



Corporate Overview and Scrutiny Management Board

Date **Friday 20 March 2020**
Time **9.30 am**
Venue **Committee Room 2, County Hall, Durham**

Business

Part A

**Items during which the Press and Public are welcome to attend.
Members of the Public can ask questions with the Chair's agreement.**

1. Apologies for Absence
2. Substitute Members
3. Minutes of the meeting held on 14 February 2020 (Pages 3 - 14)
4. Declarations of Interest, if any
5. Quarter Three 2019/20 Customer Feedback: (Pages 15 - 40)
Report of the Corporate Director of Resources.
6. Quarter Three 2019/20 Performance Management: (Pages 41 - 110)
Report of the Corporate Director of Resources.
7. Refresh of the Work Programme 2020/21 for the Corporate Overview
and Scrutiny Management Board: (Pages 111 - 120)
Report of the Corporate Director of Resources.
8. County Durham Partnership Update: (Pages 121 - 142)
Report of the Corporate Director of Adult and Health Services.
9. Such other business as, in the opinion of the Chair of the meeting, is
of sufficient urgency to warrant consideration

Helen Lynch
Head of Legal and Democratic Services

County Hall
Durham
12 March 2020

To: **The Members of the Corporate Overview and Scrutiny
Management Board**

Councillor R Crute (Chair)
Councillor A Batey (Vice-Chair)

Councillors E Adam, R Bell, D Boyes, J Chaplow, M Clarke, A Hopgood,
P Jopling, B Kellett, H Liddle, L Maddison, J Makepeace, R Manchester,
C Martin, O Milburn, C Potts, J Robinson, J Rowlandson, A Savory,
A Shield, H Smith, F Tinsley, J Turnbull, M Wilkes and A Willis

DURHAM COUNTY COUNCIL

At a Meeting of **Corporate Overview and Scrutiny Management Board** held in **Committee Room 2, County Hall, Durham** on **Friday 14 February 2020** at **9.30 am**

Present:

Councillor R Crute (Chair)

Members of the Committee:

Councillors A Batey (Vice-Chair), E Adam, R Bell, D Boyes, J Chaplow, J Clark (substitute for O Milburn), A Hopgood, I Jewell (substitute for M Clarke), P Jopling, B Kellett, H Liddle, R Manchester, C Martin, J Robinson, J Rowlandson, A Shield, F Tinsley, J Turnbull and M Wilkes

Also in attendance:

Councillors J Considine, J Lethbridge and A Pattinson

1 Apologies for Absence

Apologies for absence were received from Councillors M Clarke, L Maddison, J Makepeace, O Milburn, C Potts, A Savory, H Smith and A Willis.

2 Substitute Members

Councillor D Bell substituted for Councillor C Potts, Councillor J Clark substituted for Councillor O Milburn and Councillor I Jewell substituted for Councillor M Clarke.

3 Minutes

The minutes of the meeting held 27 January 2020 were agreed as a correct record and signed by the Chair.

The Head of Strategy, Jenny Haworth noted matters arising included:

- Minute six - in relation to the Digital Strategy and Digital Developments, Councillors R Bell and J Robinson had asked as regards which areas would be included in Contract Three for the Digital Durham Programme.

The Head of Strategy noted links to the appropriate maps had been circulated to Committee Members.

- Minute eight – in relation to the Notice of Key Decisions, Councillors R Bell and A Hopgood had raised the issue of the leisure centre transformations not appearing on the report to the Board. The Head of Strategy noted that a response had been sent to Councillors R Bell and A Hopgood via e-mail from the Head of Legal and Democratic Services, Helen Lynch clarifying the position in this regard. The Head of Strategy explained to the Committee that the main points were that the Key Decisions for December which included the item were published on 17 December, with the meeting of the Board in December having been held on 16 December. She added that all Members had been e-mailed as regards the Key Decisions on 17 December. She added that subsequent to that, the January meeting of the Board was held on 27 January, after the 15 January meeting of Cabinet, where the item on leisure centre transformation had been approved.

Councillor A Hopgood noted she had responded to the Head of Legal and Democratic Services and the Chief Executive as regards the matter. She noted that she fully supported leisure centre improvements, however, she noted other issues that had not been allocated Cabinet dates in the past had previously appeared on the Key Decisions document. She added that not only had Overview and Scrutiny not had the opportunity to consider the proposals, Members had not even known the proposals existed. Councillor A Hopgood noted that as the proposals had taken three years to come together, she felt that Members should have been made aware of them before now. Councillor M Wilkes noted he had to raise the issue during the Part B session of the Cabinet meeting, and he felt frustration in that he was not able to discuss proposals with the public. He also noted that within all the proposals and the budget allocated, there was one particular issue that had been raised for a number of years that had not been included.

The Chair noted that the Constitution had been complied with in terms of the process. Councillor A Hopgood noted that while that may be the case technically, she did not think it was necessarily right the way in which the proposals had been brought forward. She reiterated that the report had taken three years to come to fruition and, while she could understand some urgent issues that could emerge from time-limited funding streams or other matters, she felt this particular issue should have been listed on the Key Decisions document.

Councillor R Bell noted he did not know if it had been by accident or design, however, if the leisure proposals had taken three years to develop then it was unacceptable that it had not been included in the Key Decisions document.

He added that accordingly it may be that a change to the Constitution was required, or training for Officers so that they could comply with the spirit of the Constitution, and not bypass Overview and Scrutiny.

Councillor P Jopling noted she had not been happy as regards the costs associated with the buying out of contracts.

4 Declarations of Interest

There were no Declarations of Interest.

5 Medium Term Financial Plan (10) 2020/21 to 2023/24 and Revenue and Capital Budget 2020/21

The Board received a report of the Corporate Director of Resources which included, at Appendix Two, the Cabinet report of 12 February 2020 relating to the Medium Term Financial Plan (10) 2020/21 to 2023/24 and Revenue and Capital Budget 2020/21 (for copy see file of minutes).

The Head of Corporate Finance and Commercial Services, Jeff Garfoot referred Members to the appended Cabinet report noting that headlines included additional funding for 2020/21, though with no certainty beyond 2021, and a range of investments, some being short-term due to the levels of uncertainty. He explained that the provisional settlement from Government had been received, however, there had been further delay in receiving the final settlement with those details expected to be received the week beginning 24 February, the week of the Council budget setting meeting.

The Board were reminded that the Government's Comprehensive Spending Review (CSR) had been expected in 2019, however, this had been delayed and was expected in 2020. It was noted it had initially been scheduled for Spring, then Summer 2020, with the latest indication being that it would be Autumn 2020. The Head of Corporate Finance and Commercial Services explained that the Government's Fair Funding Review (FFR) had also experienced a delay, now 2021/22, and therefore there was no certainty in terms of the quantum of funding available to Local Government from 2021/22 onwards, or how it would be distributed between Local Authorities.

Members were reminded as regards the move to 75 percent Business Rate Retention (BRR), again delayed until 2021/22 and of the pressures on various budgets such as: Adult Social Care, Children's Social Care and High Needs Dedicated Schools Grant (HNDSG)

The Head of Corporate Finance and Commercial Services noted that assumptions of the loss of funding in relation to the Fair Funding Review amounted to around £25 million, or £5 million per year over a five-year period.

J Lethbridge and J Rowlandson entered the meeting at 9.50am

The Board were asked to note information relating to the Revenue Support Grant (RSG), and the continued need to look to identify savings and to protect frontlines services. The comparisons of core spending power for Local Authorities as set out within the Cabinet report were noted and the Head of Corporate Finance and Commercial Services reminded Members that Durham was 48 of 151 upper-tier authorities on the recently published Index of Multiple Deprivation (IMD). He explained that the reasons for higher spending need in County Durham included the ability to contribute to the costs of adult social care; the number of children in care; high numbers accessing Council Tax reduction; and low Council Tax base.

The Head of Corporate Finance and Commercial Services noted assumptions in relation to the budget included: that social care grant funding would continue for the next four years; Better Care Fund (BCF) funding would continue, but the final £4 million tranche of Improved BCF would be withdrawn from 2021/22; the losses as mentioned as a result of the FFR, mainly due to the implementation of the Advisory Council for Resource Allocation (ACRA) formula for the allocation of Public Health funding; and that the impact of the FFR transitioned over five years equating to the Council losing £5 million per annum of Government funding from 2021/22.

The Board were reminded of the various pressures in terms of the budget, including: pay inflation; National Living Wage; children services; and waste collection. The Head of Corporate Finance and Commercial Services noted a reduction in the employer's contribution to the pension fund.

In reference to investments, the Head of Corporate Finance and Commercial Services additional investments as set out at Table 6 for the Cabinet report, noting a one-off investment of £10 million in sport and leisure to generate future savings. Members were reminded of MTFP savings, noting to date there had been a total of around £250 million of savings over the last nine years. The Board noted the projected savings required in the next three financial years, as set out at Table 10 of the Cabinet Report and were reminded that Officers continually looked at savings that were required.

The Head of Corporate Finance and Commercial Services noted details of the capital programme, including Spennymoor School, highways infrastructure and investment at Locomotion.

He referred Members to Table 16 of the Cabinet report setting out changes in schools block allocation and Table 17 comparing the average increase in fund per pupil excluding growth in the English regions and noted that the increase in allocations did not appear to fairly reflect need.

The Chair thanked the Head of Corporate Finance and Commercial Services for his comprehensive report and noted some leeway in the budget, however, he agreed with the need for caution as he felt austerity was not over. The Chair asked the Board for their comments and questions.

Councillor R Bell noted the positive elements within the report, including the £22 million of investments as mentioned and the additional £16 million from Government as set out in Appendix Eight of the Cabinet report. He asked where the £22 million would come from, where the £10 million additional for Town and Villages would come from, and what the Council's plans were for the allocation of the £20 million Town and Villages budget. The Head of Corporate Finance and Commercial Services noted that Appendix Eight of the Cabinet report set out the estimated variances in the budget and the base budget pressures. He added this gave approximately £40 million of additional resource for 20/21, of which £20 million would be utilised for short-term investments. In respect of the Town and Villages funding, the additional £10 million had come from a combination of a review of the required amount set aside for equal pay, around £5 million, and £5 million from the Budget Support Reserve (BSR). The Chair asked if the estimated variances were subject to the Government confirming their quantum of funding. The Head of Corporate Finance and Commercial Services referred to the column at Appendix Eight referring to 2021/22, which forecast a reduction in resource available of £6.5 million and while this was an estimate, he did not feel future years would have the resource levels as set out in the 2020/21 budget proposals. Councillor R Bell asked as regards the Town and Villages fund, how it would be spent and why BSR was being used to top it up. The Head of Corporate Finance and Commercial Services explained that plans were still being formulated as regards how funds would be allocated and added that the BSR would retain sufficient funds of around £16 million. The Chair noted he would have thought the investment in Towns and Villages would be to help drive the local economy.

Councillor J Robinson noted the newly appointed Chancellor of the Exchequer was a resident and MP from North Yorkshire. He added that on this basis he would hope the new Chancellor would recognise the issues faced by the North of England. Councillor J Robinson welcome the £20 million investment for Towns and Villages and the additional funding allocated to tackle potholes. He added that as Chair of the Adults, Wellbeing and Health Overview and Scrutiny Committee he had concerns as regards Public Health funding, noting that the impact would be felt across all the thematic areas looked at by Overview and Scrutiny, not just health.

He added that his concern was that the good work and achievements of Public Health in Durham would be lost if the £19 million shortfall per year was not found. Councillor J Robinson hoped that all MPs including the four recently appointed would lobby in support of our area. He noted the £500,000 for flood mitigation which the Council invested with the Environment Agency, County Durham being the largest Council contributor, and asked what the county got for its investment. The Chair noted that the Environment and Sustainable Communities Overview and Scrutiny Committee had received a report as regards flood risk at its last meeting. The Head of Corporate Finance and Commercial Services noted he would defer to the service as regards issues raised in respect of flooding, though he did note the capital investment in flood mitigation within the budget. In respect of lobbying, he explained many associations and organisations the Council was a member of or partner with were lobbying Government in respect of the FFR, examples being the Association of North East Councils (ANEC), the Rural Services Network, and the County Councils Network (CCN) amongst others. The Head of Corporate Finance and Commercial Services noted that the three newly elected Conservative MPs had attended County Hall and had been fully briefed as regards the issues such as the FFR, Area Cost Adjustment and Council Tax Equalisation.

Councillor D Boyes also welcomed the investment in town and villages, however, he hoped there would be a focus on villages as in the past he felt there had been too great an emphasis on towns at the expense of the villages. He noted as Chair of the Safer and Stronger Communities Overview and Scrutiny Committee he had concern as regards the threat to the Public Health grant. He explained that there had been significant investment in the Drug and Alcohol Treatment Service which was now providing a positive impact with a good increase in performance. Councillor D Boyes noted he felt that performance could fall back to previously levels if the funding was to go and asked if in the future such funding would go back to a regional pot. The Head of Corporate Finance and Commercial Services noted as he understood the region would lose around £40 million with all north east councils losing funding. He reminded the Board that prior to 2013/14, Clinical Commissioning Groups (CCGs) held the budget and Public Health had been seen as a major priority by the CCGs. He noted that funds should be allocated upon need with funding levels being at those which were set by CCGs previously. The Head of Corporate Finance and Commercial Services added that a tailored distribution of funding was required, and that there was concern that the separate Public Health grant could lose its individual identity after the FFR.

Councillor A Hopgood thanked the Head of Corporate Finance and Commercial Services and asked for thanks to be passed to his team for all the hard work involved in the budget setting process, and the help given to Councillors in this regard.

She urged Members to read all of the Cabinet report to see if there were any issues in their areas as she had noted an issue as regards her Electoral Division that she had not been previously made aware of. She explained there was reference within the report to the extension of Hawthorn House, which was welcomed, however, the site had been allocated for social housing. She noted she would speak to the Corporate Director of Adult and Health Services as regards the matter and added that in terms of communication, there were 126 Members.

Councillor M Wilkes noted the comment from Councillor J Robinson as regards additional funding to tackle potholes. He explained the extra money was a drop in the ocean as compared to the £180 million backlog of repairs and maintenance and he felt the Council and Government should be doing more on the issue. In respect of the £20 million Town and Villages fund Councillor M Wilkes noted that of the original £10 million, £8.4 million had not been allocated. He added he felt Councillors should be given some of the funding to allow them to start spending the money now within their towns and villages, and not to await allocation of remaining funds later in the process.

Councillor M Wilkes noted within Appendix 11 of the Cabinet report, there was investment of £750,000 allocated for replacement of a Residential Children's Care Home. He noted that he did not believe a four-bed property in that area, including works, would warrant a cost of £750,000 and asked if there was a breakdown of costs to help Members understand the figure. Councillor M Wilkes noted that some of the investments proposed were only funded for one or two years and that over the last ten years Councillors had been told that spending had to be costed and funding on an ongoing basis. He asked if there had been a rule change as regards such allocations. The Head of Corporate Finance and Commercial Services noted the additional funding made available for potholes was a balance in terms of tackling other pressures on Council services. The Head of Corporate Finance and Commercial Services added that in respect of the Residential Children's Care Home it was not accurate to describe it as a four-bed property there would need to be accommodation for staff and various adaptations to bring the property up to the required standards. In respect of the short-term investments, none would be recurrent except for the additional Neighbourhood Wardens, and those that were for two years could be stopped after one year if required. Councillor M Wilkes noted that in respect of the Children's Home he would have felt that it may be cheaper to build a facility from scratch rather than convert an existing property and any money generated from redeveloping the former site could be reinvested into Children's Services. The Head of Corporate Finance and Commercial Services noted the funding for the home was from the Capital Budget, not Children and Young People's Services budget.

Councillor E Adam noted a number of positives within the report, although some were only short-term, for the reasons given. He added that there had been a lot of promises made to people of County Durham during the general election campaign and those would need to be honoured.

Councillor E Adam noted the report referred to pay inflation and the National Living Wage (NLW); however, there did not appear to be any mention as regards to pay differential, with the NLW increasing and lower grades therefore looking for their wage in turn to rise. The Head of Corporate Finance and Commercial Services noted that no one was saying local authority staff did not deserve a pay increase, given the previous years of pay freezes, an effective 10 percent cut over the period of austerity. He reminded Members that around two years ago there had been a review of the lower pay grades points to address the point Councillor E Adam had mentioned. The Head of Corporate Finance and Commercial Services added that there had also been the “Durham Living Wage” in place. Recent national restructuring of pay grades had resulted in some lower grades receiving pay awards of 6-7 percent.

Councillor E Adam noted he welcomed any increase for staff, especially those in the lower grades particularly those working in social care. As Chair of the Environmental and Sustainable Communities Overview and Scrutiny Committee he reiterated the comments made by the Chair on the report received at the last meeting of that Committee in respect of flood risk. He noted there was a six-year programme of pro-active works that was approaching its conclusion, with over £127 million having been spent by the Council and partner organisations. Councillor E Adam noted that for the next six years there would be £8 million and 31 projects were in the pipeline, adding he felt that the Council was very hands on in this regard.

Councillor P Jopling noted the £10 million for Sport and Leisure marked as “invest to save” and asked for more details of the up-front investment. The Head of Corporate Finance and Commercial Services noted the investment was commercially sensitive and therefore he could not give further details at this stage. He explained that there were significant savings circa £1.5 million and that the upfront nature of the investment was felt to be the best approach operationally.

Councillor F Tinsley noted the positive aspects several Councillors had mentioned, however, he felt there were some dark clouds in the form of the threat to the Public Health and Social Care grants and that Government would feel that the solution to funding these areas would be business rate retention. He added that he felt this would mean local authorities would be exposed and that, reading between the lines, Government was moving away from a needs-based allocation of resources, adding he felt that such a move was wrong.

Councillor F Tinsley added he felt the Government would move to outsource more and more and that expenditure on agency and contractors would increase more and more. He explained that he felt London was cutting the rest of the country adrift and therefore it would be for the remainder to deal with issues themselves. Councillor F Tinsley noted the £400 million in capital works proposed was very good and he hoped opposition Members would support this investment, especially in relation to the Towns and Villages budget. He added that the Council's proposed investment in property was another good proposal, creating an income stream for the Council. He asked as regards the £250 million of MTFP savings over the last nine years, whether that was what was cut at the time and therefore would the figure be larger in real terms.

The Head of Corporate Finance and Commercial Services noted that in response to the issue of business rate retention, he felt that it was an aspiration of Government for local authorities to be self-sufficient, just surviving on council tax and business rates. He added the CCN was now beginning to lobby as it was realised that the burden of adult social and children's care was far greater than the money that could be generated through council tax and business rates. The Head of Corporate Finance and Commercial Services noted that the estimates of additional budget pressures in 2023/24 were £21 million. As an example, this would require a 10 percent increase in council tax to balance the budget. He noted that in this case of the only funding being via council tax and business rates, there may need to be cuts to frontline services. He added some comments from Government as regards allowing Local Authorities to raise taxes in other ways would not be good and he felt that there was still the need for funding nationally for local authorities. He added that the £250 million MTFP savings mentioned had been in each year and would be in excess of £300 million if considered in real terms today.

Councillor C Martin noted the need to be prudent and think in the long term when setting budgets and therefore had some concerns in the use of the BSR to prop up some budgets, even though some were receiving additional funding from Government. He added that he thought the way the Authority had protected staff was very good and he was very grateful for the extra 11 Neighbourhood Wardens. He asked if there were any other staff that were protected, or where staff were at risk had they been made aware of that risk. The Chair noted that as he understood it, Government funding in that instance had not been sufficient and therefore BSR was being utilised. Councillor C Martin noted the demands on the budget and reminded the Board of issues that had been prioritised, such as climate change and protection of the environment. The Head of Corporate Finance and Commercial Services noted in relation to staffing that very few investments in staff were ever short-term, although some staff were temporary by the nature of some contracts and funding streams.

He noted Officers had received a clear message from Councillors over the last ten years that the protection of staff and frontline services was of paramount importance. He noted that in the past at Overview and Scrutiny it had been remarked by several Members there had been reluctance to utilise the BSR and now with some BSR being utilised there was some criticism. He explained that there has always been a prudent approach to budget setting, however, it was felt that the time was right to utilise the Council's "balance sheet strength" to its advantage.

The Head of Corporate Finance and Commercial Services noted the difficult decisions that Members had taken over the last ten years had meant Durham was in a strong position in terms of its finances and its borrowing position and that therefore there were some opportunities to invest in our communities. The Head of Corporate Finance and Commercial Services explained that the BSR had been in place to protect against austerity, to ensure there would be no impact upon frontline services. He noted that the proposed use of BSR and transfer to the Town and Villages Reserve, represented around 30% of the BSR and there was also a separate early retirement / voluntary redundancy reserve. He asked that Members be assured there was still contingency and support in place and that in Autumn 2020 the Council would be in a better position to plan for the future once the Government settlement going forward was known.

Councillor A Shield noted a lot of merit in the summary of the budget proposals by the Head of Corporate Finance and Commercial Services and agreed with Councillor J Robinson in hoping the new Chancellor would be less London-centric. He added he agreed with Councillor D Boyes in terms of the Town and Villages budget, hoping that villages would not be neglected, and that funding would be distributed on a fair basis. Councillor A Shield noted the additional Neighbourhood Wardens was welcomed, with three to tackle fly-tipping, two for Durham City, one for "find and fix", and five general wardens to support the existing team. He noted the cost to the authority in relation to fly-tipping of around £2 million and asked if the decision to close several household waste recycling centres a few years ago had made an impact in that regard. As regards the fly-tipping wardens, he asked where they would be allocated noting that the majority of the fly-tipping appeared to be within villages and the more rural areas. He also asked who would decide on where those Wardens would be allocated. The Chair noted that an increasing proportion of fly-tipping was linked to organised crime gangs, with a recent BBC article having been produced on the topic.

Councillor M Wilkes noted that Appendix 13 of the Cabinet report included a table setting out the salaries of the Chief Executive, Corporate Directors and other Chief Officers. He asked if the pay increase percentage would be the same for those Chief Officers as it would be for the rest of the staff and if the increases to those Chief Officer salaries had been factored in.

The Head of Corporate Finance and Commercial Services noted that the pay increase factored into the budget was for 2.5% across all staff. He added that this would depend upon the several negotiating bodies on behalf of different staff such as Unison, GMB, NHS and ALACE. Councillor M Wilkes asked if in the past all staff had received the same percentage increase in salary. The Head of Corporate Finance and Commercial Services noted this was not the case, reiterating there were several bodies that negotiated in terms of pay increases for their members, highlighting there had been an additional two year pay freeze on senior staff. Councillor M Wilkes noted the ALACE recommendations were for a pay increase and an additional day annual leave and asked if there had been a decision made by the Council or an intention to agree to the proposals. The Head of Corporate Finance and Commercial Services noted that the Council would abide by whatever collective negotiation was agreed nationally, though he noted that those organisations representing staff would often set high starting positions, for example Unison and GMB were asking for a ten percent pay increase for their Members.

Councillor R Bell referred to Appendix Four as regards additional investments, noting recurring investments included Neighbourhood Wardens, Youth Parliament and AAP Community Tree Planting and asked what involvement Overview and Scrutiny had in those proposals and how would they be monitored. The Chair noted that the Chairs of the relevant thematic Overview and Scrutiny Committees could give consideration to the issues when looking to set the work programme for their Committee for the upcoming year.

The Chair thanked the Head of Corporate Finance and Commercial Services for his hard work, noting the next stage would be for consideration of the budget by full Council. He asked the Head of Strategy to give a summary of the main issues raised by Members.

The Head of Strategy noted issues raised during the meeting had included the significant uncertainty as regards how the CSR and FFR would affect budgets beyond 2021/22 and the future financial pressures faced by the Council in respect of adult and children's social care amongst others. She noted several Members had mentioned the Town and Villages budget and that Members had felt: it was important for every local area; that the implementation be in line with the Council's new vision; have the involvement of Local Members; and ensure that villages received investment. The Head of Strategy noted Members had identified the reductions in Public Health grant as a risk and that lobbying of Government and the support of Local MPs in this regard was important. She added that Members had mentioned the elements of the budget relating to flood risk and mitigation as well as future works and prioritisation.

The Head of Strategy noted the thanks of all Members for the hard work undertaken by the Head of Corporate Finance and Commercial Services and his team. She added Members had welcomed the additional funding to tackle potholes, with some Members noting more was needed. The Head of Strategy explained that there had been general support in relation to the proposed capital budget investments and that the Head of Corporate Finance and Commercial Services had looked to reassure those Members that had raised concerns of using BSR to support some budgets. She noted the final issue raised had been in connection with the Overview and Scrutiny arrangements as regards the Youth Parliament and tree planting, noting they would be for the relevant thematic Overview and Scrutiny Committees to consider within their work programmes.

The Chair thanked the Officers for their work, asking the Head of Corporate Finance and Commercial Services to pass on thanks to the Corporate Director and staff involved.

Resolved:

That the contents of the Cabinet report and Members comments thereon be noted.

**Corporate Overview and Scrutiny
Management Board**

20 March 2020

**Quarter Three 2019/20
Customer Feedback Report**



Report of Corporate Management Team

John Hewitt, Corporate Director of Resources

**Councillor Joy Allen, Cabinet Portfolio Holder for Transformation,
Culture and Tourism**

Electoral division(s) affected:

Countywide

Purpose of the Report

- 1 To present to members the Customer Feedback Report for quarter three, 2019/20 (full report attached at Appendix 2).

Executive Summary

- 2 This report brings together a range of information collected from our customers which highlights their experiences of using our services. Unless otherwise stated, all information relates to the 12 months ending 31 December 2019, compared to the same period last year.
- 3 The report includes an overview of Customer Services contact; recent customer developments; a summary of customer satisfaction through surveys and compliments; a selection of customer suggestions and their outcomes; an overview of comments relating to our policies, procedures and decision-making and our performance in dealing with complaints (both statutory and corporate). The report also highlights recent developments that enhance the customer experience.
- 4 We will use this information to further develop our services, inform policy decisions and our transformation programme, and support the use of digital tools, techniques and processes to improve the customer experience.

- 5 We will continue to work throughout 2019/20, to improve the consistency and quality of the data in this report, as well as the range of customer feedback.
- 6 Much of the information contained within this report is extracted from our Customer Relationship Management (CRM) system and in most cases relates to our Customer Services Team. Over the coming months, we will be working with teams across the authority to expand the report to better reflect the entire council.

Recommendation

- 7 Members are recommended to note the information in the report.

Background

- 8 Successful organisations understand their customers and one way to gain this valuable insight is by gathering and utilising customer feedback. This information, provided by customers as to whether they are satisfied or dissatisfied with our services and about their general experience, is a resource for improving customer experience and determining our actions in line with our customers' needs.

Background papers

- None

Other useful documents

- Previous Customer Feedback reports

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Appendix 1: Implications

Legal Implications

Not applicable.

Finance

Information on financial remedies in relation to the Local Government and Social Care Ombudsman is included within the report

Consultation

None

Equality and Diversity / Public Sector Equality Duty

Complaints regarding any equality and diversity aspect are handled in consultation with the Council's Equality Team.

Climate Change

None

Human Rights

None

Crime and Disorder

None

Staffing

None

Accommodation

None

Risk

None

Procurement

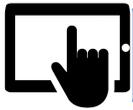
None

Customer Feedback Report

Quarter three,
2019/20

Top 3 service request methods

'Do it online' self-service portal



176,431



Telephone



114,083



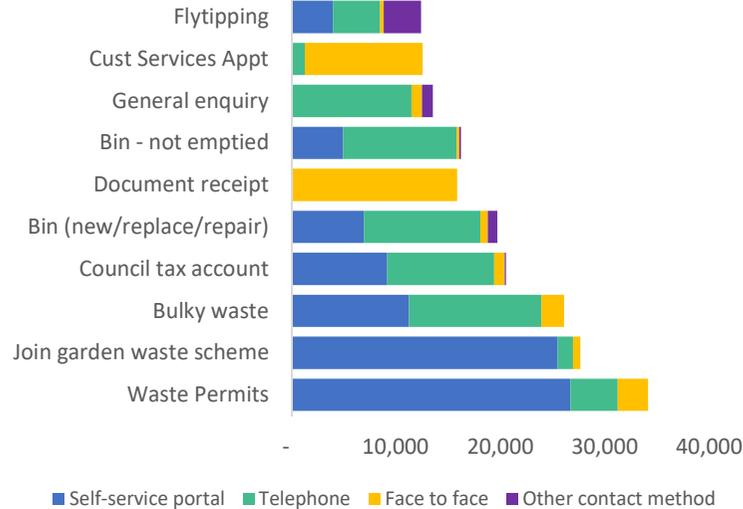
Face-to-face



39,295



Top 10 Service Requests by channel



Non Service Request Contact

Our Customer Services Team also responded to more than **570,000** non-service requests from our customers. This included:

- providing general policy advice
- transferring calls to the appropriate department / organisation
- booking appointments
- providing updates about service requests



155k accounts in use

48% of all service requests via self-service portal

19% of all contact via self-service portal

Number of 'do it online' self-service account creation requests (YTD)



Customer Services (ACD)



- **572,029** calls
- **98%** answered
- **94%** answered within 3 minutes

Other ACD lines

- **534,313** calls
- **93%** answered
- **91%** answered within 3 minutes



Top 5 requests

15,888 document receipts

11,303 Customer Services Appts (c/tax & housing benefit)

2,895 waste permits

2,176 bulky waste (incl. white goods collection)

1,032 general enquiries

Recent Customer Developments

- 1 Broadly speaking, telephone calls we receive are either through our Automatic Call Distribution (ACD) system, which routes calls to groups of agents based on a first-in-first-answered criteria, or directly to a telephone extension (non-ACD).
- 2 To date, only calls received via our ACD system have been included in our telephone statistics. However, as part of our initiative to develop a customer-focused, one-council approach to service delivery, we are transferring non-ACD lines into the ACD system. This change supports the development of a holistic view of telephony demand and performance across the council and allows us to monitor and identify opportunities to improve and enhance the customer experience.
- 3 During quarter three, eight lines (equating to more than 11,000 calls) were transferred to the ACD system: Early Help, Electoral Services, Newton Aycliffe Leisure Centre (three lines), Refuse and Recycling, Trade Waste and Voluntary and Community Service.
- 4 As lines are transferred the ACD reported call volumes increase, making it appear as if telephone calls to the council is increasing. Like for like comparisons indicates contact via telephone calls and face to face methods is decreasing whereas contact via more digital methods is increasing. We will continue to monitor this situation as the Integrated Customer Services Initiative continues and we form a more accurate picture of customer contact.
- 5 Our Eckoh system (voice recognition for call transfer) is now live. During quarter three, almost 6,000 calls were automatically diverted at first point of contact to the required service. We are now completing an impact assessment to determine if diverting these calls directly to services, rather than via the previous switchboard system, is having a positive effect on our ability to deal with peaks in demand and the creation of additional capacity for staff to deal with more complex cases. From 1 December, we surveyed our customers and 85% said they were satisfied with the system.
- 6 We are now in the design phase of our web chat project and intend to implement this system to key pages of our website by April 2020.
- 7 We are redesigning our website to support self-serve and have released a [prototype](#) for staff and councillors to review. Feedback to date is positive with users stating the site is easy to navigate, looks better, contains clear and easy to understand information. The new website will be more accessible on mobile devices.
- 8 Our online forms pilot for street lighting went live 22 November with evaluation to be completed during quarter four.

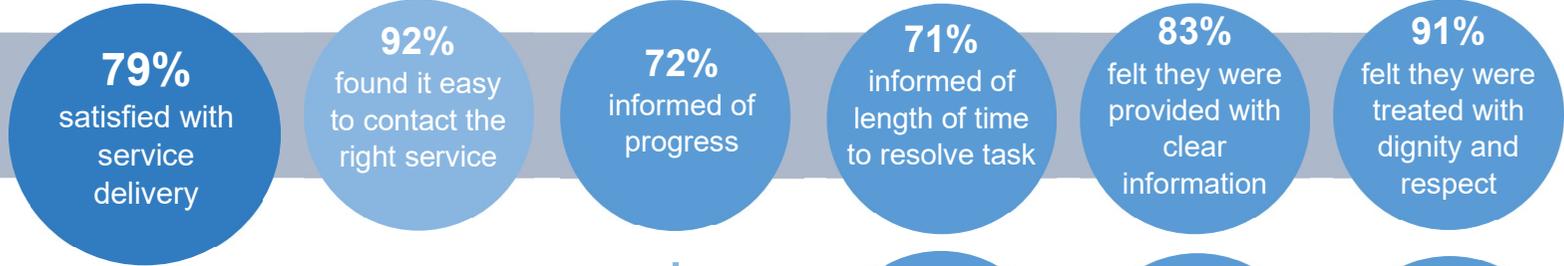
- 9 We are working to digitise document receipt at our Customer Access Points (CAPs) which receive almost 16,000 documents each year. Not only will this reduce traffic into our CAPs, it will reduce avoidable travel for the customer and improve their overall experience.

Future Customer Developments

- 10 We are continuing to explore the potential of new technologies and are currently looking at multi-channel licensing to support our first point of contact team to handle contacts via telephone, e-mail and web chat.
- 11 Customers can now provide feedback in relation to 83 different service requests, five more than during quarter two. However, we are aware of variation in both feedback and satisfaction levels across those service requests. We are exploring options to increase the volume of questionnaires we circulate through improved capture of email addresses and exploration of other contact channels.
- 12 71% of customers who responded to our customer satisfaction survey once their CRM service request was closed (see Appendix 3 for list of service requests this survey is applied to) said they were advised about the time it would take to resolve their task. Whilst this is an improvement on the previous quarter, we continue to complete detailed analysis of this area to understand the root cause of this problem and implement actions to improve.
- 13 We are currently working to define targets for the questions posed in our customer satisfaction questionnaire in order to better understand the feedback we receive and monitor performance.

SUMMARY

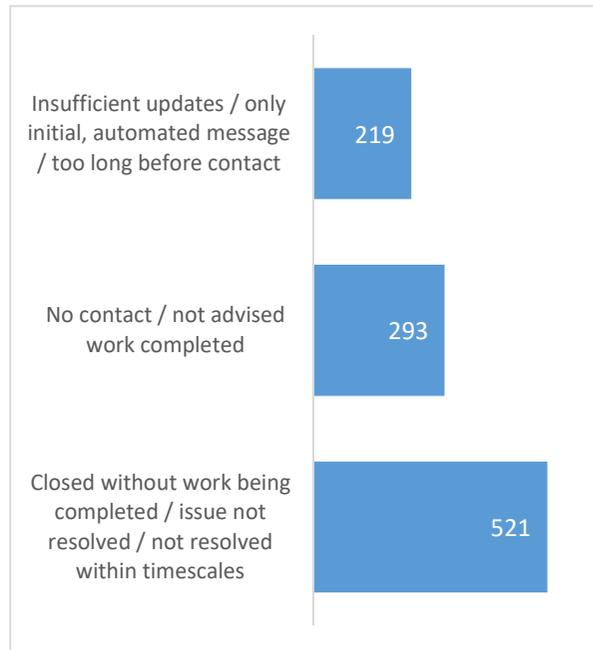
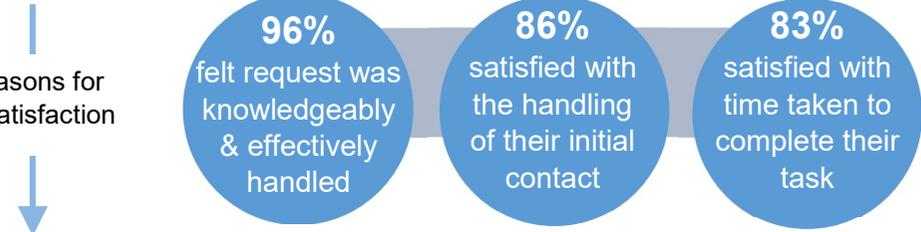
Customer Satisfaction:
from the CRM closure process
(based on 6,747 responses)



Customer Feedback: from the CRM including compliments, suggestions and complaints

947 compliments (-176)	521 suggestions (-4)	189 comments about policies and procedures (+17)
140 objections to our decisions (-4)	122 dissatisfied with fees and charges (+54)	2,518 corporate complaints (-230) 97% investigated & 61% upheld*
206 statutory complaints (+4)	193 independent investigation requests	74 decisions from the Ombudsman 14 complaints upheld (19%)

Reasons for dissatisfaction



Customer experience of completing online request
(based on 51,327 customers)

- ☆☆☆☆☆ - 62%
- ☆☆☆☆ - 20%
- ☆☆☆ - 10%
- ☆☆ - 3%
- ☆ - 5%

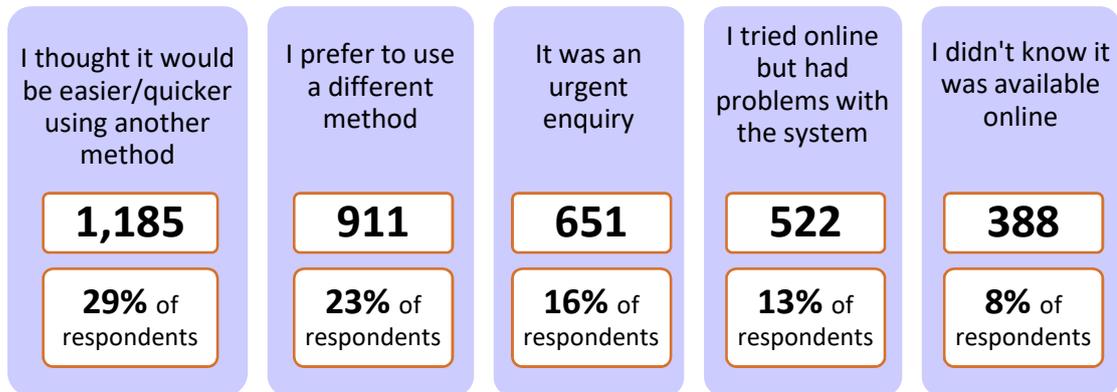
Customer Satisfaction

- 14 Our customers can now provide feedback relating to their experience for 83 different service requests (see Appendix 3). This is five more than at the end of quarter two, 2019/20.
- 15 24% of customers who logged a service request during December 2019 were sent a customer satisfaction questionnaire via e-mail, and 10% of these customers provided a response.
- 16 We are currently exploring options to increase the volume of questionnaires we circulate (including continued capture of e-mail addresses and exploration of other contact channels) in order to expand the range of feedback and insight received.
- 17 Of the 6,747 responses received over the last 12 months, a third related to three specific service areas:

	Council Tax (1,061)	Street Lighting (598)	Fly-tipping (566)
Found it easy to contact the right service	95%	96%	96%
Were informed how long it would take to resolve task	78%	74%	71%
Were informed of progress	86%	72%	78%
Were satisfied with service delivery	94%	84%	82%

- 18 We are aware of significant variation in feedback and satisfaction levels across the different service requests and believe this is due to more emotive requests encouraging greater participation.

- 19 To understand our customers' appetite for online transactions, we asked customers who did not request services through our website the reason why. 89% of the 4,044 replies fit into one of five key categories, listed below:



Customer Compliments

- 20 In line with previous reports, most of the 947 compliments received related to satisfaction with service provision. Others related to the actions of specific individuals.
- 21 Over the last 18 months, there has been a steady decrease in the number of compliments received. However, this corresponds to a steady increase in the availability, and uptake, of the customer satisfaction survey linked to service requests. We expect these trends to continue as we extend the availability of the satisfaction survey and give more customers the opportunity to feedback in this way.
- 22 A small sample of compliments from quarter three, 2019/20 is attached at Appendix 1.

Customer Suggestions

- 23 Of the 521 suggestions received, more than 40% related to our household waste collection service. However, the majority of those submitted have been addressed previously and/or considered as part of service development, for example:

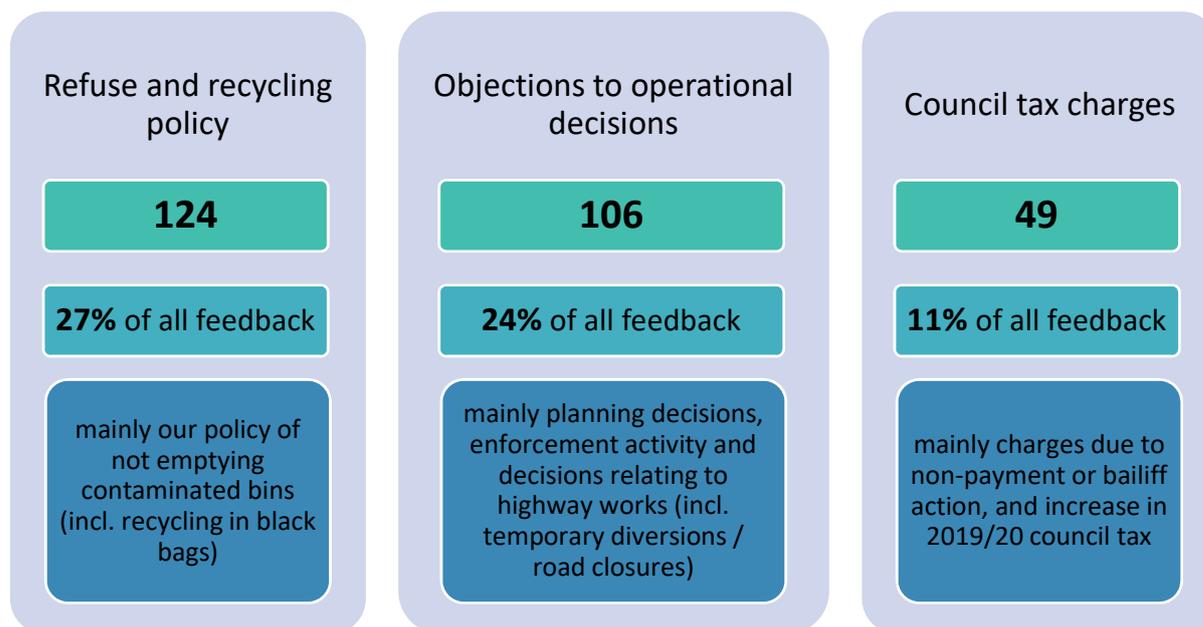
Proposal	Our response
Rather than a separate container to collect glass, can	Different options for collection containers were looked at prior to alternate weekly collections being introduced. This was one of them, however it was calculated that a caddy (or insert), would reduce the

bins be fitted with an insert.	capacity in the blue-lidded recycling bin when we needed extra capacity to cater for the average household's recycling.
Remove charge for garden waste collections.	Due to continuing financial pressure, we must charge a fee for the garden waste collection service to ensure that it can continue.

- 24 Other regular suggestions involve changes to our road system. However, when looked at in the context of countywide traffic flows, the suggested change would have a knock-on effect to traffic flows elsewhere.
- 25 A sample of new suggestions received during quarter three and our response is attached at Appendix 2.

Comments about our policies and procedures, objections to our decision making and dissatisfaction with fees and charges

- 26 More than two-thirds of this feedback related to one of the following three areas:



Customer complaints

- 27 Within this document each of the complaint types (statutory complaints that arise from our duties as a local social services authority and corporate complaints that cover all other complaints) is subject to its own processes and policy, so is reported separately.

STATUTORY COMPLAINTS

Adult and Health Services

78 complaints

+5 (up 7%)

12% upheld and 40% partially upheld

100% completed within timescale

Disputed decision - disagree with an explanation or decision

- 28 complaints

Finance - charging policy

- 25 complaints

Staff attitude

- 11 complaints

Children and Young People's Service

128 complaints

-1 (down 1%)

10% upheld and 27% partially upheld

78% completed within timescale

Lack of communication

- 69 complaints

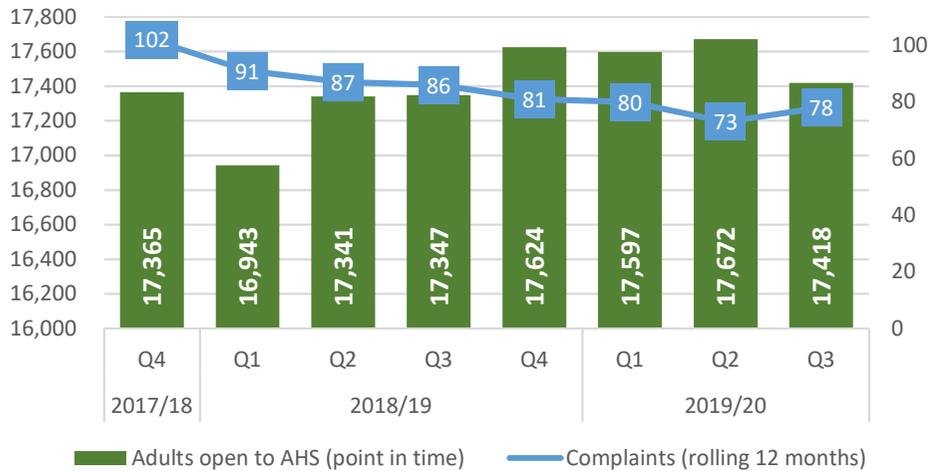
Disputed decision

- 33 complaints

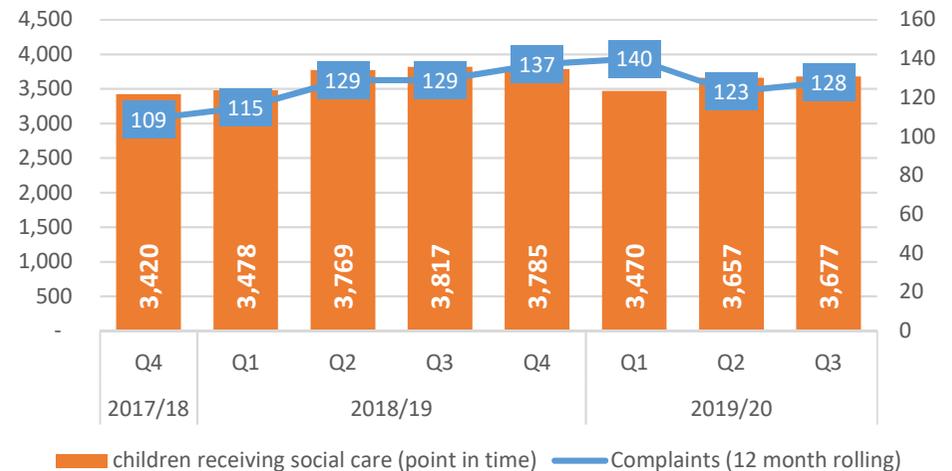
Staff attitude

- 22 complaints

Trend - service users and complaints



Trend - service users and complaints



Statutory complaints

- 28 Over the last 12 months approximately 17,500 people received an Adult Health Service care package and, at any one time, our statutory social care teams support approximately 3,800 children and young people.
- 29 Complaints about these services are not comparable. Generally Adult Health Service users request access to the service we are providing, whereas many Children and Young People Service (CYPS) service users are involved as intervention is required as part of the safeguarding / legal process.
- 30 Complaints often cover a wide range of issues that are pertinent to individual families.

Adult and Health Services

- 31 Of the 78 complaints received, 43.5% related to Older People / Physical Disabilities / Sensory Impairment (34). A further 22% related to Learning Disabilities / Mental Health / Substance Misuse (17).
- 32 Nine complaints related to external providers.
- 33 During quarter three, in response to complaints received, we:
- (a) took improvement action with a Shared Lives carer in relation to recordings and the management of someone with diabetes who is placed in their care, in order to improve their personal performance and the quality of service experienced by those utilising the placement.
 - (b) adjusted the final account for a service user's care charges in recognition of those dates where the Council could categorically establish from the evidence available that the charge was inappropriate.
 - (c) raised issues at a strategic partnership level with partner agencies relating to how professionals work together when responding to safeguarding concerns in order to promote more effective co-operation.

Children and Young People's Services

- 34 The majority of these complaints (78%) related to Families First teams (100).
- 35 During quarter three, in response to complaints received, we have:
- (a) reminded staff of the need to sit apart from *both* parents, where this is possible within court buildings and be mindful of how their demeanour might be perceived by each parent.

- (b) put action in place to ensure there is no delay for young people within a Young Offenders Institution receiving their weekly allowance.
- (c) reminded fostering social workers about the practice of appropriate communication with parents whose children are in foster care.
- (d) worked with legal services to ensure action was put in place so that social workers are correctly informed of the date and venue of court hearings.

CORPORATE COMPLAINTS

43% of complaints relate to 3 issues:

Missed collections

- 522
- 74% upheld
- 21% of all complaints

Correspondence issues

- 397
- 91% upheld
- 16% of all complaints

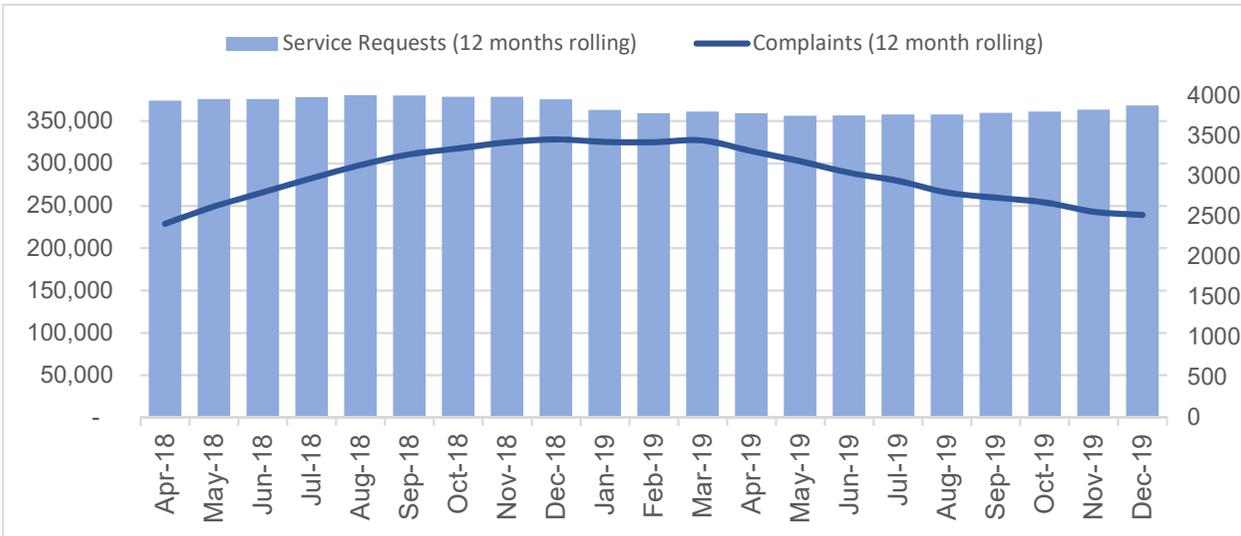
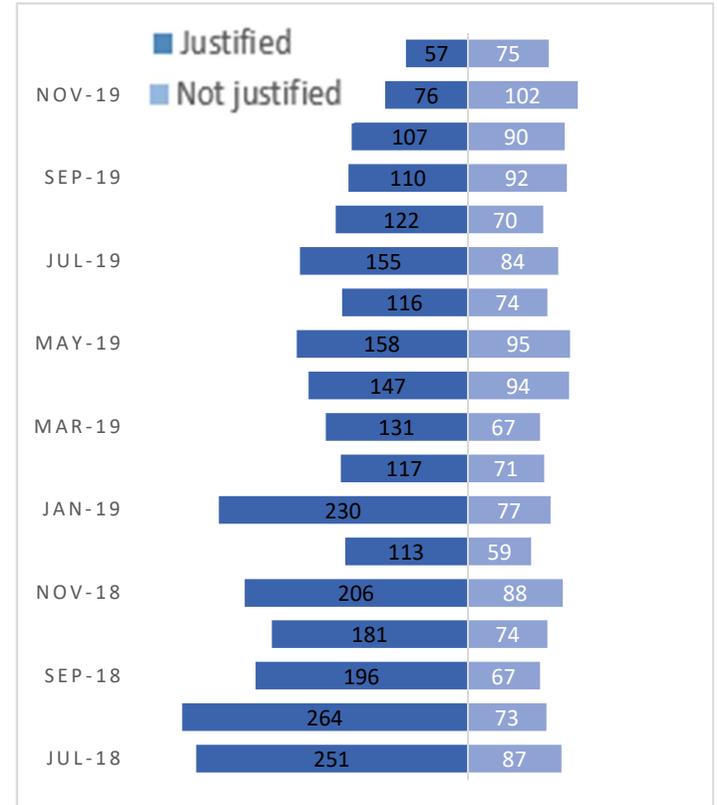
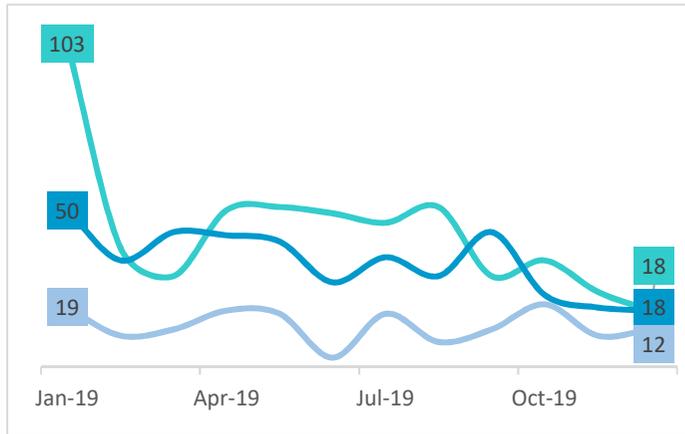
Staff practices

- 155
- 74% upheld
- 6% of all complaints

9.4 days
average time
to respond to
complaints

87%
complaints
responded to
within agreed
timescale

61% of all
complaints
were upheld



Top 3 complaint service areas:

Waste
Collection and
Disposal
78% upheld

Revenues and
Benefits
30% upheld

Clean & Green
63% upheld

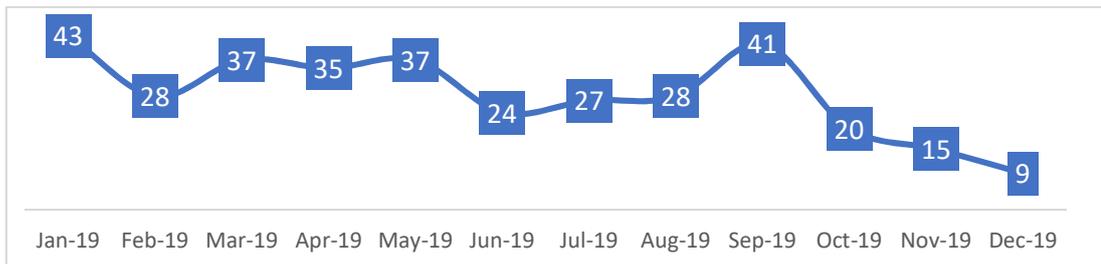
54
independent
investigations requested
(quarter three)

0
Ombudsman
complaints upheld
(quarter three)

Corporate Complaints

- 36 Although more than 50% of complaints related to our waste collection service, with missed collections continuing to be the most frequent cause of complaint, it should be noted that this highly visible frontline service completes more than 12 million refuse and recycling collections, almost a million garden waste collections and 32,000 bulky collections annually.
- 37 Missed collection complaints reduced by more than half (-561) and there was a 12 percentage point decrease in the number of complaints found to be justified compared to the same period last year. This is the main reason for the overall reduction in both the number of complaints received and the percentage justified.
- 38 This reduction followed a change to the complaints process which re-categorised disputed missed collection service requests as complaints. This change increased visibility of this complaint type which allowed us to identify hotspots and key trends and drive discussions with the refuse and recycling teams. By addressing and better managing the disputed missed collections (which mainly related to contamination) we have successfully reduced contact of this type. Our Complaints Team have also completed work with the service area to assess whether complaints are categorised as justified / not justified and support the effectiveness of responses.
- 39 In addition, where we are able, if our crews are unable to collect a bin due to, for example, access issues, we will send text messages to the affected households informing them of the situation and what we will do to resolve it.
- 40 In line with previous reports, the majority of the correspondence complaints were from customers who had received a contamination notice they believed should have been sent to somebody else (due to, for example, the bin in question not being presented or being emptied as usual with no contamination sticker placed on it).
- 41 We have increased our activity to reduce contamination and, as a result, more contaminated bins continue to be identified. Of the 16,529 contamination notices issued during the 12 months ending 31 December 2019, 98% reached the correct recipient (no change compared to the figure reported in quarter two). The majority of the disputed 2% continue to be due to difficulties identifying the house to which the bin belongs, which is most noticeable in the back streets. We have reminded crews to double check addresses before logging contamination on Bartec and continue to reiterate the importance of

following our contamination procedure at toolbox talks. As a result we are beginning to see a reduction in these complaints:



42 Half of staff practice complaints related to refuse and recycling crews not returning bins to bin collection points (78 complaints). Other complaints related to staff making a mess / not cleaning up after themselves (eight) and leaving gates open (eight).

43 Of the 33,301 waste permit requests processed over the last 12 months, 15 were refused access to the site. Reasons for refusal included:

- Staff on site had reason to believe waste was being deposited by a landlord and not a resident.
- Vehicle identified as too long once on site.
- Wrong name on permit.
- Turning up later than 15 minutes before closing
- Items did not match description on permit.

Corporate complaints subjected to independent investigation

44 During the year, 193 complainants remained dissatisfied with their response (54 during quarter three) and requested that we consider escalating their complaint to the Customer Feedback Team for independent investigation.

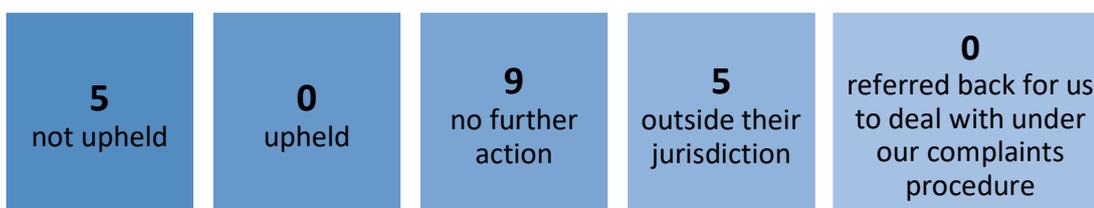


**all investigations aim be completed within 30 working days*

45 Details of complaints upheld by independent investigators during quarter three are included in Appendix 4.

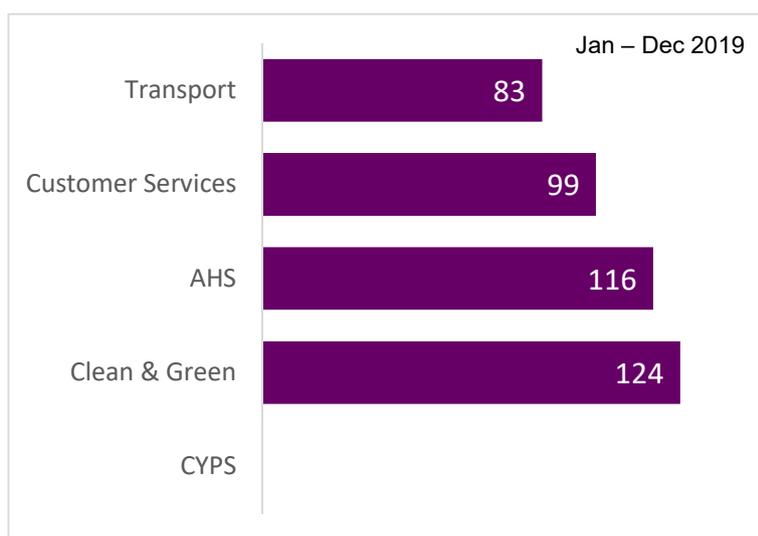
Complaints to the Local Government and Social Care Ombudsman (the Ombudsman)

- 46 During the 12 months ending 31 December 2019, the Ombudsman delivered decisions in relation to 74 complaints (19 during quarter three). Conclusions were reached based on details supplied by complainants, and in some instances, supplemented with contextual information from council officers.



- 47 There were no findings of maladministration and/or injustice during quarter three, 2019/20.
- 48 Additional information regarding complaints escalated to the Ombudsman is available [here](#).

Appendix 1: Sample of compliments received during quarter three, 2019/20



Customer had several visits from a pest control officer to resolve an issue with mice. They were very, very pleasant and very, very helpful. They explained things thoroughly and clearly, which the customer appreciated greatly. Officer was amazing, patient and lovely and customer is very happy with the service.

Massive thank you to Care Connect staff who take calls from their parent and helped them after a fall. Care Connect has really made an impact and they appreciate all the help and care they receive.

I would like to thank the team for the recent work to improve the footpath and driveways in my street. A very professional team that worked hard to complete the job.

Customer thanked the Clean and Green team for their quick response in collecting a fly-tip the same day that it was reported.

As the garden waste recycling service comes to its end for the year, might I, through you, pass on my thanks and appreciation to the workforce who have provided an excellent service in some appalling weather conditions.

We are very grateful for the rapid action taken in supplying grit for our roadway - as a dead-end it's a lifeline for the residents.

Customer would like to pass on a huge thank you to the staff who came out to clear a blocked drain just outside of their property. They were very courteous and competent, and made a huge difference to the flooding because of the rain. They went out of their way to clear not only the one drain reported but a couple of others that were also blocked.

Thank you for sorting my missed bin collection yesterday. Very impressed with how quickly it was resolved.

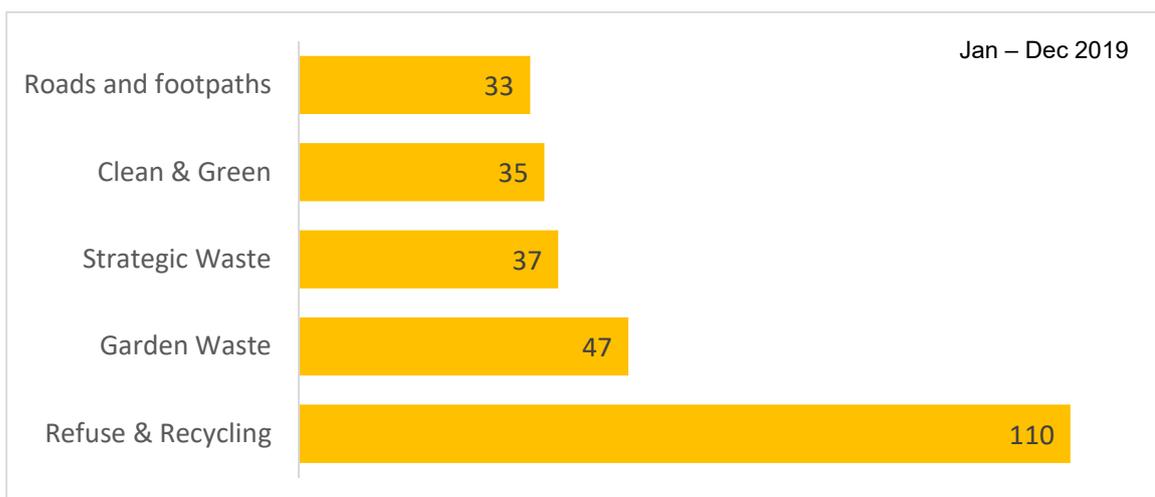
Customer was very impressed with the voice recognition system – it worked very smoothly and even recognised their Australian accent.

Congratulations on Lumiere Durham. It was a wonderful event!

Thanks for the assistance in organising a community litter-pick. Your staff member is a tremendous ambassador for the council. They are extremely helpful and go out of their way to support our community group - even to the extent of giving up time at weekends to participate.

Would you please pass on my thanks to your colleagues at Annfield Plain Recycling Centre. The site is well organised and the chaps were unbelievably helpful and friendly. This was my first visit to the centre and they helped me without hesitation and nothing was a problem for them. Great Service, lovely men.

Appendix 2: Sample of suggestions received during quarter three, 2019/20



You said: Customer suggested that CCTV cameras are installed in areas where there is repeated fly-tipping.

We did: we deploy cameras to detect fly-tipping if the location meets the following criteria: the location is away from domestic properties, there have been multiple incidents over a short period of time, and a camera can be installed and maintained without detection. However, we do not reveal the location of cameras.

You said: Customer suggested that garden waste collection dates are changed to begin in March and end in October.

We did: In order to balance service provision against cost, 17 collections are provided between April and November each year. Our garden waste public consultation – carried out prior to the introduction of charging – indicated that March-November were the preferred months for the scheme to run.

You said: Customer thinks that our 'do it online' system is great to log requests, but suggested that we make it easier to add additional details.

We did: We are in the process of reviewing the bulky collection process and will take this suggestions into consideration as part of the review.

Appendix 3: Satisfaction questionnaires are applied to the following service requests

1. Abandoned Shopping Trolleys
2. Abandoned Vehicles
3. Access Bus
4. Allotments
5. Animal Licence
6. Anti-Social Behaviour
7. Archaeology day - Order tickets (not live yet - picked up when needed)
8. Barriers
9. Bin - New, replacement, repair
10. Bins - Request help with your bin
11. Bins - Waste collections for businesses
12. Birth, death or marriage certificate
13. Bollards
14. Bonfires
15. Book on Wheels
16. Built Structures
17. Bulky Waste, white goods collection
18. Bus Stops and shelters
19. Car Park - Council Managed
20. Care Connect - Apply
21. Care Connect - VAT exemption
22. Children and Young People's Network
23. Complaints
24. Council Tax - Change of payment
25. Council tax account
26. Council tax paperless billing
27. Customer Services Appointment
28. Dead Animal Removal
29. Dog bins or litter bins
30. Dog Fouling
31. Drainage and flooding
32. Dropped kerbs and disabled ramp access
33. Durham Institute of Sport
34. Early Help Referral
35. Flyposting
36. Fly-tipping
37. Food Festival Trader Pitch (Seaham)
38. Food Festival Trader Pitch Application (Bishop Auckland)
39. Food Hygiene Rating Scheme: Request a Re-visit
40. Free school travel - Apply
41. Garden waste - Appeal
42. Garden waste - Generic Enquiry
43. Garden waste - Join the scheme
44. Garden Waste Exchange your bin
45. Generic enquiry
46. Graffiti
47. Grass cutting, shrubs, and flower beds
48. Gritting or snow clearance - Request
49. Gypsy, Roma and Traveller sites
50. Invite our chairman to your event
51. Join your Area Action Partnership
52. Litter
53. Manhole and utility covers
54. Needles and drugs paraphernalia
55. Noise Complaint
56. Public Rights of Way and countryside paths
57. Road Markings
58. Road or Footpath
59. Road or footpath obstruction - vehicle
60. Road or pavement - spillage
61. Road or Footpath obstructions - non vehicle
62. Road signs
63. Roadworks
64. Rubbish in gardens and yards
65. Salt bins
66. Sandbags
67. Seating benches
68. Spilt rubbish
69. Stray dogs
70. Stray horses
71. Street Lighting
72. Street name plates
73. Taxi – Operator
74. Taxi Licencing - Driver
75. Taxi Licencing - Vehicle
76. Taxis - Report an issue with a driver
77. Traffic lights and crossings
78. Traffic safety and traffic calming schemes
79. Tree or hedge pruning, removal
80. Walls and fences
81. Warm Homes
82. Waste Permits
83. Ways to Wellbeing

Appendix 4: Independent Investigations by Customer Feedback Team where corporate complaints were upheld

Complaint	Action to be taken
<p>Complainant dissatisfied with our lack of action regarding waste receptacles being left on the footpath in a neighbouring street and conflicting advice re enforcement options available to us.</p>	<p>Decision not to take further enforcement action not upheld, however we should have communicated this decision differently.</p> <p>We have recommended that Neighbourhood Protection and Highways review the way that they respond to these enquiries and apologised for the contact the complainant had to undertake.</p>
<p>Complainant dissatisfied that we do not prioritise access to Park and Ride for those who commute to Durham.</p>	<p>There is no requirement for us to provide a bus service specifically for students or to prioritise the needs of one service user over another.</p> <p>We have apologised for the delay in providing additional buses to alleviate the disruption to regular users over the summer period.</p>
<p>Complainant dissatisfied that we failed to enforce terms and conditions of Howlands Park and Rides site.</p>	<p>Complaint partially upheld.</p> <p>There was no evidence that we are avoiding enforcement, however it is limited due to resource and the restriction of CCTV observations.</p>
<p>Complainant dissatisfied with events that occurred during their child's party at our leisure centre and disruption caused by a fire alarm.</p>	<p>Complaint partially upheld.</p> <p>We acknowledge that a briefing should have occurred at the commencement of the party as required by our risk assessment.</p> <p>However, events as they occurred on the day prevented this briefing from taking place (rather than failure to have appropriate processes in place). We found that leisure centre staff reacted appropriately to a fire and that evacuation was completed to the satisfaction of Durham Fire and Rescue service.</p>

Complaint	Action to be taken
<p>Complainant dissatisfied with time taken to assess their application for a bus pass, that it wasn't automatically awarded and that there was no follow up enquiries to their GP.</p>	<p>Complaint partially upheld.</p> <p>There was no fault regarding our decision not to award the bus pass as an automatic qualifier, however a GP assessment could have been requested earlier.</p> <p>We have apologised for this delay and are reviewing our application process.</p>
<p>Complainant dissatisfied that they have had to repeatedly contact us to request pothole repairs.</p>	<p>Complaint upheld as the service did not manage expectations and repairs were overlooked.</p>
<p>Complainant dissatisfied with lack of action regarding anti-social behaviour in their area.</p>	<p>Complaint partially upheld as Customer Service Agent did not relay details of complainants conversation to the Anti-Social Behaviour team (they had to make a follow-up call) or pass request to claim for loss of earnings to our Corporate Insurance team as agreed.</p>
<p>Complainant dissatisfied with service investigation and response following an error regarding council tax liability.</p>	<p>Complaint partially upheld.</p> <p>There was no fault in the procedure being followed in relation to this matter. However, we have apologised as the response from the Assessment and Awards team did not acknowledge that an additional investigation was underway regarding a perceived data breach.</p>
<p>Complainant dissatisfied with continuous delays regarding sale of land.</p>	<p>We did not delay negotiation of the Deed of Release with a third party (a complicating factor in this transaction), however we did prepare the wrong version of the document necessitating that a further deed was prepared to correct the error (and adding to the timescale).</p> <p>We have apologised and the issue has now been resolved.</p>

Complaint	Action to be taken
<p>Complainant unhappy with our decision not to undertake further works to trees where they believe earlier work did not alleviate the problem.</p>	<p>Complaint partially upheld.</p> <p>Decision not to undertake further works is in line with our current policies and procedures, however we failed to effectively communicate how we apply our tree management policy and did not management expectations regarding requests for work to be undertaken.</p>

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**Corporate Overview and Scrutiny
Management Board**

20 March 2020

**Quarter Three, 2019/20
Performance Management Report**

Ordinary Decision



Report of Corporate Management Team

John Hewitt, Corporate Director of Resources

Electoral division(s) affected:

Countywide.

Purpose of the Report

- 1 To present progress towards achieving the key outcomes of the council's corporate performance framework.

Performance Reporting

- 2 A shared long-term vision for the county has been developed with partners. It is structured around three externally focused results-based ambitions of 'more and better jobs', 'long and independent lives' and 'connected communities'.
- 3 The format of this performance report now aligns to the three new ambitions plus a fourth 'excellent council' theme. The report will be further developed, to ensure it captures all elements of our new vision, over the coming months.

Executive summary

- 4 Key performance messages for quarter three have been realigned to the ambitions of the new Durham 2035 vision plus an 'excellent council' theme.

More and Better Jobs

- (a) This ambition has a wide ranging focus which includes not only development of the economy and creating jobs, but also working with young people and adults to help them into work, through good quality education and training.
- (b) Across the county, both the medium-term employment rate and average earnings remain positive, more jobs are being created / safeguarded as a result of Business Durham activity and the European Regional Development Fund is continuing to support more jobs.
- (c) However, we remain concerned about poverty pressures across the county ([latest data](#) places us within the top 40% most deprived upper-tier authorities across England), the proportion of schools rated as 'requires improvement' or 'inadequate' and the employment gap between those with a disability and those without. In addition, uncertainty around Brexit is impacting on inward investment.
- (d) To mitigate against these challenges, we are continuing to invest, building on our growing tourism and cultural activity, creating new infrastructure and developing new business parks with the potential to create thousands of jobs. We are addressing inequality across employment through our work as a Disability Confident Leader.

Long and Independent Lives

- (e) The ambition for long and independent lives focuses strongly on the health and wellbeing of the local population, including ensuring that all of our children and young people get the best start in life, and that services for children with special educational needs and disabilities (SEND) are improved. This ambition has a strong focus on improving mental as well as physical wellbeing.
- (f) There are several areas where we are making positive progress, helping people to live long and independent lives. We remain on track to achieve our stronger families programme target, achieving 'significant and sustained outcomes' for more than 4,000 families in areas such as worklessness, school attendance and domestic abuse, and we continue to perform extremely well in preventing delayed transfers of care from hospital (third best performing unitary authority in England).
- (g) There are also many positives across health. Life expectancy is increasing, smoking prevalence has fallen to a position where we are on par with the rest of the country and there are early signs of a reduction in smoking in pregnancy. However, challenges remain.

Inequality between County Durham and the rest of the country and between the most deprived and least deprived areas within our county remain unacceptably high. We have a gap between life expectancy and the number of years lived in good health of 19 years for men and 23 years for women (significantly wider than national rates), one in four children starting primary school have excess weight, tobacco dependency in pregnancy remains a concern in parts of the county and although there has been no change in our breastfeeding rates, there is a widening gap between us and the rest of the country.

- (h) We continue to address the key challenges to improved life expectancy through the targeted reduction in tobacco dependency, by tackling obesity and inactivity, and improving mental health through greater awareness, increased resilience and a consistent approach to training. We are also analysing the breastfeeding rate to understand why others are improving and what we need to do differently.
- (i) Unprecedented demand for education, health and care plans (EHCP) has reduced timeliness of completion. We have addressed this with additional investment in our SEND casework teams and are continuing with our business process review in these teams to determine how we can meet future EHCP demand. The children and young people's overview and scrutiny committee has identified this area as their next review topic.

Connected Communities – Safer focus

- (j) This ambition is concerned with making life better in local communities across the county. It focuses on how we ensure that people have safe lives in supportive communities, and have access to high quality housing, good transport links and vibrant town and village centres. As it is a broad ambition, performance reporting is split into two areas of focus: safer communities, and sustainable communities.
- (k) In relation to keeping children and young people safe, there are many positives across this area. We continue to perform well in relation to the timeliness of statutory referrals (first contact) and single assessments (and are carrying out audits to ensure their quality remains consistently high). However, the rising number of children in our care and inconsistency of practice continue to impact this area.
- (l) Overall crime levels remain relatively static but for some categories (violence against the person and theft offences) County Durham is

recording increases. We believe that much of this (as well as increases in alcohol and drug related crime, domestic violence repeat referrals and hate crime) is due to improved recording compliance. We are using focused improvement plans, initiatives and interventions to mitigate against the challenges we face. For example, we have appointed a rough sleeper outreach worker and a new multi-agency anti-social behaviour group within Durham City, reviewed water safety related training for licensed premises and developed a programme of actions required at open water locations across the county.

Connected Communities – Sustainable Communities focus

- (m) The sustainable communities focus includes considerations of the quality and sustainability of the natural environment as well as housing and transport, and towns and village centres.
- (n) Across the county, there is now enough capacity to meet two thirds of the county's electricity needs through renewable sources.
- (o) The slight drop in contamination of waste collected for recycling suggests the range of campaigns underway to improve both the level and the quality of recycling are having a positive effect. Overall environmental cleanliness levels remain good with reductions in specific enviro-crime categories of graffiti and drug paraphernalia (incl. needles) due to a pro-active approach by wardens. Reported fly-tips continue to decrease against a backdrop of year on year national increases. Further increases have been seen this quarter in both the number of households and length of stay within temporary accommodation but due to our pro-active approach to 'move on' and placements, a return to previous levels is anticipated.

An Excellent Council

- (p) Through our transformation programme, we are continuing to make a difference to the way we work and the services we provide. A central element of this is the move to more productive work places utilising more effective working practices (smarter working), which is fully integrated with our programme of cultural change, digital development, training and organisational development.
- (q) Targeted interventions appear to be impacting positively on attendance management and our recent achievement of gold status of the Better Health at Work Award has recognised our commitment to staff health and wellbeing.

- (r) However, challenges remain. If we are to truly understand our customers, we need to bring together and analyse data from across the entire council. We are also concerned about response rates for the CRM satisfaction surveys: satisfaction is good but the response rate is low. Performance relating to Freedom of Information (FOI) and Environmental Information Regulations (EIR), which has been a concern over past quarters, has now improved, mainly due to embedding our new FOI/EIR case management system.

Risk Management

- 5 Effective risk management is a vital component of the council's agenda. The council's risk management process sits alongside our change programme and is incorporated into all significant change and improvement projects. Appendix 3 summarises key risks in delivering the ambitions and how we are managing them.

Recommendation

- 6 That Corporate Overview and Scrutiny Management Board considers the overall position and direction of travel in relation to quarter three performance, and the actions being taken to address areas of underperformance.

Author

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Appendix 1: Implications

Legal Implications

Not applicable.

Finance

Latest performance information is being used to inform corporate, service and financial planning.

Consultation

Not applicable.

Equality and Diversity / Public Sector Equality Duty

Equality measures are monitored as part of the performance monitoring process.

Climate Change

We have declared a climate change emergency and consider the implications of climate change in our reports and decision-making.

Human Rights

Not applicable.

Crime and Disorder

A number of performance indicators and key actions relating to crime and disorder are continually monitored in partnership with Durham Constabulary.

Staffing

Performance against a number of relevant corporate health indicators has been included to monitor staffing issues.

Accommodation

Not applicable.

Risk

Reporting of significant risks and their interaction with performance is integrated into the quarterly performance management report.

Procurement

Not applicable.



Durham County Council Performance Management Report

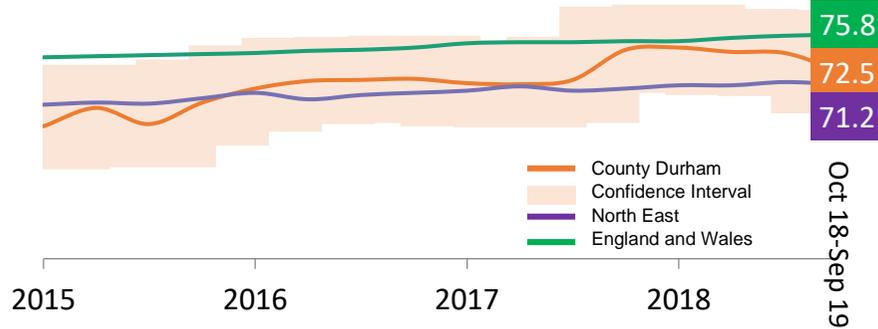
Quarter Three, 2019/20



) Do residents have good job prospect?

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% working age population (16-64) in employment
(rolling year average from Annual Population Survey)



Key employment rate stats:
(Oct 18 - Sep 19)

	County Durham	National
Male	76.6%	80.1%
Female	68.6%	71.5%
Private sector	74.6%	79.1%
Part-time	24.7%	24.5%
Without a disability	82.8%	81.4%
With Equality Act core or work limiting disability	45.1%	55.1%
Age 16-24	54.1%	53.9%

additional employment rate information available via [Durham Insight](#) and [Index of Deprivation in County Durham](#)

Average weekly earnings 2019

Change in average full time weekly earnings since 2008



Full Time
 £451 (Female icon) £579 (Male icon)

Part Time
 £200 (Female icon) £214 (Male icon)

↓ £5 less than North East
 ↓ £63 less than England

£34,600

average household income[^]

[^] includes all income (e.g. wages, benefits) of every household member 16 years and over
 average household income for bottom 20% = £28,300
 (source: ONS small area income estimates for middle layer super output areas, England & Wales 2015/16)

Gross jobs created / safeguarded* as a result of Business Durham activity



*job safeguarded: must be a permanent, paid, full time equivalent (FTE) job which is at risk

Employability Programmes
(Jul-Sep 19)

217 registrations

86 progressed into employment

6 progressed into education or training

More and Better Jobs

- 1 The ambition of More and Better Jobs is linked to the following key questions:
 - (a) Do residents have good job prospects?
 - (b) Is County Durham a good place to do business?
 - (c) How well do tourism and cultural events contribute to our local economy?
 - (d) Do our young people have access to good quality education and training?

Do residents have good job prospects?

- 2 [Latest data from the Index of Multiple Deprivation](#) (IMD 2019) places County Durham in the top 40% most deprived upper-tier authorities across England and ranked 48th out of 151 (IMD 2015 ranked us 59th out of 152 which was also in the top 40% most deprived). It should be noted that the overall index is a composite measure of seven domains, with our county having relatively high levels of deprivation (top 30%) in the domains of Income, Employment, and Health which are counter-balanced by lower levels of deprivation in the domains of Education, Crime, Barriers to Housing and the Living Environment.
- 3 The employment rate remains relatively static at 72.5% but, as the rate is an estimate from a sample survey, it is possible that the most recent increase is due to random sample variation (as it is within estimated confidence intervals of +/- 2.8%). We have analysed the underlying data, to understand other possible reasons for the increase, and this suggests that although more people are finding employment (which is increasing the employment rate), it is more likely to be in part-time posts or through self-employment.
- 4 In recognition of our inclusive approach to recruiting and retaining staff with a disability or health condition, we have been awarded Level 3, Disability Confident Leader by the Department for Work and Pensions. We will continue to advance our approach to employing and retaining staff with disabilities. We will also work with and support local businesses to become disability confident to help tackle the disability employment gap within the county. Of the 173 local authorities across England and Wales, County Durham is ranked 14th worst for disability employment rates, ten percentage points lower than the average for England and Wales.
- 5 The number of individuals progressing into education and training through Employability Programmes is low as the main focus is on progression into employment. The European Social Fund (ESF) rules only allow one outcome

to be claimed per participant, those who complete training and then progress into employment cannot be claimed against both outcomes

- 6 Durham Advance, our £2.5 million scheme for those who are unemployed and have a health condition / are over 50, has supported more than 500 people to overcome the barriers preventing them re-entering the labour market. 153 participants have progressed into employment or self-employment.

Is County Durham a good place to do business?

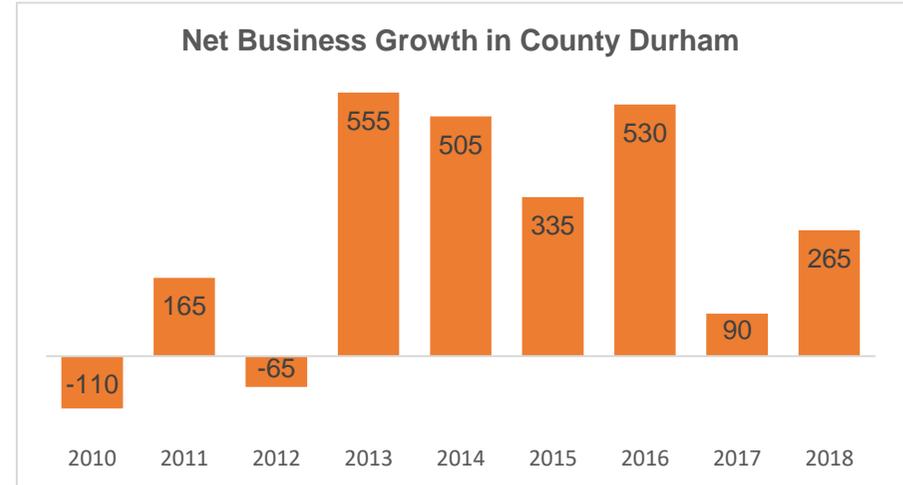
- 7 A European Regional Development Fund (ERDF) grant has been approved for a new project to support ambitious business start-ups. Durham Ambitious Business Starts (DABS) commenced on 1 February 2020. The three-year programme will encourage high quality start-ups in County Durham, and support them during the critical first 12 months of trading.
- 8 The 'Free after 3pm' initiative for all council owned parking, ran for the seventh year in December, aims to encourage people to shop locally and support local businesses during the festive period. In support of 'Small Business Saturday' on 7 December, all council owned parking was free after 10am.

How well do tourism and cultural events contribute to our local economy?

- 9 7,700 people attended the Durham Book Festival in October, and a further 25,000 engaged online (via YouTube, podcasts and the Durham Book Festival website). 91% of visitors were from the North East and spent on average £14.22 per person.
- 10 150,000 people attended Lumiere in November. 'The Next Page' installation, a striking neon words artwork displayed on the back of Clayport Library, will become a permanent fixture in the city.

(b) Is County Durham a good place to do business?

Oct-Dec 2019	 Business Durham Activity	compared Oct-Dec 2018
0	inward investments	 5
836	businesses engaged	
332	businesses receiving intensive support	
85.7%	floorspace occupied (<i>Business Durham</i>)	 1.7pp
£32.5	GVA from jobs created/safeguarded (million)	 £13.3



County Durham Plan

Examination in Public completed.
We await a response from the inspector.

6 businesses supported as a result of targeted business improvement schemes and 28 FTE's created (Oct-Dec 19)

31 businesses supported through advice, grant support and access to training (Oct-Dec 19)



6 projects approved by the County Durham Growth Fund (Oct-Dec 19)



European Union
European Regional Development Fund

£8.1m grant applications submitted for three projects:

- Durham City Incubator extended
- Digital Drive approved to progress to next stage
- Durham Future Innovation Building invited to submit full application



£800K

invested in two projects by Finance Durham (Oct-Dec 19)

additional information on businesses is available via [Durham Insight](#)

MORE AND BETTER JOBS

c) How well do tourism and cultural events contribute to our local economy and (d) do our young people have access to good quality education and training?

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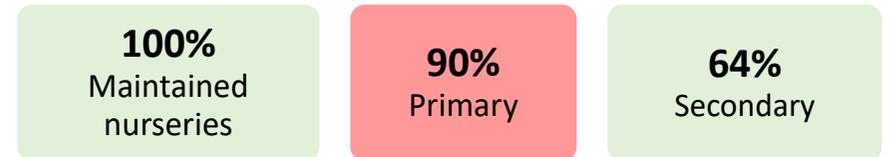
*most recent available data

Heritage Open Day (13-22 September 2019)

- 25 year anniversary
- **83** properties took part
- 27 for the first time
- **19,574** visitors



Schools judged good or outstanding (as at December 2019)

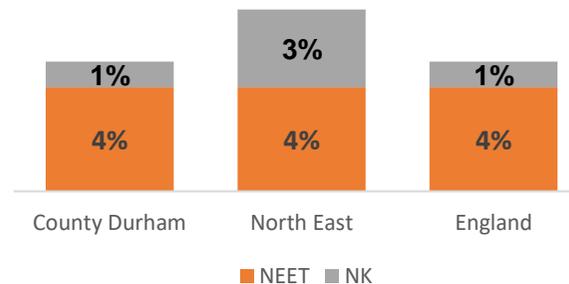


There are three primary and three secondary schools rated as inadequate (all under the former inspection framework).

Click [here](#) for the relationship between secondary school Ofsted ratings and indices of deprivation.

■ better than last year ■ worse than last year

% of 16-17 year olds Not in Education, Employment or Training / Not Known



443

children and young people are known to be electively home educated (as at Sep 2019)

Do our young people have access to good quality education and training?

- 11 Since Ofsted introduced their new school inspection framework in September 2019, 17 County Durham schools have been inspected. All received a judgement of 'good', except one secondary school which received 'requires improvement'; the same as at their previous inspection in 2017. There are three primary and three secondary schools judged to be inadequate at their last inspection. Education Durham continue to work closely with schools across the county, with our Education Development Partners offering support, particularly to those schools judged as requires improvement or inadequate.
- 12 Ofsted has recently launched a consultation proposing that schools rated as outstanding will no longer be exempt from routine inspection, as is currently the case. Ofsted will visit schools judged outstanding within the next five academic years under government proposals, bringing an end to some schools going more than a decade without inspection. All outstanding schools and colleges will be brought back into a regular inspection cycle, with Ofsted visiting every 4-5 years. This affected around 3,700 schools and colleges when the exemption was lifted in September.
- 13 Successful contact, and low numbers of not knowns (1.3%), means that we have identified County Durham young people who have not secured a place in education, employment or training (EET) as well as regular updates on those who have disengaged from their current programme of EET. The NEET figure stands at 4.4%¹. Immediate referrals are made to DurhamWorks who will offer information, advice and guidance support to help the young people overcome barriers as well as develop skills, knowledge and opportunities to complete accredited qualifications.

Long and Independent Lives

- 14 The ambition of Long and Independent Lives is linked to the following key questions:
 - (a) Are children, young people and families in receipt of universal services appropriately supported?
 - (b) Are children, young people and families in receipt of early help services appropriately supported?
 - (c) Are our services improving the health of our residents?

¹ Q3 performance is not a representative snapshot of participation, it is a period of fluctuation where confirmation of new destinations for 16-17 year olds take place. Stable timeframe is 3 month average Dec to Feb as used by DfE.

- (d) Are people needing adult social care supported to live safe, healthy and independent lives?

Are children, young people and families in receipt of universal and early help services appropriately supported?

- 15 We remain on track to achieve our Stronger Families Programme target, meaning 'significant and sustained outcomes' will have been made for over 4,000 families in areas such as worklessness, school attendance and domestic abuse. This success is due, in part, to embedding whole family working across all partners in our early help system, our ability to successfully capture evidence of impact and well attended multi-agency forums which facilitate networking and sharing good practice.
- 16 Additional Government funding for the National Troubled Families Programme has been agreed until March 2021. Throughout 2020-21, we have been set a target to achieve significant and sustained outcomes with a further 1,003 families.
- 17 We have applied for Department for Education funding to build on the success of the 2017-2019 Holiday Activity with Food Programme for 2020. This will allow us to deliver a comprehensive programme to 150 clubs across the county over a four-week period.
- 18 The Durham Resilience Project (DRP) has been shortlisted for an LGA Award (winners will be announced in March 2020). Since the initial pilot in 2016, we have worked with 66 schools to increase resilience by providing a facilitator, training for all staff and focus groups with pupils from years 4, 6 and 9.
- 19 Unprecedented demand for education, health and care plans (EHCP) in 2019 resulted in a decrease in the timeliness of completion. This was addressed during the year with additional investment in our SEND Casework Teams and we are continuing with our business process review in these teams to determine how we can meet future EHCP demand. Children and Young People's Scrutiny Committee are to undertake a scrutiny review.
- 20 In January 2020, Ofsted and the Care Quality Commission undertook a 'Local Area SEND revisit' to follow up on areas for identified for improvement during our 2017 inspection. The response from the revisit has now been received and highlights positive progress.

LONG AND INDEPENDENT LIVES

(a) Are children, young people and families in receipt of universal services appropriately supported and (b) are children, young people and families in receipt of early help appropriately supported?

1,847

cases open to One Point
(as at 30 Sep 19)

Early help assessments
completed within 45
working days (Jul-Sep 2019)

88%



4,030 families
achieved significant and
sustained outcomes
(as at 31 Dec 19).

92% of March 2020
target of 4,360 families

1,057 workless families progressed to
work following intervention



1,400 families reported reduced mental
health issues following intervention

370 families reported reduced
substance misuse following intervention



% EHCP completed within 20 week timescale

Durham
(2019)

66%

Target

90%



North East
(2018)

82%



England
(2018)

60%



WORLD
**MENTAL
HEALTH**
DAY
OCTOBER 10

Cricket themed event
held at Durham County
Cricket ground 10
October.

100 children and young
people, parents/carers,
and professionals
celebrated, reflected on
and shaped the future
of CYPS mental health
services in County
Durham.

Under-18 conception rate comparisons (per 1,000 15-17 year olds (2017))

23.7

- last year (21.6)
- North East (24.7)
- England (17.8)

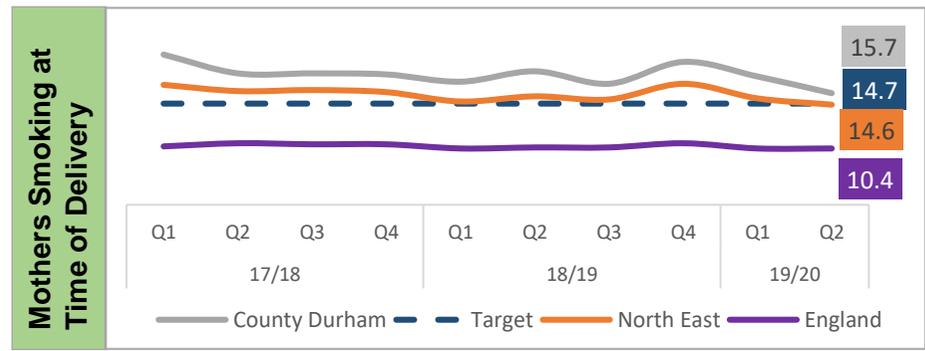
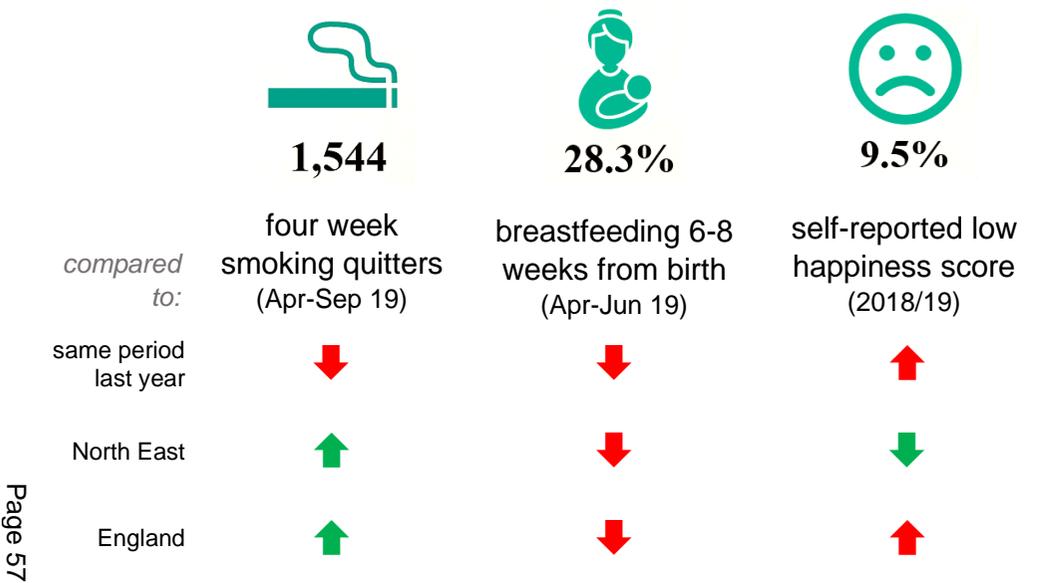
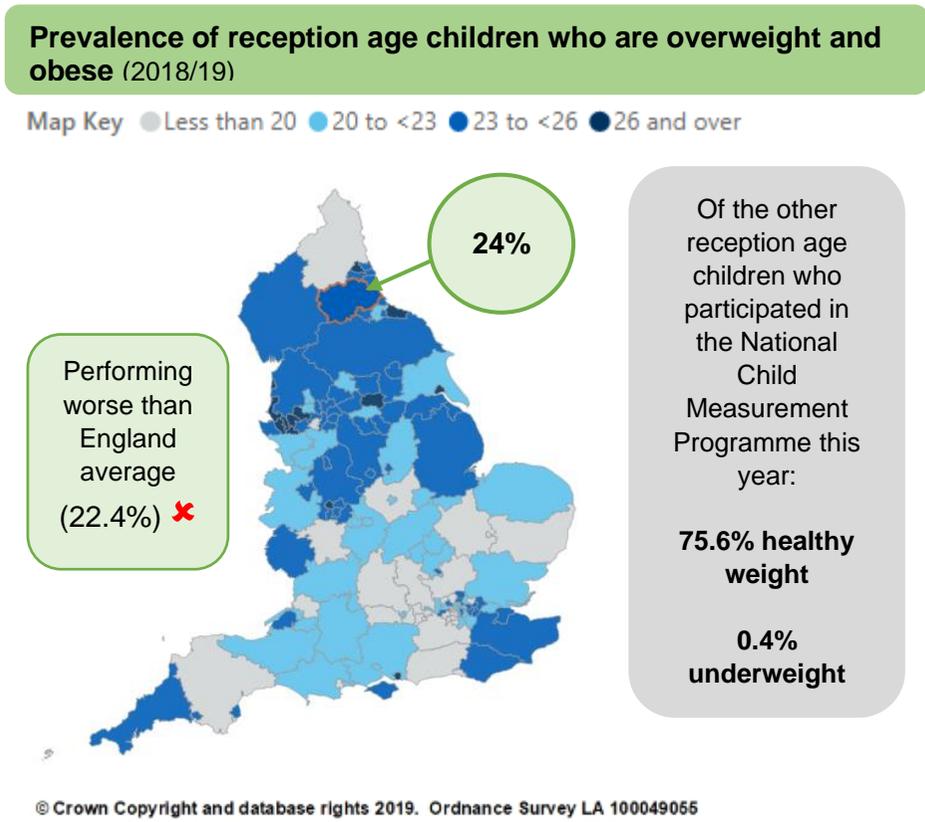
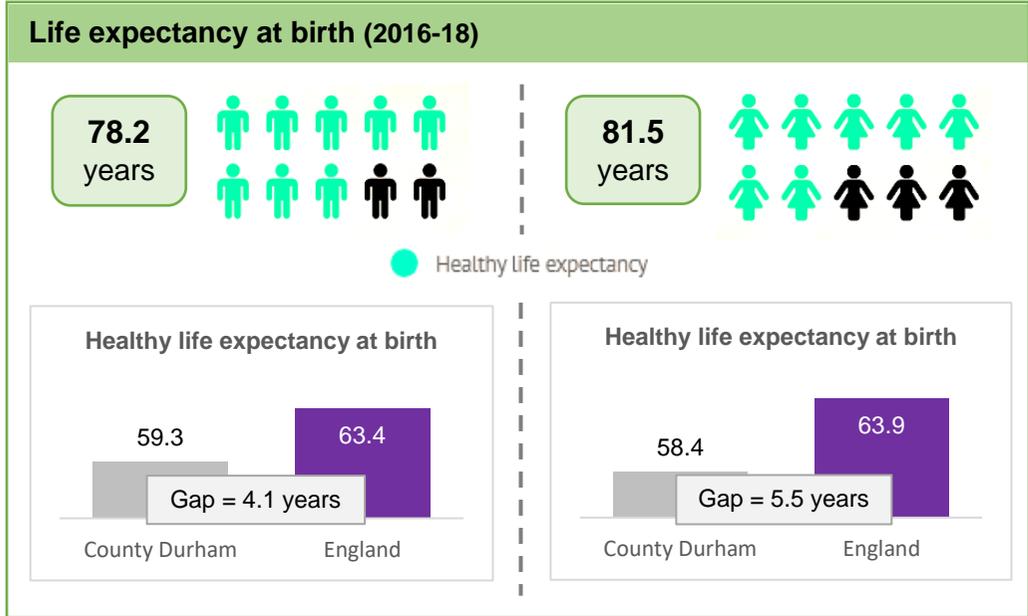


Are our services improving the health of our residents?

- 21 Having reviewed the countywide specialist Stop Smoking Service, additional support is now in place for pregnant smokers and new mothers who smoke. A new provider will deliver the contract from 1 April 2020 for an initial period of three years.
- 22 The number of women smoking in pregnancy has remained stable over the last two years, but remains above regional and national levels. Place-based activity is being undertaken in Shildon, Newton Aycliffe and Willington to improve arrangements between midwives and the Stop Smoking Service, and work to implement a targeted marketing campaign in these areas is in development.
- 23 The breastfeeding action plan has been reviewed. A new approach is being applied to identify key areas of focus by providing an overview of breastfeeding activities, their impact and outcomes. It is anticipated that this will be completed by March 2020.
- 24 Work is underway to develop a paid Peer Support Programme to help mothers breastfeed across East Durham.
- 25 A supervised toothbrushing scheme (for two to four year olds) has been offered to 67 settings in the top 30% deprived areas across the county. 53 settings have implemented the scheme. We are scoping the possibility of extending the supervised toothbrushing offer to schools to support a further 1,628 five year old children in the top 30% of deprived areas.
- 26 Our [new approach to wellbeing](#), with six guiding principles underpinned by a strong evidence base and supported by a self-assessment tool, is to be applied by partner organisations to assess how well their services are aligned with and support the wellbeing principles.
- 27 Between 1 April 2019 and 6 December 2019, the Wellbeing for Life service which supports individuals to improve health, wellbeing and quality of life:
 - engaged with 2,879 one-to-one clients (96% of annual target)
 - supported 2,143 facilitator clients (annual target overachieved - 107%)
 - recruited 43 Community Health Champion volunteers (95% of annual target)
 - delivered 172 capacity-building courses (annual target overachieved - 172%).

LONG AND INDEPENDENT LIVES

(c) Are our services improving the health of our residents?



- 28 Following the installation of suicide prevention signage in areas of concern across the county, a need for further signage at a location in Newton Aycliffe was identified.
- 29 The Samaritans “Small Talk Saves Lives” and the Northern Rail “All Right?” campaigns continue to be widely promoted across Chester-le-Street and Network Rail Travel Safe Officers patrol the railway station for 12 hours a day.
- 30 ‘Making Every Contact Count’ (MECC) delivers consistent and concise healthy lifestyle information and enables individuals to engage in conversations about their health. The regional MECC ‘train the trainer’ programme has been shared with all external partners and we now have 20 ‘train the trainers’ across the county. Additional courses have been arranged which will increase the number of trainers across the county up to 50.
- 31 The Active 30 campaign supports primary and secondary schools (including SEND schools) to reach the Chief Medical Officer’s Physical Activity Guidelines that every child participates in 30 minutes of moderate to vigorous intensity activity every day. Currently 151 schools across the county have pledged to participate in either the Active 10, 20 or 30 campaign.
- 32 Having secured “Leisure in the Communities” funding, we are now delivering a physical activity pilot programme focusing on East Durham. This will involve implementing our ‘Ready Set Go’ early years physical activity programme across a minimum of ten settings within the East Durham area, commencing April 2020, and developing the existing Active 30 school programme for use within early years (‘Active early years’), with plans to develop information and activities for children from 0-5 years.
- 33 During quarter three, we worked with local partners to address environmental, housing and health concerns in the Eldon area. Health related actions carried out included:
- Cancer awareness / health sessions in the community
 - Promotion of Crees (groups aimed at engaging those at risk of suicide by tackling social isolation and self-harm through skill-sharing and informal learning)
 - Promotion of unintentional injuries training to promote safety in the home for children and young people
 - Promotion of local and regional Making Every Contact Count (MECC) training
 - Explore options to support the promotion of childhood healthy weight, linking local schools to Active 30.

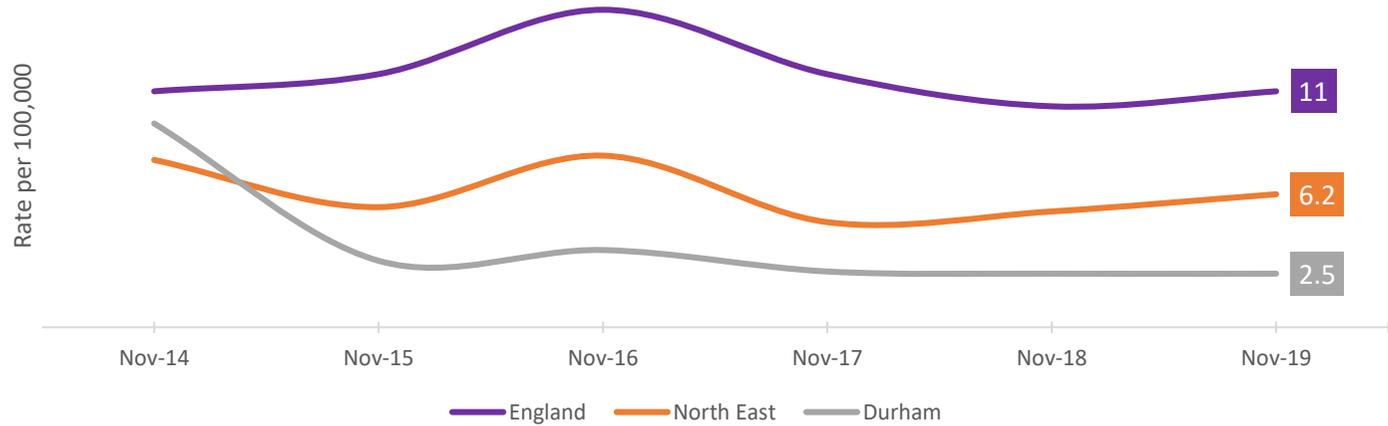
- 34 We extended our flu prevention programme to staff working in integrated teams, expanding the eligible group to around 300 staff. Preliminary findings indicate 55% uptake in on-site clinics, compared to 18% the previous year.

Are people needing adult social care supported to live safe, healthy and independent lives?

- 35 Nationally, Better Care Fund (BCF) planning submissions were submitted to NHS England by Health and Wellbeing Boards at the end of September 2019. Consequently, no national reporting has taken place for quarters one and two. Minimal reporting requirements in relation to quarter three are in place due to delays in the publication of planning requirements for the BCF.
- 36 Delayed transfers of care in County Durham continue to be one of the lowest in the country. Performance in Durham is consistently good against both regional and national figures and is underpinned by whole system ownership across all partners. The latest data for November 2019 demonstrate that Durham was the 3rd best performing local authority (all single tier and county councils) in England.
- 37 Improvements relating to reducing delayed transfers of care include the proactive role of community services (Teams Around Patients) in facilitating hospital discharge, an enhanced reablement offer, increasing the number of Continuing Health Care assessments outside of the hospital, extensive work with care home providers and the function of the brokerage service.

d) Are people needing adult social care supported to live safe, healthy and independent lives?

Daily delayed transfers of care (rate per 100,000 population)



566.8
adults aged 65+ per 100,000 population admitted to residential or nursing care on a permanent basis (Apr-Dec 19)

↓ compared to last year (583.7)

86.5%
of patients discharged into reablement / rehabilitation services still at home after 91 days (Apr-Dec 19)

↑ compared to last year (86.1)

86.8%
of service users receiving an assessment or review within the last 12 months (Jan-Dec 19)

↓ compared to last year (87.1)

94.9%
of individuals achieved their desired outcomes from the adult safeguarding process (Apr-Dec 19)

↓ compared to last year (95.7)

Connected Communities - Safer

38 The ambition of Connected Communities – Safer is linked to the following key questions:

- Are children, young people and families in receipt of social work services appropriately supported and safeguarded?
- Are we being a good corporate parent for children looked after?
- How effective are we at tackling crime and disorder?
- How effective are we at tackling anti-social behaviour?
- How well do we reduce misuse of drugs and alcohol?
- How well do we tackle abuse of vulnerable people, including domestic abuse, child exploitation and radicalisation?
- How do we keep our environment safe, including roads and waterways?

Are children, young people and families in receipt of social work services appropriately supported and safeguarded?

39 At 31 December 2019, our social care teams were supporting 3,677 children and young people, including 420 children on a child protection plan, almost 900 children in care as well and around 400 care leavers.

40 Demand for children's social care services continues to increase, with 6,000 referrals for children's social care services in 2019 compared to 5,000 in 2017. Following council investment in late 2018, our workforce is more stable with a social work vacancy rate of 7%, turnover rate of 11% and agency rate of 5%, all below both regional and national averages. This, alongside work to create the conditions for effective practice, is ensuring our practitioners have the capacity and ability to build and maintain effective relationships with children and families. More new employees are joining us from outside the council with 69 new employees in the year ended November 2019. Six in ten of our Social Workers have less than 20 cases and almost nine in ten have fewer than 25.

41 We continue to perform well in relation to social care assessments completed within 45 working days and, having improved since last year, we are now performing above our comparators. To ensure the quality of assessments remains consistently high, we carry out audits, using a collaborative audit approach.

(a) Are children, young people and families in receipt of social work services appropriately supported and safeguarded?

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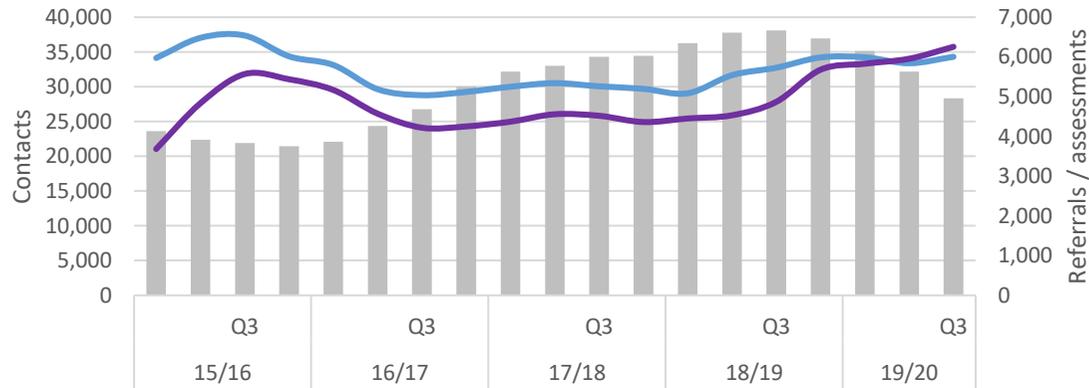
Journey of a child

↓ **28%** in contacts compared to Dec 18

↑ **5%** in referrals compared to Dec 18

↑ **28%** in single assessments compared to Dec 18

Contacts, Referrals and Assessments (rolling 12 months)



94% social work assessments completed within 45 working days (Apr-Dec 19)

Children on a Child Protection Plan



3% lower than Dec-18

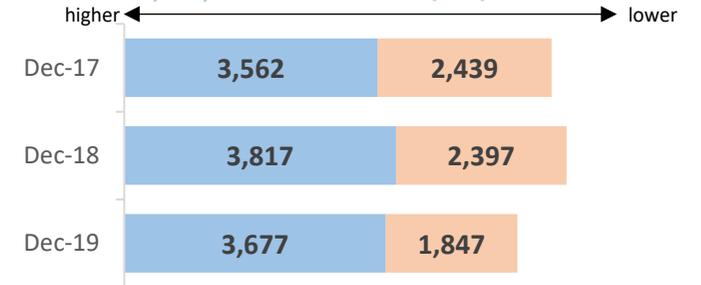
Quality of case work collaborative audits (Oct-Dec 19)

86% case files given a scaling score of 6 or above

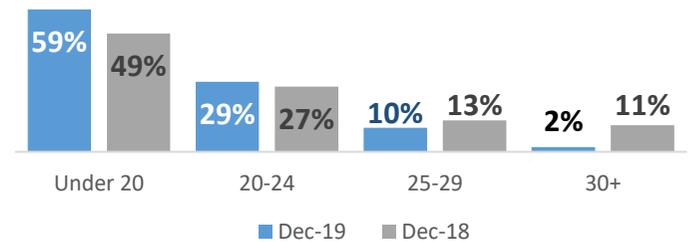


No. of children by Level of Need

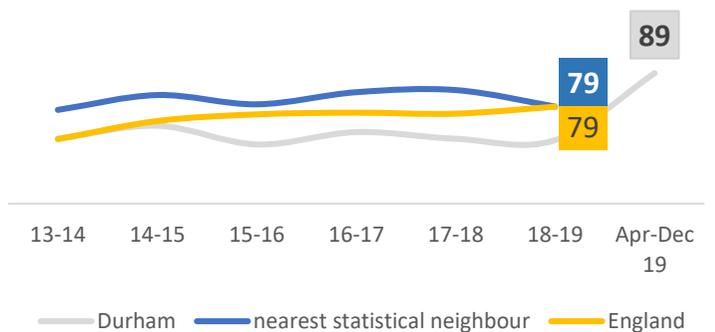
Level 4: (statutory cases) Level 3/2: One Point Service, CLA, CPP, Children in Need Early Help



Social Worker Caseload



% of Initial Child Protection Conferences held within 15 days of Section 47 investigation commencing



- 42 Following the Inspection of Local Authority Children’s Services (ILACS), we have developed a plan to address the improvement areas identified, our own future areas for development and how we will improve the environment to help our social workers flourish. Specific areas for improvement include:
- quality and impact of management oversight, including that of child protection chairs.
 - quality of children’s plans: that they are timebound and include clear actions and contingency plans.
 - response to disabled children, children in private fostering arrangements, and children who are homeless aged 16 and 17.

Are we being a good corporate parent to Children Looked After (CLA)?

- 43 The number of children in care has stabilised at around 900 and despite increases over the last few years, is the third lowest rate² in the North East. National research has linked increases of children in care to areas with higher levels of deprivation.
- 44 A recently published Children’s Commissioner’s report highlights that children entering the care system today are having to live further away from their hometowns and loved ones. We have produced detailed local insight into this, focusing on our children in care who aren’t placed in County Durham³.
- 45 We always consider local placements when it is in the best interests of the child or young person. We have a ‘sufficiency duty’ to provide a range of appropriate local placements to meet the needs of our children and young people looked after, and as this is a key priority, we continue to invest in in-house service development and explore new opportunities with local providers.
- 46 Most of our children in care are placed within the county, and if not, remain within the North East. However, sometimes it is in the best interest of the child to be placed further away, for example, due to known risks from family /others, or being placed in 52-week residential school provision due to educational need. We remain focused on building sufficient capacity within County Durham to meet the needs of all of children in care.

² Children in care per 10,000 population aged 0-17

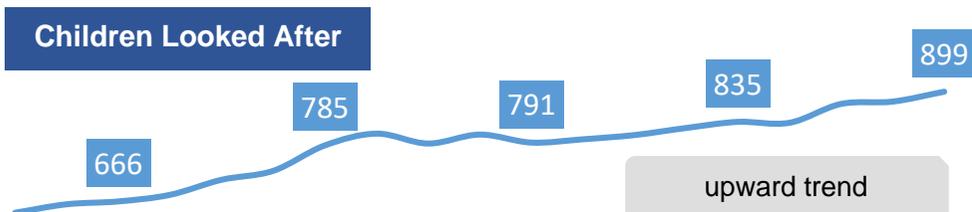
³ Children’s Commissioner (2019) [Pass the Parcel: Children posted around the care system](#) Children’s Commissioner for England.

- 47 Provisional data for 2019 shows a greater proportion of our CLA are achieving the expected standard in reading, writing and maths at Key Stage 2, as well as a higher average attainment 8 score compared to the 2018 England average.
- 48 Our Corporate Parenting Panel has been shortlisted in the Children's Services category of the 2020 LGC Awards (the results of which will be announced in March). The panel was formed to strengthen political and management oversight of the service by re-constituting the panel as a formal council committee. The panel harnesses the power of our elected members and our Children in Care Council (CiCC) to understand the needs of young people and drive service improvements. This child-centred approach has led to significant innovation and has improved consistency and continuity of care, with better transition arrangements and improved outcomes in education and employability.

How effective are we at tackling crime and disorder, and Anti-Social Behaviour (ASB)?

- 49 Following changes in recording practices, Violence Against the Person (VAP), which now includes harassment and stalking, continues to increase. Home Office Counting Rules state these crimes are to be recorded in addition to the most serious other offence, for example, a domestic abuse related assault may also require an offence of harassment to be recorded. This has impacted the number of VAP recorded offences and the number of repeat victims. Another reason for the increase is cyber enabled offences such as harassment by text message. Durham Constabulary is focusing on those offences where there is 'violence with injury' as the area of greater risk of harm.
- 50 Checkpoint, set up by Durham Constabulary in 2015 to reduce victims of crime through an innovative approach to cut re-offending, has won the 2019 Goldstein Award for problem-solving in policing at a ceremony held in California. The initiative attempts to break the cycle of crime by helping people change their lives by addressing their underlying problems such as alcohol and drug addiction. Those who underwent the four-month intervention programme were 16% less likely to re-offend than those who went down more traditional criminal justice routes, such as magistrates' court orders or police cautions.

(b) Are we being a good corporate parent to Children Looked After (CLA)?



Q3	Q3	Q3	Q3	Q3
15/16	16/17	17/18	18/19	19/20

Educational Attainment of CLA	County Durham	North East	England
Average Attainment 8	20.5	20.8	18.9
Achieving expected standard in reading, writing and maths (KS2)	55%	47%	36%

71%
CLA placed within county boundary and within 20 miles of their home.

2.2 CLA placed within County Durham by other LAs for every **1** CLA we place in other LA areas

Where our children in care live	Percentage
In-house foster care	47%
Friends and family	16%
Independent Fostering Agency	16%
Placed with parents	7%
External residential (incl. children's homes and res school)	4%
In-house residential (incl. children's homes)	3%
Placed for adoption	3%
Independent living (incl. supported lodgings)	3%
Secure (incl. YOI and prisons)	<0.5%
NHS / Health Trust	<0.5%



Care Leavers

	in education, employment and training		in suitable accommodation	
	Aged 17-18	Aged 19-21	Aged 17-18	Aged 19-21
County Durham	60%	68%	95%	100%
Last year	86%	52%	93%	85%
North East	63%	50%	93%	90%
England	64%	52%	88%	85%

CONNECTED COMMUNITIES – SAFER

(c) How effective are we at tackling crime and disorder, and (d) anti-social behaviour?

 **51,637** recorded crimes equivalent to **97.9** crimes per 1,000 population

 **+1,037**
Violence against the person (+5%)

 **+340**
Theft offences (+2%)

 **-287**
Criminal damage /arson (-4%)

 **+34**
Sexual offences (+2%)

 **no change**
Robbery

 **-6**
Other crimes (0%)

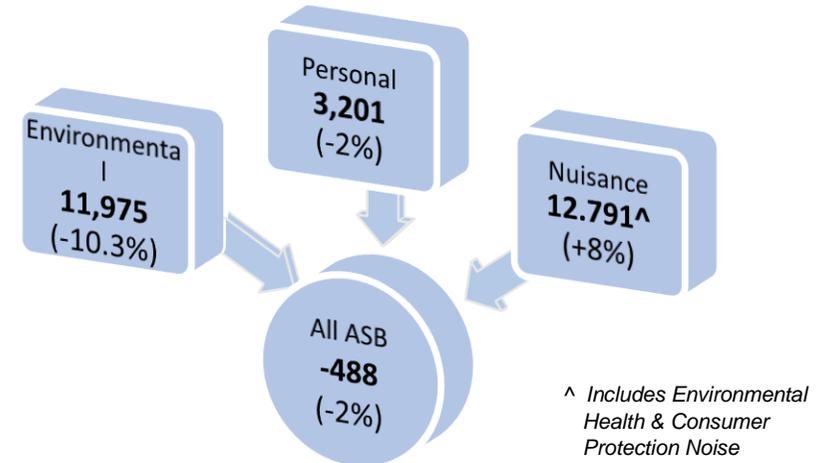
All recorded crime +1,402 (+3%) ↑

Public confidence that the police and council are dealing with local concerns about anti-social behaviour and crime
(Sep 19 compared to previous year)
52.4% (+2.3pp)

unless stated, data are 2019 compared to 2018

27,967
ASB incidents

13,568 council reported	-1,000 (-7%)
14,399 police reported	+512 (+4%)



Fires (Oct-Dec 2019 compared to last year)	Primary  212 -15 (-7%)	Secondary*  308 -141 (-31%)
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* **Secondary fires** are generally small outdoor fires, not involving people or property (e.g. refuse fires, grassland fires and fires in derelict buildings or vehicles). If these fires involved casualties / rescues, or five or more pumping appliances attended, they become **primary fires**.

- 51 During quarter three, secondary fires decreased by a third compared to the same period last year. This follows a programme of focused work carried out by the fire service, working with its partners and at-risk groups, which includes targeted interventions in hot spot locations, talks delivered to local schools and the 'Safer Futures Live' event, attended by more than 500 children and covering topics such as arson and making safety-conscious decisions.

How well do we reduce misuse of drugs and alcohol?

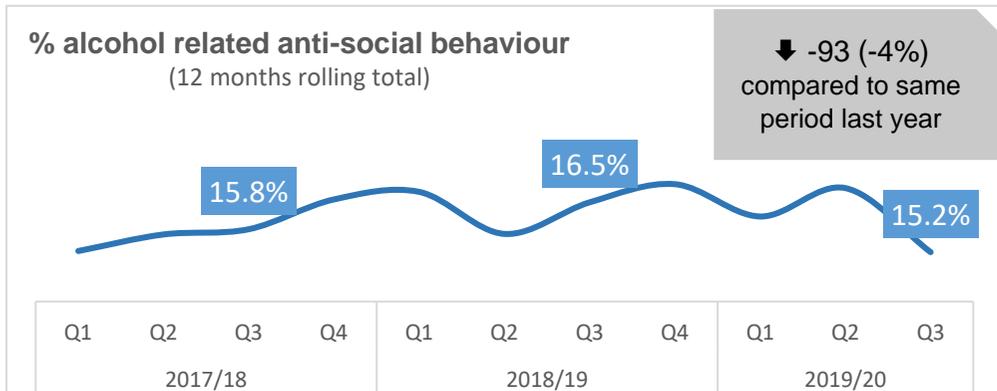
- 52 We continue to provide Drug and Alcohol Recovery Services (DARS) to support those affected by drug and alcohol misuse. Housing Solutions, working with DARS, have appointed a Rough Sleeper Outreach Worker to support rough sleepers in Durham City. A new holistic women's centre, the Women's Recovery Academy Durham (WRAD) was formally agreed in November 2018. This is expected to open in April 2020, as part of the Consett Recovery Centre, which will remain open as an access point for services.

How well do we tackle abuse of vulnerable people, including domestic abuse, child sexual exploitation and radicalisation?

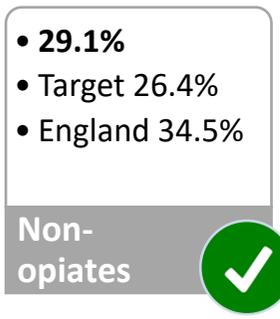
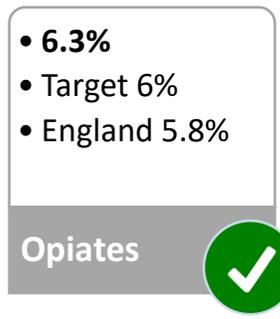
- 53 As part of National Hate Crime Awareness Week (12-19 October), in partnership with the Police and PCVC, we undertook a range of activities as part of a Hate Hurts Campaign. This included leaders of these organisations speaking out through social media to condemn hate crime and asking people who witness or experience it to report it.
- 54 Consultation of the draft [Safe Durham Partnership Plan 2020-2025](#) has now closed. An update will be provided in the year-end report.
- 55 As part of National Safeguarding Week (18-24 Nov 2019) a drop-in event was held at County Hall, where key safeguarding information was available from partners and volunteers including Durham Constabulary, Health Watch County Durham, Durham County Carers Support, County Durham and Darlington NHS Foundation Trust. Alongside this, awareness presentations were given on relevant subjects including Prevent, hate crime and community cohesion, illegal money lending, county lines, domestic abuse and child mental health.
- 56 Six more families (28 individuals) were welcomed to the county under the government's Vulnerable Persons' Resettlement Scheme. We are on track to welcome 250-300 vulnerable refugees resettling in the UK by the end of March 2020.

CONNECTED COMMUNITIES – SAFER

(e) How well do we reduce misuse of drugs and alcohol and (f) tackle abuse of vulnerable people?



Successful completion of treatment...
(Jun 18 to May 19 with reps to Aug 19 – provisional data)



Domestic Violence
(Oct-Dec 19)

↓ **-2.4%** in incidents

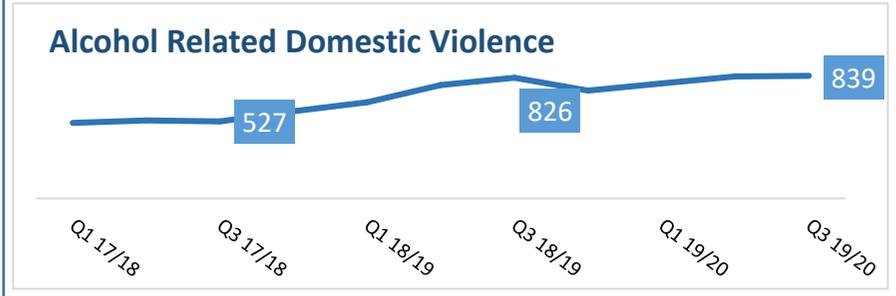
↑ **2.15pp** in DV incidents classified as crimes

↑ **1.6%** in incidents involving alcohol

↑ **6.9%** of DV referrals received high risk

↑ **5.9pp** in repeat referrals to Harbour within 12 month period (Jul-Sep 19)

Statement of Licensing Policy 2019–2024: approved Oct 19



Holocaust Memorial Day 2020

- 75th anniversary since the liberation of Auschwitz-Birkenau
- 25th anniversary of the Genocide in Bosnia
- Memorial events took in County Durham (20-31 January)

How do we keep our environment safe, including roads and waterways?

- 57 Both water safety forums, responsible for managing water safety in the city centre and countywide, continue to meet.
- 58 During quarter three, the City Safety Group (CSG) supported the 'be present at Christmas' public safety campaign which addressed key topics including water safety, road safety and alcohol/drug consumption related risks. The group also reviewed water safety related training and awareness for licensed premises. We expect to deliver new training in the first half of 2020.
- 59 A new multi-agency anti-social behaviour (ASB) group has been formed to address ASB issues within the city. Action to date includes additional neighbourhood wardens and police resources, work to support and reduce homelessness and the application of enforcement actions has been positively received by businesses and the public.
- 60 From a countywide perspective, actions required across open water locations are being prioritised ahead of peak 2020 periods. The review of coastal risk assessments, previously undertaken by the RNLI, has also started. It has been agreed that County Durham coastal locations and associated beaches will be reassessed in 2020.
- 61 During 2019 there was an increase in killed or seriously injured road traffic casualties. Although there are common factors of speeding and drink and drug driving, there are no particular reasons for this increase in terms of specific roads or junctions.

Connected Communities - Sustainability

- 62 The ambition of Connected Communities – Sustainability is linked to the following key questions:
- (a) How clean and tidy is my local environment?
 - (b) Are we reducing carbon emissions and adapting to climate change?
 - (c) How effective and sustainable is our collection and disposal of waste?
 - (d) Do residents have access to decent and affordable housing?
 - (e) Is it easy to travel around the county?

(g) How do we keep our environment safe including roads and waterways?

Road traffic accidents



All casualties	Children
236	35
17 fatalities	0 fatalities
219 injuries	35 injuries

Top 3 causes of road traffic accidents which resulted in injuries in County Durham*

 <p>50% Failure to look</p>	 <p>15% Speeding</p>	 <p>6% Drink Driving</p>
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*North East Regional Road Safety Resources

Road Safety Strategy in development with Scrutiny

Road Crossing in Chester-le-Street
Installation of a new traffic island and dropped kerbs on Picktree Lane, Chester-le-Street following concerns from local residents.

Allan's Road Safety Magic Show

Hundreds of youngsters from 10 schools were given road safety training with the help of spellbinding tricks, plenty of jokes and some catchy songs.



How clean and tidy is my local environment?

- 63 During quarter three, our Community Action Team (CAT) tackled a range of housing and environmental issues at Eldon and Dene Valley with empty properties and rubbish accumulation being prioritised. Actions were taken in conjunction with a range of partners such as dog fouling patrols by wardens in hotspot areas, Safe and Wellbeing Visits by the Fire Service and sewer baiting by Northumbria Water. The CAT team will move to Ferryhill Station, Blackhall Colliery, Shildon and Horden.
- 64 Reports of fly-tipping were mainly in relation to incidents on council land and back alleys, although the latter has significantly reduced compared to quarter two. The nature of the items fly-tipped continue to be consistent - old furniture, black bags, mattresses and carpets being the main types. During quarter three reports have predominantly been made in Bishop Auckland, Peterlee, Shildon and Seaham. Over the past 12 months we have seen a 12% reduction in fly-tipping tonnage collected.

Are we reducing carbon emissions and adapting to climate change?

- 65 Renewable electricity generation capacity in County Durham currently stands at 231.1MW per year, the majority of which comes from wind, which is enough to power approximately 154,000 households and equates to 66.5% of County Durham's household electricity.

How effective and sustainable is our collection and disposal of waste?

- 66 We have successfully secured £65,000 of external funding to deliver a 12 month project establishing 100 community collection points across the county; to increase reuse and recycling of small waste electrical and electronic equipment (small WEEE).
- 67 Throughout early January we offered residents a free Christmas tree collection service. The trees collected went on to be chipped and sent for composting, helping to reduce waste. Approximately 4,500 residents took up the scheme, over 1,700 more than last year.

CONNECTED COMMUNITIES – SUSTAINABILITY

Page 72

a) How clean and tidy is my local environment?

Reported and responded to fly-tipping incidents



Untidy yards and gardens



During quarter 3

9 cameras deployed

0 incidents caught on CCTV

5 stop and search operations

9 duty of care warning letters

5 producers issued

381 further investigations

3 prosecutions

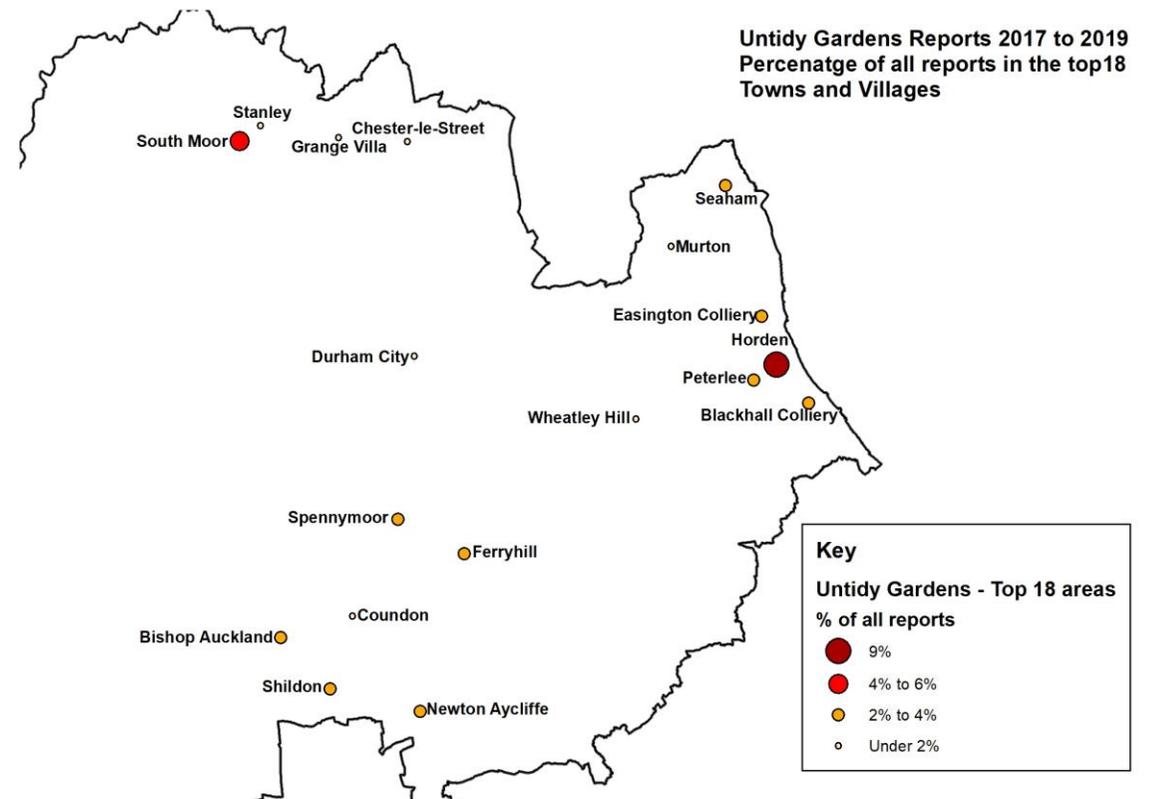
7 FPNs

60 graffiti incidents

lowest quarterly figure reported for 5 years

41 reports of needles and drug paraphernalia

↑ 70% compared to quarter three, 2018/19



CONNECTED COMMUNITIES – SUSTAINABILITY

(b) Are we reducing carbon emissions and adapting to climate change? (c) How effective and sustainable is our collection and disposal of waste?



Climate Change Emergency

- Public consultation held
- [Response Plan](#) set to contribute to achieving 60% reduction by 2030
- Climate Emergency Action Plan due early 2020



Renewable Energy Generated

- 66.5% of County Durham Household electricity
- 153,942 equivalent households



Tanfield Solar Farm

- Fully operational
- Will power Comeleon House
- Will save around 214,000 kWh per year
- Save around £25,000 in electricity bills

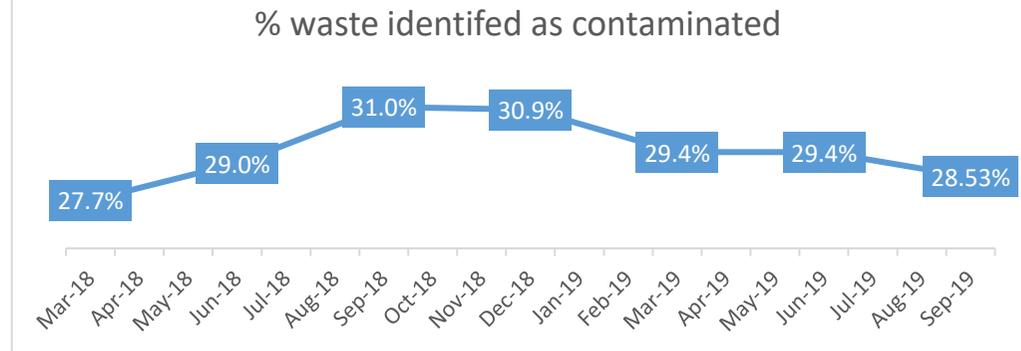


41% household waste reused, recycled or composted ↓ 0.1pp on same period last year

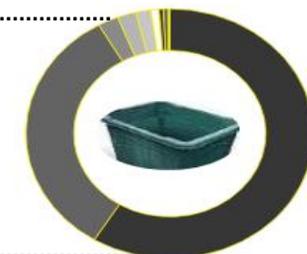
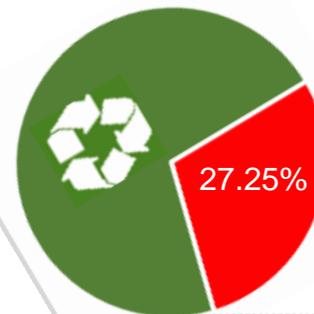


96.2% diverted from landfill ↑ 0.1pp on same period last year

Proportion of waste collected for recycling identified as contaminated (12 months ending)



Contaminates as a proportion of waste (Sep 2019)



- Waste 58.8%
- Fines 33%
- Rigid Plastic 2.3%
- Carrier bags 2.1%
- Scrap 1.7%
- Glass (picked) 0.9%
- Non-ferrous 0.5%
- Small Weee 0.5%
- Cable 0.2%

- 68 The 24 days of Christmas campaign proved popular with social media posts on the council's and the Recycle for County Durham social media pages. The Jingle Bells Recycling Carol sung by the County Hall singers had thousands of views and was in the top eight examples of Dan Slee's (well-known communications blogger) engaging public sector festive videos⁴.
- 69 The 'No Bags' campaign continues to tackle contamination levels within kerbside recycling. Initial results are positive, and we continue to monitor trends.

Do residents have access to decent and affordable housing?

- 70 The number of households in temporary accommodation were expected to fall this quarter, following the start of the new assessment centre in July, where it was hoped some service users would go straight into 'move-on accommodation' (e.g. dispersed properties with Changing Lives) rather than temporary accommodation. However, this has not been the case. A deep dive review into all cases was undertaken to investigate why such large scale temporary accommodation is required. Management have examined cases to ensure staff are assessing homelessness correctly, and it appears that homelessness has risen in the latter part of 2019. Housing Solutions have taken a proactive approach to 'move-on' and placements and it is anticipated a decrease will begin to return to previous levels in quarter four.
- 71 Following success in 2019, we have co-ordinated a regional funding bid for the continuation of the 'Somewhere Safe to Stay' initiative and as a region have been awarded £1.4m for 2020/21. We will be able to continue funding Regional Co-ordinators, Prison Housing Worker, the Somewhere Safe to Stay hub and Tenancy Sustainment Officers to help rough sleepers, and those at risk of rough sleeping, access the support and settled housing they need to leave the streets for good. During quarter three, the Somewhere Safe to Stay hub has been well used, with 83 individuals approached to use the hub.
- 72 Under the Rapid Rehousing Pathway programme, we have also been awarded £269K funding for 2020/21 for the Local Lettings Agency (LLA). The LLA will provide housing for those excluded from the housing register or unable to access housing from other providers (both private and social).

CONNECTED COMMUNITIES – SUSTAINABILITY

(d) Do residents have access to decent and affordable housing and (e) is it easy to travel around the county?

Housing advice and support

(Apr–Dec 19, compared to same period last year)

1,482	properties improved, adapted or brought back into use	↑ 11%
9,757	households accessed Housing Solutions	↑ 3.6%
964	households helped to stay in their homes	↑ 6.3%
847	households helped to move to alternative accommodation	↑ 15.9%

No. of households supported under HRA

270 prevention

Average of 22 days spent temporary accommodation (Oct-Dec 19)

↓ 10.3 days from last year

191 relief (within 56 days)

9 main duty (to secure accommodation)

81 'new' households placed temporary accommodation (Jul-Sep 19)

↑ 56% from last year



1,216 net homes completed ↑ 8%
(Apr-Dec 19, compared to same period last year)

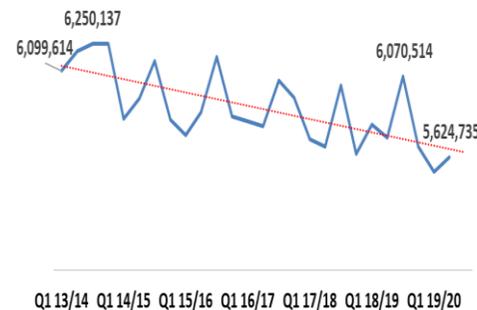


Rapid rehousing pathway programme, launched arms-length letting agency for people in need

For additional housing information, visit the [Durham Insight, Housing factsheet](#)

Local Bus Journeys Q2 19/20

5,624,735 -10% Highest point



All Park & Ride Durham Sites Q3 19/20

249,773 -13.8% Highest point



Empty properties brought back into use through LA intervention



A167 Sunderland Bridge (part of the Great North Cycle Route) Phase 1 & 2 are complete



New coach park beside Belmont Park and Ride site
30 coach parking spaces and better facilities for drivers.



Durham Bus Station consultation ongoing
(17 Jan-9 Feb 2020)

- 73 We successfully prosecuted a landlord for failing to comply with two licence conditions relating to a property in a designated selective licensing area. The designation is in place to ensure properties are properly managed and landlords are supported to raise standards and reduce anti-social behaviour. We are currently [consulting](#) on proposed designated areas of a wider selective licensing area.

Is it easy to travel around the county?

- 74 Following routine inspections, our engineers identified that Wynch Bridge, Teesdale, required some urgent repair work. Following an eight week closure period (Oct-Nov 19), the timber deck and suspension joints of the Grade II listed bridge were replaced, and cleaning and repainting of the iron works undertaken.
- 75 A new Permit Scheme to reduce disruption caused by street works will be introduced in Spring following approval at Cabinet in January. The scheme will enable the number and duration of works taking place on the county's roads at any one time to be managed minimising disruption, which in turn will support economic growth and reduce carbon emissions. The scheme will improve the quality and timeliness of information issued to the public before work begins and encourage more collaborative planning and working between those responsible for roadworks, including the council and utility companies.

An Excellent Council

- 76 The ambition of an Excellent Council is structured around the following key questions:
- (a) How well do we look after our people?
 - (b) Are our resources being managed for the best possible outcomes for residents and customers?
 - (c) How good are our services to customers and the public?

How well do we look after our people?

- 77 Through our transformation programme, we are continuing to make a difference to the way we work and the services we provide. A central element of this is the move to more productive work places utilising more productive working practices (smarter working), which is fully integrated to our

programme of cultural change, digital development, training and organisational development.

78 Activity during quarter three included:

- **Team profiling:** determining how people work now and how they can work in the future (considers travel arrangements, desk ratios and storage requirements).
- **Team culture sessions:** including an introduction to smarter working, digital tasters and developing team agreements for future ways of working.
- **Digital training:** supporting staff to utilise new technology, reduce paper and increase productivity.
- **Lean Reviews:** empowering staff to remove non-value added activity and focus on activity beneficial to the service user.
- **Aftercare:** supporting staff who have moved to a new Smarter Working environment in Crook or Green Lane.
- **Digital records management programme:** reducing paper and moving to more collaborative forms of data storage and usage.

79 Having achieved gold status for the better health at work award during quarter three, we are now working toward the next award level ('continuing excellence').

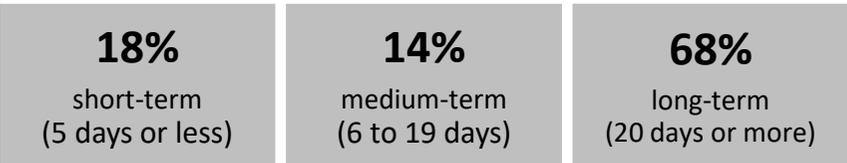
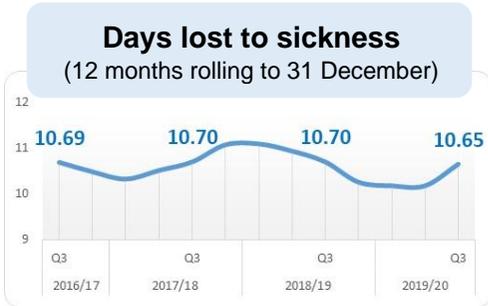
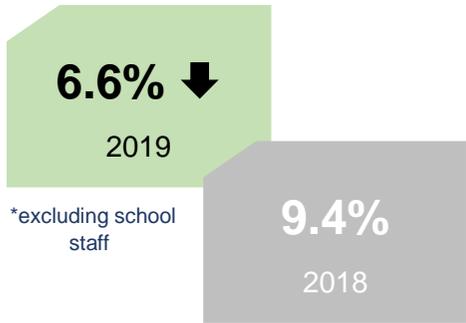
80 To be successful at this next stage, we must evidence that we are building on our successes to date, using our experience to support other organisations to achieve the award and promoting the award to others. As part of our submission, we will roll out five health awareness campaigns (designed to make a lasting difference) across our workforce: alcohol awareness, healthy eating, mental health, integrating physical activity into the working day (e.g. staff using the stairs), addressing musculo-skeletal issues (e.g. improving posture).

81 Mental health issues continue to be the most frequent cause of staff absence and we remain committed to implementing practices which prevent or reduce workplace stress and mental ill-health. Having introduced Mental Health First Aiders (MHFAs) and Time To Change Champions (TTCs) to support staff with mental health struggles, we are now implementing networking events to support our MHFAs and bi-monthly meetings to support our TTCs in their roles.

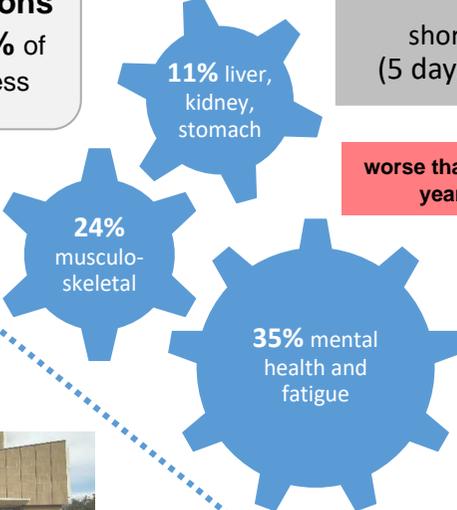
a) How well do we look after our people?

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Staff Turnover*

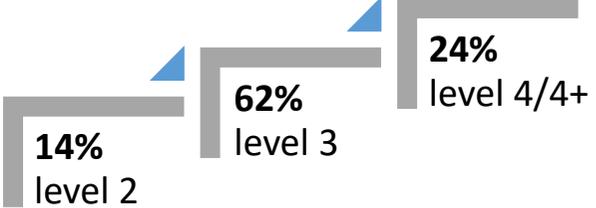


3 reasons for 70% of sickness



Apprentice
246 staff employed in apprenticeship posts

SKILLS
276 staff upskilling



Mental Health & Wellbeing Training (to date)

963 Mental Health Awareness (79% of managers)	224 Zero Suicide (e-learning)
272 Mental Health for life (e-learning)	531 MECC training



- 82 In addition, two new programmes are being rolled out. 'Connect Five' equips staff to have conversations about mental health and wellbeing, and provides tools to increase resilience and mental wellbeing through positive change. 'Making Every Contact Count' (MECC) shows individuals how everyday conversations can lead to behavioural changes that positively affect health and wellbeing.
- 83 The robust and consistent management of absence continues to be a high priority. In addition to a clear policy and targets to effectively manage attendance and support employees to return to work at the earliest opportunity, we continue to work with senior managers of services with high absence rates (seven services targeted to date), facilitating case review groups, holding practical workshop sessions and developing actions / interventions.
- 84 We are also continuing to support managers and employees by restructuring and simplifying our key HR documents, making it easier for them to find the information they need.
- 85 We are developing a new 'People and Talent Management Strategy', for launch in the Spring, to plan for the future by refocusing our workforce, building leadership capacity, developing our staff and being a good employer.
- 86 Having completed stage one of our recruitment and selection review, which resulted in a simplified policy and new separate 'Reference Policy', we are now, developing strategies to recruit and retain the best people, driving digital improvements (including a 'careers hub' for our website), improving access to internal vacancies and reviewing methodology for applying qualifications across the council.
- 87 We are rolling-out our 'Valuing our Employees' framework to support employee engagement, recognition, benefits and ideas/innovation. Staff now have the opportunity to subscribe to a discount card which gives reductions in areas such as theme parks, leisure centres, cinemas and insurance, as well as free access to English Heritage sites.
- 88 We are continuing to increase opportunities for both new and existing staff in line with our Apprenticeship Strategy. During quarter three, 56 people joined apprenticeship programmes linked to their career pathway: 45% were existing staff who were upskilling using a Data Analyst Apprenticeship (25 employees) which is part of our Business Intelligence Programme to increase analytical capability across the organisation.

- 89 To further promote apprenticeship opportunities, in line with National Apprenticeship Week (3-9 February), we carried out activities including apprenticeship forums, manager information sessions and promotion events.
- 90 Also during quarter three, we held the [2019 inspiring people awards](#) ceremony with two additional categories to further recognise the good work of our staff; a new 'health and wellbeing in the workplace' category as well as a 'special recognition' award. 272 nominations were received across all categories.

Are our resources being managed for the best possible outcomes for residents and customers? How good are our services to customers and the public?

- 91 Broadly speaking, telephone calls we receive are either through our Automatic Call Distribution (ACD) system, which routes calls to groups of agents based on a first-in-first-answered criteria, or directly to a telephone extension (non-ACD).
- 92 To date, only calls received via our ACD system have been included in our telephone statistics. However, as part of our initiative to develop a customer-focused, one-council approach to service delivery, we are transferring non-ACD lines into the ACD system. This change allows us to monitor performance of these lines, drive up performance and improve the customer experience.
- 93 During quarter three, eight lines (equating to more than 11,000 calls) were transferred to the ACD system: Early Help, Electoral Services, Newton Aycliffe Leisure Centre (three lines), Refuse and Recycling, Trade Waste and Voluntary and Community Service.
- 94 As lines are transferred the ACD call volume increases. As only calls received via ACD lines are counted in our data, this is making it appear as if telephone calls to the council is increasing. Like for like comparisons indicates contact via telephone calls and face to face methods is decreasing whereas contact via more digital methods is increasing. We will continue to monitor this situation as the Integrated Customer Services Initiative continues and we form a more accurate picture of customer contact.
- 95 Our Eckoh system (voice recognition for call transfer) is now live. During quarter three, almost 6,000 calls were automatically diverted from our first point of contact team to the required service. We are now completing an impact assessment to determine if diverting these low-value calls is having a positive effect on our ability to deal with peaks in demand and staff time for

more complex cases. From 1 December, we surveyed our customers and 85% said they were satisfied with the system.

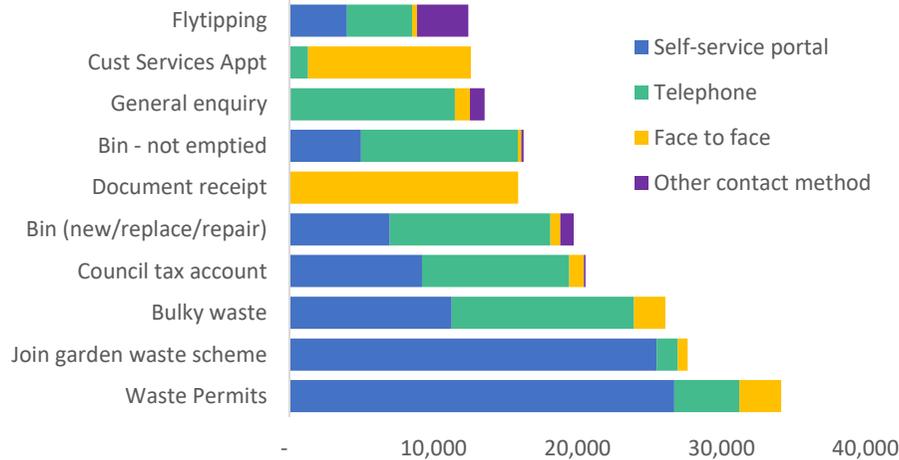
- 96 We are now in the design phase of our web chat project and intend to implement this system to key pages of our website by April 2020.
- 97 We are redesigning our website to support self-serve and have released a [prototype](#) for staff and councillors to review. Feedback to date is positive with users stating the site is easy to navigate, looks better, contains clear and easy to understand information. The new website will be more accessible on mobile devices. Our online forms pilot for street lighting went live 22 November with evaluation to be completed during quarter four.
- 98 We are working to digitise document receipt at our Customer Access Points (CAPs) which receive almost 16,000 documents each year. Not only will this reduce traffic into our CAPs, it will reduce avoidable travel for the customer and improve their overall experience.
- 99 During November, 120 staff attended our Digital Conference which showcased great examples of digital adoption and new ways of working across the council, and provided a platform for discussion and sharing of ideas. 96% of staff who attended said they felt inspired to go away and do something differently.
- 100 Customers can now provide feedback in relation to 83 different service requests, five more than during quarter two. However, we are aware of variation in both feedback and satisfaction levels across those service requests. We are exploring options to increase the volume of questionnaires we circulate through improved capture of email addresses and exploration of other contact channels.
- 101 Over the last 18 months, there has been a steady decrease in the number of compliments received. However, this corresponds to a steady increase in the availability, and uptake, of the customer satisfaction survey linked to service requests. We expect these trends to continue as we extend the availability of the satisfaction survey and give more customers the opportunity to feedback in this way.

(b) Are our resources being managed for the best possible outcomes for residents and customers?

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Unless stated data is Jan-Dec 2019, compared to previous year

Top 10 Service Requests by channel



Non Service Request Contact

We also responded to more than **570,000** non-service requests by:

- providing general policy advice
- transferring calls
- booking appointments
- providing updates



'Do it online' self-service portal

144k
(10%)



155k
accounts

used for **48%**
of all service
requests

represents
19% of all
contact

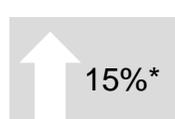
Number of 'do it online' self-service account creation requests (YTD)



Telephone



1.1m
(78%)



*see para XX

Customer Services
(ACD lines)

572,029 calls
98% answered
(94% within 3 minutes)

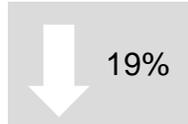
Other (ACD lines)

534,313 calls
93% answered
(91% within 3 minutes)



Face-to-Face

114k
(8%)



Top 5
requests Q3

15,888
document
receipts

11,303
Appointments
(c/tax & housing
benefit)

2,895
waste permits

2,176
bulky waste
collections

1,032
general
enquiries

AN EXCELLENT COUNCIL

(c) How good are our services to customers and the public?

Customer Satisfaction:
from the CRM closure process
(based on 6,747 responses)

79%
satisfied with
service
delivery

92%
found it easy
to contact the
right service

72%
informed of
progress

71%
informed of
length of time
to resolve task

83%
felt they were
provided with
clear
information

91%
felt they were
treated with
dignity and
respect

Customer Feedback: from the CRM including compliments, suggestions and complaints

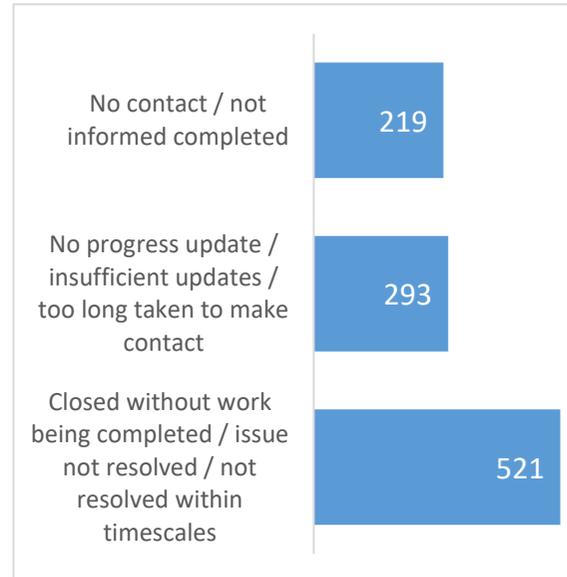
947 compliments (-176)	521 suggestions (-4)	189 comments about policies and procedures (+17)
140 objections to our decisions (-4)	122 dissatisfied with fees and charges (+54)	2,518 corporate complaints (-230) 97% investigated & 61% upheld*
206 statutory complaints (+4)	193 independent investigation requests	74 decisions from the Ombudsman 14 complaints upheld (19%)

Reasons for dissatisfaction

96%
felt request was
knowledgeably
& effectively
handled

86%
satisfied with
the handling
of their initial
contact

83%
satisfied with
time taken to
complete their
task



Customer experience of completing online request

(based on 51,327 customers)

- ★★★★★ - 62%
- ★★★★ - 20%
- ★★★ - 10%
- ★★ - 3%
- ★ - 5%

Unless stated data is Jan-Dec 2019, compared to previous year

- 102 During quarter three, we launched the 2020 Garden Waste Scheme which, along with our Christmas Tree Collection Scheme, is now almost exclusively self-serve via the website or PayPoint.
- 103 Although it remains below the 90% target, performance relating to Freedom of Information (FOI) and Environmental Information Regulations (EIR) improved during quarter three. We are now responding to 87% of requests within 20 working days, compared to 79% during the same period last year. This improvement is mainly due to embedding our new management information system. This new system has streamlined the response process, reduced duplication and is ensuring quick and consistent responses.
- 104 More than 41,000 council tax customers and almost 2,250 (16%) business rate customers (16%) now pay over 11 or 12 months.
- 105 Superfast broadband coverage remains at 96% across County Durham, which is in line with the rest of the UK. Take up levels at homes with access to fibre-based services through the Digital Durham programme has now reached 63% for phase one and 55% for phase two (above the contractual targets of 20% and 25% respectively). We do not currently have commercial uptake data but will provide an update (including line speeds, availability start dates etc.) once available.
- 106 The Digital Durham Programme Team is procuring a third contract to extend coverage of superfast broadband. The new contract will have £9.5million of funding and seeks to cover approximately 20,000 premises across County Durham, Gateshead and Sunderland.
- 107 Additionally, with support from the Digital Durham Programme, four schools in the county have secured a total of £111,000 from Tranche One of the Government's Rural Gigabit Community programme. This will develop superfast broadband for the schools and increase the potential for commercial investment in infrastructure by telecommunications companies in neighbouring residential areas. A further two tranches are being developed which has the potential to improve the broadband services of 13 schools across the county.

Key Performance Indicators – Data Tables

There are two types of performance indicators throughout this document:

- (a) Key target indicators – targets are set as improvements can be measured regularly and can be actively influenced by the council and its partners; and
- (b) Key tracker indicators – performance is tracked but no targets are set as they are long-term and/or can only be partially influenced by the council and its partners.

A guide is available which provides full details of indicator definitions and data sources for the 2019/20 corporate indicator set. This is available to view either internally from the intranet or can be requested from the Strategy Team at performance@durham.gov.uk

KEY TO SYMBOLS

	Direction of travel	Benchmarking	Performance against target
GREEN	Same or better than comparable period	Same or better than comparable group	Meeting or exceeding target
AMBER	Worse than comparable period (within 2% tolerance)	Worse than comparable group (within 2% tolerance)	Performance within 2% of target
RED	Worse than comparable period (greater than 2%)	Worse than comparable group (greater than 2%)	Performance >2% behind target

National Benchmarking

We compare our performance to all English authorities. The number of authorities varies according to the performance indicator and functions of councils, for example educational attainment is compared to county and unitary councils however waste disposal is compared to district and unitary councils.

North East Benchmarking

The North East figure is the average performance from the authorities within the North East region, i.e. County Durham, Darlington, Gateshead, Hartlepool, Middlesbrough, Newcastle upon Tyne, North Tyneside, Northumberland, Redcar and Cleveland, Stockton-On-Tees, South Tyneside, Sunderland. The number of authorities also varies according to the performance indicator and functions of councils.

More detail is available from the Strategy Team at performance@durham.gov.uk

MORE AND BETTER JOBS

Do residents have good job prospects?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
1	% of working age population in employment	72.5	Oct 2018-Sep 2019	73	74.4	75.8	71.2			Yes
				AMBER	AMBER	RED	GREEN			
2	Per capita household disposable income (£)	15,445	2017	Tracker	15,166	19,988	15,809			No
				N/a	GREEN	RED	RED			
3	Number of gross jobs created or safeguarded as a result of Business Durham activity	3,587	2019	Tracker	2,472					Yes
				N/a	GREEN					
4	% of 16 to 17 year olds in an apprenticeship	7.8	as at Jun 2019	Tracker	9.8	5.8	7.6	7.7		No
				N/a	RED	GREEN	GREEN	GREEN		

MORE AND BETTER JOBS

Is County Durham a good place to do business?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
5	Gross Value Added (GVA) per capita in County Durham (£)	16,718	2017	Tracker	16,513	27,430	20,121			No
				N/a	GREEN	RED	RED			
6	Number of registered businesses in County Durham	17,150	2019	Tracker	17,120					Yes
				N/a	GREEN					
7	Value (£M) of new contracts secured	£683,439	Oct-Dec 2019	Tracker	New indicator					Yes
				N/a	N/a					

MORE AND BETTER JOBS

Is County Durham a good place to do business?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
8	Value (£M) of GVA growth from jobs created	32.5	Oct-Dec 2019	6 GREEN	19.2 GREEN					Yes
9	Number of Inward Investments secured	0	Oct-Dec 2019	Tracker N/a	5 RED					Yes
10	% of Business Durham business floor space that is occupied	85.7	Jul-Sep 2019	Tracker N/a	84.0 GREEN					Yes

MORE AND BETTER JOBS

How well do tourism and cultural events contribute to our local economy?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
11	Number of visitors to County Durham (million)	19.71	2018	Tracker N/a	19.71 GREEN					No
12	Number of jobs supported by the visitor economy	11,998	2018	Tracker N/a	11,682 GREEN					No
13	Amount (£ million) generated by the visitor economy	913.84	2017	Tracker N/a	866.71 GREEN					No

MORE AND BETTER JOBS

Do our young people have access to good quality education and training?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
14	Average Attainment 8 score	44.6*	2018/19 (academic year)	Tracker	44.4	46.5	47			No
				N/a	GREEN	RED	RED			
15	Average point score per A level entry of state-funded school students	35.4*	2018/19 (academic year)	Tracker	33	32.4	32.5		2017/18 (academic year)	No
				N/a	GREEN	GREEN	GREEN			
16	% of pupils achieving the expected standard in Reading, Writing and Maths (KS2)	65	2018/19 (academic year)	Tracker	67	65	66.3			No
				N/a	RED	GREEN	RED			
17	% of 16 to 17 year olds who are not in education, employment or training (NEET)	4.4	Jul-Sep 2019	Tracker	4.5	2.4	4.0			Yes
				N/a	GREEN	RED	RED			
18	Gap between average Attainment 8 score of Durham disadvantaged pupils and non-disadvantaged pupils nationally (KS4)	-14.4*	2018/19 (academic year)	Tracker	-14.5	-13.5	-15.4		2017/18 (academic year)	No
				N/a	GREEN	RED	GREEN			
19	% of children in the Early Years Foundation Stage achieving a Good Level of Development	71.8	2018/19 (academic year)	64	72.8	71.8	71.8			No
				GREEN	AMBER	GREEN	GREEN			
20	Gap between % of Durham disadvantaged pupils and % of non-disadvantaged pupils nationally who achieve expected standard in reading, writing and maths (KS2)	-19.3*	2018/19 (academic year)	Tracker	-15.1	-20	-16			No
				N/a	RED	GREEN	RED			
21	Ofsted % of Primary schools judged good or better	90	as at 31 Dec 2019	Tracker	91	88	92		as at 30 Nov 19	Yes
				N/a	AMBER	GREEN	RED			
22	Ofsted % of secondary schools judged good or better	64	as at 31 Dec 2019	Tracker	58	76	61		as at 30 Nov 19	Yes
				N/a	GREEN	RED	GREEN			

*provisional data

MORE AND BETTER JOBS

Do our young people have access to good quality education and training?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
23	Exclusion from school of all Durham children - percentage of children with at least one fixed exclusion	2.1*	2018/19 (academic year)	Tracker	2.1	2.33	2.81		2016/17 (academic year)	No
				N/a	GREEN	GREEN	GREEN			

*provisional data

LONG AND INDEPENDENT LIVES

Are children, young people and families in receipt of universal services appropriately supported?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
24	% of all school pupils eligible for and claiming Free School Meals (FSM)	20.8	Jan 2019	Tracker	19.4	15.4	21			No
				N/a	RED	RED	GREEN			
25	Under-18 conception rate per 1,000 girls aged 15 to 17	23.7	2017	Tracker	21.6	17.8	24.7			No
				N/a	RED	RED	GREEN			
26	% of five year old children free from dental decay	74.2	2016/17	Tracker	64.9	76.7	76.1			No
				N/a	GREEN	RED	RED			
27	Alcohol specific hospital admissions for under 18s (rate per 100,000)	53.1	2015/16-2017/18	Tracker	56.2	32.9	62.7			No
				N/a	GREEN	RED	GREEN			
28	Young people aged 10-24 admitted to hospital as a result of self-harm (rate per 100,000)	350.1	2017/18	Tracker	400.8	421.2	458.0			No
				N/a	GREEN	GREEN	GREEN			
Page 69 of 69	% of children aged 4 to 5 years classified as overweight or obese	24.0	2018/19	Tracker	25.0	22.6	24.3			No
				N/a	GREEN	RED	GREEN			

LONG AND INDEPENDENT LIVES

Are children, young people and families in receipt of universal services appropriately supported?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
30	% of children aged 10 to 11 years classified as overweight or obese	37.7	2018/19	Tracker	37.1	34.3	37.5			No
				N/a	AMBER	RED	AMBER			
31	% of Education Health and Care Plans completed in the statutory 20 week time period (excl. exceptions)	66.3	2019	90	91	60.1	81.7		2018	Yes
				RED	RED	GREEN	RED			

LONG AND INDEPENDENT LIVES

Are children, young people and families in receipt of early help services appropriately supported?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
32	% of successful interventions (families turned around) via the Stronger Families Programme (Phase 2) [number]	92 [4,030]	Sep 2014- Dec 2019	TBC	N/a	76	79	82		Yes
				N/a	N/a	GREEN	GREEN	GREEN		
33	% of children aged 0-2 years in the top 30% IMD registered with a Family Centre and having sustained contact	89.8	Apr-Dec 2019	90	88.3					Yes
				GREEN	AMBER					

LONG AND INDEPENDENT LIVES

Are our services improving the health of our residents?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
34	% of mothers smoking at time of delivery	15.7*	Jul-Sep 2019	14.7 RED	17.6 GREEN	10.4* RED	14.6* RED			Yes
35	Four week smoking quitters per 100,000 smoking population [number of quitters]	1554 [1009]	Apr-Sept 2019	Tracker	1785 [1104]	820	1111			Yes
				N/a	RED	GREEN	GREEN			
36	Male life expectancy at birth (years)	78.2	2016-18	Tracker	78.3	79.6	77.9			Yes
				N/a	AMBER	AMBER	GREEN			
37	Female life expectancy at birth (years)	81.5	2016-18	Tracker	81.4	83.2	81.7			Yes
				N/a	GREEN	RED	AMBER			
38	Female healthy life expectancy at birth (years)	58.4	2016-18	Tracker	58.7	63.9	59.7			Yes
				N/a	AMBER	RED	RED			
39	Male healthy life expectancy at birth (years)	59.3	2016-18	Tracker	58.9	63.4	59.4			Yes
				N/a	GREEN	RED	AMBER			
40	Excess weight in adults (Proportion of adults classified as overweight or obese)	66.7	2017/18	Tracker	67.7	62.0	66.5			No
				N/a	GREEN	RED	AMBER			
41	Suicide rate (deaths from suicide and injury of undetermined intent) per 100,000 population	12.8	2016-18	Tracker	12.0	9.6	11.3			No
				N/a	RED	RED	RED			
42	Prevalence of breastfeeding at 6-8 weeks from birth	28.3	Apr-Jun 2019	Tracker	29.2	47.9	35.1			Yes
				N/a	RED	RED	RED			
Page 31	Estimated smoking prevalence of persons aged 18 and over	15.0	2018	Tracker	14.3	14.4	16.0			No
				N/a	RED	RED	GREEN			

LONG AND INDEPENDENT LIVES

Are our services improving the health of our residents?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
44	Self-reported wellbeing - people with a low happiness score	9.5	2018/19	Tracker	8.9	7.8	9.7			Yes
				N/a	RED	RED	GREEN			
45	Participation in Sport and Physical Activity: active	61.4	May 2018-May 2019	Tracker	62.9	63.2	60.5			No
				N/a	RED	RED	GREEN			
46	Participation in Sport and Physical Activity: inactive	28.2	May 2018-May 2019	Tracker	26.6	24.8	28.1			No
				N/a	RED	RED	AMBER			

*provisional data

LONG AND INDEPENDENT LIVES

Are people needing adult social care supported to live safe, healthy and independent lives?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
47	Adults aged 65+ per 100,000 population admitted on a permanent basis in the year to residential or nursing care	566.8	Apr-Dec 2019	TBD	583.7					Yes
				N/a	GREEN					
48	% of older people who were still at home 91 days after discharge from hospital into reablement/ rehabilitation services	86.5	Apr-Dec 2019	TBD	86.1	82.4	83.0	80.7*	2018/19	Yes
				N/a	GREEN	Not comparable	Not comparable	Not comparable		
49	% of individuals who achieved their desired outcomes from the adult safeguarding process	94.9	Apr-Dec 2019	Tracker	95.7	92.4	93.9	93.5*	2018/19	Yes
				N/a	AMBER	Not comparable	Not comparable	Not comparable		

LONG AND INDEPENDENT LIVES

Are people needing adult social care supported to live safe, healthy and independent lives?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
50	% of service users receiving an assessment or review within the last 12 months	86.8	2019	Tracker	87.1					Yes
				N/a	AMBER					
51	Overall satisfaction of people who use services with their care and support	67.8	2018/19	Tracker	66.6	64.3	66.2	66.0*		No
				N/a	GREEN	GREEN	GREEN	GREEN		
52	Overall satisfaction of carers with the support and services they receive (Biennial survey)	51.2	2018/19	Tracker	43.3**	38.6	47.2	41.8*		No
				N/a	GREEN	GREEN	GREEN	GREEN		
53	Daily delayed transfers of care beds, all, per 100,000 population age 18+	2.5	Nov 2019	Tracker	2.5	11.0	6.2	10.1*		Yes
				N/a	GREEN	GREEN	GREEN	GREEN		
54	% of adult social care service users who report they have enough choice over the care and support services they receive	75.1	2018/19	Tracker	74.9	67.5	71.8	69.3*		No
				N/a	GREEN	GREEN	GREEN	GREEN		

*unitary authorities

** results from 2016/17 survey

CONNECTED COMMUNITIES - SAFER

Are children, young people and families in receipt of social work services appropriately supported and safeguarded?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
Page 5 93	% of statutory referrals received by the First Contact Team or Emergency Duty Team processed within 1 working day	94.8 [4,319]	Apr-Dec 2019	Tracker	82.5 [3,256]					Yes
				N/a	GREEN					

CONNECTED COMMUNITIES - SAFER

Are children, young people and families in receipt of social work services appropriately supported and safeguarded?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
56	% of statutory children in need referrals occurring within 12 months of a previous referral	31.8 [904]	Apr-Dec 2019	Tracker	21.1 [938]	21	21	19	2018/19	Yes
				N/a	RED	RED	RED	RED		
57	% of single assessments completed within 45 working days	94.1 [4,702]	Apr-Dec 2019	Tracker	78.1 [3,061]	83	83	84	2018/19	Yes
				N/a	GREEN	GREEN	GREEN	GREEN		
58	Rate of children subject to a child protection plan per 10,000 population aged under 18 [number of children]	41.6 [420]	as at 31 Dec 2019	Tracker	45.9 [471]	44	63	54	as at 31 Mar 19	Yes
				N/a	N/a	N/a	N/a	N/a		
59	Rate of children in need per 10,000 population aged under 18 (statutory L4 open cases) [number of children]	363.8 [3,677]	as at 31 Dec 2019	Tracker	379.6 [3,817]	334	445	391	as at 31 Mar 19	Yes
				N/a	N/a	N/a	N/a	N/a		
60	Rate of children at level 2 or 3 per 10,000 population aged under 18 (One Point open cases) [number of children]	182.8 [1,847]	as at 31 Dec 2019	Tracker	238.4 [2,397]					Yes
				N/a	N/a					
61	% of strategy meetings initiated which led to an initial child protection conference being held within 15 working days	89 [508 of 574]	Apr-Dec 2019	75	67.8 [368]	79	82	79	2018/19	Yes
				GREEN	GREEN	GREEN	GREEN	GREEN		
62	% of Social Workers with fewer than 20 cases	59	as at Dec 2019	Tracker	49.1					Yes
				N/a	GREEN					
63	% of Statutory Case File Audits which are given a scaling score of 6 or above	86.2	Oct-Dec 2019	80	80					Yes
				GREEN	GREEN					

CONNECTED COMMUNITIES - SAFER

Are we being a good corporate parent to Looked After Children?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
64	Rate of children looked after per 10,000 population aged under 18 [number of children]	89 [899]	as at 31 Dec 2019	Tracker	83.1 [835]	65	101	94	as at 31 Mar 19	Yes
				N/a	N/a	N/a	N/a	N/a		
65	% of children adopted from care (as % of total children leaving care) [number of children]	11.3* [22 of 186]	Jul-Sep 2019	15	12.6 [21 of 167]	12	13	16	2018/19	No
				RED	RED	RED	RED	RED		
66	% of CLA who are fostered	78.2 [703]	as at 9 Jan 2020	Tracker	73.4 [613]	72	74	72	2018/19	Yes
				N/a	N/a	N/a	N/a	N/a		
67	% of external residential placements	4.2 [38]	as at 9 Jan 2020	Tracker	2.4 [20]					Yes
				N/a	N/A					
68	% of children looked after continuously for 12 months or more who had a dental check	74	as at 9 Jan 2020	Tracker	91.3	85	87	89	2018/19	Yes
				N/a	RED	RED	RED	RED		
69	% of children looked after continuously for 12 months or more who have had the required number of health assessments	84	as at 9 Jan 2020	Tracker	90.2	90	95	95	2018/19	Yes
				N/a	RED	RED	RED	RED		
70	Emotional and behavioural health of children looked after continuously for 12 months or more (score between 0 to 40)	14.0	2018/19	Tracker	15.5	14.2	14.1	14.0		No
				N/a	GREEN	GREEN	GREEN	GREEN		
71	Average Attainment 8 score of Children Looked After	20.5*	2018/19	Tracker	24.8	18.9	20.8	19.5	2017/18 (academic year)	Yes
				N/a	N/a	GREEN	AMBER	GREEN		

CONNECTED COMMUNITIES - SAFER

Are we being a good corporate parent to Looked After Children?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
72	% of CLA achieving the expected standard in Reading, Writing and Maths (at KS2)	55*	2018/19	Tracker	39.5	36	47			Yes
				N/a	GREEN	GREEN	GREEN			
73	% of care leavers aged 17-18 in education, employment or training (EET)	60	Dec 2019	Tracker	85.9	64	63	63		Yes
				N/a	RED	RED	RED	RED		
74	% of care leavers aged 19-21 in education, employment or training (EET)	68	Dec 2019	Tracker	51.6	52	50	52		Yes
				N/a	GREEN	GREEN	GREEN	GREEN		
75	% of care leavers aged 17-18 in suitable accommodation	95	Dec 2019	Tracker	92.9	88	93	91		Yes
				N/a	GREEN	GREEN	GREEN	GREEN		
76	% of care leavers aged 19-21 in suitable accommodation	100	Dec 2019	Tracker	84.5	85	90	87		Yes
				N/a	GREEN	GREEN	GREEN	GREEN		

*provisional data

CONNECTED COMMUNITIES – SAFER

How effective are we at tackling crime and disorder?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
77	First time entrants to the youth justice system aged 10 to 17 (per 100,000 population aged 10 to 17)	262	Apr 2018-Mar 2019	Tracker	253	238	332	251		No
				N/a	RED	RED	GREEN	RED		
78	Overall crime rate per 1,000 population	97.9	Jan-Dec 2019	Tracker	95.3					Yes
				N/a	RED					

CONNECTED COMMUNITIES – SAFER

How effective are we at tackling crime and disorder?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
79	Rate of theft offences per 1,000 population	20.9	Dec 2019	Tracker	27.7					Yes
				N/a	GREEN					
80	Proportion of all offenders who re-offend in a 12 month period (%)	30.6	Oct 2016-Sep 2017	Tracker	32	29.4	35.5			No
				N/a	GREEN	AMBER	GREEN			
81	Proven re-offending by young people (who offend) in a 12 month period (%)	46.3	Oct 2016-Sep 2017	Tracker	41.6	39.2	41.7			No
				N/a	RED	RED	RED			

CONNECTED COMMUNITIES – SAFER

How effective are we at tackling anti-social behaviour?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter	
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different		
82	Dealing with concerns of ASB and crime issues (%) by the local council and police	52.4	Sep 2019	Tracker	50.1			53.7		June 2019	Yes
				N/a	RED			RED			
83	Number of police reported incidents of anti-social behaviour	14,399	Jan-Dec 2019	Tracker	13,887						Yes
				N/a	RED						
84	Number of council reported incidents of anti-social behaviour	13,568	Oct-Dec 2019	Tracker	14,568						Yes
				N/a	GREEN						

CONNECTED COMMUNITIES - SAFER

How well do we reduce misuse of drugs and alcohol?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
85	% of successful completions of those in alcohol treatment	30	Mar 2018-Feb 2019*	28 GREEN	32 RED	37.9 RED				No
86	% of successful completions of those in drug treatment - opiates	6.3	Mar 2018-Feb 2019*	6 GREEN	5.5 GREEN	5.8 GREEN				No
87	% of successful completions of those in drug treatment - non-opiates	30.7	Mar 2018-Feb 2019*	26.4 GREEN	29.2 GREEN	34.5 RED				No
88	% of anti-social behaviour incidents that are alcohol related	13.1	Oct-Dec 2019	Tracker N/a	17.6 GREEN					Yes
89	% of violent crime that is alcohol related	32.3	Dec 2019	Tracker N/a	28.7 AMBER					Yes
90	Alcohol seizures	194**	Apr-Jun 2018	Tracker N/a	398 GREEN					No

*with rep to August 2019

**under review

CONNECTED COMMUNITIES – SAFER

How well do we tackle abuse of vulnerable people, including domestic abuse, child exploitation and radicalisation?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
91	Building resilience to terrorism (self-assessment). Score - level 1(low) to 5(high)	3*	2017/18	Tracker N/a	3 GREEN					No
92	No of individuals with a safeguarding referral for CSE (where recorded as 'victim')	270	Jul 2019-Dec 2019	Tracker N/a	New** N/a					Yes

*under review ** New data source from the police

CONNECTED COMMUNITIES - SAFER

How do we keep our environment safe, including roads and waterways?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
93	Number of people killed or seriously injured in road traffic accidents	236	2019	Tracker	163					Yes
	- Number of fatalities	17		N/a	RED					
	- Number of seriously injured	219			9					
94	Number of children killed or seriously injured in road traffic accidents	35	2019	Tracker	16					Yes
	- Number of fatalities	0		N/a	RED					
	- Number of seriously injured	35			0					

CONNECTED COMMUNITIES - SUSTAINABILITY

How clean and tidy is my local environment?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
95	% of relevant land and highways assessed as having deposits of litter that fall below an acceptable level	6.9	Sep-Oct 2019	Tracker	6.6					No
				N/a	AMBER					
96	% of relevant land and highways assessed as having deposits of detritus that fall below an acceptable level	13.4	Sep-Oct 2019	Tracker	13.9					No
				N/a	GREEN					
Page 99 999	% of relevant land and highways assessed as having deposits of dog fouling that fall below an acceptable level	0.9	Sep-Oct 2019	Tracker	1.0					No
				N/a	GREEN					

CONNECTED COMMUNITIES - SUSTAINABILITY

How clean and tidy is my local environment?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
98	Number of fly-tipping incidents	6,713	Oct 2018-Sep 2019	Tracker	7,259					Yes
				N/a	GREEN					

*not directly comparable

CONNECTED COMMUNITIES - SUSTAINABILITY

Are we reducing carbon emissions and adapting to climate change?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
99	% reduction in CO ₂ emissions in County Durham (by 40% by 2020 and 55% by March 2031)	54	2017	Tracker	52.3					No
				N/a	GREEN					
100	% change in CO ₂ emissions from local authority operations	-7	2018/19	Tracker	-9					No
				N/a	RED					
101	% of municipal waste diverted from landfill	96.2	Oct 2018-Sep 2019	95	96.3	87.3	92		2017/18	Yes
102	% of household waste that is re-used, recycled or composted	41	Oct 2018-Sep 2019	Tracker	42.2	43.2	34.5		2017/18	Yes
				N/a	AMBER	AMBER	GREEN			

CONNECTED COMMUNITIES – SUSTAINABILITY

Do residents have access to decent and affordable housing?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
103	Number of properties improved, adapted or brought back into use	1,482	Apr-Dec 2019	Tracker N/a	1,327 GREEN					Yes
104	Number of empty properties brought back into use as a result of local authority intervention	164	Apr-Dec 2019	150 GREEN	152 GREEN					Yes
105	Number of net homes completed	1,216	Apr-Dec 2019	Tracker N/a	1,126 GREEN					Yes
106	Number of affordable homes delivered	532	2018/19	200 GREEN	473 N/a					No
107	Number of households accessing the Housing Solutions Service	9,757	Apr-Dec 2019	Tracker N/a	9,179 GREEN					Yes
108	Number of households helped to stay in their home	964	Apr-Dec 2019	Tracker N/a	805 GREEN					Yes
109	Number of households helped to move to alternative accommodation	847	Apr-Dec 2019	Tracker N/a	731 GREEN					Yes

CONNECTED COMMUNITIES – SUSTAINABILITY

Page 102 Is it easy to travel around the county?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
110	% of A roads where maintenance is recommended	2.6	2018	Tracker	2.6	3			2016/17	No
				N/a	GREEN	GREEN				
111	% of B and C roads where maintenance is recommended	4.7	2018	Tracker	4.7	6			2016/17	No
				N/a	GREEN	GREEN				
112	% of unclassified roads where maintenance is recommended	21	2018	Tracker	20	17			2016/17	No
				N/a	AMBER	RED				
113	Highways maintenance backlog (£millions)	179.7	2018	Tracker	187.6					No
				N/a	GREEN					
114	Bridge Stock Condition – Principal Roads	80.7	2018	Tracker	80.0					No
				N/a	GREEN					
115	Bridge Stock Condition – Non-Principal Roads	79.9	2018	Tracker	81.0					No
				N/a	AMBER					

EXCELLENT COUNCIL

How well do we look after our people?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
116	% of performance appraisals completed in current post in rolling year period (excluding schools)	N/a*	-	N/a	N/a					No
117	Days / shifts lost to sickness absence (all services excluding schools)	10.65	2019	11.20	10.70	9.2**			2017/18	Yes
118	% posts with no absence in rolling year (excluding schools)	57.42	2019	Tracker	59.40					Yes
119	% of sickness absence which is short term	17.86	Oct-Dec 2019	Tracker	17.15					Yes
120	% of sickness absence which is medium term	14.04	Oct-Dec 2019	Tracker	16.59					Yes
121	% of sickness absence which is long term	68.10	Oct-Dec 2019	Tracker	66.26					Yes
122	% of employees having five days or less sickness per 12 month period	78.38	2019	Tracker	87.79					Yes

*Due to new system introduction

**includes school support staff but excludes teachers. All single/upper tier councils [Local Government Workforce Survey 2017/18](#)

EXCELLENT COUNCIL

Are our resources being managed for the best possible outcomes for residents and customers?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
123	% of council tax collected in-year	83.71	Apr-Dec 2019	84.37 AMBER	84.15 AMBER					Yes
124	% of business rates collected in-year	83.27	Apr-Dec 2019	83.26 GREEN	83.01 GREEN					Yes

EXCELLENT COUNCIL

How good are our services to customers and the public?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
125	% of Freedom of Information and Environmental Information Regulations requests responded to within 20 working days	87	Oct-Dec 2019	90 RED	79 GREEN					Yes
126	Customer contacts: telephone	1,106,342	2019	Tracker N/a	956,020* N/a					Yes
127	Customer contacts: face to face	114,026	2019	Tracker N/a	141,305 N/a					Yes
128	Customer contacts: web forms	155,039	2019	Tracker N/a	125,679 N/a					Yes
129	Customer contacts: emails	43,649	2019	Tracker N/a	41,397 N/a					Yes

EXCELLENT COUNCIL

How good are our services to customers and the public?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
130	Customer contacts: social media	2,738	2019	Tracker	3,563					Yes
				N/a	N/a					
131	% of calls answered	95.4	2019	Tracker	95.0*					Yes
				N/a	GREEN					
132	% of calls answered within 3 minutes	92.2	2019	Tracker	88.4*					Yes
				N/a	N/a					

*it should be noted that data is not comparable as new telephony lines have been added to ACD throughout 2019

Appendix 3: Risk Management

- 1 Effective risk management is a vital component of the council's challenging improvement agenda, so that any risks to successful delivery can be identified and minimised. The council's risk management process therefore sits alongside service improvement work and is integrated into all significant change and improvement projects.
- 2 The key risks to successfully achieving the objectives of each corporate theme are detailed against each ambition in the relevant sections of the report. These risks have been identified using the following criteria:
 - a) Net impact is critical, and the net likelihood is highly probable, probable or possible.
 - b) Net impact is major, and the net likelihood is highly probable or probable.
 - c) Net impact is moderate, and the net likelihood is highly probable.
- 3 As at 31 December 2019, there were 27 risks on the corporate strategic risk register, one less than as at 30 September 2019. During this period, one risk was added, and two were removed. The following matrix categorises the strategic risks according to their net risk evaluation as at 31 December 2019. The number of risks as at 30 September 2019 is shown in brackets.

Corporate Risk Heat Map						
IMPACT	Critical	1 (1)		3 (3)		1 (1)
	Major		5 (5)	4 (5)	1 (0)	
	Moderate			9 (10)	3 (3)	
	Minor					
	Insignificant					
		Remote	Unlikely	Possible	Probable	Highly Probable
 Key risks	LIKELIHOOD					

- 4 One risk was added during the latest review period:
- 'Serious injury or loss of life due to the Council failing to meet its statutory, regulatory and best practice responsibilities for property and land'*. Management of the Council's estate has been unitised under the recently appointed Head of Corporate Property and Land, and a new Corporate Landlord Service Delivery Model is being implemented during 2020/21.
- 5 Two risks were removed:
- a) *Damage to Highways assets as a result of a severe weather event*. This risk was removed after the likelihood was downgraded from possible to unlikely, taking the net evaluation below the corporate appetite. There are adequate and sufficient inspection and maintenance regimes in place, and this is no longer considered a significant risk. Ongoing impacts will continue to be monitored at operational level, guided by the council's Climate Emergency Response Plan.
 - b) *Serious breach of law regarding management of data/information, including an unauthorised release requiring notification to ICO*. Following the implementation and embedding of the GDPR changes, this risk Data Breach close and merged with the GDPR risk, which covers the general management of data/information, including an unauthorised release requiring notification to the Information Commissioner's Office.
- 6 At a corporate strategic level, key risks to the council, with their respective net risk evaluations shown in brackets, are:
- (a) If there was to be slippage in the delivery of the agreed MTFP savings projects, this will require further savings to be made from other areas, which may result in further service reductions and job losses (Critical / Possible);
 - (b) There is significant uncertainty in relation to future funding settlements from government, which will be impacted by the upcoming Comprehensive Spending Review and the Fair Funding Review (Critical / Highly Probable);
 - (c) Failure to protect a child from death or serious harm (where service failure is a factor or issue) (Critical / Possible);
 - (d) Failure to protect a vulnerable adult from death or serious harm (where service failure is a factor or issue) (Critical / Possible).
- 7 The implementation of additional mitigation on several risks has enabled the council to improve performance, decision-making and governance, and this is detailed in the relevant sections of the report.

- a) **More and Better Jobs:** There are no key risks in delivering the objectives of this ambition.
- b) **Long and Independent Lives:** There are no key risks in delivering the objectives of this ambition.
- c) **Connected Communities - Safer:**
 - i. *Failure to protect a child from death or serious harm (where service failure is a factor or issue).* Management consider it possible that this risk could occur which, in addition to the severe impacts on children, will result in serious damage to the council's reputation and to relationships with its safeguarding partners. To mitigate the risk, actions are taken forward from Serious Case Reviews and reported to the Durham Safeguarding Children Partnership. Lessons learned are fed into training for front line staff and regular staff supervision takes place. This risk is long term and procedures are reviewed regularly.
 - ii. *Failure to protect a vulnerable adult from death or serious harm.* Management consider it possible that this risk could occur which, in addition to the severe impacts on service users, will result in serious damage to the council's reputation and to relationships with its safeguarding partners. As the statutory body, the multi-agency Safeguarding Adults Board has a Business Plan in place for taking forward actions to safeguard vulnerable adults including a comprehensive training programme for staff and regular supervision takes place. This risk is long term and procedures are reviewed regularly.
- d) **Connected Communities - Sustainability:** There are no key risks in delivering the objectives of this ambition.
- e) **Excellent Council:**
 - i. *If there was to be slippage in the delivery of the agreed Medium Term Financial Plan savings projects, this will require further savings to be made from other areas, which may result in further service reductions and job losses.* Management consider it possible that this risk could occur, which will result in a funding shortfall, damaged reputation and reduced levels of service delivery. To mitigate the risk, a programme management approach for key projects has been established and embedded across the council. Monitoring by Corporate Management Team and Cabinet provides assurance over the implementation of the

agreed MTFP savings projects. It should be recognised that this will be a significant risk for at least the next four years.

- ii. *There is significant uncertainty in relation to future funding settlements from government, which will be impacted by the upcoming Comprehensive Spending Review and the Fair Funding Review.* Management consider it highly probable that this risk could occur, and to mitigate the risk, sound financial forecasting is in place based on thorough examination of the government's red book plans. This will also be a significant risk for at least the next four years.
- iii. *Serious injury or loss of life due to the council failing to meet its statutory, regulatory and best practice responsibilities for property and land.* Management of the council's estate has been unitised under the recently appointed Head of Corporate Property and Land, and a new Corporate Landlord Service Delivery Model is being implemented during 2020/21. It is anticipated that this risk will be managed down to an acceptable level during 2020 and 2021.

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**Corporate Overview and Scrutiny
Management Board**

20 March 2020



**Refresh of the Work Programme
2020/21 for the Corporate Overview and
Scrutiny Management Board**

Ordinary Decision

Report of Corporate Management Team

John Hewitt, Corporate Director of Resources

Electoral division(s) affected:

None

Purpose of the Report

- 1 To provide Corporate Overview and Scrutiny Management Board (COSMB) with the opportunity to review and refresh the work programme for 2020/21.

Executive summary

- 2 A new shared County Durham Vision 2035 has been developed with partners around three strategic ambitions – ‘more and better jobs’, ‘long and independent lives’ and ‘connected communities’.
- 3 COSMB review their work programme each year and this year the work programme review is in the context of the new County Durham Vision 2035, the Council’s Transformation Programme and regular performance and budget updates.

Recommendation(s)

- 4 COSMB is recommended to:
 - (a) Note and comment on the proposed COSMB work programme for 2020/21 (Appendix 2), and consider potential areas for in depth review work;
 - (b) Note that a further report to agree the COSMB work programme for 2020/21 will be submitted to the June 2020 meeting.

Background

- 5 The current overview and scrutiny committees work programmes focus on the priority areas identified within the context of the:
 - Council Plan
 - Cabinet’s Notice of Key Decisions
 - Sustainable Community Strategy
 - Partnership plans and strategies
 - Performance and budgetary control data
 - Changes in government legislation

- 6 In October 2019, public, private and voluntary bodies jointly agreed a vision for County Durham. The vision sets out our strategic direction and what we would like to achieve over the next 15 years and contains three broad ambitions for the people of County Durham:
 - More and better jobs
 - People live long and independent lives
 - Connected communities

- 7 In addition scrutiny work programmes are informed by the four priorities of Inspire, the Council’s Transformation Programme:
 - Redesign our services to better meet the customer’s needs at reduced cost to the Council
 - Help communities become more resilient and self-reliant
 - To move our partnership working from good to great
 - To become renowned for our skilled and flexible workforce and our employee engagement.

- 8 Overview and scrutiny work programmes are developed in the context of the new Vision and Council’s Transformation Programme, as well as an ongoing focus on key questions for improving performance.

COSMB Work Programme

- 9 COSMB’s work programme (Appendix 2) includes regular reviews of three areas – performance, customer feedback: complaints, compliments and suggestions and budget outturns.

- 10 During 2019/20, Corporate Overview and Scrutiny Management Board has undertaken budgetary and performance monitoring, scrutiny reviews and considered overview presentations.

- 11 In depth and light touch scrutiny reviews including updates were:

- Budget and MTFP process
- Update on the Attendance Management.

12 Areas of overview activity:

- Scrutiny input into the consultation on Vision 2035
- Digital Strategy and ICT and digital developments
- New statutory scrutiny guidance
- Regulation of Investigatory Powers Act 2000
- Customer Feedback: Complaints, Compliments and Suggestions Reports
- Overview of performance based on the priorities in the Council Plan
- Overview of partnership work including the County Durham Partnership and Area Action Partnerships
- Transformation Programme.

14 Budgetary and performance monitoring:

- Quarterly budgetary monitoring for Resources and Transformation and Partnerships.
- Quarterly corporate performance monitoring overview for the whole Council.

Areas for consideration in the COSMB Work Programme

15 COSMB are asked to review and consider their work programme (Appendix 2) for next year in the context of the challenges the Council faces including ongoing austerity, the new shared County Durham Vision 2035 and the Council's Transformation Programme.

16 COSMB may also wish to give particular consideration to issues raised in previous meetings.

Background papers

- None

Contact:	Jenny Haworth	Tel: 03000 268071
	Clare Luery	Tel: 03000 265978

Appendix 1: Implications

Legal Implications

None

Finance

None

Consultation

None

Equality and Diversity / Public Sector Equality Duty

None

Climate Change

None

Human Rights

None

Crime and Disorder

None

Staffing

None

Accommodation

None

Risk

The Overview and Scrutiny work programme is an important element of the Council's governance and risk management arrangements.

Procurement

None

Appendix 2

<p>Overview and Scrutiny Draft Work Programme 2020/21</p> <p>Corporate Overview and Scrutiny Management Board (COSMB)</p> <p>Lead officer: Jenny Haworth</p> <p>Key service contact: Jeff Garfoot</p> <ul style="list-style-type: none"> • More and better jobs • People live long and independent lives • Connected communities • Excellent council 	<p>Note:</p> <p>Overview and Scrutiny Review – A systematic six monthly review of progress against recommendations/action plan</p> <p>Scrutiny/Working Group – In-depth review/light touch review</p> <p>Overview/progress – Information on an issue; opportunity to comment, shape, influence, progress with a scrutiny review</p> <p>Performance/Budget – Ongoing quarterly monitoring performance reports/budgets</p>
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	When	Who	Outcome	Comment
O/S Review				
Scrutiny/Working Group (light touch/in-depth review)				
Budget and MTFP process	18 Sept 2020 17 Dec 2020 22 January 2021 11 Feb 2021	Jeff Garfoot/ Jenny Haworth	To enable scrutiny members to comment and feed into the MTFP and budget setting process.	To look at any issues and or reviews linked to achieving savings within the MTFP Update reports considered by COSMB

	When	Who	Outcome	Comment
Overview/Progress				
Transformation Programme, including: <ul style="list-style-type: none"> • Transformation and ICT <ul style="list-style-type: none"> ○ Smarter HR ○ Smarter ICT • Business support services • Digital transformation update – services • Organisational Development 	Six monthly updates 18 September 2020 15 October 2020 19 March 2021	<ul style="list-style-type: none"> • Andy Palmer/Alan Patrickson/Alison Lazazzera • Andy Palmer • Alan Patrickson • Alison Lazazzera/Andy Palmer 	To update members on the Transformation Programme.	Members' information
Regulation of Investigatory Powers quarterly report	2019/20 Quarter 4 19 June 2020 2020/21 Quarter 1 15 October 2020 Quarter 2 17 Dec 2020 Quarter 3	Kamila Coulson-Patel	To inform members of the Council's use of powers under the Regulation of Investigatory Powers Act 2000 (RIPA) on a quarterly basis.	Members' information

	When	Who	Outcome	Comment
	11 Feb 2021			
Regulation of Investigatory Powers annual report	15 October 2020	Kamila Coulson-Patel	To inform members of the Council's use of powers under the Regulation of Investigatory Powers Act 2000 (RIPA).	Members' information
Customer Feedback – Compliments, Complaints and Suggestions quarterly report	2019/20 Q4 19 June 2020 2020/21 Q1 18 Sept 2020 Q2 17 Dec 2020 Q3 19 March 2021	Vicki Murray	To inform Members of the Customer Feedback report on a quarterly basis. To present key messages in relation to the management and handling of statutory representations for Children and Adults Social Services.	Members' information
Customer Services – First Point of Contact	19 June 2020	Vicki Murray	To update members on progress with First Point of Contact project.	Members' information

	When	Who	Outcome	Comment
Overview and Scrutiny Annual Report	19 June 2020	Jenny Haworth	Members to sign off the Overview and Scrutiny Annual Report before submission to Council.	Members' information, and circulated widely
Notice of Key Decisions	At each COSMB	Jackie Graham	To keep members informed of any additions or amendments.	Members' information
MTFP delivery updates	Cabinet report Quarterly	Andy Palmer	To provide members with an update on the delivery of the MTFP.	Members' information
Performance/Budget				
Performance Quarterly reporting	2019/20 Q4 19 June 2020 2020/21 Q1 18 Sept 2020 Q2 17 Dec 2020 Q3 19 March 2021	Jenny Haworth/Tom Gorman	To provide members with progress towards achieving the key outcomes of the council's corporate performance framework.	Standing item
Budget Outturn Report Quarterly reporting - Resources	Q4 2019/20 and Q1 2020/21 18 Sept 2020 Q2 17 Dec 2020 Q3 19 March 2021	Ian Herberson/Michael Grogan	To provide Members with details of the forecast outturn budget position for service groupings.	Standing item
Regular updates				

	When	Who	Outcome	Comment
Implications of government policy programme	Cabinet report	Jenny Haworth	To keep members informed of the implications of relevant government policies.	As and when
Welfare reform and poverty action plan updates	Cabinet report	Andy Palmer/Emma Gardner	To keep members informed of the progress being made by the council and its partners in addressing welfare reform and the wider poverty issues in the county.	For information
County Durham Partnership update	Cabinet report	Julie Bradbrook	To keep members informed of issues being addressed by the County Durham Partnership and other key initiatives being carried out in partnership across the county.	For information
Chairs' updates	At each COSMB	Chair	To keep members informed of scrutiny activity.	For information
Petitions updates Quarterly	19 June 2020 18 September 2020 17 December 2020 19 March 2021	Jackie Graham	To keep members informed of the status of petitions received by the Authority.	For information
NECA and JTC Overview and Scrutiny work programmes and minutes of meetings	(meetings dates tbc. 2019 dates 14 March, 18 July, 19 Sept and 19 Dec)	Jenny Haworth	To keep members informed of work ongoing by the NECA O&S and JTC O&S committees.	For information

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**Corporate Overview and Scrutiny
Management Board**

20 March 2020

County Durham Partnership Update

Ordinary Decision



Report of Corporate Management Team

Jane Robinson, Corporate Director of Adult and Health Services

Councillor Simon Henig, Leader of the Council

**Councillor Brian Stephens, Cabinet Portfolio Holder for
Neighbourhoods and Local Partnerships**

Electoral division affected:

Countywide

Purpose of the Report

- 1 The purpose of the report is to update Corporate Overview and Scrutiny Management Board on issues being addressed by the County Durham Partnership (CDP). The report also includes updates on other key initiatives being carried out in partnership across the county.

Executive summary

- 2 The County Durham Vision 2035 was agreed at Cabinet on 11 September 2019. It is a document developed with partners as a shared vision for the next 15 years with three strategic ambitions:
 - (a) More and better jobs
 - (b) People live long and independent lives
 - (c) Connected communities
- 3 In October 2019, more than 150 people attended the County Durham Partnership Event which saw the official launch of the County Durham Vision 2035. Partners signed up to the vision and discussed how they could support its ambitions. As well as pledging to back the vision, partners also heard about the impact cultural events can have on the county's ambitions and the role culture can play in improving health and

wellbeing. Work has commenced on a review of the strategic partnership governance arrangements to deliver the new County Durham Vision for 2035.

- 4 In July 2019, England won the Cricket World cup after reaching their first world cup final in 27 years and through **AAPs**, one hundred tickets were distributed to community and voluntary groups across the county to attend the three matches played at the Emirates Riverside, Chester-le-Street.
- 5 The Poverty Action Steering Group has allocated £150,000 of additional funding for holiday activities with food until September 2020. £140,000 of this money will be divided between the **14 AAPs** to allocate to schemes that provide opportunities for young people and their families to socialise, be active and learn new skills while enjoying healthy meals and snacks. Projects are currently being sought to cover the forthcoming Easter break.
- 6 Lumiere took place for the tenth anniversary event on 14 - 17 November 2019. The number of visitors to the event was 165,000, bringing the number of people who have enjoyed the festival since it began in 2009 at just over one million.
- 7 In May 2018, members of the Council's Safer and Stronger Communities Overview and Scrutiny Committee reported to Cabinet on their review activity looking at work in relation to cybercrime. The focus of this work was on working collaboratively with our partners to prevent young people engaging in cybercrime activity. The Safer Cyber working group (a subgroup of the Safe Durham Partnership) and New College Durham have been working together on a film to raise awareness of the potential consequences of participating in cybercrimes and hacking. This short film "Hack" has now been launched and will start to be used as a resource for schools to deter young people away from this illegal activity. Regional and national interest has been shown in this film and a communications plan for dissemination has been developed to showcase this excellent partnership work.
- 8 Checkpoint, set up by Durham Constabulary, has been named winner of the 2019 Goldstein Award for problem-solving in policing at a ceremony held in Santa Cruz, California. The innovative Checkpoint programme beat competition from around the world after judges heard that those who undergo the four-month intervention programme were far less likely to reoffend than those who go down more traditional criminal justice routes, such as magistrates' court orders or police cautions.

- 9 On 7 October 2019, Public Health England launched the “Every Mind Matters” campaign, which aims to support everyone in feeling more confident in taking action to look after their mental health and wellbeing by promoting a range of self-care actions.
- 10 On 10 October 2019, World Mental Health Day was celebrated where a Healthy Business Strategy was launched which outlined how the council will work with local businesses to develop workforce mental health and wellbeing training and support, and reduce the stigma associated with poor mental health. This builds on the system wide approach to reducing stigma and discrimination of mental health whereby partners signed up to the Time to Change pledge on World Mental Health day in 2018 at the County Durham Partnership event.
- 11 Whilst recognising the pace of work undertaken to strengthen services since a focussed visit in January 2019 of children in need and those subject to a child protection plan, the Inspection of Local Authority Children’s Services (ILACS) took place between 9 and 20 September 2019 and the overall effectiveness outcome was “requires improvement”.
- 12 In another Ofsted inspection, Aycliffe Secure Centre, which provides a secure children's home environment, was judged to be “outstanding” in terms of the overall experiences and progress of children and young people, based on how well they are helped and protected; their health; the effectiveness of leaders and managers; and outcomes in education and related learning activities. The Ofsted's report states: "The children's home provides highly effective services that consistently exceed the standards of good. The actions of the children's home contribute to significantly improved outcomes and positive experiences for children and young people who need help, protection and care."
- 13 Ofsted and the CQC’s revisit of Special Educational Needs and/or Disabilities took place between 22 and 24 January 2020.
- 14 Judges from Britain In Bloom awarded the city with gold in the Champion of Champion's category at this year's awards. Durham was praised for its commitment to educating the next generation of horticulturalists and for creating a vibrant buzz where everyone feels part of a community. Praise was also given for the community garden at Wharton Park, displays in Durham City Centre and the grounds of Durham Cathedral.

Recommendation

- 15 Corporate Overview and Scrutiny Management Board is recommended to note the contents of this update.

Background

- 16 The County Durham Partnership including the board and forum (which bring together the board and local communities), five thematic partnerships, safeguarding boards and all Area Action Partnerships lead on key initiatives being carried out in partnership across the county.

County Durham Partnership board and forum

- 17 The County Durham Partnership Forum in June focussed on Prevent (a strand of the counter terrorism 'CONTEST' Strategy) and community cohesion and raising awareness of this in our communities.
- 18 The County Durham Partnership Board has met four times since the last update report.
- 19 July's Board meeting focused on the future work programme of the Prevention Steering Group. This includes taking forward a new relationship between services and communities in line with the County Durham Vision 2035 to meet County Durham's needs, building on what is already available in communities.
- 20 At the September Board meeting, partners agreed the County Durham Vision 2035. They also agreed to the establishment of a new partnership online directory (previously Locate) to support mentors, health champions, social prescribing link workers and care navigators in their work with vulnerable people which will help signpost to appropriate activities and services, supporting social inclusion and wellbeing.
- 21 The County Durham Partnership signed off the proposal for a strategic governance review following the agreement of the County Durham Vision 2035. The review seeks to ensure arrangements are in place to support the delivery of the County Durham Vision.
- 22 The November meeting focused on Durham Insight which is a shared intelligence, research and knowledge base for County Durham, informing strategic planning and commissioning across Durham County Council and its partners.

County Durham Partnership Event 2019

- 23 In October 2019, a range of organisations held an official launch of the Vision 2035 for County Durham's future. The County Durham Vision 2035 sets out three strategic ambitions for the area over the next 15 years:
- (a) More and Better jobs
 - (b) People live long and independent lives

(c) Connected communities

- 24 Guest speakers included Dr Darren Henley OBE, chief executive of Arts Council England, who spoke about the value of creativity in the community, linking to the health and wellbeing of people, and Helen Marriage, artistic director of Artichoke, the organisation that produces the Lumiere light festival, who explained the impact the festival has on the county. A number of community groups also presented on their work with the arts and feedback from the event was extremely positive.

Lumiere

- 25 Ten years ago, the County Durham Partnership agreed to the first Lumiere. For the 10th anniversary, the number of visitors to the event was 165,000, bringing the number of people who have enjoyed the festival since it began in 2009 at just over one million.
- 26 A selection of favourite artworks from previous festivals sat alongside a host of new commissions by international artists and fresh talent from the North East. There was a full programme of 37 artworks for this festival, which took place from 14 - 17 November 2019. Iconic landmarks were transformed, including Durham Cathedral, lit up from within by candlelit installation Spirit, whilst the public could manipulate the sound and light installation stones on the historic building's exterior.
- 27 Artichoke invited a range of community groups and individuals from across County Durham to take part in the creation of artworks for the festival. Women residents at HMP Low Newton in Brasside have worked with poet Hannah Jane Walker to create The Next Page, a message for the future in neon displayed at Clayport Library.
- 28 Students from Durham Sixth Form Centre collaborated with international artists on Are Atoms Alive? a fascinating short film displayed across nine shipping containers, whilst East Durham College students reimagined the brutalist building Dunelm House with the new artwork Lift Off, a legacy piece from the Apollo 50 project in Peterlee.

Safeguarding

- 29 The **Local Safeguarding Adults Board (LSAB)** and the **Durham Safeguarding Children Partnership (DSCP)** continued with their joint approach to raising awareness of key safeguarding issues in a second joint safeguarding week in November 2019. Key topics included domestic abuse, modern slavery and child exploitation.
- 30 The DSCP leads on recognising that exploitation of children is much broader than Child Sexual Exploitation (CSE). The Criminal Exploitation Group now encompasses CSE, criminal exploitation,

County lines, modern day slavery and forced marriage. It remains a joint group covering both County Durham and Darlington. The group continues to focus on prevention through awareness raising, including effective communications and marketing. Its aim is to ensure there is an effective joined up partnership response in order to improve both outcomes and service delivery for young people, to protect them from CSE and other forms of exploitation.

- 31 One year on from the submission of the DSCP's action plan response to the Joint Targeted Area Inspection (JTAI) of Domestic Abuse, a report has been considered by the DSCP's Executive Group who have responsibility for improving outcomes for children and young people. All the individual actions identified in response to the JTAI report have been completed and evidence of effectiveness has been collected to provide assurance. The report reviews the current status of the JTAI action plan, and the progress made by agencies in responding to the areas for improvement identified by the inspectors. It includes elements in relation to the effectiveness of both the support provided and of the partner agency response to JTAI. A multi-agency review of the action plan has been undertaken to examine actions and provide assurance of impact across the partnership. The DSCP will continue to ensure that outcomes improve for children and young people who experience domestic abuse through its emerging scrutiny arrangements (including peer review, third party scrutiny, independent scrutineer post and scrutiny panel).
- 32 The DSCP has appointed a Young People's Commissioner (YPC) in a new and innovative role and the first of its kind. The YPC will work towards ensuring the commitment of the DSCP to hear the voice of the child and ensure this becomes a fundamental thread throughout its work.
- 33 The YPC has been involved in a range of work areas which include building relationships and networking with key contacts, engagement activities and was sponsored by the DSCP to carry out an engagement project involving targeted engagement with young people to help the DSCP better understand best practice as well as areas of improvement in relation to the themes of mental health, poverty and domestic violence.
- 34 To assist further with relationship development, she took part in the interview panel for the NHS Designated Safeguarding Nurse appointment in Oct 2019. In preparation for this she reviewed the job description and developed a list of potential questions advocating the voice of the child and young people within the role. Three questions were selected by the panel for her to ask each candidate. She received

some great feedback from the interview panel for her role in this process.

- 35 At their development session, held on 18 October 2019, the DSCP placed a focus upon the progress made under its new working arrangements, including the assurance from the four sector groups for the Criminal Justice Service, Education Sector, Health and the Voluntary and Community Sector. Dedicated time was set aside to focus upon themes from local Serious Case Reviews with the opportunity for members to hear from a national expert to draw upon their expertise and support, informing future local practice.
- 36 The LSAB development session, held on 14 October 2019, brought an opportunity for the Board to consider its wider assurance role in respect of the health and care provider market and drive its future arrangements for ensuring the effectiveness of safeguarding arrangements locally. The session was well received with a number of recommendations to take forward.
- 37 User and Carer Voice is a key priority for the LSAB. Service users are asked what outcomes they want to achieve to help keep themselves safe and prevent any further risk. The Board receives quarterly data about service users' outcomes in a scorecard; currently 94.7% of people using DCC adult protection safeguarding report that their outcomes are fully or partially met.
- 38 The LSAB commitment to hearing the voice of service users is captured by the shared experiences of a service user in an animated video which has received high praise across partner and wider organisations. As a follow on the LSAB is working alongside the service user to develop a My Story booklet which illustrates the positive impact an effective safeguarding response can have when supporting adults; it will be used as an education aid for client groups.
- 39 In addition to hearing the voice of the service user the LSAB has responded to the feedback from a Practitioner Survey in 2018 and has developed and agreed an Information Sharing good practice guide, ratified and launched in October 2019. Further work in response is underway to provide practitioners with wider opportunities and access to workshops, events, legal briefings and e-Bulletins.

Vision 2035: More and better jobs

- 40 A working group has been set up to further develop the County Durham Industrial Strategy including its outcomes and performance indicators. This includes core membership from the County Durham Economic Partnership, the Business, Enterprise and Skills Group, Business Durham, the council and the university. There will be clear links with the

County Durham Vision to ensure local context as well as both the national and regional Industrial strategies.

- 41 The annual economic impact assessment 2018 which provides the volume and value of the visitor economy has been signed off by the Visit County Durham Board. Countywide results state that there were 19.7 million visitors in 2018 - the same as 2017 - and £914 million in economic impact (visitor spend), up 1.4% on 2017. The results show that there are fewer day visitors in comparison to the total number of visitors, but more overnight visitors who are staying longer which boosts the economy. There are now almost 12,000 people in employment in the visitor economy, up 2.7% on 2017.
- 42 In 2019, there have been over 19,000 visitors to the Heritage Open Days with the highest visitor count to date. Across the county there were 83 venues/events and, of these, 27 were new venues from local businesses, museums, churches and council venues. Amongst the many highlights which proved popular this year was the chance to explore the darker side of Durham's history on a Durham City Crime and Punishment guided walk and a history and heritage festival in Bishop Auckland.
- 43 **Spennymoor AAP** has supported the Town Council to develop the Cornish Trail which is a heritage trail, and part of the Heritage Open Days, showcasing the work of local artist Norman Cornish. This project has attracted visitors to Spennymoor, supporting a vibrant and well used town and a stunning exhibition of permanent artwork by Norman Cornish at Spennymoor town hall which attracted 1114 visitors.
- 44 Bowes Museum and Northern Heartlands have joined in partnership to deliver outreach sessions on the work of Norman Cornish to villages in Teesdale, which are to be hosted by local community centres. The sessions will reinforce the importance of the artist's legacy and bring his work to new audiences. A recent session was successfully held in the Randolph Community Centre in Evenwood, which is a former Surestart Centre, transferred to the control of the local parish council by Durham County Council in 2016 through Asset Transfer supported by the Partnership Team.
- 45 **4 Together AAP** is contributing to a local building to bring it back into full use and extend it to become a new 'heritage centre' and base for the Ferryhill Town band. Local schools have demonstrated a strong interest in using the heritage centre as a regular resource to provide a more varied and enriched learning resource.
- 46 In Wolsingham, the biggest agricultural show of the year took place and **Weardale AAP** celebrated the Year of Culture by undertaking a range

of workshops across the AAP area which utilised different artistic techniques, for example ceramics, painting, printing and working with clay and leather. This culminated in showing the pieces at the Wolsingham show.

- 47 The Durham Business Opportunities Programme (DBOP), now entering its fourth year is a six-year European Regional Development Fund programme that has recently been extended to support businesses up until November 2022. DBOP aims to help County Durham business grow by linking them with tangible opportunities to help spot and facilitate business growth. Support could be helping businesses secure a new contract, find new premises, a new supplier or perhaps secure some investment.
- 48 In the first three years, DBOP has supported Durham based small and medium enterprises across several sectors including childcare, food and drink, manufacturing and engineering.
- 49 Over 120 students from 17 secondary schools across County Durham are embarking on a challenge to come up with business ideas that will protect the planet. Future Business Magnates, now running for its 15th year, will see school teams of year 8 pupils working closely with local businesses to develop, create and present business ideas.
- 50 With many countries and local authorities, including Durham County Council, declaring a Climate Emergency and committing to reducing emissions this year students are being asked to come up with a business idea that will help to save the planet or will tackle one of the problems caused by climate change.
- 51 The students representing schools from across County Durham will undergo six individual challenges over the coming months, supported by dedicated business partners from successful Durham based organisations like Zumtobel Group, Honcho Markets, Wates Construction and Waterstons.
- 52 The programme will culminate in an awards ceremony in June 2020 hosted by BBC Radio Newcastle presenter Charlie Charlton.
- 53 At the County Durham **Armed Forces** Forum on 3rd October 2019 partners heard that since the introduction of the Guaranteed Interview Scheme for Veterans in April 2018, the Council has employed five veterans across four different service groupings. The Forum also focussed discussions on employment support through the new Defence Transition Service and the Royal British Legion Industries 'Lifeworks' employment support programme.

- 54 **Stanley AAP** have supported North Durham Academy to expand their Engineering Laboratory. The Laboratory will allow the Academy to be at the forefront of STEM (Science, Technology, Engineering and Mathematics) education, especially within the area of engineering. At full capacity, the engineering laboratory will be able to accept approximately 60 level 2 vocational students from the academy per year, with an additional 60 students studying the high-end GCSE course and up to 15 studying an A-Level qualification. It is hoped that this will help to bridge the skills gap of students going into engineering into the future. Going forward the laboratory will be utilised by outside agencies to train and upskill local residents to enable them to take up local employment opportunities in the STEM sector.
- 55 Various advice projects have been developed by AAPs to support local residents tackle the impact of welfare reform. **3 Towns AAP** allowed residents to access advice and support with universal credit locally, to benefit residents in receiving income gains by accessing their entitlements. A number of people have also become debt free or have debts reduced to a level that is easily managed.
- 56 **Derwent Valley AAP** and Advice in County Durham are working together to create an integrated advice service in Consett to deliver advice services for individuals needing assistance with welfare reform issues within a one stop advice hub.

People lives long and independent lives

- 57 The **Health and Wellbeing Board** (HWB) agreed the Joint Health and Wellbeing Strategy 2020-25 at their meeting in March 2020. The key health and wellbeing factors which impact on health have been drawn out from the Joint Strategic Needs Assessment and utilised to inform the priorities for the Joint Health and Wellbeing Strategy. This has been coupled with the major policy drivers for improving health and reducing health inequalities.
- 58 The Joint Health and Wellbeing Strategy follows a lifecourse approach and is focussed not only on extending the length of life, but quality of life and reducing differences in health outcomes for our local residents.
- 59 The vision of the Joint Health and Wellbeing Strategy is ‘County Durham is a healthy place, where people live well for longer’, with the strategic priorities being:
- (a) Starting Well
 - (b) Living Well
 - (c) Ageing Well

- 60 Our Approach to Wellbeing builds on the County Durham Partnership Event 2018 which focused on mental health and the work of Cormac Russell on asset-based community development; highlighting the importance of greater engagement with communities.
- 61 There are many definitions of wellbeing, but in short it can be described as 'how well we are doing' or 'how satisfied we are with our lives'. As well as health, measures of wellbeing include our relationships; our work and finances; our levels of participation in sport, culture and community events, where we live and how safe we feel; and the services we can access. Wellbeing is starting to be an equivalent measure to economic growth, ensuring that we consider these important factors in people's lives alongside factors influencing economic development.
- 62 Wider influences such as finances, home, education, and environment can all have an impact on the health of our communities. However, communities also possess a number of assets available to them that help maintain and build their resilience and which in turn can protect challenges to their health or wellbeing.
- 63 Initiatives intended to encourage inclusive growth and improvements in wellbeing are founded on the engagement of communities and the devolution of power. County Durham has been at the vanguard in developing such approaches, engaging communities and sharing decision making through Area Action Partnerships. These have been operating since 2009, originally designed to give people a voice in how local services are provided. We know that this can make a difference and can build on these to close the gap and not leave people behind.
- 64 This approach to wellbeing is key to implementing the County Durham Vision together with our communities. We will operate to the following principles of working in order to improve the wellbeing of our residents:
- (a) Solutions will be designed and produced together with service users
 - (b) We will work with communities and support their development and empowerment
 - (c) We will acknowledge the differing needs of our communities whilst acknowledging and building on their potential strengths
 - (d) We will direct our activities where they can make the biggest difference to those who are most vulnerable and help to build resilience

- (e) We will make person centred interventions available, ensuring that they are empowering and not stigmatising
 - (f) We will align our related strategies, policies and services to reduce duplication and ensure greater impact.
- 65 The **Health and Wellbeing Board** have agreed to undertake an audit of organisational premises to support the ongoing work around breastfeeding friendly venues with a view to our organisations publicising this to staff and communities, showing system leadership of this important issue.
- 66 The **Local Councils Working Group** received a presentation seeking support to help develop a co-ordinated approach to reduce smoking in pregnancy and increase take up in breastfeeding rates. This focusses on the opportunity for local councils who own buildings, open to the public, to provide facilities for breastfeeding or to use their public events and other communications to promote the positive messages around the benefits of breastfeeding and the need to reduce smoking during pregnancy.
- 67 Obesity is a population health and inequalities challenge which has profound long-term consequences for health and wellbeing across County Durham. The Healthy Weight Alliance, a subgroup of the **Health and Wellbeing Board**, has taken forward County Durham's whole system approach to supporting people to achieve and keep a healthy weight.
- 68 The HWB advocated for a policy to impose restrictions on new planning and licensing applications for hot food takeaways, including the percentage in a given area and proximity to schools and colleges. The Hot Food Takeaway Policy will support our young people, families and communities to be able to live and interact within environments where healthier choices are the easy choice as part of a system wide approach to support people to achieve and keep a healthy weight.
- 69 Projects include the work of the Active Durham Partnership in developing the Active 30 Durham programme. The aim is to increase the physical activity of young people and over 100 schools are currently engaged and have signed up to doing at least 10, 20 or 30 minutes of moderate to vigorous activity every day in school.
- 70 **Chester-le-Street AAP** funded the first Man v Fat, a football league for men who want to lose weight. The league is decided not only upon points won but also upon pounds lost among participants. Support was given to each participant with unique resources, inspiration and 24/7 support to help them to lose weight, meet people and get fitter. It also helps to reduce social isolation and improve mental health. Following

national exposure of this idea on the BBC One Show, DCC Leisure Services approached the AAP to co-fund the league, 88 players signed up for the first season who in the first eight weeks lost 65 stones combined, with one player losing four stones.

- 71 **Derwent Valley AAP** are currently delivering a programme of cycle rides, walks, bikeability courses and training courses targeted at families and retired people, in partnership with Groundwork North East. The programme is also identifying and promoting six walking, cycling and running routes for a range of abilities and distances. The aim of the programme is to promote physical activity and health and wellbeing linked to the environment and also heavily supports the reduction of environmental impacts in the Derwent Valley by promoting and improving opportunities for sustainable travel through the identification and implementation of schemes that promote walking, cycling and the use of public transport. 346 local residents (both children and adults) have so far participated in the programme.
- 72 **4 Together AAP** has supported the Ladder Centre with their Learn Healthy Live Healthy project. A new group will have the opportunity to participate in a project designed to educate, motivate and instil a knowledge and commitment to health improvement in the area. Special emphasis will be placed upon engaging with people aged over 50 years. There will be weekly sessions and taster sessions of sporting and health improving activities to promote exercise, improve health and tackle social isolation. In addition, there will also be courses increasing knowledge and awareness of the importance of Cancer screening, understanding mental health, healthy eating, the benefits of stopping smoking and alcohol/substance misuse.
- 73 Ten of the project members will go on to become Volunteer Health Champions and they will be encouraged to use their knowledge and skills to improve the health and wellbeing of their peers, colleagues and family members and undergo training to become involved in specific areas of health improvement volunteering such as walk leaders, run leaders and wellbeing for life volunteers.
- 74 AAPs have used their Older People's Social Isolation Fund grants programme to fund a range of innovative projects to help people who are at risk of loneliness and social isolation. These include **Bishop Auckland and Shildon (BASH) AAP** which has supported client led eco-therapy using allotments and green spaces targeted at people with dementia and their carers and Age UK County Durham has supported older people to access information and support across **Teesdale AAP** including help to provide a development worker, recruit volunteers and pilot a new programme of "Let's Get Crafty" sessions to bring older people together. The project has also continued the work of "Beat the

Scammers” along with purchasing 20 call blocker units that can be installed in the homes of vulnerable older people who need help. Over 200 elderly residents have benefitted.

- 75 **East Durham AAP** funded a Dementia Friendly Coordinator who has now supported five communities to gain Dementia Friendly Community status. They are now looking to form a local network as well as take their place within the existing regional network. Local schools, health centres and Dalton Park have been involved in making the community more accessible for people living with dementia.
- 76 As part of the work of the **Children and Families Partnership**, a County Durham Youth Council is in development which will work alongside the County Durham Partnership to ensure that the voice of children and young people are at the heart of what we do. The Youth Council will be led by young people and looks at the key issues for young people. This would influence what all the thematic partnerships do and is being developed as part of County Durham’s enhanced engagement with children and young people.
- 77 In addition, the County Durham Children and Young People’s Awards is also being developed, by which the successes of children and young people across County Durham will be celebrated at an annual awards ceremony co-produced with representatives from the council and the County Durham Youth Council.
- 78 The Children’s Takeover Challenge, supported by the **Children and Families Partnership**, is a nationwide event where organisations are encouraged to open their doors to children and young people and involve them in decision making. Takeover Challenge events and activities took place from October to December 2019 and included:
- (a) Young people from the Children in Care Council took over the latter part of the Corporate Parenting Panel meeting on 25 October 2019 to deliver some care leaver training to members and officers of Durham County Council. At the session, young people identified what makes a good corporate parent, and the Councillors in attendance each made a promise to support the young people.
 - (b) Villa Real School and the Special Educational Needs and Disabilities (SEND) Designated Clinical Officer at North Durham and Durham, Dales, Easington and Sedgefield Clinical Commissioning Groups (CCGs) took part in the challenge. They met with pupils from the school and discussed how to give young people with profound SEND a say in how they would like their voice to be heard in CCG services.

- (c) Pupils from two schools took over the role of the Durham Learning Resources team. There were two sessions where children nominated from two schools went into the service to see how staff fulfilled a school order for resources, made some orders themselves and carried out tasks in the warehouse.
- (d) A young person who was previously a member of Investing in Children's Children in Care Council and a co-opted young person who attended the Corporate Parenting Panel, before she left to go to University, shadowed Terry Collins, chief executive officer (CEO) of Durham County Council for the morning.
- (e) The chief executive went over his roles and responsibilities as CEO. The young person then attended a County Durham Partnership Board meeting alongside Terry, where she was given the opportunity to ask questions and be involved in discussions. As a result, she volunteered to be involved in shaping the new Youth Council to ensure that all children and young people will be represented not just those who attend school.
- (f) There is evidence that children from vulnerable families are more likely to experience "unhealthy holidays" in terms of nutrition and physical health. To address this issue, thirty young people from schools, youth clubs and Investing in Children's eXtreme group (made up of children and young people with disabilities) gave their views on the "Holiday Activities with Food" project. They spoke about the kind of activities young people want, where they want to access them and any barriers there might be. Their views are being used to help the council and partners to shape provision over the coming year.
- (g) A young person in care, spent a day with Richard Crane, Head of Education and Skills. She visited Pitlington Primary School where she spoke to teachers about their role and responsibilities and accompanied Richard on a tour of the school. She also met with managers and staff from the sections which make up the Education and Skills service; learning about professional development, the importance of performance and standards and the main elements of how the Education Durham team work. As a result, she has been inspired to consider working in education as a career of choice in the future.

79 Durham Area Youth (DAY) runs a youth forum which brings together young people from all of the villages it works in. A grant from **Durham AAP** has helped to get the youth forum up and running and members of the youth forum were consulted as part of the development of the new Vision for County Durham.

- 80 **East Durham Rural Corridor AAP** have successfully ran a Baby Ready or Not course using simulated babies. The group had a day out with the babies, tackling the day to day issues of using public transport and accessing communal areas. The young people had the babies for three days/ two nights and demonstrated the dedication and commitment needed to care for young children.
- 81 The **Voluntary and Community Sector (VCS)** Better Together Forum held a Policy Forum on Social Value in September. This Forum was convened to look at the current landscape surrounding social value, in a national and local context, and what opportunities and challenges it might offer the VCS in the current working climate.
- 82 There is no formal definition of social value, however, the Public Services (Social Value) Act 2012 defines this as “An act to require public authorities to have regard to economic, social and environmental wellbeing in connection with public services contracts; and for connected purposes”. Social value serves as an umbrella term for these broader effects, and organisations which make a conscious effort to ensure that these effects are positive can be seen as contributing to the long-term wellbeing and resilience of individuals, communities and society in general.
- 83 The Forum looked at social value in public sector procurement and commissioning, explored how the VCS might respond to social value in day to day work, and considered how the County Durham Approach to Wellbeing might be used to gather evidence of social value.

Connected communities

- 84 Since 2016, when County Durham welcomed its first refugee arrivals, the county has supported 259 individuals in 56 family groups over eight separate phases. The programme is on track to deliver Cabinet’s commitment to support between 250 and 300 vulnerable refugees by the conclusion of current resettlement programmes in 2020.
- 85 The county is recognised regionally and nationally as an example of best practice in delivering a successful resettlement programme that effectively supports vulnerable refugee families starting a new life in the UK.
- 86 Cabinet has agreed to participate in the UK’s new global refugee resettlement programme over the next four years following the conclusion of the current resettlement schemes in 2020.
- 87 The Council declared a Climate Emergency in February 2019, with the aim of making Council activities carbon neutral by 2030 and the whole County completely carbon neutral by 2050. Over 1,000 responses were

received to the Climate Emergency Response plan consultation and 38 schools have been part of that engagement. Key areas identified have been; the role of natural environment (particularly trees and woodlands), how we generate our electricity and heat our homes and businesses, travel and lifestyle changes from diet to household waste. Underpinning this is the need for significant structural change across the county; from new jobs in the green economy, new standards of development, upgrades of existing homes and travel that is cleaner than present fossil-fuel based modes. This work is a key part of the **Environment Partnership** work programme.

- 88 The Single Use Plastic (SUP) task group (consisting of both internal and external partners) has made significant progress towards the reduction of single use plastics across County Durham which has attracted both local and national publicity. This has led to adoption of a bespoke County Durham SUP pledge where residents and organisations can join a growing army of volunteers to reduce and seek alternatives to SUPs. Over 229 individuals and organisations have signed the pledge since March 2019.
- 89 The County Durham Single Use Plastics project won the Local Authority Recycling Advisory Committee Celebration Awards in the 'Best Waste Minimisation or Prevention Project' category. In addition, the SUP Project won the Waste Management category at the 2019, County Durham Environment Awards.
- 90 Organised by the **Environment Partnership**, outstanding examples of community spirit and green schemes were celebrated at the 30th anniversary Environment Award. In addition to the 12 category winners, for the first time in the awards' history, three projects were granted outstanding status.
- 91 The Auckland Project's newly opened Auckland Tower won in the design and built environment category, the Park Head Hotel in New Coundon near Bishop Auckland won for recognition of its environmental initiatives as a "green business", and Eleven Arches' spectacular outdoor live action show Kynren, won in the "volunteer group" category for developing the show site as a place where people and wildlife can thrive.
- 92 In addition, Peterlee's community garden triumphed in the community partnership category and St Bede's Primary School in Sacriston triumphed in the schools and colleges category. It was the first school in the region to be awarded plastic-free status and has also promoted its work nationally, with one pupil raising awareness of the need to reduce plastic use on BBC's The One Show.

- 93 The **Safe Durham Partnership** agreed the Safe Durham Partnership Plan (SDPP) 2020-25 at their meeting in March 2020. The key risks and threats contained in the annual strategic assessment that crime and disorder pose to the communities of County Durham have informed the priorities of the SDPP, which sets out the strategic approach that will be used to tackle crime and disorder throughout the County.
- 94 The vision of the Safe Durham Partnership Plan is 'Durham is a county where every adult and child will feel and be safe', with the six strategic priorities being:
- (a) Promote being safe and feeling safe in your community
 - (b) Support victims and protect vulnerable people from harm
 - (c) Prevent: Counter Terrorism, Radicalisation and Violent Extremism
 - (d) Reduce reoffending
 - (e) Alcohol and substance misuse reduction
 - (f) Tackle and prevent cyber enabled crime
- 95 Through the Counter Terrorism and Security Act 2015, local authorities have a duty and a core role to play at a local level in both safeguarding individuals vulnerable to radicalisation, and in protecting their communities from extremism.
- 96 As part of the awareness raising work of the **Safe Durham Partnership**, in September 2019, Small Steps delivered training to elected members, officers and partners to gain awareness of far-right extremism, racism and violence which can lead to community tensions in local areas.
- 97 County Durham Youth Justice Service, formerly County Durham Youth Offending Service, was presented with Investing in Children status for the work it does to involve young people in decisions that affect them and for its imaginative and inclusive practice.
- 98 A unique Speedwatch van, was launched in the **3 Towns AAP** in partnership with Durham Constabulary making it the first force in the County and the first of its kind in the UK, to use specialist software which recognises number plates which has proved to be a good deterrent to keep road users safe.
- 99 **Chester-le-Street AAP** and **East Durham AAP** have bought e-bikes for Neighbourhood Police teams. Police teams are able to cover up to eight times the area per shift than they would be able to on foot,

facilitating more community contacts and supporting community cohesion. The bikes have already proved invaluable in searching for “lost” individuals.

- 100 A talk and information session on staying safe from scams was hosted by NatWest Bank in the **Great Aycliffe and Middridge AAP** area which was a well-received and valuable session.
- 101 **Mid Durham AAP** has undertaken two Crime Prevention and Community Safety Roadshows at local primary schools in Langley Moor and Castleside. These roadshows are designed to bring the agencies working across this varied field to the communities in order that they can access information and advice and support in relation to feeling safe and secure personally, at home and in the community. Approximately 300 local people attended these events.
- 102 The role of **Faith Communities** in nurturing connected communities continues to be acknowledged through supporting local churches and faith groups to engage with AAPs in looking at the contributions they make to the health and wellbeing and connectivity of their communities. Faith and Wellbeing events held in **Teesdale AAP** in July 2019 and **Derwent Valley AAP** in November 2019 continue to demonstrate how faith groups work with communities to address social need and develop local solutions that work. Improved communication and partnership working between churches, faith groups and AAPs, will lead to better outcomes for local people. Once the role of faith communities has been explored with all AAPs later this year, an evaluation will take place to consider the impact.
- 103 Two Breakfast seminars bringing together elected members, officers, partners and **Faith Communities** in roundtable conversations on challenging and timely topics have taken place recently. Durham Constabulary’s lead officers for modern slavery and human trafficking introduced the topic ‘Modern Slavery... private problem or public issue?’ which gave an overview of the nature and prevalence of modern slavery and related concerns in County Durham. It explored how we can support and protect victims and challenged participants to consider the ethical choices that consumers are faced with.
- 104 The second seminar, introduced by the Head of Environment, was titled ‘Climate Emergency.... a moral imperative? The seminar gave an overview of the declaration by the Council of a Climate Emergency and gave feedback from the public consultation as well as considering how we can work together locally to ensure that no one is disadvantaged in making the changes necessary to reduce emissions and make County Durham carbon neutral by 2050.

Conclusion

- 105 The County Durham Vision 2035 was agreed in September 2019 and will be delivered through an integrated framework of partnership and organisational plans and strategies across the County Durham Partnership (including the Joint Health and Wellbeing Strategy and the Safe Durham Partnership Plan) to measure the success of achieving the ambitions and objectives set out in the vision.
- 106 Work has commenced on a review of the strategic partnership governance arrangements. The review is currently being carried out and the views of partner agencies are being actively gathered. The review will conclude in May 2020 to ensure arrangements are in place to support the delivery of the County Durham Vision.

Background papers

- None

Other useful documents

- None

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Appendix 1: Implications

Legal Implications

None

Finance

Area and neighbourhood budgets are utilised and delivered through the 14 AAPs and ensure the council (and AAPs) receive improved information on the outputs achieved through use of locality budgets.

Consultation

The County Durham Partnership framework is a key community engagement and consultation function of the Council and its partners. The recommendations in the report are based on extensive consultation with AAP partners.

Equality and Diversity / Public Sector Equality Duty

The actions set out in this report aim to ensure equality and diversity issues are embedded within the thematic partnerships and the working practice of AAPs.

Climate Change

This is recognised throughout partnership activities.

Human Rights

None

Crime and Disorder

The Crime and Disorder Act 1998 placed a statutory duty on local authorities to form a Community Safety Partnership (CSP) to tackle crime, disorder, anti-social behaviour, substance misuse, other behaviour adversely affecting the local environment and to reduce re-offending. In County Durham, the CSP is the Safe Durham Partnership.

Staffing

None

Accommodation

None

Risk

None

Procurement

None

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