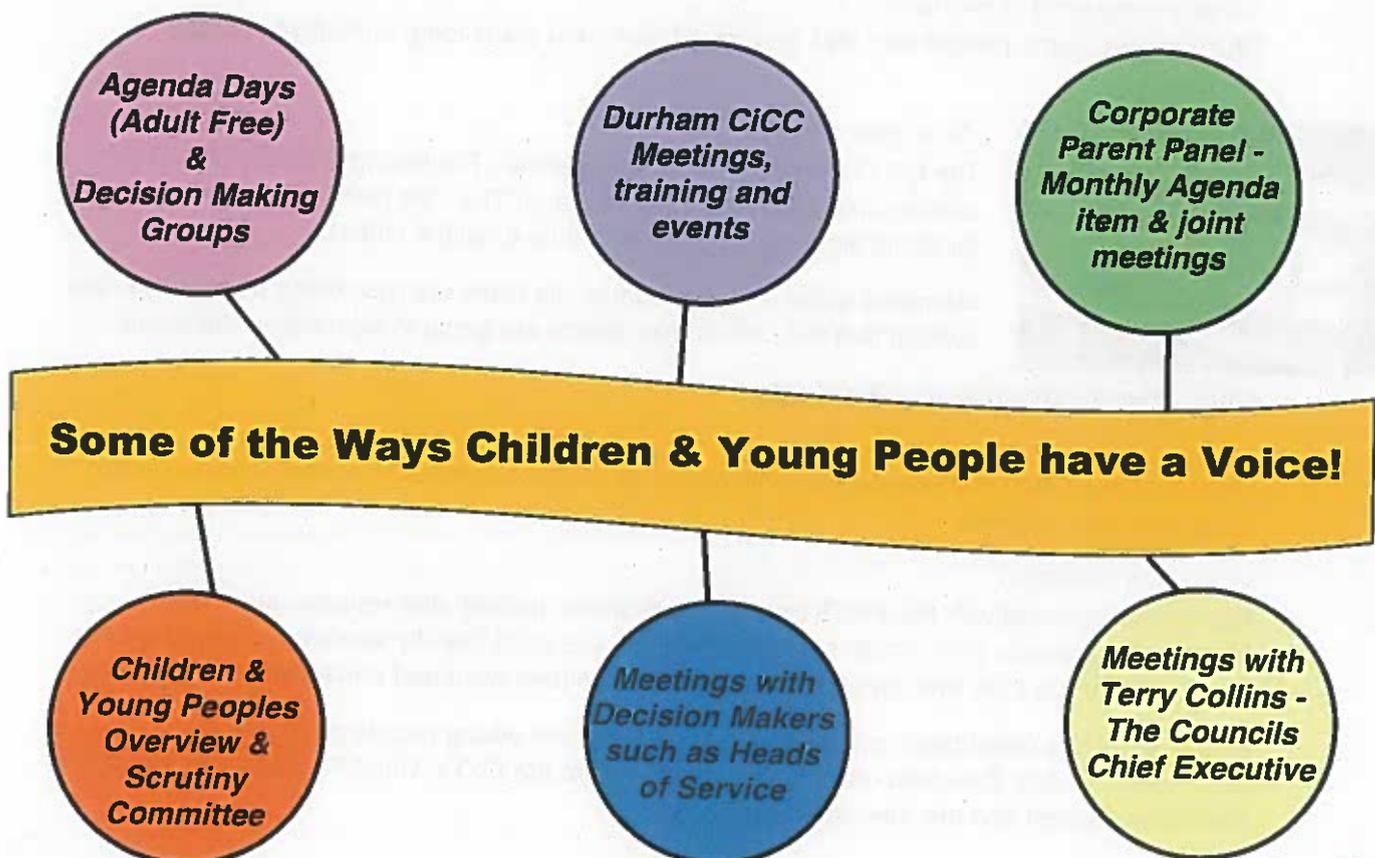
In the second session, two members of the CiCC ran a training session for 15 Corporate Parent Members with the aim to understand, and be able to put in place the ways Corporate Parents can talk to and gather views from looked after children and young people and help make changes as a result.

#CareDay18

On the 16th February Durham County Council and Durham CICC celebrated National Care Day. Over 50 people attended the event and Looked After Children and Young People spoke about their experience of being in care.

Some Key Facts & Figures

- ✚ Looked After Children in Durham made better progress at Key stage 2 and Key stage 4 than looked after children locally and nationally
- ✚ More children under 16 who have been in care for at least 2.5 years have been in the same placement for 2 years or more
- ✚ The average number of days between a child entering care and them moving in with their adoptive family is lower here than nationally
- ✚ More children in County Durham have had health assessments and dental checks here than nationally
- ✚ There are around 800 looked after children and 250 care leavers in County Durham
- ✚ There are over 200 children who have who have been looked after for more than 5 years, the majority are aged 10-15 years old
- ✚ Around 8 in 10 of children are living in foster placements
- ✚ More children live closer to home than in other areas of the country
- ✚ Around 4 in 10 care leavers are pregnant or mothers



DID YOU KNOW!

During last years 'Speed Dating Style Event', Corporate Parents and Young People discussed and raised most of the topics in the You Said - We Did section of this report!

YOU SAID...

WE DID...

CICC Website

What young people wanted ...?

Young People wanted to continue to have their own website, dedicated to the CiCC and looked after children/young people in Durham. They also asked for more information about who their local Councillors and Corporate Parents are.



What has changed ...

Over the past year the CiCC website has grown and developed with the help of young people. A page has recently been created to inform young people about their corporate parents and how to contact them. This suggestion was made by young people wanting to know who their local councillor/corporate parent is in their area and the Corporate Parenting wanting to create better links and relationships with looked after children and young people. The website is very well used and on average has over a thousand hits a month.

Child Friendly Care Plans

What young people wanted ...?

Children and young people said that they found their care plans long, complicated and confusing.



What has changed ...

The CiCC worked with the Independent Reviewing Officers (IRO's) to create some child friendly care plans. The care plans have been in place for some time now and are available to all the children.

Members ideas on the child friendly plans are now being put into the new system that the looked after teams are going to be using in the future.

Child Friendly Reviews and Agendas

What young people wanted ...?

Children stated that they wanted more child friendly reviews, agendas and the opportunity to chair their own reviews.

What has changed ...

Members discussed with the IRO'S how we could make 'looked after reviews' more child friendly. Suggestions were made such as creating more child friendly agendas, children having the chance to run their own meeting and deciding who they want and don't want at their review.

Lots of work has taken place around this and children and young people now have the opportunity to chair their own reviews with support from the IRO's. Child Focused agendas have also been created and are now well used.

Care Leavers Challenge

YOU SAID...

WE DID...

What Young people wanted ...?

For the second year running, Care Leavers challenged policy holders and decision makers to live on a care leavers budget.

What has changed ...

In February 2018, Durham Children in Care Council held their second two-week challenge for any policy and decision makers in the area to 'live in the footsteps of a care leaver'.

This challenge consisted of living off a care leaver's budget of £57.90 for either one or two weeks. This includes having to pay bills, buy food and other things such as toiletries and clothes out of this budget. The aim was to make as many decision makers as possible more aware of the difficulties care leavers face so that things improve.

Councillor Andrea Pattison took part in the challenge and this is her story:

Living the life of a County Durham Care Leaver is no easy task and would best be described as 'surviving not living'. It's about managing to survive another week, free from ill health, with your mental status intact to be fortunate enough to do it all over again!

Whilst surviving on £57.90 is achievable in the short term it is not a long term solution without consequences. The choices you are faced with impacts on your standard of living, your accommodation, your health and well-being and your own self-belief.

I survived the Care Leavers Challenge by sacrificing heating in my home in favour of eating a basic diet with very little protein. I was faced with a choice between basic health care products

such as shampoo and electricity to cook the food. There is no choice about paying for energy or water rates and often bills are more expensive on a pay as you go basis. Despite forfeiting the TV, as I couldn't afford the licence charge, I could still only afford to heat my house for around 1-2 hours a day. With temperatures reaching below freezing on a night I had to sleep in my clothes, I couldn't shower as often I'd like and a bath would be considered a luxury. It took all of three days for my house to feel damp and for me to start to experience health problems. My washing took days to dry out and I soon learnt there was no room for any survival errors as you had no safety net or back up. At the end of week one I had forgotten to take the chicken out of the freezer, so had to go without.



The biggest barrier of all is transport, leaving you feeling isolated and at the mercy of what little amenities or shops you have at your disposal within the local Community. Even a trip to the Job Centre costs money if you don't happen to be located within walking distance.

There is no spare cash in the budget to replace essential household items, to buy a new pair of shoes or even have a haircut. A simple thing like breaking a tin opener, a vital piece of kit, leads you to a decision about what to go without i.e. a meal or heating for a day in order to be able to replace it. Being female you feel discriminated against having to purchase feminine hygiene products whilst your male counterparts receive exactly the same amount of allowance.

Our young people are dealing with a whole range of negative life experiences from their past and through no fault of their own often face independent living without the right skills or experience to be able to cope.

DID YOU KNOW!
CPP wrote to the government asking for additional financial support for care leavers up to the age of 25 in line with the Children and Social Care Act 2017.



Training for Potential Foster Carers

What young people wanted ... ?



Young People wanted to be involved in the training and recruitment of new foster carers.

What has changed ...

Discussions took place with Fostering and it was agreed that members of the CICC would run training every two months to potential foster carers as part of their assessment training. In September four CICC Members ran the first three hour training session for people who are going through the process to become foster carers. The session received some great feedback and was the first of many sessions the CICC will be running from now on. Since then 3 other sessions have been ran and more dates for next year are in the diary.

"We just wanted to leave some feedback from our foster carer training from last night (25.9.17). We were really impressed with how the session was delivered and how the young people openly spoke about their own individual situations with confidence. Also very impressed with all the projects they are involved in to ensure the best outcomes for children in care."

It really made us think about how young people might feel coming into foster care and how we might be able to make that a smooth as possible transition for them. We are really enthused to continue with our journey and wish the four young people all the best for their futures and the future of the projects run by CICC" (Participants feedback)



Fostering and Adoption Marketing

What young people wanted ... ?

Children and young people requested to be involved in the marketing of new foster carers.

What has changed ...

Members have been working with marketing to share their ideas on how the council could improve the marketing material they produce to recruit new foster carers and adopters. The group offered guidance, key messages and have produced posters, quotes and short stories that can be used in the future. Some of our members have also been filmed speaking about their experience of living with foster carers and giving top tips to what makes the perfect carer.



COMING SOON!

Care Leavers Local Offer



liC Membership Award

Over the past year all of Durham County Council's looked after services and their nine residential homes have achieved the Investing in Children Membership Award™. Each team/home were able to clearly demonstrate the ways in which children and young people had a voice and the changes that had been made.

Each report was given the stamp of approval by Looked after Children and Young People from each team and home.



Regulation 44 inspections

Young people said these visits sometimes feel that people are being nosy and asked for posters of the inspectors to be displayed along with personal and professional information about them to help young people feel at ease. Alternative feedback methods have been introduced in homes to allow young people to share their thoughts if they do not want to talk to the inspector, or if they are not on site when they visit.

Policies – What changes can you expect?

The Children and Social Work Act 2017 has extended the responsibility of corporate parents to provide support, advice and guidance to care leavers up to the age of 25.

Durham Virtual School

Did you know, we have a Virtual Head Teacher and Deputy Head in Durham to help looked after children get the best results they can.

We help schools understand the needs of looked after children, and put in place the right support so that they can enjoy school and achieve. We also offer training to foster carers so they can support the young people they look after to make good progress.

Edge of Care

A group of young people with experience of being on the edge of care have been working with the council to develop a new edge of care service called 'supporting solutions.'

Social Workers

Young people told us it was important to them they don't have lots of changes to social workers. In response Durham County Council's social work team has been restructured to help keep changes of social workers to a minimum.

Link to CPP website

<https://democracy.durham.gov.uk/mgCommitteeDetails.aspx?ID=361>

To find out more about the CiCC or see what else has changed visit: <http://www.durhamcicc.co.uk/>

**2018
to
2019**

Some areas of work for the future....



These are the things the Corporate Parent Panel will focus on over the next year:



Continue to improve Review Meetings for looked after Children and Young People.



Make sure more children and young people have care plans that they really understand.



Improve the experience of children and young people when coming into care.



Create more 'job opportunities' for care leavers within the council.



Support our care leavers with costs of council tax if they move out of county.



Raising the profile of Looked after Children and Care Leavers within all departments of the council to ensure they have a voice in influencing any decisions that are being made.



Encourage more people to become foster carers by spreading the word of how great and rewarding it is.



Sharing positive stories of looked after children in the media.



Relaunch the Durham County Council 'PROMISE' for looked after children.



These are the things the Corporate Board
Panel will focus on over the next year

Conduct a 2-3 day workshop for the Board
to review the business and financial



Review the financial statements and
ensure they are accurate and
transparent



Review the performance of the Board
and ensure it is aligned with the
company's strategy



Review the Board's composition for
diversity and expertise



Review the Board's effectiveness with
regard to its oversight of the company



Review the Board's oversight of the
company's risk management and
internal controls



Review the Board's oversight of the
company's environmental, social and
governance (ESG) performance



Review the Board's oversight of the
company's cybersecurity and data
privacy



Review the Board's oversight of the
company's succession planning and
talent management



County Council

19 September 2018

**County Durham Youth Offending Service
Youth Justice Plan 2018/19**



Report of Corporate Management Team

Margaret Whellans, Corporate Director of Children and Young People's Services

Councillor Olwyn Gunn, Cabinet Portfolio Holder for Children and Young People

Purpose of the Report

- 1 This report presents the annual refresh of the Youth Justice Plan 2017/19 for information and highlights some of the key achievements in reducing re-offending during 2017/18 and provides the areas for improvement which the service will be focussed upon during the next period, as set out in the Service Improvement Plan (Appendix 4 of the Youth Justice Plan).

Background and Legal Framework

- 2 Youth Offending Teams (YOTs) are statutory partnerships, established under the Crime and Disorder Act 1998, with the principal aim of preventing offending by children and young people. Local Authorities are responsible for establishing a Youth Offending Team. Police, National Probation Service (NPS) and Clinical Commissioning Groups (CCGs) are statutorily required to assist in their funding and operation.
- 3 Local authorities continue to have a statutory duty to submit an annual youth justice plan relating to their provision of youth justice services. Section 40 of the Crime and Disorder Act 1998 sets out the youth offending partnership's responsibilities in producing this plan. It states that it is the duty of each local authority, after consultation with the partner agencies, to formulate and implement an annual youth justice plan, setting out:
 - How youth justice services in their area are to be provided and funded;
 - How the YOS will be composed and funded, how it will operate, and what functions it will carry out.
- 4 The YJB welcomes plans that cover more than one year with the proviso that an annual refresh will be submitted which provides an update of key information, particularly in relation to finance and governance.
- 5 Last year, 2017, the Council approved and submitted its YJ Plan covering the two year period 2017/18 and 2018/19. This current plan is a 'refresh'

and provides an update covering the period 2017/18 of performance data, service budgets, operational and strategic developments within the service and partnership, service structure and the Service Improvement Plan.

- 6 In accordance with statutory requirements the plan was approved by CDYOS Management Board on 14 May 2018.
- 7 The refreshed Youth Justice Plan must be submitted to the Youth Justice Board for England and Wales (YJB) and published in accordance with the directions of the Secretary of State. The deadline for submission was the end of July 2018 and, in-line with YJB guidance, the report was submitted in draft form, with a note informing the YJB the report is pending approval by full Council and will be resubmitted should it require amendments. After submission to the YJB, Youth Justice Plans are sent to Her Majesty's Inspectorate of Probation (HMIP - lead for YOS inspections) and are placed in the House of Commons library for Ministers.

Key Achievements 2017/18

- 8 Despite increasing crime across the County, we are not seeing this reflected in the youth crime figures. This performance has been arrived at through strong partnership working.
- 9 **Four** key achievements have been identified and are outlined in the Executive Summary. These are:-

1. **Performance against National Outcome Measures 2017/18**

- **First Time Entrants to the Youth Justice System (FTEs):**

Between October 2016 and September 2017 the rate of FTE per 100,000 10-17 population in County Durham at 324 is higher than the national rate of 304 but is lower than the North East Regional rate which is 394.

The latest available locally sourced data shows 119 young people entering the Youth Justice System between April 2017 and March 2018 at a rate of 277. This is the lowest rate ever achieved.

- **Re-offending**

Ministry of Justice (MoJ) data (April 2015 – March 2016 cohort) shows a re-offending rate of 46.4% which is a 7.6% reduction compared to the previous year. This is higher than the England rate which is 42.2% but below the North East rate which is 50%.

- **Use of Custody**

- **Custodial Sentences:**

The CDYOS performance is on par with the England and North East Region at a rate per 1,000 10-17 population of 0.4. The most up to

date locally sourced information (April 2017-March 2018) shows 15 custodial sentences which is a reduction in the rate to 0.35.

Remand Bed Nights: 419

This is a 33.4% reduction on the previous year.

2. Co-Commissioned Health Model:

The work carried out with Public Health to understand the health needs of young people who offend has led to the implementation of a co-commissioned multi-skilled Health Team based in CDYOS comprising School Nurse, Clinical Psychologist, Speech Language Therapists, Substance Misuse Specialists, Liaison & Diversion Specialists and Mental Health Specialists. This team ensures the often complex health needs of young people who offend are effectively assessed and responded to so that they are supported to achieve good health outcomes.

3. Work With Victims, including Young Victims:

Our work with the victims of youth crime has engaged 192 victims in restorative approaches. In particular, our work with young people who are the victims of youth crime has provided dedicated support and an opportunity to re-build and restore confidence. Young people who offend have also engaged in 4,000 hours of unpaid work in and across communities in County Durham as a means of reparation.

4. Supporting Young People's Education and Progression:

The Service has continued to prioritise the development of resources and interventions to meet young people's speech, language and communication needs. This has supported young people in engaging actively with their learning and their active participation in CDYOS programmes of intervention. The service has implemented the Skill Mill, a Community Interest Company which provides employment and training for young people under the supervision of CDYOS. The first cohort of 4 young people completed their 6 months contract with Skill Mill. None of the young people committed further offences and 3 progressed into further, long term, employment.

Youth Justice Plan 2017/19

- 9 A copy of the refreshed Youth Justice Plan is attached for approval of Council.

10. The Plan outlines how CDYOS will:

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

By:

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

11 A new Inspection Framework for Youth Offending Services has recently been published (March 2018) which sets clear standards expected of YOTs which ensures the provision of a high quality, personalised and responsive service for all children and young people. Whilst there are many aspects of good performance contained within the current plan, the service is not complacent and needs to reassess the quality of its provision against the new inspection standards.

12 Work is underway to conduct a robust self-assessment against the published standards. The outcome of this work will inform the production of a new Youth Justice Plan for the period 2019 – 2021.

Recommendations:

13. Council are requested to:

- (a) Note the contents of this report
- (b) Receive the refreshed Youth Justice Plan 2017/19, updated to cover the period 2018/19.

Contact: Dave Summers, YOS Manager.

Tel: 03000 265926

Appendix 1: Implications

Finance – The Youth Justice Plan contains CDYOS partnership pooled budget and staff secondment arrangements for 2018/19. CDYOS budget comprises partnership funding, YJB funding and specific grant funding. The budget allocation is reviewed annually by CDYOS Management Board and all partners (Police, Probation, Health (CCGs) and Local Authority) agree funding contributions for the following year. Under the terms of the Crime & Disorder Act 1998; DCC, Durham Constabulary, National Probation Service and CCGs are required to both contribute staff and provide funding for a pooled budget for operating costs. The total budget for CDYOS for 2018/19 is £3,007,784 (including the cost of staff seconded to CDYOS from partners).

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

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

Equality and Diversity / Public Sector Equality Duty – An Equalities Impact Assessment was undertaken in February 2018 as part of the preparations for the restructure of CDYOS. This ensured that development of the new structure and the development of that structure for CDYOS met all requirements and was conducted in a way that ensured equality and considered diversity. In addition, CDYOS is committed to meeting the needs of the young people, families and victims with whom we work. All staff have undertaken specialist diversity training for youth offending, SLCN training and, in addition, case managers have undertaken specialist diversity training for assessments. Diversity issues are a specific category on the checklist used by managers to countersign assessments and intervention plans.

Accommodation – All managers and staff in CDYOS have been based from DCC, Crook from 26.4.18. The service will also use a satellite base, for meetings, interviews, for example, at Belmont until that lease expires in March 2019.

Crime and Disorder – The statutory function of CDYOS partnership is the prevention of offending by children and young people (Crime and Disorder Act 1998). The Youth Justice Plan provides detail on how the partnership will undertake those functions. See paragraph 12, above, for details of how this will be achieved.

Human Rights – Not Applicable

Consultation – CDYOS Management Board and partners have been consulted. There is no requirement for public consultation.

Procurement – Not Applicable.

Disability Issues – County Durham Youth Offending Service (CDYOS) recognises the particular health needs of young people who offend and CDYOS Management Board has a clear commitment to improve the health and wellbeing outcomes for

this cohort of young people. The Management Board commissioned a Health Needs Assessment (HNA) in early 2016; work was jointly led by CDYOS and Public Health. One of the aims of CDYOS HNA was to identify the needs of young people supervised by CDYOS to inform future commissioning intentions. The following organisations are now commissioning the health input into CDYOS:

- Public Health, DCC
- CDYOS
- NHS England (Health and Justice)
- CCGs (DDES and NDCCG)
- Office of the Police, Crime and Victims Commissioner

Legal Implications – The Youth Justice Plan ensures Durham County Council and statutory partners meet their legal implications to the partnership. Statutory requirements placed on the YOS and the Management Board include: Complying with the statutory requirements laid out in s.38 to 40 of the Crime and Disorder Act 1998, and other relevant sections of the Act; Complying with National Standards (NS) for Youth Justice (including returning the annual National Standards audit); Submitting required data to the YJB in adherence with the relevant YJB data recording guidance; Approving the annual Youth Justice Plan.

Durham
County Council



County Durham Youth Offending Service

Youth Justice Plan

2017 to 2019

Annual Refresh 2017-18



National
Probation
Service



Foreword

It is my pleasure to present County Durham Youth Offending Service Youth Justice Plan 2018/19. This statutory plan reviews the work of the service over the last year and sets out priorities for the next 12 months. It is a refresh of our plan for the period 2017 – 2019.

County Durham Youth Offending Service (CDYOS) continues to achieve some remarkable outcomes. Since 2007/08, the number of young people entering the criminal justice system has reduced by an impressive 89.4% as a result of effective joint work between the service and the Police. We know that for most young people this will be their only involvement in the youth justice system and that they will not be in trouble again.

Since 2010/11 the number of young people committing offences has reduced by 69.2%, and the number of offences has reduced by 56.6%. The number of young people re-offending and the number of offences they commit have also reduced. Most of those offences had a victim, so that means there are many fewer victims too. That's great news for our community as a whole.

Many other achievements are set out in the plan, including the success of Restorative Justice; speech, language and communication work; and community reparation. CDYOS continues to be acknowledged nationally having received a number of awards for its innovation. CDYOS' work over the last 12 months to improve its response to the health needs of young people who offend has led to the development of a co-commissioned model of health provision creating a multi-skilled health team made up of School Nurse, Consultant Psychologist, Speech Language Therapists, Substance Misuse specialists, Liaison and Diversion staff and Emotional Wellbeing specialists.

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

I would also like to thank the staff of the service for their hard work and endeavour to support young people who have many complex needs and challenges, and who do so with enthusiasm and professionalism.

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

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

Alan Reiss,
Chief of Staff, Office of the Durham Police, Crime and Victims' Commissioner
On behalf of CDYOS Management Board

Contents

■ Executive Summary	4
■ Introduction	7
■ Structures and Governance	9
■ Resources and Value for Money	11
■ Partnership Arrangements	15
■ Risks to Future Delivery against Youth Justice Outcome Measures	18
■ Appendix 1: Approval of Strategic Plan	21
■ Appendix 2: Review of Performance Against the Key Indicators	22
■ Appendix 3: CDYOS Budget 2018/19	24
■ Appendix 4: Service Improvement Plan 2018/19	25
■ Appendix 5: Service Structure 2018/19	26
■ Appendix 6: CDYOS Statutory Functions	27
■ Appendix 7: Glossary	28
■ Appendix 8: Contact Details	30

Executive Summary

The Youth Justice Plan 2018/19 highlights work done to date, and key achievements and outcomes for 2017/18. It outlines key priorities, budget, staffing, service developments and the service improvement plan for 2018/19.

'County Durham YOS has a good reputation and performs to a high standard. The service is proud of its creative and innovative approach to service delivery and has won a number of awards, in particular for work around restorative practices. It was apparent that staff and managers alike are widely respected, skilled and experienced in understanding, and working with, some of the hardest to reach young people in the county.' (Peer Review)

Our Key Achievements:

1. National Outcome Measures 2017/18

■ First Time Entrants to the Youth Justice System (FTEs):

Between October 2016 and September 2017 the rate of FTE per 100,000 population in County Durham at 324 is higher than nationally which is 304 and when compared to the Local Authority Family Group, which is 316. The County Durham rate is lower than the North East at 394.

The latest available locally sourced data shows 119 young people entering the Youth Justice System between April 2017 and March 2018 at a rate of 277. This is the lowest ever rate achieved.

■ Re-offending

Ministry of Justice (MoJ) data (April 2015 – March 2016 cohort) shows a re-offending rate of **46.4%** which is a **7.6% reduction** compared to the previous year. This is higher than England rate which is 42.2% but below the North East rate which is 50%.

■ Use of Custody

Custodial Sentences:

The CDYOS performance is on par with the England and North East region at a rate per 1,000 10-17 population of 0.4. The most up to date locally sourced information (April 2017-March 2018) shows 15 custodial sentences which is a

reduction in the rate to 0.35.

Remand Bed Nights: 419

This is a 33.4% reduction on the previous year.

Appendix 2 provides detailed charts which illustrate the above information.

2. Co-Commissioned Health Model:

The work carried out with Public Health to understand the health needs of young people who offend has led to the implementation of a co-commissioned multi-skilled Health Team based in CDYOS comprising School Nurse, Clinical Psychologist, Speech Language Therapists, Substance Misuse Specialists, Liaison & Diversion Specialists and Mental Health Specialists. This team ensures the often complex health needs of young people who offend are effectively assessed and responded to so that they are supported to achieve good health outcomes.

3. Work With Victims, including Young Victims:

Our work with the victims of youth crime has engaged 192 victims in restorative approaches. In particular, our work with young people who are the victims of youth crime has provided dedicated support and an opportunity to re-build and restore confidence. Young people who offend have also engaged in 4,000 hours of unpaid work in and across communities in County Durham as a means of reparation.

4. Supporting Young People's Education and Progression:

The Service has continued to prioritise the development of resources and interventions to meet young people's speech, language and communication needs. This has supported young people in engaging actively with their learning in respect of desistance and their active participation in CDYOS programmes of intervention. The implementation of the Skill Mill, a Community Interest Company, providing employment and training for young people under the supervision of CDYOS supported 4 young people none of whom have committed further offences. Three have progressed into further, long term, employment. Feedback from the young people tells us that they value the opportunity to learn new skills and gain valuable experience in the world of work.

The work carried out during 2017/18 which has supported our Key Achievements has been:-

Reducing First Time Entrants (FTEs)

- Ensured we delivered a 'scaled approach' to young people subject to out of court disposals (O OCD);
- Introduced Asset Plus as our assessment of young people and families in out-of-court disposals
- Reviewed and developed our process for identifying families under the Stronger Families programme;
- Expanded, developed and improved our range of intervention programmes delivered by the Delivery Team;
- Embedded the out of court quality assurance process;
- Improved the quality of assessments of young people and families.

Reducing Re-offending

- Focussed on ensuring vulnerable children and young people are identified as part of the Stronger Families programme and worked with a range of partners to achieve improved outcomes for them;
- Continued to work with colleagues in residential homes to reduce offending by Looked After Children (LAC);
- Identified a cohort of young people who are persistent offenders (6 or more offences in previous 12 months) and provided them with an enhanced intervention programme;
- Embedded the Re-offending Panel into practice;
- Continued to improve our work to meet young people's speech, language and communication needs;
- Improved staff's confidence in working with young people's emotional and mental health needs through training and mentoring;
- Implemented our new co-commissioned model of CDYOS health provision for 2017/19.
- Reviewed and improved our work with young people displaying sexually harmful behaviour and increased the number of staff trained in AIM assessment and interventions;

Reducing Use of Custody

- Embedded improvements to the Intensive Supervision and Surveillance Programme;
- Targeted young people at risk of a Remand to Youth Detention Accommodation as a means of reducing both remand bed nights and custodial sentences;
- Reviewed and improved our working practices with other parts of Children's Services;

- Continued our close working relationship with the Magistrates' Court;
- Maintained a 6 day per week service, including experienced court officers available for Saturdays and Bank Holiday special courts;
- Maintained dedicated management cover for 6 day week service.
- Our work on resettlement: All young people leaving custody in 2017/18 had appropriate accommodation sourced and available prior to release;
- Our new co-commissioned model of health provision;
- Further development of ClearCut Communication resources to support young people's engagement in the Youth Justice System;
- Our child-centred approach – where safeguarding of young people is a priority alongside preventing re-offending;

Co-Commissioned Health Model:

- Secured funding to implement a co-commissioned Health Model of multi-professional health provision;
- Enhanced the range of health professionals in the service who work to their specialist skills and support a range of health needs of young people who offend or who are at risk of offending;
- Secured funding to provide for 0.4fte Consultant Psychologist to provide clinical supervision for CDYOS case managers working with young people exhibiting sexually harmful behaviour and young people experiencing trauma

Work with Victims, including Young Victims

- Improved the involvement of victims in deciding the type of reparation work to be undertaken;
- Expanded our programme for parents who are victims of their child's offending;
- Continued to improve the service we offer to victims and young people who offend through our restorative justice work;
- Further developed and embedded our group of mentors and 'leaders' all of whom are young people who have been victims of crime and expanded both the group size and the range of activities on offer;
- Expanded restorative justice interventions across all orders in the service;
- Continued to work closely with the Office of the Police, Crime and Victims' Commissioner (OPCVC);

- Embedding new roles for volunteers in service delivery and having over 50 trained active volunteers;
- Our specialist Restorative Justice (RJ) work to support victims of youth crime;
- Delivering our work in the communities where young people and families live;
- Delivering over 4,000 hours of court ordered reparation/ unpaid work and raising over £800 for charity from young people's reparation work;
- Our 'Thinking about Victims' programme (ClearCut Communication) winning the national Shine A Light Innovation Award. The programme supports engagement (by both victim and perpetrator) in the restorative process;

Support for Young People's Education and Progression:

- The development of our Skill Mill programme bringing meaningful job and training opportunities for young people under the supervision of CDYOS.
 - Being awarded the Quality Lead Mark for our work on SEND;
- Continued our response to the speech, language and communication needs (SLCN) of young people in the Youth Justice System, so that they are supported to engage in further Education, Employment and Training opportunities;
- Expanded our ClearCut Communication resources for young people in the Youth Justice System and provided training in SLCN and use of our resources to numerous agencies both locally and nationally;
- Extended the use of volunteers as mentors for young people under the supervision of CDYOS and acted as Independent Visitors for young people looked after by the Local Authority;

- Extended young people's volunteering opportunities;
- Influencing the youth justice system nationally – over 50 YOTs have purchased and are using our ClearCut Communication resources;

In 2018/19 we will:

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

By:

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

See **Appendix 3** (Service Improvement Plan 2018/19) for more detail.

Introduction

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

Local authorities continue to have a statutory duty to submit an annual youth justice plan relating to their provision of youth justice services. Section 40 of the Crime and Disorder Act 1998 sets out the youth offending partnership's responsibilities in producing this plan. It states that it is the duty of each local authority, after consultation with the partner agencies, to formulate and implement a statutory annual youth justice plan setting out:

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

Plans covering more than one year require an annual refresh and updating of key information, particularly in relation to finance and governance.

Statutory requirements placed on the YOS and the Management Board include:

- Complying with the statutory requirements laid out in s.38 to 40 of the Crime and Disorder Act 1998, and other relevant sections of the Act;
- Complying with National Standards for Youth Justice (including returning the annual NS audit). From 1 July 2017 AssetPlus is the only assessment framework approved by the YJB and is therefore mandatory for compliance with National Standards and assessments;
- Submitting required data to the YJB in adherence with the relevant YJB data recording guidance;
- Ensuring Connectivity is used to transfer data across the youth justice system (including case transfers and stage updates under AssetPlus sent between YOT; between YOTs and YJB Placements; and between YOTs and the secure estate in accordance with AssetPlus requirements).

The overarching role that youth offending services have in case management for all young people in the youth justice system is recognised as one of the key factors in the success seen in recent years. This includes: a reduction in the number of young people in the youth justice system, in first time entrants to the youth justice system, and the number in custody.

'There is no doubt that a key strength of the youth justice system has been the delivery through YOTs of locally based, multi-disciplinary services for children who offend.'
(The Taylor Review, paragraph 18).

County Durham Youth Offending Service

County Durham Youth Offending Service (CDYOS), a statutory multi-agency partnership, is part of Children and Young People's Services, Durham County Council, and is managed by them on behalf of the partnership. Active links are maintained at both strategic and operational level to Criminal Justice, Community Safety and Children, Young People and Families arenas.

The Service is represented at strategic level in a range of key partnerships (e.g. Children and Families Partnership, Safe Durham Partnership (CSP), Local Safeguarding Children Board (LSCB), Local Criminal Justice Board (LCJB), Strategic MAPPA Board, Think Family Partnership etc.), as well as relevant sub groups.

Strategic Purpose of CDYOS

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

For 2018/19, CDYOS' primary focus is on the following three outcome areas:

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

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

See Appendix 3: Service Improvement Plan 2018/19

Structure and Governance

Governance – Management Board

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

The Management Board consists of:

- Children and Young People's Services, Durham County Council (DCC) - Chair;
- Durham Constabulary;
- National Probation Service;
- North East Commissioning Support (NECS) representing the two Clinical Commissioning Groups (CCGs);
- HM Courts and Tribunals Service;
- Improving Progression of Young People Team, DCC;
- Office of the Police, Crime and Victims' Commissioner (OPCVC);
- Durham Tees Valley Community Rehabilitation Company;
- Public Health, DCC;
- SEND and Inclusion, Education, DCC;
- NHS England Health and Justice (new member from April 2017)

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

From January 2017, the Management Board has established a series of subgroups/aligned partnership groups. The Board receives regular updates from the Chairs (CDYOS Board members) at each meeting. This ensures synergy and ensures youth justice continues to be a priority across the wider partnership arena.

Subgroups include the following (Chair in brackets):

- Health Steering Group (YOS Manager CDYOS);
- Reducing Re-offending (cross cutting subgroup across Safe Durham Partnership and Safer Darlington Partnership - OPCVC);
- Victims and Witnesses (cross cutting across Safe Durham Partnership and Safer Darlington Partnership – OPCVC);

- Vulnerable Child Pathway (subgroup of Healthy Child Programme Board – Public Health);
- Transitions (group to be established across DTV CRC area, Durham, Darlington and Tees Valley, to include the 5 YOS – CRC)

The Management Board reports to the Children and Families Partnership, Safe Durham Partnership and County Durham Partnership (overarching partnership for Co. Durham). Durham County Council's Overview and Scrutiny Committees also monitor performance against the 3 national outcome measures and receive annual presentations from the Strategic Manager CDYOS on progress against the Youth Justice Plan.

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

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

This is achieved by providing:

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

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

Durham County Council (DCC) Structures

Durham County Council's new Chief Executive took up post in January 2016. A major transformation programme across the whole council commenced in 2016. This has included the creation of some new service groupings.

The former Children and Adults Service directorate was disaggregated during 2016 and two new directorates created: Children and Young People's Services and Adult and Health Services. Each has a Corporate Director.

CDYOS is part of Children and Young People's Services, Durham County Council and managed by them on behalf of the partnership. On the 1st April 2018, CDYOS restructured along with the wider Children's Services and now the Strategic Manager (Children's Services Reform & CDYOS) is line managed by the Head of Head of Early Help, Assessment and Safeguarding (EHAS) (Chair of the Management Board) and is a member of Children's Services EHAS Management Team.

Children and Young People's Services include:

- One Point (Early Help, Prevention and Think Family Services)
- CDYOS
- Aycliffe Secure Services
- Child Protection and Disability
- Looked After Children and Permanence
- First Contact and Intervention
- Families First
- Education

Children and Young People's Services provides a clear continuum of services (including early help and prevention, education, children's social care, specialist youth justice services) and valuable opportunities for joint work and innovation across the spectrum of services. Think Family and Early Help Strategies underpin CDYOS' work.

CYPS Strategic Managers work closely with the Corporate Director and Heads of Service on cross cutting themes e.g. quality improvement.

CDYOS continues to work closely with colleagues in Adult and Health Services (e.g. Public Health) and across the council. Joint work and innovation is essential in the context of a rapidly changing operating environment and reducing resources.

Reducing Youth Crime – Integrated Strategic Planning

The primary focus of CDYOS – preventing re-offending by young people, reducing first time entrants to the Youth Justice System and reducing the use of custody – is fully integrated

into the following strategic plans/strategies in County Durham:

- Safe Durham Partnership (SDP) Plan;
- County Durham Children, Young People and Families Plan;
- Durham County Council Plan;
- The Sustainable Community Strategy for County Durham;
- Safe Durham Partnership Reducing Re-Offending Strategy;
- Safe Durham Partnership Integrated Restorative Practice Strategy;
- Safe Durham Partnership Anti-Social Behaviour Strategy;
- Safe Durham Partnership Alcohol Harm Reduction Strategy;
- Safe Durham Partnership Drug Strategy
- Think Family Strategy;
- Early Help Strategy;
- Durham Police, Crime and Victims' Plan;
- County Durham Joint Health and Wellbeing Strategy;
- Durham County Council Strategy for Children and Young People with Special Educational Needs and / or Disabilities.

The health needs of young people who offend are included in both the Joint Strategic Needs Assessment and Joint Strategic Assessment. This maximises opportunities for joint work across partnerships and ensures a co-ordinated strategic approach across County Durham.

CDYOS has developed effective links with health partners. During 2016/17 the service worked with Public Health and partners to complete a Health Needs Assessment (HNA) of young people who offend. This has resulted in a new co-commissioned model of health provision in CDYOS for 2017/19, agreed by the Management Board and health commissioners. The HNA has been shared with a range of partnerships

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

Think Family work in Co. Durham has been improved by the active involvement of CDYOS. Additional funding was secured to expand the role of CDYOS volunteers as family mentors for the Stronger (Troubled) Families programme until March 2018.

Resources and Value for Money

CDYOS is committed to the following principles:

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

These underpin all our work re. budgetary management. Robust financial management is underpinned by regular budget reports to the Management Board, CYPS Management Team and Finance colleagues, DCC.

Budget 2018/19

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

CDYOS pooled budget for 2018/19 is £2,439,746.
92% of CDYOS budget is spent on staff costs.
94% of this is front line delivery.

A detailed budget breakdown can be found at Appendix 2.

CDYOS partnership has implemented a comprehensive youth crime strategy, focused on reducing re-offending, which includes out of court and post court.

Our nationally recognised fully integrated out of court system has evidenced success in reducing first time entrants and re-offending and is an Invest to Save strategy. It has resulted in 89.5% reduction in first time entrants since 2007/08; and 56.7% reduction in the number of offences committed and 69.3% reduction in the number of young people offending since 2010/11. The number of young people re-offending and the number of offences committed has fallen consistently since 2010/11.

YJB Grant Funding 2018/19

The YJB provides 2 grants which are part of CDYOS' pooled budget:

- Youth Justice (YOT) Grant (England)
- Remands to Youth Detention Accommodation (RYDA) Grant

Both grants are ring-fenced to youth justice services.

Youth Justice (YOT) Grant: £612,038

The ring-fenced grant is provided by the YJB to local authorities *'for the purposes of the operation of the youth justice system and the provision of youth justice services'* (*Youth Justice Plans: YJB Practice Note for Youth Offending Service Partnerships*, YJB, May 2017). The grant may only be used by the Local Authority to fund its Youth Offending Team with a view to achieving the following outcomes:

- Reduction in youth re-offending;
- Reduction in the numbers of first time entrants to the Youth Justice System;
- Reduction in the use of the youth custody;
- Effective public protection;
- Effective safeguarding.

The YJ Grant is used as part of CDYOS pooled budget (see Appendix 2). This supports delivery of our Service Improvement Plan 2018/19 which focuses on the key outcome measures:

- Reducing re-offending;
- Reducing first time entrants;
- Reducing use of custody;
- Underpinned by safeguarding and public protection.

Uncertainty caused by late notification of YJB grants can cause problems re. business planning.

Remands to Youth Detention Accommodation: £30,373

From April 2013, the full cost of all remand bed nights became the responsibility of the local authority, following implementation of that part of the Legal Aid, Sentencing and Punishment of Offenders (LASPO) Act 2012. The Remand to Youth Detention Accommodation (RYDA) presents a new – and major – burden and risk to local authorities. The grant is for bed nights in Young Offenders Institutions (YOI) only.

Budget Savings 2018/19

CDYOS, like all public services, has to manage within a tough budgetary environment.

Since 2010/11, CDYOS budget has reduced by £2.1m (37.4% reduction). It should be noted the budget savings have been achieved while improving performance across a range of measures by developing new and more efficient ways of working.

We managed the revised budget envelope for 2018/19 by:

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

Staffing and Service Delivery

Service Delivery

CDYOS works with young people across the whole Youth Justice spectrum (out of court and post court) to reduce re-offending. All young people have been through formal Police processes (e.g. arrest/Police custody suite).

CDYOS work includes:

- pre conviction arena (bail and remand management);
- fully integrated out of court system (nationally recognised);
- community sentences;
- long term custodial sentences.

CDYOS ensures the delivery of court orders (both in the community and custody) in line with National Standards for Youth Justice, national Case Management Guidance and other statutory requirements. We recruit, train, manage, supervise and deploy volunteers to carry out a range of functions (including the statutory delivery of Referral Order Panels). We operate a fully staffed court rota for the Youth Court, Remand Court, Crown Court and Special Courts (Saturdays and Bank Holidays) with dedicated management cover. We ensure safeguarding and management of risk, including public protection, in relation to young people in the Youth Justice System.

Restorative Justice underpins all our work. CDYOS works with victims of youth crime to ensure meaningful input to work with young people who have offended and has expanded restorative justice across all orders within existing resources. CDYOS was awarded the Restorative Service Quality Mark in 2016. CDYOS also achieved Investing in Children accreditation in 2016 for our work with young victims of crime.

As a result of the increasing complexity of cases, CDYOS operates a specialist model of case management, enabling staff to work to their expertise. The primary focus of staff is on their specialist roles. Specialist case managers in our two case management teams are responsible for assessment, intervention planning and overall case management. Interventions, based on risk of re-offending, are delivered by the Delivery Team and Wrap Around Team

The focus of all our work is reducing re-offending. We operate a multi-professional Team around the Child, maximising expertise of professionals in CDYOS, and utilising additional skills from across our partnership as required.

In 2017/18, over 4000 hours of court ordered reparation were completed by young people supervised by CDYOS.

Staffing

The Service is staffed in line, and fully complies, with the requirements of the Crime and Disorder Act 1998, including:

- Social Workers;
- Probation Officer (NPS);
- Police Officers;
- Police staff;
- Health staff;
- Education Officers (DurhamWorks).

There is a range of other staff, for example:

- Managers;
- Youth Justice Consultants;
- Case Managers;
- Victim Liaison Officers;
- Think Family Mentor;
- Family Support Officer;
- Intensive Supervision and Surveillance (ISS) Officer;
- Reparation Officer;
- Admin staff;
- Delivery Team staff who deliver a range of interventions with young people to reduce re-offending, including ISS, reparation, and out of court.

Staffing Structure

See Appendix 4 for CDYOS Staffing Structure.

As of 1 April 2018 CDYOS has 72.42fte staff and 50 active volunteers.

60.42fte staff are employed by Durham County Council on behalf of the partnership; 12fte are seconded from partners (Durham Constabulary, National Probation Service, North Tees and Hartlepool NHS Foundation Trust (NTHFT), Harrogate and District NHS Foundation Trust (HDFT), Tees Esk and Wear Valleys Mental Health Trust (TEWV).

All staff and volunteers are trained in Restorative Approaches/ Restorative Justice. 50 are trained to facilitate Restorative Justice conferences.

Specialist Victim Liaison Officers (VLOs) are responsible for high level/complex work with victims.

Our co-commissioned, multi-professional model of health provision is included in the service structure (Appendix 4).

Funded by a range of partners – Public Health, NHS England (Health and Justice), Clinical Commissioning Groups (CCGs), CDYOS and the Office of the Police, Crime and Victims' Commissioner (OPCVC) - the new model comprises:

- 1fte Speech and Language Therapist;
- 1fte Specialist Public Health Children's Nurse;
- 2fte Mental Health Support Workers;
- 2fte Drug and Alcohol Workers;
- 1.5fte Liaison and Diversion Link Workers;
- 0.6 Clinical Psychologist

The Voice of Young People in the Youth Justice System

Young people play an active role in the work of CDYOS. Their involvement during 2017/18 has helped to shape the Service Improvement Plan 2018/19 and the priorities included in the Youth Justice Plan.

The service has numerous ways of obtaining young people's views, including;

- e-survey;
- Manager reviews of cases with young people;
- Referral Order panel reviews with young people;
- Every assessment includes a self-assessment by the young person;
- Re-engagement Panels with young people (for those at risk of breach/non-compliance);
- Every intervention programme is concluded by obtaining young people's views on the work undertaken;
- With Youth in Mind – young victims' consultation and engagement group.

The active participation of young people in their own assessments and intervention plans is a theme running through all CDYOS quality assurance work.

Young people supervised by CDYOS provide feedback on intervention programmes, both those provided by CDYOS and those delivered in partnership, at the end of each intervention. Their views are used, among other things, by CDYOS to determine what is included in our Directory of Interventions, used by all case managers.

Young people's feedback, their experience and frequent lack of understanding of their journey through the criminal justice processes, has been – and continues to be – central to our Speech, Language and Communication Needs Strategy. Their engagement in the process – both as young people who offend and young victims of crime – has transformed how we work and been central to the development of our ClearCut Communication resources, regarded as national best practice and purchased by other YOTs nationally.

With Youth in Mind, our young people's group, comprising young victims of crime (aged 9 to 20), actively shapes our work with young victims to improve the service we offer. Over 80 young people have been involved since the group was established in May 2015. Some young people are trained as team leaders to offer peer support to other young victims of crime.

'We started this group because we all were very interested in helping young people because of our own experiences. This could be about bullying or problems at home with the idea being that young people support other young people who have had similar experiences. The leaders and staff put time and effort in and really care about you and you get the chance to talk about different stuff and plan what you want to do for activities.'

(Members of With Youth in Mind)

'County Durham Youth Offending Service continues to demonstrate its commitment to young people's rights by engaging with young people as both victims of crime as well as young people who offend. The Service listens to their views and has taken seriously the issues they have raised. Investing in Children is proud to be able to make their Award TM in recognition of this commitment to young people's involvement.'

(Investing in Children, 2016)

Our Health Needs Assessment included feedback from young people and this helped to shape the new co-commissioned model of health provision.

The views of parents/carers and victims also shape service delivery e.g. our Parenting Support Group which supports parents who are victims of their own child's offending.

Partnership Arrangements

Partnership Arrangements

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

- Partners (Police, National Probation Service and Health) have maintained their specialist staff and financial contributions to the service for 2018/19;
- Durham County Council is the lead partner;
- The Management Board consists of statutory partners plus broader membership (Office of the Police, Crime and Victims' Commissioner, HMCTS, CRC, Public Health, SEND);
- NHS England Health and Justice have joined the Board from April 2017;
- Seniority of Management Board members;
- Management Board members are proactive, working both within and outside the Board, to support the work of the service;
- Subgroups/aligned groups ensure effective linkages and synergy with other partnerships/work and avoid duplication;
- Partnership work to support the development of a range of projects and initiatives e.g. Speech Language and Communication Needs (SLCN) Strategy; work with RSPCA, Fire and Rescue Service, Police re. development of additional intervention programmes; Positive Futures re. interventions directory;
- CDYOS Interventions Directory includes some interventions delivered in partnership; some are delivered by partners for CDYOS.

Effective Partnership Work

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

- Criminal Justice (Police, Probation, Courts);
- Community Safety (DCC, Health, Fire and Rescue);
- Children and Families Partnership (DCC, Health, Police, VCS);
- Local Safeguarding Children Board;

- Multi-Agency Public Protection Arrangements (MAPPA);
- Office of the Police, Crime and Victims' Commissioner (OPCVC);
- Health (HDFT, CCGs, NECS, TEWV, NTHFT);
- National Probation Service (NPS);
- Durham Tees Valley Community Rehabilitation Company (CRC);
- Think Family/Stronger (Troubled) Families;
- Local Criminal Justice Board (LSCB).

CDYOS is a key partner in the Criminal Justice Board for Durham and Cleveland. Chaired by the Police, Crime and Victims' Commissioner, the Board has recently set out an ambitious vision for an end-to-end criminal justice system which supports victims, reduces re-offending and supports rehabilitation. All partners are committed to working across organisational boundaries, pursuing shared objectives, sharing performance information and data, and working together to solve problems.

Partnership resourcing in CDYOS is formalised by HR Service Level Agreements (SLAs) in regards to seconded staff. SLAs are reviewed annually.

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

'There were good examples of sound and effective operational partnership arrangements. A particularly good example was...housing provision available for young people. This was underpinned by an effective protocol and well integrated practice supported by the availability of plentiful, quality arrangements. The effective working relationships between the YOS and the wider Children's Services were apparent.'

(Peer Review)

Commissioned Services

Our co-commissioned health provision in CDYOS (2017/19) is based on the findings and recommendations of our Health Needs Assessment of young people who offend in County Durham. Jointly lead by Public Health and CDYOS, it has provided, for the first time, a comprehensive analysis of health needs of young people in contact with CDYOS and has enabled us to enter into discussions to commission health services, confident of the needs to be met.

In addition to services commissioned for CDYOS, the service has also been commissioned to deliver training to other services for 2018/19. This includes:

- SLCN awareness/ ClearCut Communication resources, both locally and nationally
- ClearCut Communication resources and/or training have been purchased by over 50 YOTs and a range of other services nationally;
- Restorative Approaches training for partners, including Residential staff;
- Independent Visitors for LAC (using some of our volunteers).

Stronger (Troubled) Families

CDYOS is an active partner in the successful delivery of the Stronger Families programme in County Durham. A Think Family Mentor is aligned to CDYOS, supporting staff in ensuring we 'Think Family'.

Resettlement after Custody

As a result of our multi-agency approach to resettlement, all young people leaving custody in 2017/18 had appropriate accommodation sourced and available prior to release. CDYOS works closely with Housing and Children's Services to ensure young people are effectively resettled.

No young people were remanded to the secure estate in 2016/17 as a result of inappropriate accommodation.

Prevent

Local Authorities, including Youth Offending Services, are subject to a duty under section 26 of the Counter Terrorism and Security Act 2015, in the exercise of their functions, to have 'due regard to the need to prevent people from being drawn into terrorism'.

This duty, known as the Prevent duty, applies to a wide range of public bodies. Within CDYOS this duty is discharged through our casework with young people who have offended and through our membership of partnerships charged with carrying out the Prevent work. All CDYOS staff have been trained in Prevent and the inherent duties through use of e-learning. CDYOS also has two staff trained to deliver 'WRAP' (Workshop to Raise Awareness of Prevent) training which was rolled out to staff during 2017/18. All managers attended a presentation by Dr Dave Sloggett, a leading authority on Prevent, in April 2016.

Case Managers have worked closely with Police and other colleagues when concerns about radicalisation/extremism have been identified with young people and/or families.

Information Sharing

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

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

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

The range of case management systems / databases in CDYOS allows staff and secondees to access critical, real time information regarding the young person/family to support management of risk and vulnerability. This ensures holistic assessment and information sharing to improve outcomes for young people in the Youth Justice System. In addition, CareDirector Youth is available for:

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

Key New Partnerships

Key new partnerships/joint work includes:

- The Royal British Legion – reparation work;
- Children’s Speech and Language Therapy Services, North Tees and Hartlepool NHS Foundation Trust – Speech, Language and Communication Needs Strategy;
- SEND – joint work between Children’s Services and Education;
- Safe Durham Partnership – strategic lead for partnership work on Integrated Restorative Practice;
- The Prince’s Trust – accreditation of core work;
- Colleges, training providers, VCS, Improving Progression of Young People Team – DurhamWorks (Youth Employment Initiative, ESF funded);
- Office of the Police, Crime and Victims’ Commissioner – young victims of youth crime;
- RSPCA – Paws4Change programme;
- Durham Constabulary Armoury – Air Guns programme;
- Durham Constabulary – U Turn programme;
- Fire and Rescue Service – Firebreak programme;
- Positive Futures partners – range of programmes available;
- The Open Awards – accreditation of core work;
- Checkpoint – partnership diversion programme for low level adult offenders;
- Newcastle Skill Mill/ Newcastle YOS – development of Skill Mill Durham;
- Blue Cross – Respectabull intervention programme;
- Street Doctors – new intervention programme;
- NHS England Health and Justice, CCGs, Public Health, OPCVC – new model of health provision;
- Child Advocacy Centre – delivery of assessments and interventions for young people committing harmful sexual behaviour as well as victims.
- Open Awards and Prince’s Trust – CDYOS is an Open Awards accreditation centre and a member of The Prince’s Trust xl network.

DurhamWorks

CDYOS is a Delivery Partner of the DurhamWorks programme (Youth Employment Initiative) and, as a result, significant additional resource is available to support young people who are known to the Service into education, employment and training. This is an exciting development and will continue the steady increase of the number of young people (age 16 to 18 years) in education, employment and training. DurhamWorks ends in July 2018.

National Recognition

National recognition of CDYOS’ work since 2010 includes:

- Winning the Youth Justice Award, Children and Young People Awards (2010, 2012, 2013);
- Runner up in the Howard League Community Programmes Awards 2010;
- Being awarded Investing in Volunteers (liV) status (January 2013);
- liV status awarded for a further 3 years (2016-2019) – we are the only Durham County Council service to achieve liV status;
- Two staff awarded a Butler Trust Award (March 2016) for their innovative work in meeting young people’s speech, language and communication needs;
- Two Butler Trust Commendations – for contribution to diverting young people from the criminal justice system (Strategic Manager, 2011); and one of our volunteers for over 10 years’ service in CDYOS (2012);
- We are the only YOS in the country to have been awarded a Butler Trust Award and 3 Commendations;
- Our fully recognised Out of Court system included as national best practice in the Out of Court Disposals Guidance (MoJ/YJB, 2013);
- Finalist in the Children & Young People Now Awards 2015 for ClearCut Communication resources;
- Highly Commended in the Shine A Light Awards (2015/16) for our ClearCut Communication SLCN screening tool;
- Winning the Shine A Light Innovation Award (2016/17) – ‘Thinking About Victims’ programme, ClearCut Communication;
- Awarded the Restorative Service Quality Mark by the Restorative Justice Council for our restorative work across the service;
- Awarded a further three years Investing in Volunteers Mark;
- Awarded Investing in Children accreditation (2016).
- Awarded Quality Lead status for our SEND work

Risks to Future Delivery against Youth Justice Outcome Measures

All public services are facing challenges from reduced funding, and CDYOS is no different. CDYOS budget has reduced by £2.1m (37.4%) since 2010/11. Despite this, CDYOS has continued to improve outcomes for young people who offend, families, victims and communities. The service has set out realistic priorities for the future, based on the firm foundations built over recent years. These are outlined in this plan.

Risks to future delivery against youth justice outcome measures

Risks have been identified (see table on pages 22-23) and a series of mitigating actions agreed.

In addition there are a number of other actions in place to mitigate risk, including:

- Sector Led Improvement;
- Peer Review;
- Role of CDYOS Youth Justice Consultants;
- HMIP Practice Assessors;
- CDYOS Quality Assurance Framework;
- Involvement in Youth Justice Reform Programme;
- Development work with colleagues in CYPS and across partnerships;
- Workforce Development.

Sector Led Improvement

Involvement in Sector Led Improvement enables CDYOS to keep up to speed with national developments, share good practice and learn from others.

CDYOS is involved in effective practice sharing through the North East Practice Development Group and the Youth Justice Board, involving practice exchange, quality assurance and developing protocols.

The Youth Justice Resource Hub contains examples of good practice in the Youth Justice System, enabling effective practice to be disseminated across the sector. CDYOS' work is included on the hub e.g. our Parenting Support Group (which supports parents who are victims of their child's offending). This resource has been accessed by other youth justice professionals over 350 times (May 2017).

CDYOS Youth Justice Consultants

Youth Justice Consultants have a crucial role in driving forward service improvement and quality of front line practice. They have shared responsibility for the delivery of high quality services; provide senior case management advice and guidance to staff; and play a vital role

in quality assurance for both OOCR and post court. They have driven forward service improvements in a range of areas, e.g. AssetPlus; Child Sexual Exploitation (CSE); Speech Language and Communication Needs; interventions; and the voice of the young person in the Youth Justice System.

HMIP Practice Assessors

Two Youth Justice Consultants and a team manager are HMIP Practice Assessors. This helps to mitigate risk by keeping CDYOS' practice up to speed with inspection standards.

CDYOS Quality Assurance (QA) Framework

CDYOS has implemented a Quality Assurance Framework which covers all QA work undertaken by line managers in the service. One element of this is a case audit programme and quarterly thematic audits, including reviewing our practice against HMIP thematic inspections and implementing improvement areas. In addition, during 2018/19 a self-assessment against the HMIP standards will be undertaken as a matter of priority.

Themed audits to be undertaken in 2018/19 include:

- SEND
- SLCN
- CSE
- Full case file audits
- Substance Misuse
- Outcomes

Both the Management Development programme, for CDYOS managers, and the staff focus sessions will continue throughout 2018/19, as part of our QA framework.

Development work with CYPS and across Partnerships

Development work with colleagues in CYPS includes: developing pathways with One Point; improving outcomes for young people with SEND in the Youth Justice System; work to reduce offending by Looked After Children; and a range of improvement activity. CDYOS is represented on the Children's Services Quality Improvement Champions Network which is improving the quality of assessment, plans, the voice of the child and progress towards outcomes.

Development work with partners includes: work with the Reducing Re-offending Group (desistance pathways etc.) and work with the Child Advocacy Centre.

Workforce Development

An extensive programme of workforce development is in place (including youth justice, CYPS, SEND, LSCB etc.) to ensure CDYOS staff and managers can maintain and develop their skills in a rapidly changing operating environment.

Diversity

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

Risk	Action to Mitigate Risk
Remands to Youth Detention Accommodation (RYDA) – financial risk to local authority	<ul style="list-style-type: none"> Reducing Remand Bed Nights Strategy Management oversight Mid-week and weekend staffed court cover Remand Court specialists ISS Bail Programme Joint work with Children's Service's colleagues Monthly monitoring of RYDA/corporate reporting
Future budget efficiencies/reductions in partner contributions	<ul style="list-style-type: none"> On-going review of Service structure Review accommodation Review all vacancies Review and develop pathways to support young people after statutory supervision Consider new ways of working Development of Skill Mill Durham
Maintaining improving performance in face of on-going budget reductions	<ul style="list-style-type: none"> SIP 2018/19 Quality Assurance framework Self-assessment against HMIP criteria Innovation Staff forums Managers forums
Uncertainty about future Youth Justice landscape complicates planning	<ul style="list-style-type: none"> Youth Justice Reform Programme Involvement in YJ Reform Programme at national, regional and local level On-going review of Service structure Staff forums Managers forums Innovation Emphasis on improving quality of core practice
Re-offending rate (binary) increases due to continued reduction in full cohort numbers at a rate greater than reduction in numbers of young people re-offending	<ul style="list-style-type: none"> Expansion of re-offending targeted cohort Review and changes to enhanced programme for re-offending cohort Amendments and improvement in QA processes Managers forums Staff forums Emphasis on improving quality of core practice SIP 2018/19

'We were extremely impressed by the enthusiasm and dedication of the staff team, who were clearly motivated to provide the best service to meet the needs of the young people engaged with the service. There was substantial evidence from both the staff team and the young people themselves. We heard good evidence of relationship based practice and young people felt their YOS workers were there for them.'

(Peer Review)

'We would like to thank members of the youth offending service for all their help, support and advice. They have all been fantastic... We felt A had not received the right support until working with members of the YOS.

Over the years we have had a variety of agencies working with A, but we have never received such caring, conscientious, understanding and outstanding support that we have received from the youth offending service. We can't praise or thank the staff who have worked with A enough. We are going to miss them, their support and advice immensely. They are a credit to your service.'
(Family of a young person, March 2017)

Appendix 1

CDYOS Management Board – Approval of Strategic Plan

This plan was considered by CDYOS Management Board in May 2018.

I approve this plan on behalf of the Board.



Carole Payne

Chair of CDYOS Management Board

14 May 2018

Appendix 2

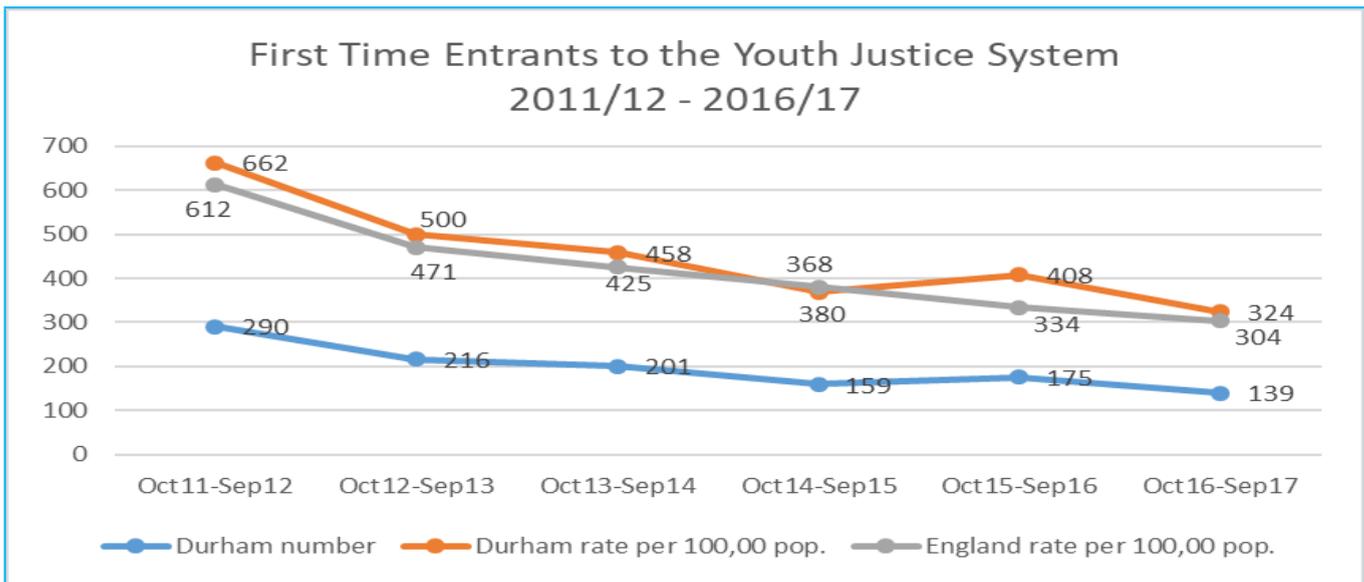
Review of Performance against the Three Key Indicators

First Time Entrants 2007/08 – 2017/18

As a result of our close work with partners and our fully integrated out of court system which provides assessment and intervention when a young person has gone through formal Police process (e.g. arrest/ Police custody suite), we have reduced first time entrants (FTEs) and re-offending. In addition our Police Colleagues undertake “restorative approaches” on the street which in turn prevents referral for pre-caution disposals.

Between Oct.11-Sept.12 and Oct.16-Sept.17, we have achieved a **52.1% reduction** in first time entrants, from 290 to 139.

Table 1:



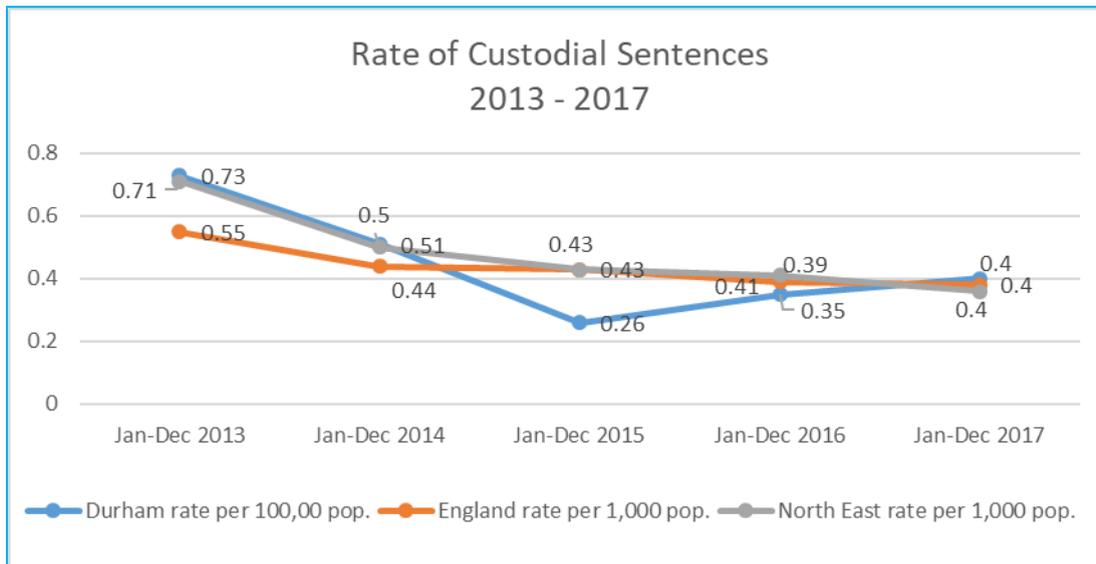
The latest available locally sourced data shows 119 young people entering the Youth Justice System between April 2017 and March 2018 at a rate of 277. This is the lowest ever rate achieved.

Reducing the Use of Custody 2011/12 – 2017/18

Between 2013 and 2017 we have reduced the rate of custodial sentences from 0.73 to 0.4.

Over the same period we have reduced the number of remand bed nights (Remands to Youth Detention Accommodation) by **58.7%**, from 1015 in 2011/12 to 419 in 2017/18. Remands to Youth Detention Accommodation (RYDA) is a volatile area, and depends on the seriousness of the offence(s) committed by a young person.

The CDYOS performance is on par with the England and North East region at a rate per 1,000 10-17 population of 0.4.



The most up to date locally sourced information (April 2017-March 2018) shows 15 custodial sentences which is a reduction in the rate to 0.35.

Number of Young People Offending and Offences Committed 2010/11 – 2017/18

Since 2010/11 we have achieved a **56.7% reduction** in the number of offences committed, from 2464 in 2010/11 to 1068 in 2017/18; and a **69.3% reduction** in the number of young people offending, from 1270 in 2010/11 to 390 in 2017/18. This includes **all** offences committed by young people aged 10-17 years, resulting in a Pre Reprimand Disposal (PRD) 2008 - 2013 / Pre Caution Disposal (PCD) 2013 onwards, out of court disposal or a court conviction. Most of these offences had a victim, so that means many fewer victims too.

Reducing Re-offending 2007/08 – 2015/16

Re-offending is measured nationally by the MoJ. and includes all young people who:

- Receive an out of court disposal (N.B. This does not include the Pre Caution Disposal)
- Receive a court conviction
- Were discharged from custody

The measure counts any offences committed in a 12 month follow up period, where those offences are proved by a court conviction or out of court disposal in that period or in a further 6 months. This gives a methodologically robust measure of re-offending.

All data is taken from the Police National Computer (PNC) and is summarised before distribution to youth offending services/teams.

Ministry of Justice (MoJ) data (April 2015 – March 2016 cohort) shows a re-offending rate of **46.4%** which is a **7.6% reduction** compared to the previous year. This is higher than the England rate which is 42.2% but below the North East rate which is 50%.

Appendix 3

County Durham Youth Offending Service Budget 2018/19

Agency	Staffing Costs	Payments in Kind	Other Delegated Funds	Total
Local Authority			1,527,598	1,527,598
Police Service	151,249	72,000	121,000	344,249
National Probation Service	45,532		5,000	50,532
Health Provision (Co-commissioned)	212,000		50,267	262,267
OPCVC			186,000	186,000
YJB – Youth Justice (YOT) Grant			612,038	612,038
Durham Works (until July 2018)			25,100	35,000
Total	408,781	72,000	2,527,003	3,007,784

N.B.

The Youth Justice (YOT) Grant is used as part of partnership pooled budget to support delivery of our Service Improvement Plan (see Appendix 3) to support work to reduce re-offending, first time entrants and use of custody.

Appendix 4

Service Improvement Plan 2018/19

Priority

1) Improving how we communicate with young people and the interventions we complete with them

- Expand the SLCN resources available for work with young people – Referral Order
- Further develop the ClearCut brand
- Continue to review, amend and expand the range of interventions delivered by the Delivery Team, especially in respect of desistance factors
- Develop interventions that support the 'Good Lives' model
- Continue to improve the quality of the programmes delivered
- Improve Case Managers' confidence in screening for a range of health needs
- Embed and improve the quality of assessments through AssetPlus
- Implement the new model of health provision within CDYOS
- Embed and expand the Skill Mill for County Durham
- Develop and implement pathways with One Point, especially in respect of young people displaying anti-social behaviour
- Improve the pathways and risk management process for young people displaying sexually harmful behaviour in conjunction with the Consultant Psychologist
- Enhance our links with the Child Advocacy Centre and build on the AIM procedures
- Improve the quality of our work with young people leaving care
- Ensure Case Managers are aware and supported to improve audit findings

2) Putting victims, especially young victims, and Restorative Justice at the heart of everything we do

- Expand With Youth in Mind Group for young people who have been victims of crime
- Expand the Parenting Support Group for parents who are victims of their own child's offending
- Embed the role of Case Managers in work with victims

3) Targeting our resources on those young people committing the most offences

- Undertake an analysis of the re-offending cohort to inform the following action
- Review and improve both the enhanced programme and the process for reviewing the re-offending cohort

4) Ensuring we have robust quality assurance and staff management processes in place and a skilled management team to manage these processes

- Deliver a series of training sessions for managers based on audit findings
- Ensure CDYOS is prepared for the implementation of the new HMIP inspection framework and complete a self-assessment
- Expand the programme of 'operational managers' development sessions
- Implement the programme of themed audits to compliment routine case auditing
- Ensure CDYOS auditing programme complements and links with the wider Children's Services auditing programme
- Audit managers' compliance with CDYOS Quality Assurance processes
- Improve the collation and presentation of audit findings and ensure feedback to staff

5) Ensuring we listen and respond to what young people and their families are telling us

- Embed the e-survey for young people under CDYOS supervision
- Improve the use of young people's self-assessment into the AssetPlus assessment process
- Review and increase the Voice of the Child in our work
- Embed and expand With Youth in Mind Group for young people who have been victims of crime
- Expand the Parenting Support Group for parents who are victims of their own child's offending

6) Ensuring volunteering, by both adults and young people, is a key component of the work we undertake with young people and victims

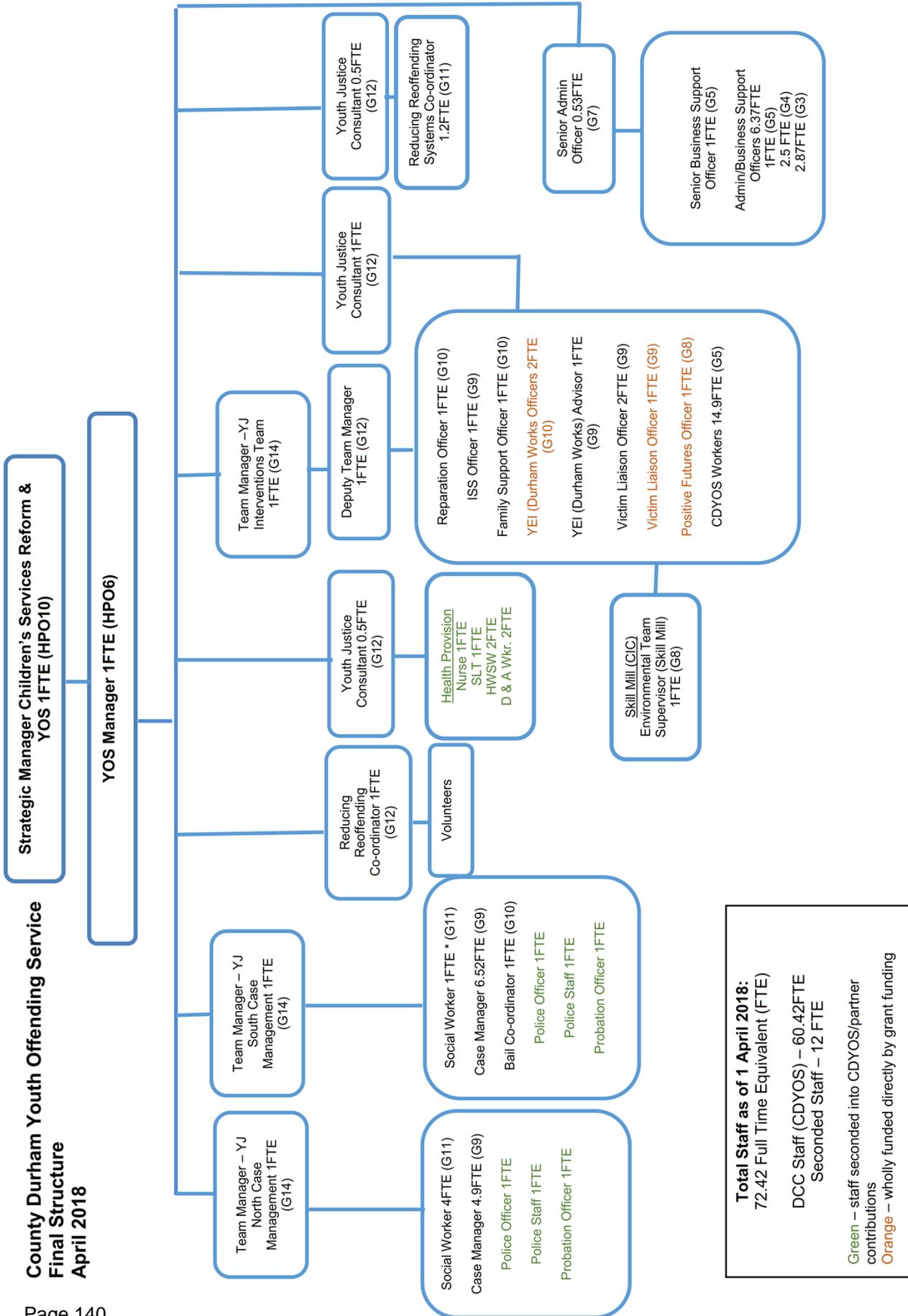
- Embed and expand With Youth in Mind Group for young people who have been victims of crime
- Increase the opportunities for young people working with CDYOS to take-up volunteering opportunities
- Develop the Independent Visitors programme for LAC based upon the findings of the pilot programme
- Increase the use of volunteer mentors working with young people

7) Ensuring that case management systems and administration support provides the highest quality support to staff and managers in the delivery of services to courts, communities, victims, families and young people.

- Expand the review of management information to include all management information needs, especially in respect of individual team performance

Appendix 5

Service Structure 2018/19



Appendix 6

CDYOS Statutory Functions

Provision of:

- Case management of Court Orders (Community and Custody) in line with National Standards for Youth Justice
- Out of Court Disposals
- Specialist assessment based on criminogenic factors and desistance
- Interventions to reduce re-offending
- Court staffing (Youth, Crown, Remand Courts including Saturday and Bank Holiday working)
- Bail Supervision functions
- Appropriate Adult service for Police interviews (PACE)
- Pre Sentence Reports for Courts
- Community Volunteers (Referral Order Panels)
- Recruit, train, manage, supervise, and deploy volunteers to carry out statutory functions
- Referral Order Panel Reports
- 'Prevention' services to prevent youth crime
- Anti-Social Behaviour escalation supervision
- Service to victims of youth crime (both young people and adults)
- Delivery of court-ordered reparation to community and victims
- Delivery of Unpaid Work requirements (16/17 year olds)
- Transition services to NPS/CRC
- YJMIS data / management info to Youth Justice Board / Ministry of Justice regarding youth justice cases
- Parenting Orders imposed in the Youth Court (Criminal Matters)
- Case management of Sex Offenders (Assessment, Intervention and Moving On (AIM)) – young people under 18
- Remands to Youth Detention Accommodation (RYDA)
- Resettlement of young people after custody

Duty to:

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

Additional Functions:

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

Appendix 7

Glossary

Acronym	Meaning
AIM	Assessment, Intervention and Moving on
APIS	Assessment, Planning, Intervention and Supervision
CAMHS	Child and Adolescent Mental Health Service
CCG(s)	Clinical Commissioning Group(s)
CDYOS	County Durham Youth Offending Service
CRC	Community Rehabilitation Company
CSP	Community Safety Partnership
CSPPI	Community Safeguarding and Public Protection Incidents
DCC	Durham County Council
DTO	Detention and Training Order
ESF	European Social Fund
FTEs	First Time Entrants (to the Youth Justice System)
fte	Full Time Equivalent (staff)
HDFT	Harrogate and District NHS Foundation Trust
HMCTS	Her Majesty's Courts and Tribunals Service
HMIP	Her Majesty's Inspectorate of Probation
HNA	Health Needs Assessment
HR	Human Resources
iiv	Investing in Volunteers
ISS	Intensive Supervision and Surveillance (alternative to custody)
LAC	Looked After Children
LCJB	Local Criminal Justice Board
LSCB	Local Safeguarding Children Board
MAPPA	Multi-Agency Public Protection Arrangements
MoJ	Ministry of Justice
NECS	North East Commissioning Support (Health)
NTHFT	North Tees and Hartlepool NHS Foundation Trust
NPS	National Probation Service
OBPs	Offending Behaviour Programmes
OPCVC	Office of the Police, Crime and Victims' Commissioner
OOCD	Out of Court Disposal
PACE	Police and Criminal Evidence Act
PCD	Pre Caution Disposal (April 2013 onwards)
PIO	Practice Improvement Officer
PNC	Police National Computer
PRD	Pre Reprimand Disposal (May 2008 – March 2013)
QA	Quality Assurance
RJ	Restorative Justice
RJC	Restorative Justice Council
RSQM	Restorative Service Quality Mark
RSPCA	Royal Society for the Prevention of Cruelty To Animals
RYDA	Remands to Youth Detention Accommodation
SEND	Special Educational Needs and Disability

Acronym	Meaning
SDP	Safe Durham Partnership (CSP)
SIP	Service Improvement Plan
SLCN	Speech, Language and Communication Needs
TAC	Team Around the Child
TAF	Team Around the Family
TEWV	Tees, Esk, and Wear Valleys NHS Foundation Trust (Mental Health)
VCAS	Victim Care Advice Service
VCS	Voluntary and Community Sector
VfM	Value for Money
VLO	Victim Liaison Officer
YOI	Youth Offender Institution
YJ	Youth Justice
YJB	Youth Justice Board
YJMIS	Youth Justice Management Information System
YOS	Youth Offending Service
YOT	Youth Offending Team

Appendix 8

Contact Details

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County Durham Youth Offending Service
Youth Justice Plan
2017 to 2019
Annual Refresh 2017-18