



Cabinet

Date **Wednesday 5 June 2013**
Time **9.30 am**
Venue **Committee Room 2, County Hall, Durham**

Public Question and Answer Session

9.30 a.m. to 10.00 a.m.

An opportunity for local people to have a 30 minutes informal question and answer session with Cabinet Members.

Cabinet Business

10.00 a.m. onwards

Part A

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

1. Declarations of interest
2. Minutes of the meeting held on 10 April 2013 (Pages 1 - 6)

Key Decision:

3. Empty Homes Cluster Programme - Joint Report of Corporate Director, Regeneration and Economic Development and Corporate Director, Resources [Key Decision: R&ED/10/13] (Pages 7 - 28)

Ordinary Decisions:

4. North East Independent Economic Review Findings and Review of Governance Arrangements - Report of Corporate Director, Regeneration and Economic Development (Pages 29 - 44)
5. Quarter 4 2012/13 Performance Management Report - Report of Assistant Chief Executive (Pages 45 - 132)
6. Update on the delivery of the Medium Term Financial Plan 2 - Report of Assistant Chief Executive (Pages 133 - 140)

7. Implications for Durham County Council of the Government's policy programme - Report of Assistant Chief Executive (Pages 141 - 186)
8. Voluntary and Community Sector Strategy - Report of Assistant Chief Executive (Pages 187 - 220)
9. 2013 Refresh of the Safe Durham Partnership Plan 2011-14 - Report of Corporate Director, Children and Adults Services (Pages 221 - 236)
10. Transfer of Investing in Children to a Community Interest Company - Report of Corporate Director, Children and Adults Services (Pages 237 - 268)
11. Interim Policy / Procedure for the Adoption of Public Open Space Associated with New Housing Developments - Joint Report of Corporate Director, Neighbourhood Services and Corporate Director, Regeneration and Economic Development (Pages 269 - 278)
12. Such other business as, in the opinion of the Chairman of the meeting, is of sufficient urgency to warrant consideration.
13. Any resolution relating to the exclusion of the public during the discussion of items containing exempt information.

Part B

Items during which it is considered the meeting will not be open to the public (consideration of exempt or confidential information).

14. Disposal of Land at Heighington Lane, Aycliffe - Joint Report of Corporate Director, Regeneration and Economic Development and Corporate Director, Resources (Pages 279 - 286)
15. Such other business as, in the opinion of the Chairman of the meeting, is of sufficient urgency to warrant consideration.

Colette Longbottom
Head of Legal and Democratic Services

County Hall
Durham
28 May 2013

To: **The Members of the Cabinet**

Councillors S Henig and A Napier (Leader and Deputy Leader of the Council) together with Councillors J Brown, N Foster, L Howvels, O Johnson, M Nicholls, M Plews, B Stephens and E Tomlinson

DURHAM COUNTY COUNCIL

At a Meeting of **Cabinet** held in Committee Room 2, County Hall, Durham on **Wednesday 10 April 2013 at 10.00 a.m.**

Present:

Councillor S Henig (Leader of the Council)

Members of the Committee:

Councillors Foster, Hovvels, Napier, Nicholls, Plews and C Robson

Apologies:

Apologies for absence were received from Councillors Stephens, Vasey and B Young

Also Present:

Councillors Armstrong, Arthur, Carr, Shuttleworth, Todd, Tomlinson and Williams

The Leader in making reference to the meeting being the last prior to the local elections on 2 May 2013, thanked all of the Cabinet members for their hard work during the term, and paid particular thanks to Councillors Vasey and B Young who were not standing for re-election.

1 Declarations of interest

There were no declarations of interest.

2 Minutes

The minutes of the meeting held on 13 March 2013 were confirmed as a correct record and signed by the Chairman.

**3 School Admission Arrangements Academic Year 2014/15
Key Decision CAS/01/12**

The Cabinet considered a report of the Corporate Director, Children and Adults Services which presented the proposed admission arrangements for Community and Voluntary Controlled Schools for the 2014/15 academic year. It is a statutory requirement of all admission authorities that admission arrangements for 2014/15 are determined by 15 April 2013 and published on their website not later than 1 May 2013 (for copy see file of Minutes).

Resolved:

That the recommendations contained in the report be approved.

4 NHS reforms and the transfer of public health functions to Durham County Council

The Cabinet considered a joint report of the Corporate Director, Children and Adults Services and the Director of Public Health County Durham which provided an update on developments in relation to NHS reforms, including the transfer of public health functions to Durham County Council from NHS County Durham (for copy see file of Minutes).

The Leader thanked all those involved in the transfer of functions to the Authority.

Resolved:

That the recommendations contained in the report be approved.

5 Alcohol Harm Reduction Strategy 2012-15

The Cabinet considered a joint report of the Corporate Director, Children and Adults Services and Director of Public Health County Durham which provided an update on the County Durham Alcohol Harm Reduction Strategy 2012/15 (for copy see file of Minutes).

Cabinet members expressed their thanks for the work undertaken across the Partnership.

Resolved:

That the recommendations contained in the report be approved.

6 Annual Report of the Director of Public Health, County Durham and Director of Public Health, Darlington 2011/12

The Cabinet considered a joint report of the Corporate Director, Children and Adults Services and Director of Public Health County Durham which presented the joint 2011/12 annual report of the Director of Public Health, County Durham and Director of Public Health, Darlington (for copy see file of Minutes).

Resolved:

That the recommendations contained in the report be approved.

7 Educational Attainment/ Standard Report 2012

The Cabinet considered a report of the Corporate Director, Children and Adults Services which set out the results from Key Stage 2 tests and GCSE (and equivalent) examinations for 2012. These are seen as the key outcome measures for Primary and Secondary education respectively (for copy see file of Minutes).

Cabinet members in referring to the high standard of results achieved, thanked all those involved for their dedication and hard work, which together with the investment made had led to the level of improvement in performance.

Resolved:

That the report be noted.

8 School Funding Reforms 2013/14 & Schools Financial Performance Monitoring

The Cabinet considered a joint report of the Corporate Director, Resources and Corporate Director, Children and Adults Services which provided an update on changes to the way in which schools are funded, and the impact on schools and Council services as a result of those changes. In addition the report sought to review the existing financial governance arrangements within schools regarding budgetary control performance (for copy see file of Minutes).

Resolved:

That the recommendations contained in the report be approved.

9 Housing Benefits Service Update

The Cabinet considered a report of the Corporate Director, Resources which provided a progress report on the improvements made in the Housing Benefits Services during 2012/13 (for copy see file of Minutes).

Cabinet members asked that their thanks be conveyed to officers in the benefits service for the improvements and the excellent recovery in service that had been made.

Resolved:

That the recommendations contained in the report be approved.

10 New Byelaws for Acupuncture, Tattooing, Semi-permanent Skin Colouring, Cosmetic Piercing and Electrolysis

The Cabinet considered a report of the Corporate Director, Neighbourhood Services which sought approval to create new byelaws in respect of acupuncture, tattooing, semi-permanent skin colouring, cosmetic piercing and electrolysis. This followed a report to Council on 20 February 2013 that adopted the legislation to enable the local authority to create byelaws (for copy see file of Minutes).

Resolved:

That the recommendations contained in the report be approved.

11 Annual Enforcement Programme Children and Young Persons (Protection from Tobacco) Act 1991 and Anti-Social Behaviour Act 2003

The Cabinet considered a report of the Corporate Director, Neighbourhood Services which presented details of Enforcement activities under the Children and Young Persons (Protection from Tobacco) Act 1991, the Anti-Social Behaviour Act and the Licensing Act 2003 for the period April 2012 to March 2013 and sought approval of the proposed enforcement programme for 2013/14 (for copy see file of Minutes).

Resolved:

That the recommendations contained in the report be approved.

12 County Durham Partnership Update

The Cabinet considered a report of the Assistant Chief Executive which provided an update on issues being addressed by the County Durham Partnership (CDP) including summaries from the Board, the five Thematic Partnerships and all Area Action Partnerships (AAPs). The report also included updates on other key initiatives being carried out in partnership across the County (for copy see file of Minutes).

Cabinet members referred to the high level of participation by members of the public in the AAPs meetings and organised events, which were very successful and nationally recognised.

Resolved:

That the recommendations contained in the report be approved.

13 Exclusion of the Public

Resolved:

That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following item of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12A to the said Act.

14 Freemans Reach, Durham

The Cabinet considered a joint report of the Corporate Director, Regeneration and Economic Development and Corporate Director, Resources which sought approval relating to the terms to lease a new Office Building and Energy Centre at Freemans Reach, Durham (for copy see file of Minutes).

Resolved:

That the recommendations contained in the report be approved.

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Cabinet

5 June 2013

Empty Homes Cluster Programme

Key Decision R&ED/10/13



Report of Corporate Management Team

Ian Thompson, Corporate Director Regeneration and Economic Development and Don McLure, Corporate Director Resources

Councillor Eddie Tomlinson, Cabinet Portfolio Holder for Housing and Rural Issues and Councillor Alan Napier, Cabinet Portfolio Holder for Finance

Purpose of the Report

1. The purpose of this report is to update members of the progress in establishing the County Council's Empty Homes Cluster Programme to purchase private sector owned empty properties in targeted areas and, with partner Registered Providers, invest in these properties in order to bring them back into use.

Background

2. In 2012 the Homes and Communities Agency (HCA) invited bids from Local Authorities for financial assistance to assist in bringing long term private sector empty properties back into use.
3. The cluster bid process focussed on bringing empty properties back into use within areas where void levels exceeded 10% of housing stock with a minimum aim of bringing 100 properties back into use in total.
4. An assessment was made in April 2012 to identify all areas which fell within these criteria in the County. In total there were seven defined settlements which could then be grouped into three distinct areas. These three areas are:
 - Easington Colliery
 - South West Durham (includes Eldon Lane, Coundon Grange, Coundon, Dean Bank and Chilton)
 - Craghead/South Moor
5. A total of 20 Local Authorities including Durham, were successful in their bids to the HCA against a funding pot of £60m. The national scheme aims to bring a minimum of 3,500 empty properties back into use. The

successful bid submitted by Durham County Council (DCC) was awarded £2.12m, or 3.5% of the total available. This amount is to assist in bringing an estimated 120 empty properties back into use by April 2015. A condition of the bid is that the HCA funding is match funded by the local authority.

6. The DCC proposal will see the following estimated number of empty properties brought back into use within the 3 areas:
 - Easington Colliery – 40 Units
 - South West Durham – 55 Units
 - Craghead/South Moor – 25 Units
7. The bid proposed an approach to bringing empty homes back into use that would involve partnership working with local Registered Providers (RP's) who would provide additional investment funding as well as assist with the delivery of the project.
8. It was also a requirement of the HCA funding that the programme included a model for re-investment in bringing additional empty homes back into use once the initial HCA funding was spent. In this way, the Government intends this first phase of investment to kick start a longer term, self-sustaining programme of bringing more empty properties back into use.

Bid proposal

9. This is as an excellent opportunity to deliver a scheme to bring empty properties back into use within those areas of the County with high vacancy rates.
10. The overall objectives of the scheme are to:
 - Bring long term empty properties within Durham back into use in line with the Council's Private Sector Housing Strategy.
 - Deliver a high standard of property improvement and management and encourage further improvements in standards within the private rented sector.
 - Increase decent and affordable rented housing for those in housing need and maximise housing choice for customers.
 - Support investment within the council's renewal areas through the reduction of long-term empty homes and prevention of decline.
 - Maximise use of existing housing stock.
 - Invest in capital assets with a future realisable value which also generates income and meets social objectives.
11. The bid submitted by DCC estimated that about £36,000 on average would be required to purchase a vacant property within one of the areas shown at paragraph 6. Additionally, it was estimated that approximately £15,000 would be required to bring the property up to the Decent Homes Standard. This funding would be provided by the partner RPs.

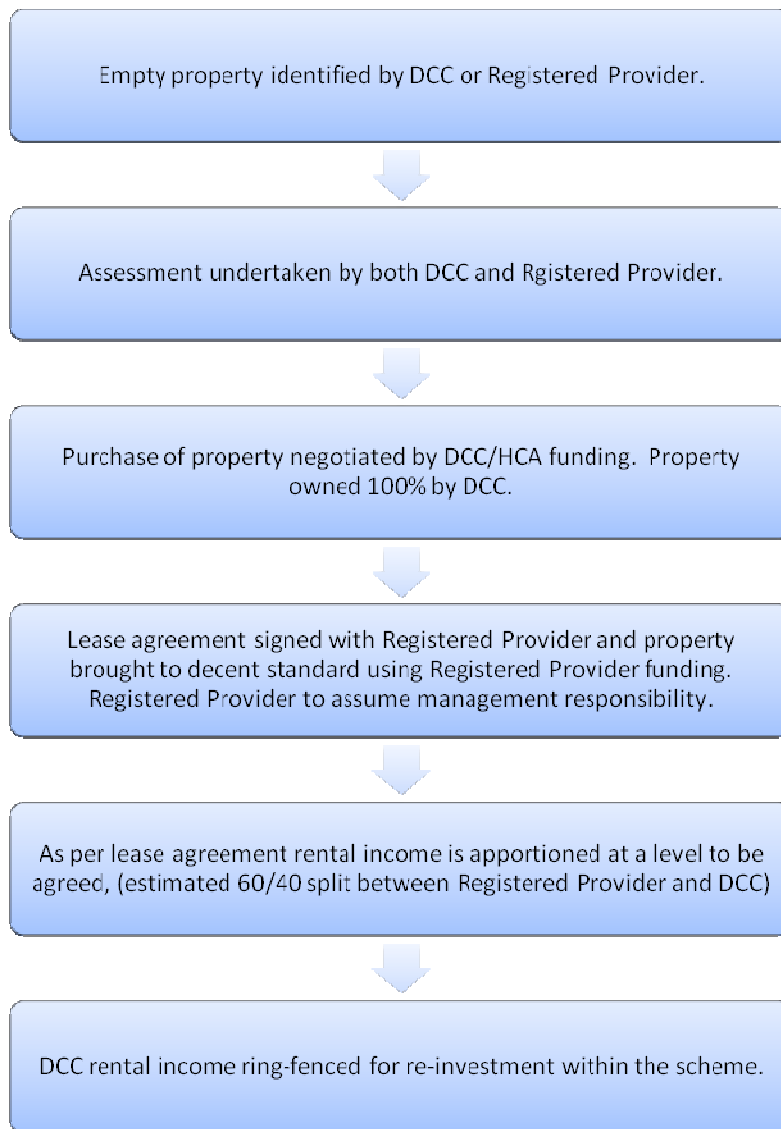
12. Based on those assumptions, the bid to the HCA was made on the following basis:
- Purchase: £18,000 HCA Funding
£18,000 DCC match funding
- Repair: £15,000 investment by Registered Provider partner
13. The proposed model is for the council to purchase private sector long term empty properties on the open market, with long term defined as empty for greater than six months. The council will own these properties. The homes will be an asset to the authority, sitting outside Council homes owned by the Housing Revenue Account.
14. Each property will be leased to a RP, through a formal lease agreement. The RP will then invest their own funds to bring the property up to a decent standard and manage the property for a period of 12 years. The Housing Provider will be responsible for all management and ongoing maintenance of the property.
15. The bid proposal has assumed that the property will be rented out by the RP at an affordable rent level. This will be in the region of £90 per week but will fluctuate between areas. The rental income will be collected by the RP and through the lease agreement the council will receive a proportion of the rental income.
16. Once the scheme has delivered the original 120 units planned for the first phase, using HCA and match council funding, the homes will generate an annual rental income for the council. Over the 12 years of the model, this will add up to a substantial pot of money to re-invest in purchasing additional empty homes.
17. A period of 12 years has been deemed financially viable in terms of return on investment for the RP. Over the 12 year period, the RP will receive income to repay the initial investment in repair and improvement and cover on-going management and maintenance costs.
18. Financial modelling has been undertaken based on a number of assumptions, which include:
- Estimated average purchase price (£36,000) and investment required to bring the home up to a lettable standard (£15,000)
 - Inflation at an annual rate of 3%
 - Estimated financing costs
 - That 10% of the purchased homes are empty at any one time
 - 12 year lease to the partner registered provider
19. Based on these assumptions, the 12 year model produces a cumulative council surplus of over £875,000 which will be available for re-investment

in the purchase of further empty homes. However, this figure is an estimate for illustrative purposes and change in any of the variables listed above will affect the sum of money available for re-investment.

20. The Council's rental surplus will be ring-fenced in line with the HCA guidelines. The income in this pot will be re-invested to bring further empty properties back into use across the County. This second phase of investment in empty homes is not specific to the areas identified within the cluster bid. This will enable the council much more flexibility to address private sector empty homes across the County, once the initial HCA funding allocation is invested.
21. The re-investment through the proposed model will see a minimum of 120 units brought into council ownership in the first 2 years. An estimated forward projection forecasts the number of properties owned by the council to increase as follows:

Year 3	– 123 Properties
Year 7	– 130 Properties
Year 9	– 135 Properties
Year 12	– 144 Properties
22. These projections assume that none of the properties are sold during the period, although this is an option. As the housing standards in these areas improve, the council and partner RP could make the decision to sell the properties at any stage. This will again assist in regenerating an area as the units could be sold as affordable, thus assisting families to get onto the property ladder. Any income from sales would again be split proportionally.
23. Each property brought back into use will also contribute to the Council's new homes bonus calculation. If the properties are let at an affordable rent (80% of market value) they will also qualify for the affordable uplift and will receive extra New Homes Bonus for a 6 year period.
24. The following funding amounts have agreed through the Council's MTFP capital process. This is the required match funding of the HCA allocation:

2013/14	– £1,123,200
2014/15	– £1,123,200
25. The flow chart below gives details on the main stages within the proposed model:



26. Due to the workload involved in delivering such a scheme, it is proposed that an additional member of staff is employed. This cost has been factored into the overall allocation.
27. It is also envisaged that delivery of the Empty Homes Cluster Programme would require significant input from the existing area-based housing regeneration teams. As part of their work they already target owners of empty homes within these priority areas. Identifying potential properties to be purchased as part of this programme and carrying out negotiations with property owners would become a significant part of their work programme over the period 2013/15.
28. An informal working group of other Councils that have received Empty Homes Cluster funding has been established by DCC. This group will share good practice which will assist in taking the scheme forward.

Issues and Risks

29. As it stands, this proposal will see the council own housing stock outside of the Housing Revenue Account (HRA). This is at a time where the stock within the HRA is going through an options appraisal process. If the Council's HRA housing stock transfers to a registered provider, the ownership of these homes will not transfer. The Council would still own the homes and they will continue to be managed and maintained by the partner RPs under the long term lease agreement. At the end of the 12 year lease, if the properties have not been sold, then the Council will need to either dispose of the properties or enter into another long term lease agreement with a RP.
30. As the partner RP will be the legal landlord, not the Council, there will not be the need to comply with the various requirements related to council housing, such as rent setting restrictions, tenancy agreements, the Right to Buy and other rights that secure Council tenants have. The tenants of these properties would not be secure tenants but would be offered some other sort of tenancy, such as an assured tenancy as offered by other RPs.
31. The Government's welfare reform changes is another risk. It is expected to have a negative impact on demand for some types of home, particularly three bedroom properties in areas of already low demand. This is a specific risk that will need to be addressed when considering the actual purchase of empty homes in the Cluster bid areas. Careful consideration will have to be given to the types of properties purchased, as well as the levels of likely rental income, including possible void rates, that can be expected.
32. The difficult housing market may also have a negative impact on the success of the proposal. While this is leading to larger numbers of empty homes and is causing some private sector landlords to want to exit the market, there may also be a resistance by some potential vendors to selling at what is viewed to be currently at the bottom of the market. Some may wish to hold onto their properties in the hopes that the market recovers. Countering this view however will be the impact of the Council's recent decision to increase the council tax on empty homes, ending the exemption period and increasing it to 150% for homes empty for more than 2 years. Some landlords, in the face of this increase in cost, may decide to cut their losses and exit the market.
33. It is important for the success of this proposal that the Council purchases properties that a partner RP will be able to rent once they have been brought up to the Decent Homes Standard. This suggests that, in the initial phases at least, the Council will not be targeting homes in some of the most affected areas, but will seek to purchase properties on the more marginal periphery of the cluster areas.

34. It is not anticipated that this is likely to be subject to the Public Contracts Regulations 2006 as it is a property/leasing arrangement, however legal advice will be taken during the partner selection process to ensure that it is compliant with EU procurement law. The Council will undertake an open and transparent process to select Registered Provider partners to deliver the programme, as well as taking into account any procurement requirements set out by the HCA funding arrangement. This would particularly relate to the improvement works to be carried out by the chosen RP once the property was purchased.
35. RPs' possible reluctance to enter into long term agreements to lease properties in these areas is a risk to the proposal. Their wish to limit their exposure to risk may also result in lower rental income to the Council, reducing the pot for re-investment. They could also want to terminate the long term leases if they fail to rent the properties. However, initial informal contact with potential partners indicates that there are a range of Registered Providers interested in partnering with the authority on this proposal.

Possible partnership with the HRA

36. In light of the potential difficulty of engaging with RPs in the cluster areas the possibility of taking the proposal forward with funding from the Council's own HRA has been considered. While there were considered to be a number of advantages that involvement of the HRA would bring, there were also a number of risks, in addition to the substantial financial cost to the HRA.
37. While increasing the stock of Council homes with significant assistance from HCA grant is attractive, the total costs to the HRA are thought to be too great in light of the pressing need to maximise investment in achieving the Decent Homes Standard across all the existing stock of Council homes. The risk of the impact of the right to buy (RTB) and the potential impact of options appraisal are also factors weighing against amending the original proposals.
38. For these reasons the possible partnership with the HRA has been ruled out.

Recommendation

39. It is recommended that Cabinet
 - Note progress on development of the Empty Homes Cluster Programme
 - Agree to delegate approval of the purchase of empty properties through the Cluster Programme to the Corporate Director Regeneration and Economic Development and Corporate Director Resources in consultation with the portfolio holders for Housing and Resources

- Agree to delegate the choice of Registered Provider partners to the Corporate Director Regeneration and Economic Development and Corporate Director Resources in consultation with the portfolio holders for Housing and Resources

**Responsible Officer: Sarah Robson, Head of Economic
Development and Housing**

Appendix 1: Implications

Finance –

A bid was made under the MTPF for an amount of £2,246,000 from the Council's capital programme. Risk assessments have been completed. An amount of £2,124,474 has been awarded to DCC from the Homes and Communities Agency.

Financial modelling has been undertaken based on the assumptions outlined in the main body of the report regarding investment costs, maintenance and rental income share arrangements, and this shows that the scheme is financially viable for both the Council and participating RSLs with income exceeding expenditure during the life of the programme.

Staffing –

The bid identifies an amount of £126,000 for staffing to deliver the scheme, this funding is for the initial programme of 120 units up until April 2015. At this time the need for the additional staffing will reduce.

Risk –

The project has had a risk assessment undertaken as part of the MTFP process.

Equality and Diversity / Public Sector Equality Duty - No issues Identified.

Accommodation –

N/A

Crime and Disorder –

This proposal directly links to the reduction of crime and disorder due to the linkages between empty homes and vandalism/crime.

Human Rights –

No issues identified.

Consultation –

Consultation has taken place with stakeholders and the Overview and Scrutiny Committee. All of which supported the scheme.

Procurement –

Procurement have been consulted and their views are reflected in the main body of the report.

Disability issues –

It is envisaged that a number of properties will be adapted to suit the needs of people who have a disability.

Legal Implications –

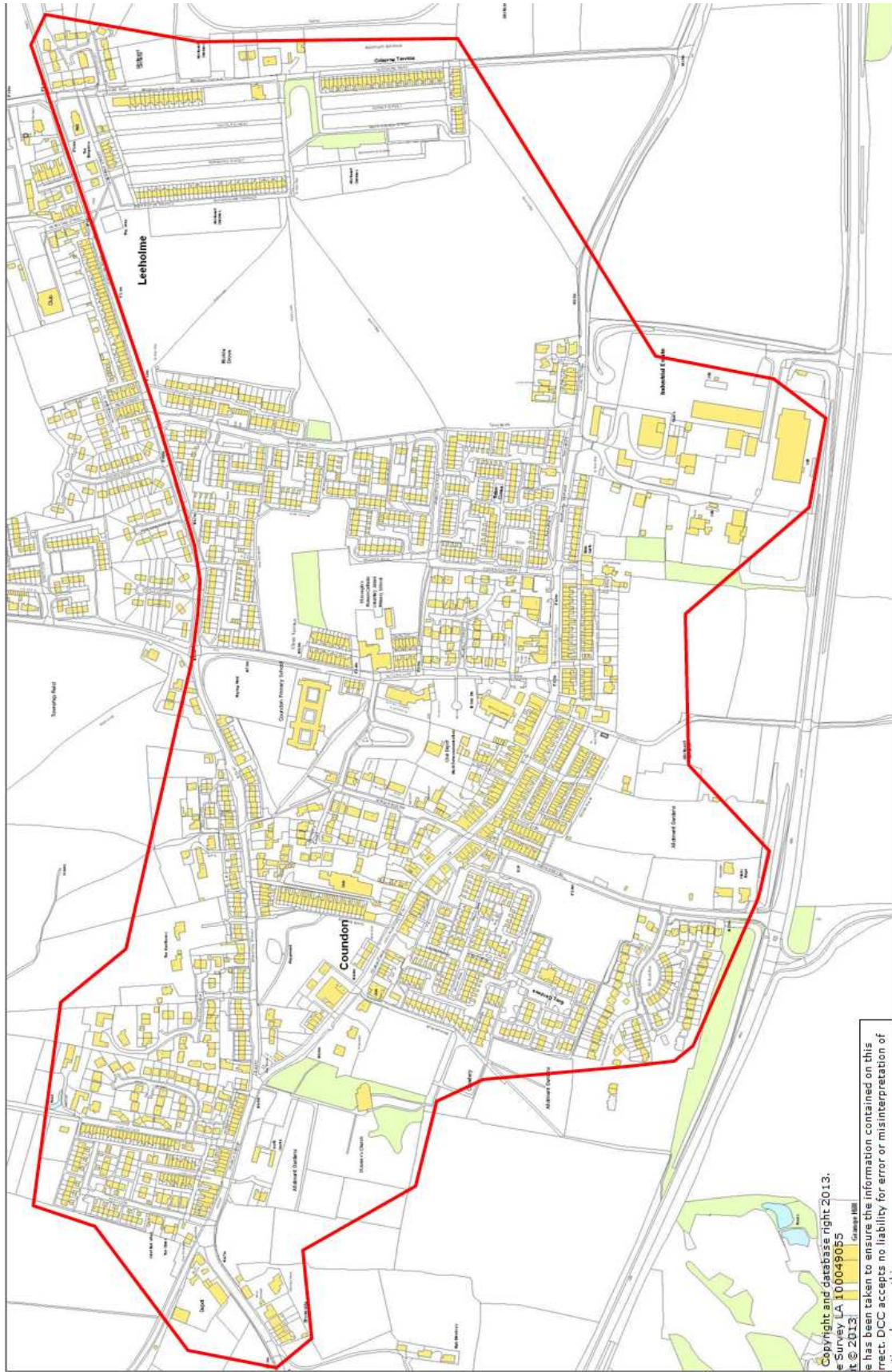
The programme will be delivered in accordance with all relevant legislation, including to ensure compliance with EU procurement law, as set out in the main body of the report.

Appendix Two: Cluster Bid localities - Chilton



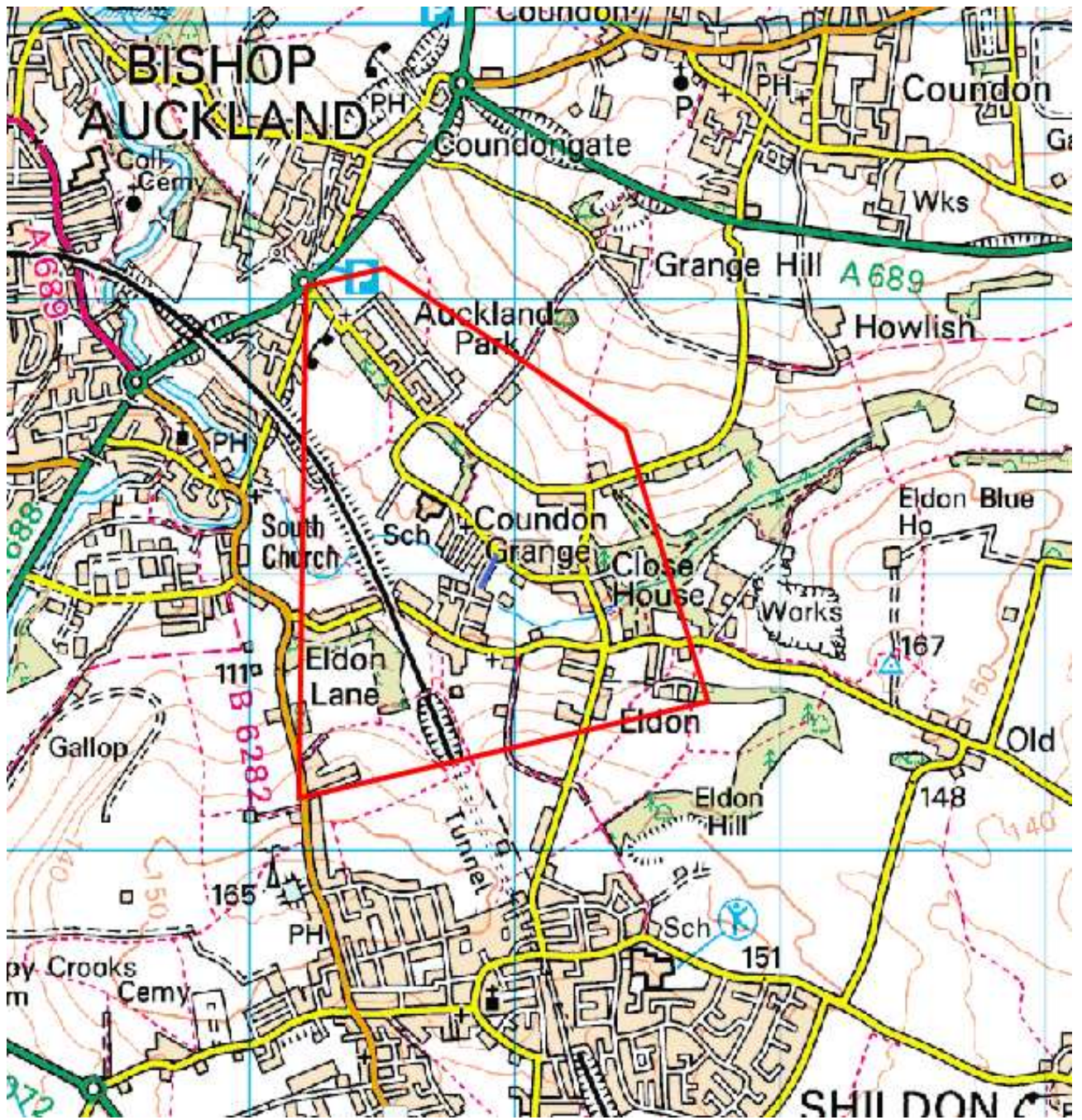
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Appendix Two: Cluster Bid Localities - Coundon



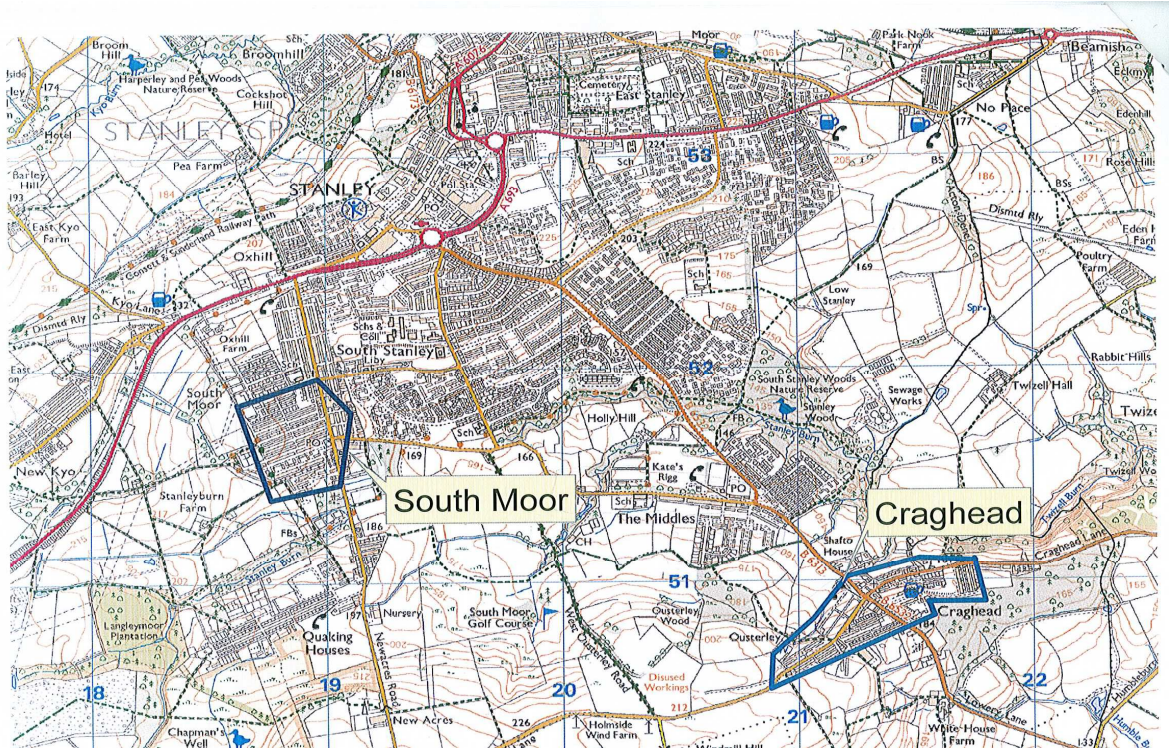
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Appendix Two: Cluster Bid Localities – Coundon Grange



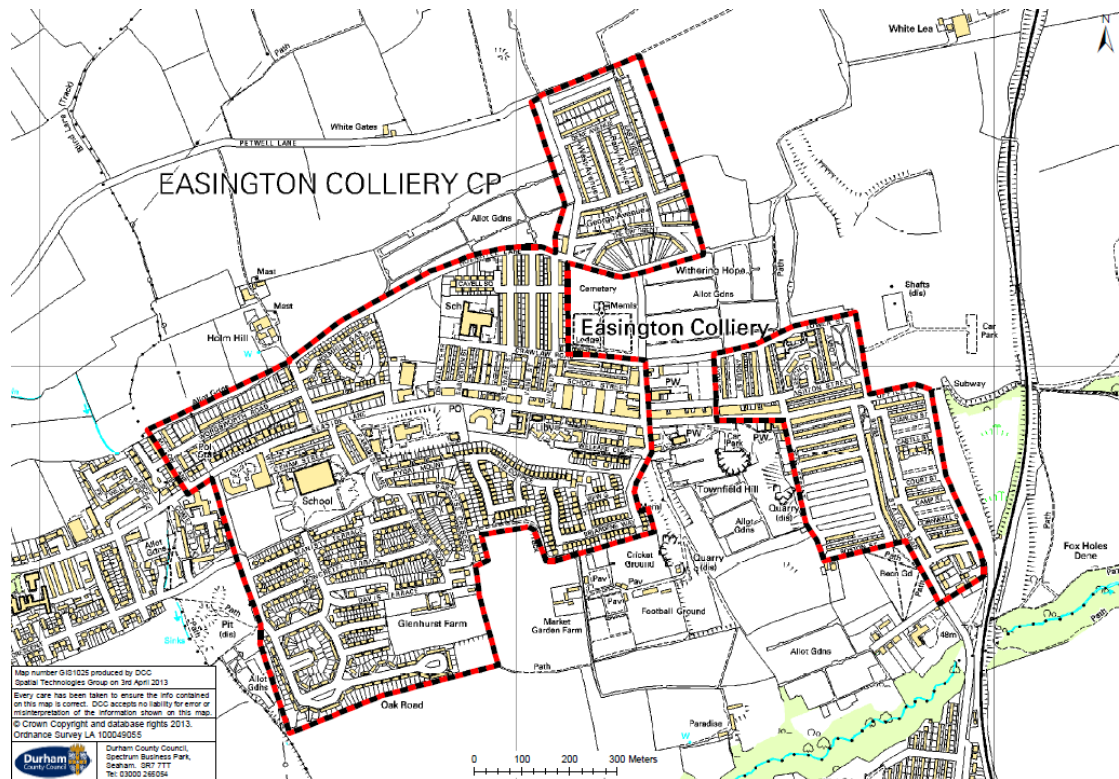
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Appendix Two: Cluster Bid localities – Craghead and South Moor



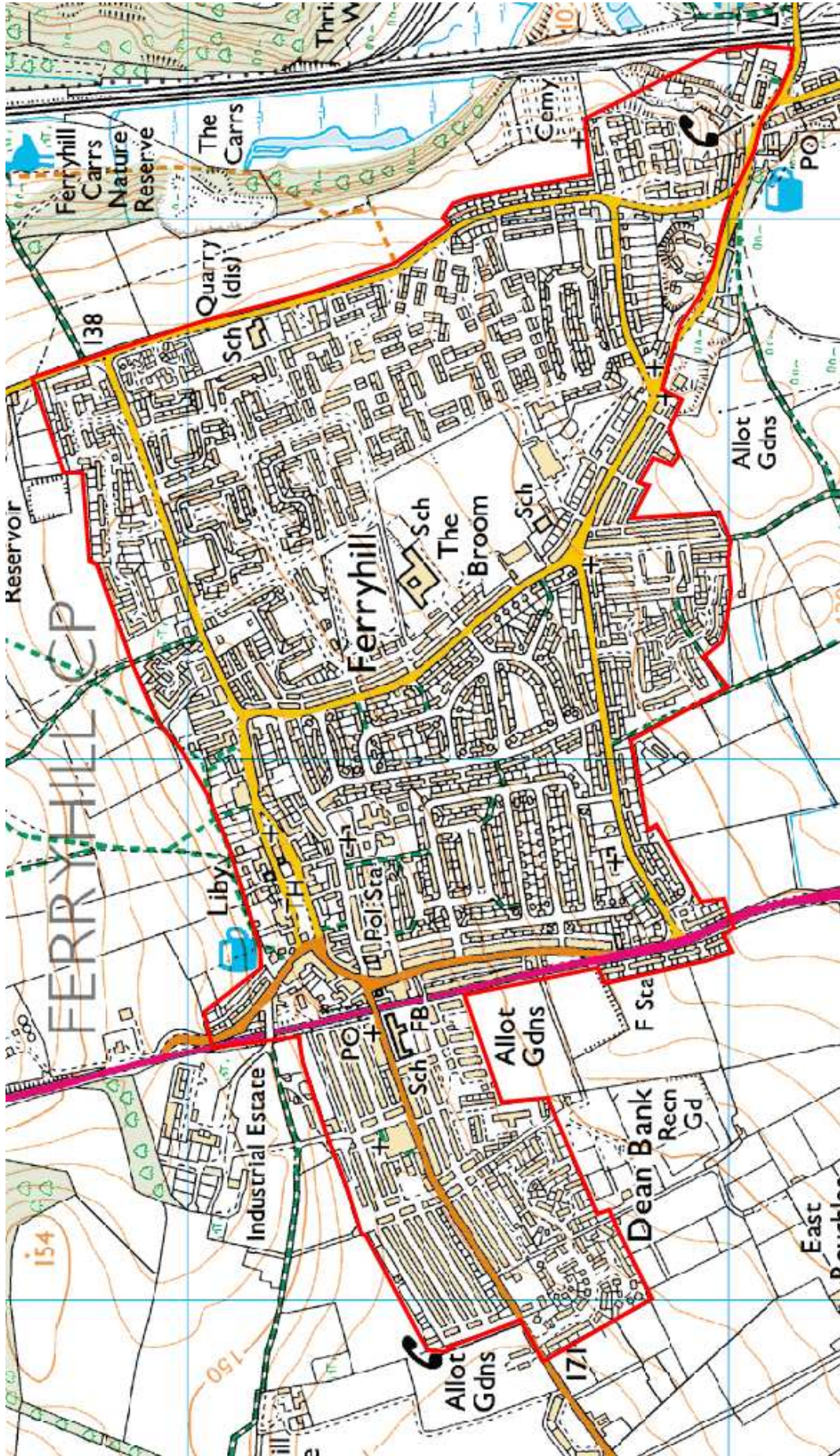
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Appendix Two: Cluster Bid localities – Easington Colliery



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Appendix Two: Cluster Bid localities - Ferryhill



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Cabinet

5 June 2013

North East Independent Economic Review Findings and Review of Governance Arrangements.



Report of Corporate Management Team

Ian Thompson, Corporate Director Regeneration and Economic Development

Councillor Neil Foster, Cabinet Portfolio Holder for Economic Regeneration

Purpose of the Report

- 1 The purpose of this report is to update Cabinet on the decision of the seven Local Authority Leaders and Elected Mayor in the North East LEP area to embed collaborative working arrangements in a statutory form. A review of governance arrangements is underway for the seven local authorities in the North East LEP to assess if the existing governance arrangements in relation to Economic Development, Regeneration and Transport could be improved upon with the formation of a Combined Authority made up of the 7 constituent authorities.
- 2 This report also updates Cabinet on the key findings from the recently published North East Independent Economic Review (NEIER), chaired by Lord Andrew Adonis. The review sets out an agenda for creating “more and better jobs” in the North East and calls for the devolution of powers, responsibilities and resources from central Government to the area.

Background

- 3 The framework and governance arrangements through which economic development takes place at the subnational level in England has changed. In 2010, the Coalition Government announced that Regional Development Agencies would be abolished and subnational economic development would be facilitated through new Local Enterprise Partnerships (LEPs). A letter from Government in June 2010, invited local authorities and business leaders to come together to consider how they wished to form partnerships. Through LEPs, business and civic leaders are working together to drive sustainable economic growth and create the conditions for private sector job growth in their areas.
- 4 The North East LEP (NELEP) received Government approval on 13 January 2011. It covers the 7 local authority areas of County Durham,

Gateshead, Newcastle, North Tyneside, Northumberland, South Tyneside and Sunderland. The new partnership brings together local authorities, businesses, universities, colleges and the voluntary and community sector. The overarching aim is to create growth which means more and bigger businesses and more jobs and investment for the area. The key role of NELEP is an influencing one, taking a strategic lead in the North East economy. Key priorities for the partnership revolve around access to finance; skills and employment; infrastructure; innovation and connectivity; and image and tourism

- 5 At the same time and building on a history of successful joint working, the seven local authorities in the NELEP area formalised their collaborative arrangements. During 2012 the group of Leaders and Elected Mayor made a commitment to deepen their collaboration in regards to economic and transport policy by establishing the LA7 Leadership board. The board has some specific responsibilities such as shaping the strategic direction of Newcastle International Airport and agreeing local major transport schemes and has also been developing a cross boundary strategic approach for economic development and transport. Taking this one step further, at their meeting on 15 March 2013 the LA7 Leadership Board agreed a governance proposition as a statement of intent to establish ‘a statutory body that will enable the seven local authorities to come together around a shared vision for economic growth’ and ‘to be part of the cohort of areas establishing statutory arrangements in 2014’.
- 6 In order to achieve growth for the area, the importance of strong and growing private and community sectors in the North East has never been greater. NELEP therefore decided to ask a team of leaders from finance, industry, public and civil society to produce a strategic and constructively critical view of the North East economy. The commission, chaired by Lord Andrew Adonis, former Secretary of State for Transport and Minister for Schools, was asked to carry out an Independent Economic Review of the NELEP economy to identify a set of strategic interventions to be implemented over the next five years to stimulate both productivity and employment growth. Alongside an assessment of the North East economy in European and global markets, the NEIER called for evidence on a number of cross-cutting themes including labour markets and skills, infrastructure and land markets, finance and capital markets, private and social enterprise and the role of government and public governance.

North East Independent Economic Review Findings

- 7 The NEIER report was published in April 2013 and offers an agenda for NELEP and its partners, reflecting the commitment of the seven Local Authorities to strengthen collaborative working arrangements and strategic decision making across the area. Creating “**more and better jobs**” within the area’s economy is at the heart of the agenda and the highlighted themes and the recommendations support this outcome.

- 8 Under the overarching vision for the North East of ‘Making, Trading and Exporting’ the key themes running through the report are for the North East to become:
- An International Exemplar in Smart Specialisation, Open Innovation Systems and Culture
 - A Place to Invest in Business Growth
 - An International Leader in Trade in a Global Economy
 - A High Skilled Economy which Invests in its Young People
 - A leading location for Trade, Re-investment and Stickiness
 - A Special Place to Live and Work
- 9 A number of recommendations have been developed under each of these themes, with 14 overarching recommendations in total, some for NELEP, some for NELEP and its partners and some for Government (See appendix B).
- 10 The five top priorities, as identified by Lord Adonis, are:
- Champion “North East International”, promoting the region at home and abroad as a magnet for trade, talent, tourism and inward investment.
 - A doubling in the number of youth apprenticeships to tackle the evil of low skills and high youth unemployment, alongside higher school standards and an increase in the proportion going on to higher education.
 - The development of strong “innovation and growth clusters”, stimulating universities and their graduates, and existing companies and public institutions, to create and finance new high growth enterprises and jobs.
 - Big improvements in transport infrastructure and services to overcome the relative national and international isolation of the North East and to improve connections within the North East so that people can get to and from work more easily and cheaply.
 - The creation of stronger public institutions, including the location of key national institutions – such as the new British Business Bank – in the North East.
- 11 Durham County Council’s approach within the framework of the County Durham Partnership places great emphasis on the economy, highlighting the crucial role of transport, skills and inward investment as well as quality of place in enabling economic growth. The NEIER report articulates the potential for the North East to become an international leader in trade and investment in a global economy by building on innovation, people and quality of place assets to boost investment into and within the region. The report also emphasises the role that local authorities individually and collectively, with partners, play in promoting growth in the NELEP area. There is clear alignment between the NEIER and County Durham’s already established approach, which offers further opportunities to

capitalise on assets and strengths in County Durham to boost both local and regional economic growth.

- 12 The reaction to the NEIER has been positive across the public, private and community sectors. The LA7 Leadership Board has welcomed the opportunity presented by the North East Independent Economic Review to confirm its intention to move existing collaborative arrangements onto a statutory basis. Establishing statutory arrangements for collaboration between the seven local authorities will provide an opportunity to clarify roles and functions as well as strengthen relationships within the existing architecture of organisations focused on growth in the North East.
- 13 The NEIER will be submitted to the Deputy Prime Minister, the Right Hon Nick Clegg and cabinet colleagues. Its recommendations will identify those actions to be put in place by the North East LEP, others to be taken forward with regional and wider partners, and actions that require central government involvement and intervention.

Local Authority Leadership Board

- 14 The LA7 Leadership Board recognise that local authorities are uniquely placed to shape the strategic direction for the area as well as support delivery of the key interventions that will deliver growth and prosperity. The proposal to create a statutory body across the North East LEP area would create a formal structure to underpin strategic developments which support economic growth locally and also enable the devolution of responsibilities and resources from central Government. Building on the recent Heseltine Review, the Government has highlighted the role of local areas in driving economic growth; and the importance of joint working across areas to achieve this. The Government has therefore committed to support local authorities that wish to create a Combined Authority or implement other forms of collaboration. South Yorkshire and West Yorkshire are working towards establishing Combined Authorities and the LA7 Leadership board intends to be part of this cohort of areas establishing new statutory arrangements for April 2014, joining Greater Manchester which became a Combined Authority in April 2011.
- 15 The ambition articulated by the Leaders and Elected Mayor is to create the best possible conditions for growth in jobs, investment and living standards, to make the North East an excellent location for business, to prioritise and deliver high quality infrastructure and to enable residents to raise their skill levels and to benefit from economic growth long into the future.
- 16 The creation of a statutory vehicle will put into legal form what the LA7 Leadership Board has been doing by consent for some time, but as a legally independent and accountable body it will have a greater impact and provide a strong platform for the North East to obtain devolved powers and resources from Government. A Combined Authority is a new cross local

authority boundary structure, designed to support the effective governance and management of economic development, regeneration and transport.

- 17 A Combined Authority would not replace a Local Enterprise Partnership. The seven local authorities are committed to working together through the new statutory body and in partnership with the North East LEP on the vision for economic growth. The LEP is a business-led organisation with specific devolved responsibilities from central government and will have a key part to play in a strong and visible collective leadership of the region.
- 18 Through the Governance review process, the seven local authority Economic Directors, Chief Executives and the Leadership Board are considering the options for establishing appropriate strategic governance arrangements that address the issues, challenges and opportunities that are particular to the North East and enable devolution of funding and responsibilities from Government. In a submission to the North East Independent Economic Review, the Leadership Board outlined their statement of intent in relation to Economic Growth, Transport and Skills and emphasised the role they want to play in relation to the prioritisation and management of the Single Local Growth Fund and EU Structural Funds 2014-2020. The North East Independent Economic Review Team, led by Lord Adonis, strongly support the direction and commitment set out by the seven Local Authorities on the establishment of a Combined Authority by April 2014 and have incorporated relevant recommendations in the recently published report.

Review Process and Scheme Design for the North East

- 19 There are three stages towards the creation of a Combined Authority. First there is the review of the existing governance arrangements. Second a scheme is drawn up showing the operational arrangements and constitutional makeup of the proposed Combined Authority in relation to the delivery of economic development, regeneration and transport. Third, the agreed scheme is submitted to the Secretary of State who after consultation with each of the authorities (and the Integrated Transport Authority) and any other persons considered appropriate, submits an Order to parliament.
- 20 The purpose of the review is to determine whether the existing governance arrangements for promoting economic development, regeneration and transport in the area, including the exercise of relevant statutory functions, can be improved and made both more effective and more efficient. The review is considering the system, structure and procedures that are in place across the area to make decisions, set strategy, manage delivery, assess performance and report on progress.
- 21 Before a scheme for a Combined Authority can be finalised, the review needs to show that the creation of a new statutory body is likely to improve the exercise of statutory functions relating to economic development,

regeneration and transport in the area; the effectiveness and efficiency of transport in the area; and the economic conditions in the area.

- 22 The second stage in the process of creating a Combined Authority is the preparation and publication of a 'scheme' for the new body. The scheme will be the basis for the creation of the new body and will contain information on the area it will cover; its membership, voting and any executive arrangements; its functions and the way in which it will be funded. These details will be included in the statutory order that is needed to create the new body.
- 23 When a Combined Authority is created, its constituent local authorities decide which of their economic development and regeneration functions the Combined Authority takes on. These functions can be delegated either wholly, subject to a set of conditions, or concurrently with constituent local authorities. In some instances stronger collaborative arrangements across the area rather than a delegation of a statutory function may be more suitable. There is consensus across the seven local authorities, that a Combined Authority for the North East should be thin and strategic, focusing on strategy setting and prioritisation of investment in regards to transport, economic development and regeneration either through delegation of a statutory duty or on a collaborative arrangement depending on the function. A Combined Authority for the North East would also enable the devolution of powers, responsibilities and resources from Government to the area.
- 24 The Leadership Board's statement of intent includes specific propositions around economic growth, skills and transport which are currently being developed in more detail. On economic growth, the proposition foresees the creation of a joint Growth Plan for the region, which will set out how greater prosperity is delivered. In relation to skills, it is proposed that a skills system is developed that will bring greater employer influence, increasing the numbers of people with higher level skills and investing in high quality advice and guidance. On transport, it is envisaged that the Combined Authority will have a remit covering strategic transport for the whole of the LA7 area seeking further devolution of transport responsibilities to the region. By aligning the geographical footprint of transport governance across a functional economic area, the efficiency of the system can be improved and a better basis can be created for deciding investment priorities. Greater cooperation across the seven local authority areas will bring forward improvements to the region's public transport network. However this is a complicated area and there are important aspects of the Combined Authority and the constituent Local Authorities public transport roles and functions which need to be resolved as the proposals are developed and finalised.

Next steps

- 25 NELEP, the seven Local Authorities, partners and Government are currently considering the pragmatic implementation of NEIER

recommendations. There are plans to hold a conference post Spending Review around implementation of the report and a further conference in Autumn 2015, with the full review team, to review progress.

- 26 The Governance review, Combined Authority scheme design and consultation with key Stakeholders are taking place between February and June 2013. Stakeholders include representative organisations, service providers, delivery partners and relevant regulatory bodies. The final scheme will be considered by the Leadership board in June 2013, by each Local Authority Cabinet in June 2013 and each Local Authority full Council in July 2013.
- 27 A scheme for a Combined Authority will be considered jointly by the Secretary of State for Communities and Local Government and the Secretary of State for Transport. If the Secretaries of State consider that the scheme fulfils the requirements set down by the Act, a draft of the order required to create the Combined Authority will be prepared. The Secretaries of State are required to formally consult all relevant authorities, and any other persons considered appropriate, before the order can be laid before Parliament and, subject to the approval of both Houses, become law. The timetable is:
- February 2013 to May 2013 governance review
 - May 2013 to June 2013 draft scheme prepared
 - 6 June 2013 final draft of scheme to LA7 Chief Executives
 - 18 June 2013 final draft of scheme to LA7 leadership board
 - 24 June Governance Review and Scheme to be considered by each Local Authority Cabinet
 - July 2013 each of the 7 local authorities to consider the Scheme
 - 31 July 2013 Scheme submitted to the Secretary of State
 - November 2013 – January 2014 Order before Parliament
 - 1 April 2014 if Order made by Parliament, the date the Combined Authority would come into existence.

Recommendations and Reasons

- 28 It is recommended that Cabinet:
- a) Welcome the governance review initiated by the seven Local Authorities in the North East LEP Area;
 - b) Note that a further report will be submitted to Cabinet on 24 June 2013 and subsequently Council in July 2013 to consider a Scheme for a Combined Authority; and
 - c) Welcome the direction set by the North East Independent Economic Review.

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Appendix A

What is a Combined Authority?

Part 6 of the Local Democracy, Economic Development and Construction Act 2009 (LDEDC Act) enables the creation of Combined Authorities. This is a new cross local authority boundary structure, designed to support the effective governance and management of economic development, regeneration and transport. These structures are legal entities and are controlled by their members, a majority of whom must be elected members of the constituent local authorities.

Given the important links that exist between transport provision and wider economic development and regeneration – including access to economic opportunities – the LDEDC Act 2006 provides for cross local authority governance mechanisms on transport (ITAs) to be combined with those aimed at supporting broader economic development into a single, Combined Authority.

The Localism Act 2011 also enables Ministers to transfer local public functions from central government and quangos to local authorities, Combined Authorities and economic prosperity boards - in order to improve local accountability or promote economic growth. Authorities have been encouraged to come forward with innovative proposals.

Combined Authorities are designed for groups of relevant authorities that wish to work closely together to deliver improvements in economic development, regeneration and, in relation to Combined Authorities, transport across a functional economic market area. They are intended to support improved strategic decision making on economic issues, and better coordination and delivery of strategic schemes.

A Combined Authority:

- is a **formal** structure to lead collaboration between Local Authorities on transport and economic development and regeneration.
- is focused on collaboration to deliver functions identified as adding value when delivered across a wider geographic level.
- is **not** about Local Government re-organisation, the merger or take-over of Local Authorities.

Currently, there is one Combined Authority in England, in Greater Manchester. West Yorkshire (Leeds City Region) and South Yorkshire (Sheffield City Region) have committed to forming Combined Authorities by April 2014 as has the North East LEP area.

Appendix B

The NEIER economic review was chaired by Lord Andrew Adonis, former Secretary of State for Transport and Minister for Schools. The private sector-led review team included Will Hutton, former editor in chief of the Observer, now chair of the Big Innovation Centre and principal of Hertford College, Oxford; Heidi Mottram, CEO Northumbrian Water and member of the CBI's national infrastructure panel; Lord Don Curry, leading businessman and chair of NFU Mutual; Bridget Rosewell, economist and chair of Volterra Partners; and Jonathan Ruffer, County Durham-based founder of investment company Ruffer LLP who replaced the Most Reverend Justin Welby, the Archbishop of Canterbury.

Alongside an assessment of the North East economy in European and Global markets, the NEIER called for evidence on a number of cross-cutting themes including labour markets and skills, infrastructure and land markets, finance and capital markets, private and social enterprise and the role of government and public governance.

The NEIER report was published in April 2013 and offers an agenda for the Combined Authority and for the LEP and its partners. There is a big focus within the report on the proposed Combined Authority and sets out a partnership framework for the region to accelerate economic growth. Creating more and better jobs within the area's economy is at the heart of the agenda. As a minimum the report states that the North East need and additional 60,000 private sector jobs and more higher skilled and higher paid jobs to close the gap with the national average. A number of recommendations are made throughout the report but 14 overarching recommendations for action are highlighted.

1. Overarching NEIER Recommendations

ACTIONS FOR THE NELEP

1. Establish a North East Finance and Investment Board, ensure a successor to JEREMIE and introduce new loan and venture funds to further support company growth in the North East.
2. Establish a North East Innovation Board and promote (initially) three Open Innovation and Growth Centres (Bionow, Neptune and AMAP) bringing together companies and angel investor networks.
3. Respond to Lord Heseltine's Review and the Government's resulting commitments by establishing the North East Single Local Growth Fund.
4. Produce an ERDF and ESF European Investment Plan which focuses on exports, innovation, business growth and skills to help re-balance the North East economy.

ACTIONS FOR THE NELEP AND PARTNERS

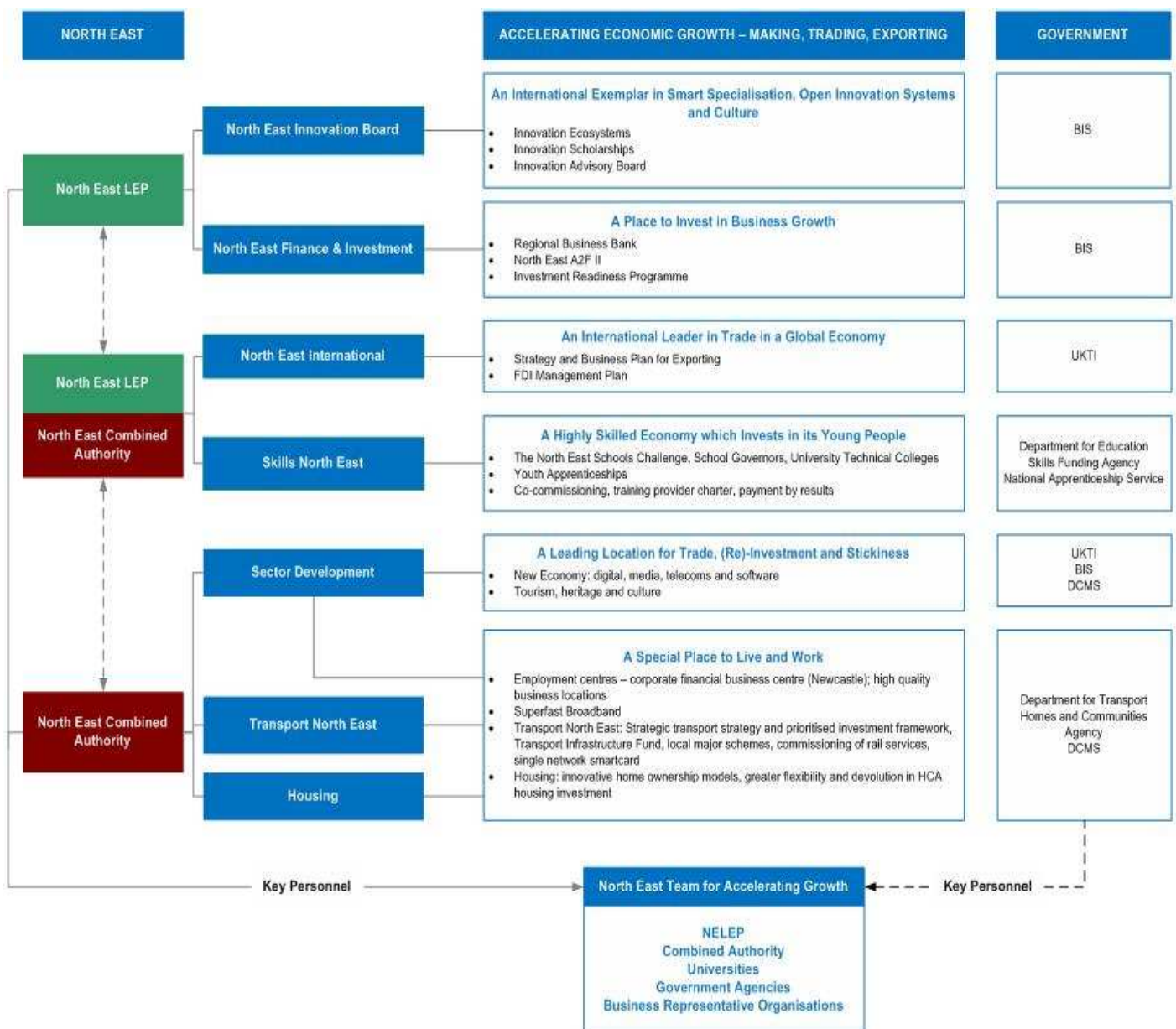
5. NELEP and the Combined Authority will establish Skills North East to raise school standards, with more schools in the top quartile (35% plus) and fewer schools in the bottom quartile (15% or less) of performance

- nationally, increase the number of students progressing to higher education and doubling the number of youth apprenticeships.
6. The NELEP and Combined Authority will integrate City Deal, European Investment Plans and new flexibilities into a single approach to investment supporting economic growth.
 7. Universities should lead on establishing four University Technical Colleges; help to increase participation by some 300 undergraduate places per annum (1%) until the North East matches the national average in higher education participation; boost internship programmes to assist graduates and post graduates; and develop a network of substantive post-doctoral innovation scholarships.
 8. In anticipation of the establishment of Transport North East local partners will develop an investment plan for addressing bottlenecks in the A1/A19 (Combined Authority); develop an interoperator smartcard for public transport (Nexus); embed faster rail connections into new rail franchises (LA 7 Leadership Board) and establish a direct scheduled flight to the US (Newcastle Airport).
 9. NELEP and the Combined Authority will work with business representation bodies and UKTI to create North East International as a single body to promote the area nationally and internationally.

ACTIONS FOR CENTRAL GOVERNMENT

10. Promote a North East Schools Challenge, based on the successful London Challenge, to support local partners to achieve a step change in both primary and secondary schools.
11. Devolve skills funding, based on the Sheffield Model, to Skills North East, in return for a big increase in the quantity and quality of youth apprenticeships.
12. Facilitate the establishment of Transport North East within the new Combined Authority structure, taking over from Nexus and the existing Integrated Transport Authority expanded to include County Durham and Northumberland.
13. Locate key national institutions in the North East. The new British Business Bank and the National Audit Office – which has a minority of its staff in the North East but is headquartered in London – should become North East headquartered institutions.
14. Set the technology mix for renewable generation as soon as possible and prioritise Dogger Bank and the Humber mouth to the south as the first locations for new investment in the next generation of offshore wind power infrastructure.

2. Proposed structure to deliver on the agenda set out by NEIER



3. Detailed Recommendations in the NEIER in Relation to Skills North East; Transport North East; and North East International approaches. (Please note that implementation may differ to recommendations)

3.1 SKILLS NORTH EAST

A joint approach between the **Combined Authority and NELEP**.

Key Actions:

- **Raise school standards**, with more schools in the top quartile (35% plus) and fewer in the bottom quartile (15% or less) of performance nationally.
 - Establish a **North East Schools Challenge** to accelerate the improvement of North East primary and secondary schools.
 - **Increase the proportion of Teach First teachers** to match the leading regions.
 - Have a minimum of **two School Governors** per school who are active in the **business community** and can provide links to local businesses.
- Combined Authority to receive **devolved skills funding, based on the Sheffield model**, in return for a big increase in the quantity and quality (double the number) of **youth apprenticeships**.
- Work with the Universities and local employers to Introduce **four University Technical Colleges** to increase the provision of vocational and industry oriented education for 14-19 year olds
- Work with the Universities to increase the number of young people going on to **higher education**, and to **expand intern programmes** for graduates and post-graduates.
- Introduce **chartered status** for FE providers, **co-commissioning of training** through the SFA, and **payment by results** for providers.

3.2 TRANSPORT NORTH EAST

To be **established by the Combined Authority** as a formal **statutory body within the CA**.

Key Actions:

- **Take over the functions** of the existing Tyne and Wear Integrated Transport Authority, some of the transport planning functions of Durham and Northumberland and the LA7s interests in rail franchising and secretariat support to the proposed North East local transport body.

- **Develop and implement a Transport Strategy** to serve the overall economic and spatial development strategy of the Combined Authority, to include a bus and metro strategy, extending the metro to the largest towns not currently on the network and setting out a plan for better express buses between places that are off the metro to places providing jobs.
- **Develop a prioritised transport investment programme** geared to delivering accessibility to the Combined Authority's priority locations for economic growth.
- In anticipation of the establishment of Transport North East local partners to:
 - **Combined Authority** - develop an investment plan for addressing bottlenecks on the A1 Western Bypass and A19;
 - **Nexus** – develop an inter-operator smartcard for public transport;
 - **LEP Partners** – agree a comprehensive Rail Strategy for the North East looking at faster journey times, more comfortable trains with adequate capacity and reliable broadband access, better regional rail services into Newcastle from Northumberland, County Durham and Teesside, and a continuous 75mph route for rail freight between Newcastle and Northallerton.
 - **Newcastle Airport** – establish a direct scheduled flight to the US.

3.3 NORTH EAST INTERNATIONAL

A joint approach between the **Combined Authority and NELEP**, working with business representative bodies and UKTI. The main purpose would be to **promote the region at home and abroad** as a magnet for trade, talent, tourism and inward investment.

Key Actions:

- **Develop a Strategy and Business Plan for exporting**, working with regional and national agencies to set the framework for actions on trade development and global supply chains. The Plan should deliver a 20% increase in non-automotive exports and an increase of 200 in the number of companies exporting. It should:
 - Seek to increase the take up of support available to exporters and the services provided by consular services abroad.
 - Include support to mentor those at the early-stage of the exporting process (focussed initially on European markets and then increasing global engagement in all overseas markets).
- **Develop a FDI/New Investment Management Plan to include:**
 - **A front of house system, operating on a concierge basis** and working closely with Universities, which presents a single access point for FDI enquiries, supported by the experienced teams based in each local authority.
 - **A client relationship management**, linking inward investors and fast growing companies into exporting, innovation, business

development and supply chain networks, particularly the LEP area's Universities.

- **A case for public sector re-location**, based on the quality of the workforce and lifestyle, and targeting a major re-location relevant to the North East economy.

Appendix C: Implications

Finance -

As the governance review is not yet concluded, there are no financial implications arising directly from this report. Each constituent authority would be expected to make a contribution to the funding of the combined authority. If transport functions are to be part of the combined authority then the authority will need to determine if it will levy for transport costs.

As the approval of any scheme formulated after the governance review will be a matter for both Cabinet and Council, full financial implications will be included in the subsequent report to Cabinet in June 2013 and in reports to Council.

Staffing -

This proposal to develop and introduce a Combined Authority comes at a time when councils have gone through and continue to go through a period of constant change, including staffing reductions across all seven local authorities. It is too early to say exactly what the staffing implications might be until Government agreement and the development of an implementation plan. All affected employees will be kept informed and involved in developing any future arrangements.

The Combined Authority will be a small, focused organisation and it is expected that it can be delivered within existing resources.

Equality and Diversity -

There are no equality and diversity issues arising directly from this report.

Accommodation -

There are no accommodation implications directly arising from this report.

Crime and Disorder -

There are no Crime and disorder implications directly arising from this report.

Human Rights -

There are no human rights implications directly arising from this report.

Consultation -

The project board at its first meeting identified the stakeholders that will be consulted in relation to the governance review. Each local authority will engage with the stakeholders in their area. There is also a period of consultation that the Secretary of State will undertake before deciding whether or not it is appropriate to recommend the making of an Order creating a combined authority.

Procurement -

There are no human rights implications directly arising from this report.

Disability Discrimination Act -

There are no Disability Discrimination Act implications directly arising from this report.

Legal Implications -

If there is to be a combined authority for the North East of England then this can only arise after a review of the governance arrangements in relation to the economic development, regeneration and transport functions undertaken by the 7 North East local authorities and the Integrated transport Authority. If that review demonstrates that those functions would be improved by the creation of a combined authority then a scheme is drafted and once approved by each of the constituent local authorities and ITA submitted to the Secretary of State. If the Secretary of State is satisfied that a combined authority would be likely to improve the exercise of such functions or improve the economic conditions of the region, the Secretary of State will recommend to parliament that an Order is made creating a combined authority for the region.

The approval of any scheme formulated after the governance review will be a matter for both Cabinet and Council as there is the potential for executive and council functions to be delegated to the combined authority.

Cabinet**5 June 2013****Quarter 4 2012/13****Performance Management Report****Report of Corporate Management Team****Lorraine O'Donnell, Assistant Chief Executive****Councillor Simon Henig, Leader of the Council****Purpose of the Report**

1. To present progress against the council's corporate basket of performance indicators (PIs) and report other significant performance issues for 2012/13.

Background

2. This is the end of year corporate performance report of 2012/13 for the council. The report contains information on key performance indicators, risks and Council Plan progress.
3. The report sets out an overview of performance and progress by Altogether priority theme. Key performance indicator progress is reported against two indicator types which comprise of:
 - a. Key target indicators – targets are set for indicators where improvements can be measured regularly and where improvement can be actively influenced by the council and its partners; and
 - b. Key tracker indicators – performance will be tracked but no targets are set for indicators which are long-term and/or which the council and its partners only partially influence.
4. A summary of key performance indicators is provided at Appendix 3. More detailed performance information and Altogether theme analyses are available on request from performance@durham.gov.uk.

Developments since last quarter

5. Extensive work has been undertaken by all services to develop the draft 2013/14 corporate indicator set and 4-year targets. Appendix 4 sets out the proposed measures to be used to monitor progress towards achievement of the council's priorities as set out in the 2013-17 Council Plan. The proposed indicator set is based around our six Altogether priority themes and will be used to measure the performance of both the council and the County Durham Partnership. All Members have been invited to have input into this process through an Overview and Scrutiny Management Board (OSMB) workshop held on 14 March 2013 and their views have been incorporated in the final draft indicator set. The key outcomes from the OSMB workshop are provided at Appendix 5. The new basket of performance indicators together with targets will form the basis of the quarterly performance monitoring reports from quarter 1 2013/14.
6. Specific changes to note in respect to the proposed corporate indicator set include:
 - a. This year has seen a number of satisfaction indicators removed from the corporate indicator set mainly due to intervals that surveys are carried out. Options are being considered to report measures of satisfaction through another process.

- b. The corporate indicator set contains a number of proposals for measuring the impact of welfare reform changes in County Durham as they are rolled out throughout the year. This will enable the effects to be reported through the quarterly performance reports. Some of these indicators are already measured but others are new proposals.
 - c. There will also be a stronger focus this year on input measures in our performance framework. This will allow us to better quantify productivity in the forthcoming year and to monitor the effects of reductions in resources and increases in volume driven by the economic situation and national policy changes such as welfare reform.
 - d. In setting targets for the forthcoming 4 years it is acknowledged that in some areas aspirations are less challenging for the forthcoming year compared to previous years. In these areas targets have remained static or are set below the previous year targets or performance rather than showing a continuing improvement trend. Services have advised that some targets have been set as a threshold and the focus is on maintaining performance in light of the economic climate and funding reductions.
7. An indicator specification document is available from the document library on the Councillors Intranet homepage at: <http://intranet/sites/Councillors/default.aspx>. The document details all definitions in relation to the performance indicators within the corporate set and highlights any known data quality issues.

Executive Summary

Overview

8. Performance has been maintained in many areas and improvements achieved in some services against a backdrop of the council achieving £93m savings to date and increased volume in some key areas. Issues linked to the economy continue to affect performance across County Durham during quarter 4 such as unemployment and low levels of housing development but the council is still improving performance in many of its key priority areas. Improvements are evident in decency levels of council housing, reduced levels of crime, anti-social behaviour and domestic abuse as well as effective care of older people.
9. Areas which show a mixed picture of performance relate to youth employment, some areas concerning child protection and key environmental indicators with improved recycling and composting rates collected from the kerbside but worse levels of litter and detritus. Other areas worth noting where performance has dipped relate to breastfeeding rates and lower levels of successful drug treatment and those entering alcohol treatment.
10. The council's corporate indicators also show mixed performance. Improvements have been seen in processing of housing and council tax benefit claims but council tax and business rates collected remain below target. Tenant arrears for East Durham Homes have also failed to meet target. Sickness absence has improved this period and work continues within each service to ensure the consistent and transparent application of the council's Absence Management Policy. Customer service indicators show improved waiting times at customer access points but telephone calls answered in one minute continue to deteriorate. Freedom of Information requests responded to in deadline also shows deteriorating performance but there has been increased volumes of requests since 2009/10 with a pre-election increase in March 2013.

Key messages from Altogether priority themes

11. Key economic measures show the employment rate continues to decline. Only 65.1% of people aged 16-64 in County Durham were in employment compared to the national figure of 70.9%. Long-term unemployment in County Durham, measured as the number of people claiming Jobseeker's Allowance (JSA) for one year or more, has risen again to 5,055 compared to the previous quarter (4,920) and the same period last year (2,885).
12. Youth unemployment as measured by the number of 18-24 year old JSA claimants remains high although it has dropped slightly this period to 4,955 compared with 5,115 in quarter 3 and 5,565 twelve months previously.
13. Housing indicators show that levels of non-decency in council owned housing stock demonstrate very positive progress for all three providers. East Durham Homes has improved at a significant rate with a reduction to 41% exceeding their annual target of 54%. Dale and Valley Homes have also surpassed their target of 1.8% with an outturn of 0.59%, and Durham City Homes have completed their 2012/13 capital programme therefore returning their level of non-decency to 0% for the second year running.
14. Latest quarterly data shows the rate of 16 to 18 year olds who are not in education, employment or training (NEET) is 9.4% (approximately 1,474 young people), which was an improvement in comparison to quarter 3 but 1.2 percentage points worse than the corresponding period of the previous year. The 2012/13 data show a significant reduction in the percentage of 16-18 year olds whose status is not known from 20.6% in 2011/12 to 7.2% (approximately 1,236 young people) in March 2013. As a result of successfully contacting

young people and ascertaining their current status, there has been a significant improvement in information held.

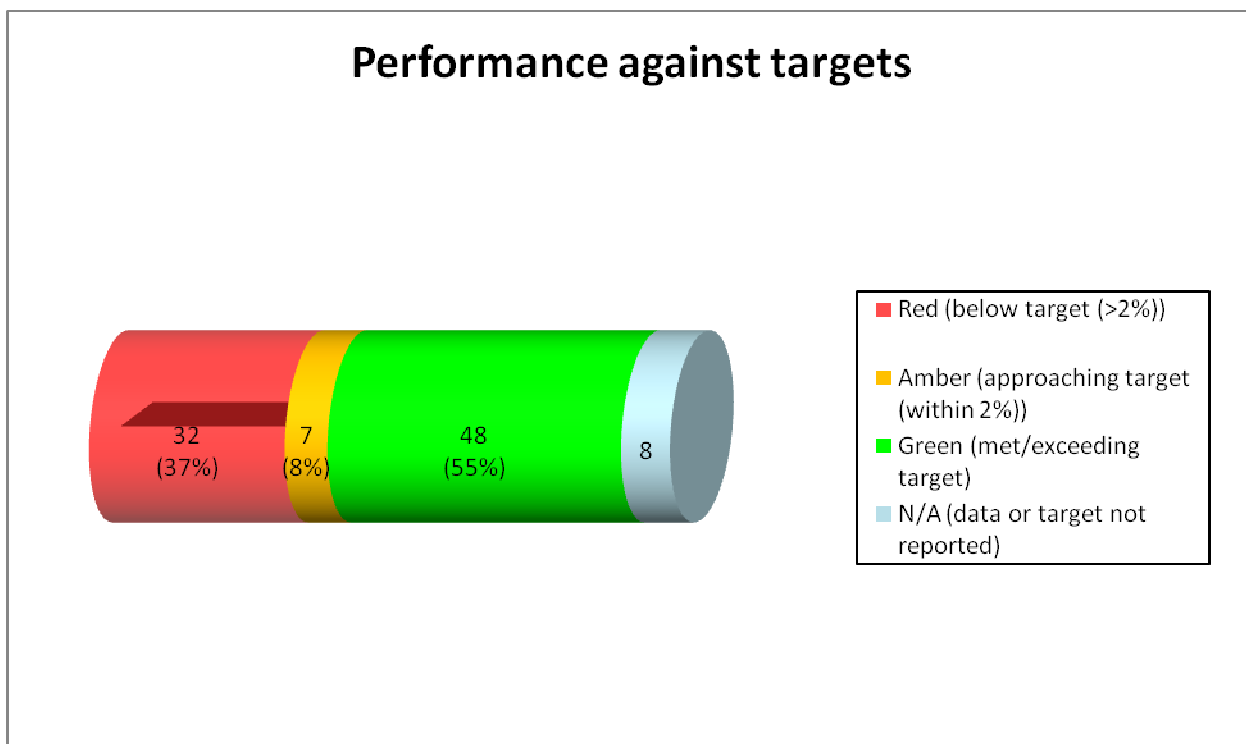
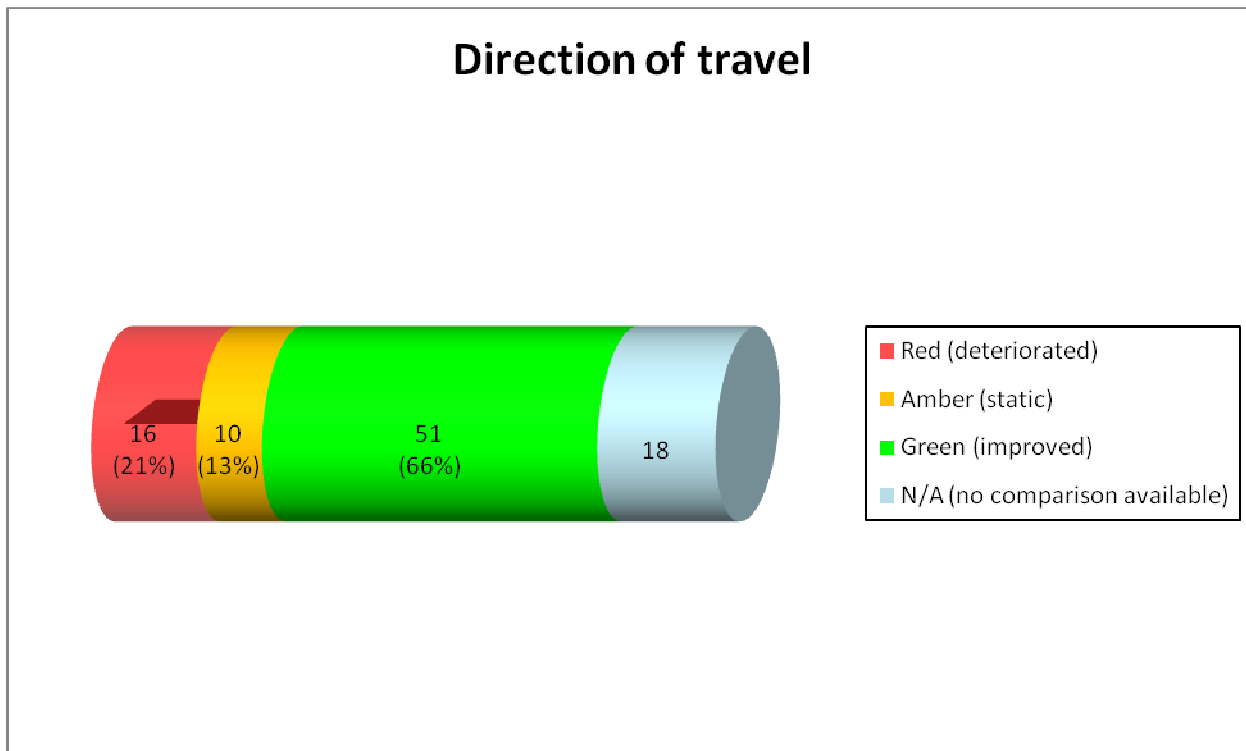
15. The percentage of young people aged 13-19 who participated in youth work equates to 13.5% which remains below the target (15%) and performance 12 months previously (15%).
16. Performance against some key safeguarding targets has continued to dip. Children becoming the subject of a Child Protection (CP) Plan for a second or subsequent time equate to 16.9% (provisional data). This is not achieving the target of 11% and is worse than same period last year (11%). Similarly, child protection cases reviewed within timescales equate to 91% (provisional data) which is not achieving target (100%) and is worse than same period last year (98%).
17. Children in need referrals occurring within 12 months of the previous referral equate to 16.8%, a slight increase from 15.3% reported at previous quarter but is well within target (22%). Performance is better than the national re-referral rate of 26.1%.
18. The under-18 conception rate has reduced again this quarter from the previous year to a rate of 37.4. Performance is better than statistical neighbours (37.7) and the North East region (38.4) but is worse than England average (30.7). Similarly the under-16 conception rate has reduced to a rate of 7.7 which is better than statistical neighbours (8.7) and the North East region (8.6) but is worse than the England average (6.1).
19. Turning to key health and adult care measures, good progress has been made. Indicators continue to suggest effective management of care for older people and vulnerable residents, whilst at the same time maintaining high levels of satisfaction.
20. Successful smoking quitters at 4 weeks continue to increase and outperform target.
21. The number of permanent admissions to residential or nursing care for adults aged 65+ has shown a 5% reduction from same period last year.
22. The proportion of people who were discharged from hospital into intermediate care, reablement or rehabilitation services between October and December 2012, who were still living at home three months after their discharge was 85.2% which exceeded the target of 85% and is above statistical neighbours (83.5%) and England average (82.7%).
23. Prevalence of breastfeeding has reduced to 27.6% from 30.6% in quarter 3 and has not achieved the target of 31.8%.
24. The mortality rate from all circulatory diseases has reduced from 71.6 per 100,000 population in 2010 to 70.6 in 2011 but remains above the North East (68.6) and England (58) mortality rates. However, the mortality rate from all cancers has increased from 115.6 per 100,000 population in 2010 to 120.7 in 2011. This equates to a 4.4% increase for County Durham and remains above the England (107) but below the North East (125.7) mortality rates.
25. County Durham remains a safe place to live as shown by our key performance indicators for this area. Overall crime has reduced by 14% in 2012/13 compared with 2011/12. Crimes categorised as stealing have fallen by 18% and the number of recorded victim based crimes has also reduced by 15%. A reduction of 24% has also been seen in the number of anti-social behaviour incidents reported to the police. Public perception that the police and local council are dealing with concerns of ASB and crime has increased to 59% achieving the target of 58%.
26. There are continuing low levels of repeat victims of domestic abuse with 22 of the 175 referrals received being repeat referrals. Durham has consistently achieved its target and outperforms latest national and regional figures.

27. People receiving treatment for drug and alcohol addiction continues to show challenging performance. Low levels of successful drug treatment completions continue with only 13% of people successfully leaving drug treatment against an annual target of 15%. This is slightly below statistical neighbours average of 14% and national performance of 15%. There are also low numbers of people in alcohol treatment equating to only 7% of the estimated dependent drinking population. Performance is not achieving the target of 8.2% and is lower than at the same period last year (7.9%). However, 72% of exits from alcohol treatment were planned discharges. This exceeds the 2012/13 target of 64%.
28. Key environmental indicators show mixed performance. Household recycling and composting collected from the kerbside represented 30.4% of overall household waste collected which has exceeded target and it is the third consecutive quarter during which performance has improved. Fewer fly-tipping incidents were recorded during this quarter.
29. The municipal waste landfilled is estimated as 42.3% and although greater than the 35% target, the figure has remained relatively static for the last 6 months as the existing waste disposal contract winds down. Household waste reused, recycled or composted is estimated as 44.9% which is in line with the predicted 45% target. The increase can be partly attributed to the roll out of alternate weekly collection.
30. Street and environmental cleanliness has deteriorated this period with increased levels of litter and detritus. This was due to resources being diverted away from street cleansing as a result of adverse weather conditions.
31. The council's Altogether Better Council priority theme shows improvement in some areas but there remain areas of significant underperformance.
32. Significant progress has been made in the average processing days for housing and council tax benefit claims with new housing benefit claims processed on average in 38.5 days in 2012/13 against a target of 28 days and changes of circumstances were processed on average in 15.5 days against a target of 14 days. Although these fall outside of the target processing times, in quarter 4 new claims were processed on average in 27 days while changes of circumstances were processed in 10 days which are both within target.
33. The collection rate of sundry debt owed to the authority currently stands at 73% which has exceeded the 70% target.
34. The percentage of invoices paid within 30 days to our suppliers has shown consistent improvement since the early part of 2012/13 and during the last half of 2012/13 average performance was 90.5%. However, performance shows a slight dip at quarter 4 to 90% from 91.4% in quarter 3 and falls below the council's performance target of 91%.
35. The number of days lost to sickness absence per FTE across the council (including schools based employees) was better this period with 9.08 days lost per full time equivalent (FTE) compared to the same period last year (9.11 days) and previous quarter (9.7 days) but remains above the target of 8.75 days.
36. The council tax collection rate of 94.9% for 2012/13 is an improvement of 1.1% on the 2011/12 collection rate; however it is below the target of 97.3%. Similarly, the collection for National Non Domestic Rates (NNDR) of 95.2% is an improvement over 2011/12 performance by 0.5% but the target of 97.5% was not achieved.
37. Current tenant arrears for East Durham Homes (EDH) have failed to meet their target of 2.5% at the end of 2012/13, with an outturn of 3.02%. Durham City Homes and Dale and Valley Homes both achieved target.

38. Telephone calls answered within 1 minute deteriorated further this period to 56% compared with 67% at quarter 3. A number of issues have resulted in increased demands being placed on the service affecting the performance target. In particular poor weather; causing disruption to the bin collection service and requests for service in relation to highways. The council tax bills and benefit notification letters were also sent out in this period. Similarly abandoned calls deteriorated this quarter to 17% from 10% at previous quarter.

Overall Performance of the Council for Quarter 4

Key performance indicators



Source: Service performance monitoring data

39. In quarter 4, 61 (79%) of key performance indicators have improved or remained static. Areas where there has been improvement in performance in terms of direction of travel are:

- Non decent council homes (Dale and Valley Homes & East Durham Homes)
- Empty properties brought back into use
- Looked after children cases reviewed within timescale
- First time entrants to the youth justice system
- Under 16 (ages 13-15) and under 18 (ages 15-17) conception rates
- Permanent admissions to residential or nursing care (aged 65+)
- Exits from alcohol treatment that are planned discharges
- Social care users offered direct payments and individual budgets
- People completing reablement who had achieved their goals
- Overall crime, victim based crimes, and stealing
- Police reported incidents of anti-social behaviour
- Perceptions that the police and council are dealing with anti-social behaviour and crime
- Children killed or seriously injured in road traffic collisions
- Fly tipping incidents
- Household recycling and composting collected from the kerbside
- Planning applications determined within deadlines
- Average waiting time at a customer access point
- Time taken to process housing and council tax benefit claims

40. Key issues in terms of areas where there has been a deterioration in performance in terms of direction of travel compared to last year are:

- Total planning applications received
- Housing solutions presentations
- Affordable homes provided
- JSA claimants claiming for 1 year or more
- Employment rates
- Children subject to a child protection plan for a second or subsequent time
- Child protection cases reviewed within required timescales
- People in alcohol treatment
- Adult social care users who feel safe
- Land and highways with high levels of litter and detritus
- Municipal waste landfilled
- Waste that is reused, recycled or composted

41. In relation to performance against target 55 (63%) of reported indicators are approaching, meeting or exceeding targets. Examples of areas where performance is meeting or exceeding target are:

- Non decent council homes
- Empty properties brought back into use
- Children in need referrals occurring within 12 months of previous referral
- Four week smoking quitters

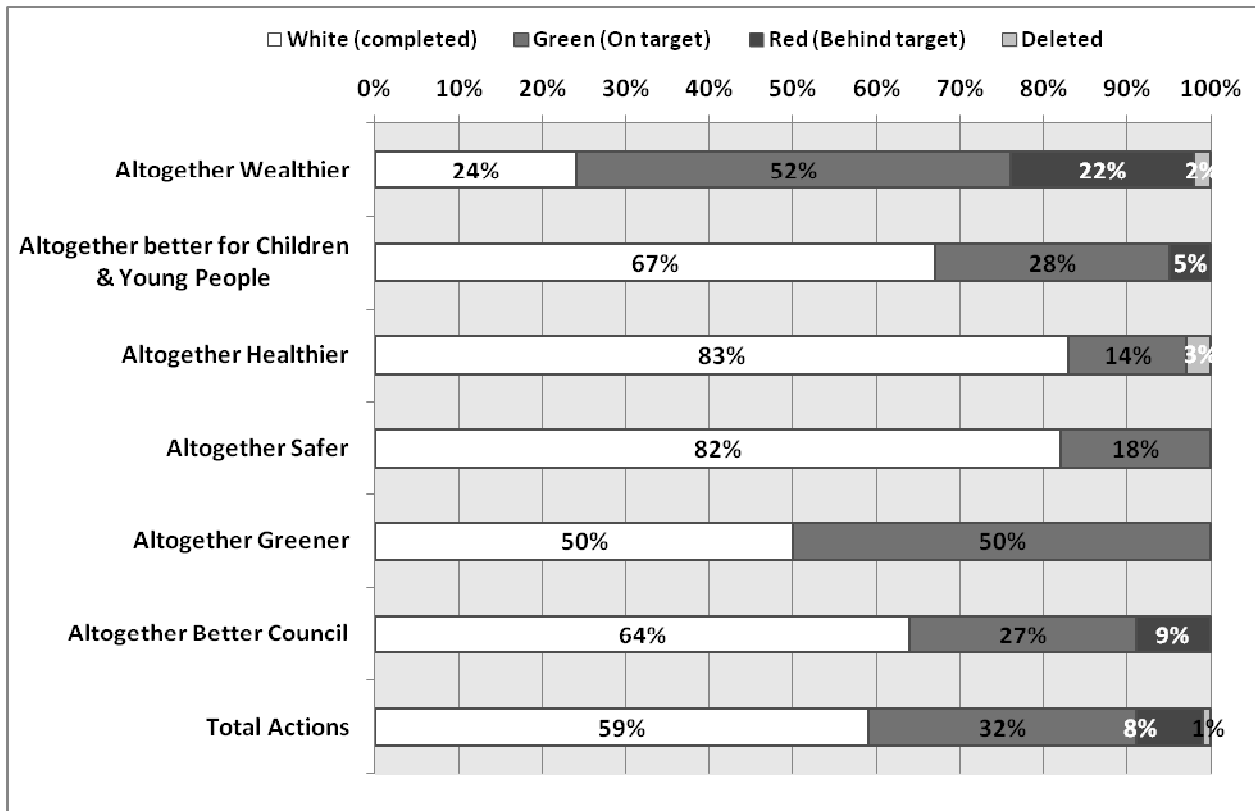
- Exits from alcohol treatment that are planned discharges
- Satisfaction of social care users
- People completing reablement who had achieved their goals
- People commencing the Changing the Physical Landscape (CPAL) programme
- Repeat incidents of domestic abuse
- Adult safeguarding strategy meetings and investigations completed within timescale
- Offences committed by the Integrated Offender Management (IOM) cohort
- Household recycling and composting collected from the kerbside
- Accounts paid by debtors within 30 days
- Processing of planning applications
- Average waiting time at a customer access point

42. Key issues in terms of areas where performance has not achieved target include:

- Council owned factories and business support centre floorspace that is fully occupied
- Agencies and organisations achieving Investing in Children membership
- Children subject to a child protection plan for a second or subsequent time
- Child protection cases reviewed within required timescales
- Young people participating in youth work
- Breastfeeding prevalence 6-8 weeks after birth
- People in alcohol treatment
- Successful completions of drug treatment
- Adult social care users who feel safe
- Municipal waste landfilled
- Household waste reused, recycled or composted
- Land and highways with high levels of litter and detritus
- Council tax and national non-domestic rates (NNDR) collected
- Sickness absence rates
- Telephone calls answered within 1 minute
- Abandoned calls

Council Plan Actions

Figure 2: Progress against Council Plan by Altogether theme: Quarter 4 2012/13



43. Monitoring of the Council Plan is carried out on a quarterly basis to ensure that actions are being completed. Good progress has been made overall in the final quarter of 2012/13 with 59% (119 out of 200) of actions being achieved and 32% (63 actions) on target. 8% (16 actions) are behind target and 1% (2 actions) are proposed to be deleted as they are no longer relevant or are included in other actions. The Altogether Safer and Healthier themes have achieved the highest percentage of actions completed (82% and 83% respectively) and the Altogether Wealthier theme has the lowest percentage of actions completed to date (24%) and also the highest percentage of actions behind target (22%), which amounts to 9 actions from across several service groupings.

Service Plan Actions

Figure 3: Service Plan progress to end of quarter 4

Service Grouping	Total number of Service Plan Actions	Number of actions met or exceeded target	% of actions met of exceeded target	Number on target	% of actions on target	Number behind target	% of actions behind target	Deleted	% of actions deleted
Assistant Chief Executive	98	61	62%	20	21%	13	13%	4	4%
Children & Adult Services	246	178	72%	63	26%	1	1%	4	1%
Neighbourhood Services	183	80	44%	84	46%	11	6%	8	4%
Regeneration & Economic Development	106	27	25%	60	57%	18	17%	1	1%
Resources	131	92	70%	30	23%	7	5%	2	2%
Total	764	438	57%	257	34%	50	7%	19	2%

Source: Service monitoring data

44. The above table shows that overall, 91% of service plan actions have either been achieved or are on target to be achieved by the deadline. Actions behind target equate to 7%. There are a number of actions (2%) proposed to be deleted as they are either no longer relevant or have been incorporated into other actions. Children and Adults Services (CAS)* have the highest percentage of actions achieved or on target (98%) and the Regeneration and Economic Development (RED) service grouping has the highest percentage of actions behind target (17%).

*Please note these were two separate service plans in 2012/13.

45. Reporting of these key actions is on an exception basis with a full copy of the exceptions, deletions, amendments and additions available on request from performance@durham.gov.uk.

Equalities and Diversity

46. Service plan monitoring has shown that Single Equality Scheme (SES) actions and Equality Impact Assessment (EIA) actions are progressing well with 40 (52%) actions complete, 29 (38%) on track to achieve target, five (6%) actions behind target and three (4%) actions deleted. During quarter 4, Medium Term Financial Plan (MTFP) equality impact assessments were completed in January 2013 on time. This required a significant amount of work to support services over several months in order to deliver the assessments ahead of the budget decisions.

Carbon Reduction by the Council

47. In order to achieve the targets for reducing CO₂ emissions by the council a set of four actions have been included in all service plans and progress monitored. Performance indicates that action to reduce car business mileage for each service grouping (by a minimum of 10% for 2012/13) is behind target and a revised target date is now by September 2013. The council as a whole has achieved 12% carbon mileage reduction during the financial year 2012-13.
48. This quarter has also seen an increase in the number of eco-champions covering more buildings. Some service groupings held their own eco-champion meeting including ACE, CAS, Resources and RED (Planning and Assets) during the quarter 4 period. One carbon reduction action relating to the carbon reduction tool was behind target in quarter 4. This action, together with two other actions, will be carried forward to 2014-17 service plans with amendments.

Risk Management

49. 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.
50. The key risks to successfully achieving the objectives of each corporate theme are detailed against each Altogether theme in the relevant sections of the report. These risks have been identified using the following criteria:-
- Net impact is critical, and the net likelihood is highly probable, probable or possible.
 - Net impact is major, and the net likelihood is highly probable or probable
 - Net impact is moderate, and the net likelihood is highly probable
51. As at 31 March 2013, there were 39 strategic risks, a decrease of five from the previous period at 31 December 2012. Of these, 9 are key risks matching the criteria above. The following matrix summarises the total number of strategic risks based on their net risk assessment as at 31 March 2013. Where there have been changes to the number of risks from the last quarter period end, the risk total as at 31 December 2012 is highlighted in brackets.

Figure 4: Corporate Risk Heat Map

Impact					
Critical	1 (1)	2 (2)	3 (3)		
Major		3 (3)	4 (4)	1 (1)	2 (2)
Moderate		2 (2)	11 (13)	5 (5)	3 (2)
Minor			0 (3)	2 (2)	0 (1)
Insignificant					
Likelihood	Remote	Unlikely	Possible	Probable	Highly Probable

52. At a corporate strategic level, key risks to draw attention to are:

- a. Slippage in delivery of the Medium Term Financial Plan (MTFP) will require further savings, which may result in further service reductions/ job losses;
- b. Failure to identify and effectively regulate contaminated land;
- c. Coastal erosion and improved environment may be adversely impacted if a programme of repairs to Seaham North Pier is not undertaken;
- d. Potential claw-back from MMI (former insurers) under the Scheme of Arrangement (SOA);
- e. Damage to highways assets as a result of a severe weather event;
- f. Government budget plans announced in the Chancellor's March 2013 budget to cut local government funding further in 2014/15, 2016/17 and 2017/18 will have a major impact on services including frontline services;
- g. Potential restitution of search fees going back to 2005;
- h. School funding reforms and Local Authority Central Spend Equivalent Grant (LACSEG) reductions threaten viability of some centrally managed services for children and young people;
- i. If proposed funding reforms are implemented, the council may have a major funding shortfall for Post-16 High Needs Placements.

53. Seven risks have been removed from the register in this quarter. This is due to management of the risks by the services as mitigating actions have been completed to reduce risks to a level where management now consider existing controls to be adequate.

54. The implementation of additional mitigation on a number of risks has enabled the council to improve performance, decision-making and governance, and this is detailed in the relevant sections of the report.

Altogether Wealthier: Overview

Performance indicators				
	Red	Amber	Green	N/A
Direction of travel	2 (18%)	0 (0%)	9 (82%)	2
Performance against target	1 (10%)	0 (0%)	9 (90%)	3

Actions				
	Red	Green	White	Deleted actions
Performance against target	9 (22%)	22 (52%)	10 (24%)	1 (2%)

Council Performance

55. Key achievements this quarter include:

- a. The proportion of council housing stock currently classed as non-decent shows very positive performance at quarter 4. Following continuous high performance this year, East Durham Homes have improved at a significant rate with a reduction to 41% exceeding the annual target of 54%. In quarter 4, 322 properties were made decent, resulting in 4,921 properties being decent out of a total stock of 8,340. Dale and Valley Homes have also surpassed their target of 1.8% with an outturn of 0.59%, resulting in only 25 properties not being decent. The 2013/14 capital programme is in place and will ensure these remaining Dale and Valley Homes properties are made decent by August 2013. Durham City Homes have completed their 2012/13 capital programme therefore returning their level of non-decency to 0% for the second year running.
- b. The number of empty properties brought back into use as a result of local authority intervention has exceeded the 2012/13 target of 50 with an outturn of 56. This is also an increase on 2011/12 which saw 44 properties being brought back into use. Work has focused on the regeneration and selective licensing areas and joint working with registered providers has contributed to the target being achieved.
- c. The percentage of major planning applications determined within 13 weeks during quarter 4 was 94.3%, which is a significant improvement on performance throughout the year which started at 68.8% at quarter 1. In quarter 4 this meant that 33 out of 35 applications were determined in 13 weeks. This gives an end of year outturn of 75.6%, which although below the target of 79.9%, is a significant improvement against the 2011/12 outturn of 64%.
- d. In terms of Council Plan actions, progress has been made with the development, delivery and support of new signature events such as Lumiere and the Lindisfarne Gospels. The Lindisfarne Gospels was launched successfully on 20 March 2013 with significant media coverage achieved, both regionally and nationally. It is expected to attract up to 200,000 visitors this summer.
- e. In relation to service plan actions, the implementation of the Durham City Homes Improvement Plan for 2012/13 has been completed. Through this, Durham City Homes have successfully completed and reviewed their neighbourhood involvement pilots and have scheduled two tenants conferences to be held in 2013/14 which will further develop the successes that have been seen as part of this work. A number of energy efficiency pilots across the housing stock have also been implemented including piloting air source heat pumps and permanent ventilation systems.
- f. Since April 2012 a programme of regeneration in Consett has delivered improvements to seven buildings as part of the targeted business improvement programme enabling nine jobs to be created and 22 safeguarded. These buildings included a private housing property with the remaining either business or charity premises.

- g. Through phase one of the council's apprenticeships scheme there have been 188 apprenticeship starts and there are currently 169 on the scheme. Within Regeneration and Economic Development there have been 21 apprenticeships established, and Apprenticeship Week was held successfully in March 2013. Through the delivery of the European Social Fund NEETS Contract in 2012/13, there have been 39 engagements and 15 completions; of which, seven progressed into further learning and eight into employment / apprenticeships.
- h. In terms of maintaining and developing business and support services specific to innovative, high growth and strategic companies, this is the first year of operations in which NETPark Net has been without European grant support and it has retained a healthy level of commitment from NETPark Net members and sponsors. Particularly successful was the recent Spacetech event generating very positive feedback and a clear framework for attracting more opportunities in the space sector for County Durham companies. NETPark Net has had a positive effect on occupancy. Offering virtual offices as part of pre-incubation has led to three companies starting, taking virtual office facilities then graduating to premises.
- i. Following the launch of the Business Innovation Gateway as a method of integrating the innovation support from Durham University, client feedback has led to the redesign of the website making it easier for companies to access these services.

56. The key performance improvement issues for this theme are:

- a. Occupancy levels of council owned factories and business support centre floorspace have seen a slight improvement from previous quarter but still remain below target and the same period last year. Quarter 4 shows 73% occupancy compared to a 76% target and 75% same period last year. The quarter shows an increase in occupancy at NETPark and factory space at Tudhoe.
- b. There are nine Council Plan actions in this theme behind target, key ones include:
 - i. Public Realm works at St Johns Square, Seaham were due to be completed by May 2013. This will now be delayed until September 2013 due to the timing of funding availability.
 - ii. Physical improvements enhancing links to Clifford Road retail stores, Stanley and the Academy were due for completion by March 2013. This has been delayed until March 2014 due to slippage in the Clifford Road Re-Development Programme (Retailer led).
 - iii. Supporting major retail development at Queen Street, Crook was due to be completed by December 2013 but has been postponed until October 2015 due to delays with the re-development scheme. There is continued liaison with the developers and highlighting of opportunities to interested end users.
 - iv. The Local Transport Plan capital improvement schemes to improve accessibility between our main towns was due for completion by June 2013. There is a minor delay regarding land acquisition for an extension of the park and ride site at Sniperley.
 - v. The successful consultation and completion of the County Durham Plan was due by July 2014. Following on from the extensive consultation on the preferred options, work is now taking place to prepare the Publication Draft Plan. Through on-going forward planning the timescale has been revised to December 2014. Within this an estimated amount of time has been allowed for the examination in public as it is unclear how long this could take.
- c. The service plan action to develop and implement a region wide multi-operator ticketing product available for local travel, making it easier for people to access training and

employment, has been delayed pending the Department for Transport guidance. It is now anticipated to be completed by June 2013. This was recently highlighted in the Adonis Report (North East Independent Economic Review) as a regional priority.

57. Tracker indicators for this priority theme (see Appendix 3, table 2) show:

- a. The employment rate continues to decline. At December 2012 only 65.1% of people aged 16-64 in County Durham were in employment compared to the national figure of 70.9%. The proportion of the working age population currently not in work who want a job stands at 16.45%.
- b. The drop in the number of Job Seekers Allowance (JSA) claimants aged 18-24 seen at quarter 3 continued this quarter with numbers dropping from 5,115 in quarter 3 to 4,955 in quarter 4. However these figures remain high and intense competition in the labour market is reducing access to employment opportunities.
- c. The number of JSA claimants claiming for one year or more has continued to increase this quarter from 4,920 at quarter 3 to 5,055 at quarter 4. This represents 32.33% of all JSA claimants.
- d. The number of passenger journeys recorded on the Durham City Park and Ride service has dropped slightly in quarter 4 and for the whole of 2012/13. 251,925 passenger journeys were undertaken in quarter 4 which brings the annual total to 1,113,937. This compares to 279,934 in quarter 4 and 1,167,708 annual total in 2011/12. The decrease seen in quarter 4 is mainly due to inclement weather in March.
- e. Overall net housing completions at quarter 4 stands at 354. This represents a slight increase in house building activity overall. Of the 354 net completions, 157 (44.3%) are affordable units and 161 (45.5%) are located within the county's major settlements. Recent monitoring has confirmed that there are still a number of planning permissions yet to be implemented, again a consequence of continuing economic downturn.
- f. During quarter 4 the number of housing solutions presentations has increased to 1,761 from 1,437 reported at quarter 3. However, the number of homeless applications has decreased to 247 compared to 264 at previous quarter, although this is a slight increase on the same period last year (242). The number of homeless acceptances has also fallen to 65 this quarter compared with 75 at previous quarter. The number of prevention cases has continued to increase to 344 from 302 reported at quarter 3.
- g. The proportion of children in poverty remains high and has not declined substantially since the start of the credit crisis in 2008. Latest data available for August 2012 indicate that the proportion of children in poverty remains static with previous quarter at 24.8%. However, a slight increase is shown compared with 12 months earlier (24.4%). This proportion remains higher than the England average (20.1%) but lower than the equivalent North East figure (25.8%). The dataset used to compile these data will not be available after universal credit is implemented in October 2013, and the Government has consulted on a new measure.

58. New developments this period within this priority theme relate to:

- a. External funding totalling £300,000 has been secured from the Department for Transport towards the cost of building a new cycle/walk route between Shildon to Aycliffe. Following the existing rail line, this path will provide a much needed safe and direct link between the two communities. This will improve access to existing and planned job and training opportunities.

- b. The Housing Solutions team has successfully worked in partnership with HTASS (Holistic Temporary Accommodation Support Service) in reducing the number of people who are homeless and require emergency accommodation. The aim, in partnership with HTASS, is to place people directly into self-contained temporary accommodation and only use bed and breakfast in exceptional cases. The impact of welfare reform is likely to affect the demand for temporary accommodation, as an increasing number of people present to the service with a housing need as a result of the changes.
61. The key risk to successfully delivering the objectives of this theme is *coastal erosion and improved environment may be adversely impacted if a programme of repairs to Seaham North Pier is not undertaken*. Management consider it possible that this risk may occur, and to mitigate the risk, funds will be allocated in future budgets for the design and undertaking of repairs to the structure.

Altogether Better for Children and Young People: Overview

Performance indicators				
	Red	Amber	Green	N/A
Direction of travel	3 (30%)	1 (10%)	6 (60%)	2
Performance against target	5 (42%)	3 (25%)	4 (33%)	0

Actions				
	Red	Green	White	Deleted actions
Performance against target	1 (5%)	5 (28%)	12 (67%)	

Council Performance

62. Key achievements this quarter include:

- a. Provisional data for April 2012 to March 2013 identify that 805 out of 4,792 Children in Need referrals occurred within 12 months of the previous referral, which equals 16.8% and is well within the target of 22%. Performance was better than the latest available national re-referral rate of 26.1% in 2011/12.
- b. County Durham Youth Offending Service (CDYOS) achieved the Investing in Volunteers Quality Standard from the National Council for Voluntary Organisations, recognising the excellent work it does with volunteers. CDYOS was assessed against a range of best practice standards for four areas of volunteer management: planning for volunteer involvement; recruiting volunteers; selecting and matching volunteers; and supporting and retaining volunteers.
- c. The CDYOS fully integrated pre-court system has been included as best practice in the national Youth Out-of-Court Disposals Guidance (Ministry of Justice / Youth Justice Board). The system provides pre-court assessment and intervention for all young people and their families and has delivered a 74% reduction in first-time entrants and a 32% reduction in reoffending frequency (pre-court). It is fully supported by all partners.

63. The key performance improvement issues for this theme are:

- a. Provisional data for April 2012 to March 2013 identify that 96 out of 568 children who became subject to a Child Protection (CP) Plan had previously been the subject of a Plan, which equals 16.9%. This is not achieving the target of 11%. The findings from the audit of cases that had been subject to a CP Plan within 18 months of the current Plan were presented to the Local Safeguarding Children's Board (LSCB) in February and the Children's Trust in March, as concerns were raised in the audit about over-optimism and early de-listing, which are multi-agency issues. The LSCB is to lead on work across partners to assess the findings, undertake further investigations and agree cross-agency actions by August 2013.
- b. Data for April 2012 to March 2013 indicate that 6,141 young people aged 13-19 participated in youth work, which equates to 13.5%. The target of 15% was not achieved due to a combination of factors including:
 - greater focus on working with targeted and vulnerable young people, often as individuals and in smaller groups.
 - more work with young people aged 11 and 12 – 252 participated in youth work which makes them more likely to engage when they become teenagers
 - reductions in funding to support activity programmes following the abolition of the Youth Opportunity Fund and a decrease in the Keyfund

Actions to improve performance include:

- discussing performance in all youth worker review sessions and team meetings
 - the introduction of a new outcomes tool which will improve recording for participation in youth work and provide evidence of progress made by young people
- c. Provisional data for quarter 4 2012/13 indicate that 264 out of 290 child protection cases were reviewed within timescale, which equals 91%. Between January and March there were 3 reviews that were held outside of timescale, two of which involved sibling groups. These reviews were not held within timescale due to staff sickness and the mother of a sibling group being admitted to hospital on the day of the Review Child Protection Conference. All reviews have now been completed.
- d. Data for 2012/13 indicate that 106 out of 156 respondents to the Core and Initial Assessment Surveys responded 'Excellent' or 'Good' to the question 'Overall, what do you think of the help you received from Children and Young People's Services'. This equates to 67.9%, with a 95% confidence interval of 7.5%. Given this margin of error, performance would range from 60.5% to 75.4% for the whole population. Survey feedback is reported on a quarterly basis to the Head of Children's Care and specific issues are highlighted for inclusion in Children's Care Team Plans in order to improve user satisfaction.
- e. There is one Council Plan action behind target which is to review the council's approach to fixed play provision. This was due for completion by March 2013 but has been delayed until May 2013.

64. Tracker indicators for this priority theme (see Appendix 3, table 2) show:

- a. Data for January to December 2011 indicate a conception rate of 37.4 for 15-17 year old girls, which is better than statistical neighbours (37.7) and the North East region (38.4) but is worse than the England average (30.7). During 2011 there were 324 under-18 conceptions in County Durham, which was the lowest during a calendar year since monitoring of this indicator began in 1998 and was 60 fewer than the previous lowest total of 384 in 2010. Similarly, data for January to December 2011 indicate a conception rate of 7.7 for 13-15 year old girls, which is better than statistical neighbours (8.7) and the North East region (8.6) but is worse than the England average (6.1). During 2011 there were 66 under-16 conceptions in County Durham, which was a reduction from 93 during the previous year. Actions undertaken to reduce teenage conceptions include the development of a Risk and Resilience Strategy and a robust Sex and Relationship Education portfolio for schools.
- b. The provisional number of first time entrants (FTEs) to the Youth Justice System aged 10 - 17 during 2012/13 was 250. This is well within the locally agreed target of no more than 340 FTEs per year. Actions to reduce FTEs include: increasing the number of the pre-court cohort accessing Positive Futures programmes; ensuring the case management approach considers all siblings within a family; and ensuring coordinated work between County Durham Youth Offending Service (CDYOS) and the One Point Service for all young people receiving a Pre-Reprimand Disposal.
- c. The annual measure of 16 to 18 year olds who are not in education, employment or training (NEET) for November to January increased to 10.4% (approximately 1,599 young people). However the 2012/13 data show a significant reduction in the percentage of 16-18 year olds whose status is not known. Tracking work has taken place across the Improving Progression Team and the One Point Service, which has reduced the number whose status is not known from 20.6% in 2011/12 to 7.2% (approximately 1,236 young

people) in March 2013. As a result of successfully contacting young people and ascertaining their current status, there has been an increase in the information recorded.

- d. The latest quarterly data (January to March) identify 9.4% (approximately 1,474 young people) of 16-18 year olds are NEET, which was an improvement in comparison to quarter 3 but 1.2 percentage points worse than the corresponding period of the previous year. This is also as a result of the reduction in the number whose status is not known from the previous year.
- e. Young people who are NEET are being supported through information, advice and guidance offered by One Point, alongside external support contracts with the Voluntary and Community Sector and Youth Contract in County Durham.

65. New developments this period within this priority theme relate to:

- a. In February 2013 Ofsted launched the School Data Dashboard which provides a snapshot of school performance at Key Stages 1, 2 and 4. The dashboard can be used by school governors and by members of the public to check the performance of the school in which they are interested. It complements the Ofsted school inspection report by providing an analysis of school performance over a three-year period. Data can be filtered by key stage or by topic: Expected progress; Attainment; Attendance; Narrowing the gap between disadvantaged and other pupils.
- b. In February 2013 the Government announced a reversal of the plans to introduce English Baccalaureate Certificates (Ebacc) in English, maths, the sciences, history, geography and languages to replace GCSEs. The introduction of Ebacc Certificates would have meant that pupils would undertake a single end-of-course exam and there would be one exam board for core subjects, however, this change is not being implemented.

66. The key risks to successfully delivering the objectives of this theme are:

- a. *School funding reforms and Local Authority Central Spend Equivalent Grant (LACSEG) reductions threaten viability of some centrally managed services for children and young people.* Management consider it highly probable that this risk may occur, and to mitigate the risk, an on-going review of staffing structures is underway to manage LACSEG reductions in 2013-14.
- b. *If proposed funding reforms are implemented, the council may have a major funding shortfall for Post-16 High Needs Placements.* Management consider it highly probable that this risk may occur, and to mitigate the risk, the Education Funding Agency (EFA) has agreed some additional funding, although the amount is yet to be quantified, and the eligibility threshold for Post-16 High Needs Learners will be reviewed.

Altogether Healthier: Overview

Performance indicators				
	Red	Amber	Green	N/A
Direction of travel	4 (24%)	4 (24%)	9 (53%)	5
Performance against target	5 (24%)	1 (5%)	15 (71%)	1

Actions				
	Red	Green	White	Deleted actions
Performance against target *1 blank	0 (0%)	5 (14%)	30 (83%)	1 (3%)

Council Performance

67. Key achievements this quarter include:

- a. A total of 3,468 people have stopped smoking between April and December 2012. This equates to 821 per 100,000 population, exceeding the target of 723 per 100,000 population (3,055 smoking quitters).
- b. The total number of people commencing the Changing the Physical Landscape (CPAL) programme was 13,292 against a target of 5,800. This is broken down as 7,442 people at risk of cardiovascular disease (CVD), 1,274 family members and 4,576 others (defined as those not at risk). The main measure of success/effectiveness of the programme is that 60% of people sustained an increased level of physical activity after 6 months against a target of 58%.
- c. Move4Life replaces CPAL and will continue to deliver in 2013/14. Move4Life is an exciting programme aiming to get local people active through a range of activities tailored for those who are either not active enough, overweight or have a family history of cardiovascular disease and type 2 diabetes. Examples of activities include aqua classes and cycling.
- d. The number of adults aged 65 and over who were admitted on a permanent basis to residential or nursing care has decreased by 5%; from 826 admissions in 2011/12 to 782 in 2012/13. This equates to a rate of 840.7 per 100,000 population against a target of 879 per 100,000 population (818 admissions).
- e. At the end of March 2013, 56.7% of service users in receipt of community services had a personal budget, which compares to 53.5% at the same time last year and exceeds the 2012/13 target of 50%. This also exceeds the 2011/12 statistical neighbours average of 40.9% and England average of 43%.
- f. Of people who were discharged from hospital in 2012/13 into intermediate care, reablement or rehabilitation services, 87% were still living at home three months after their discharge. The nationally reported measure is based upon only those clients discharged between October and December 2012; this figure was 85.2% which exceeded the target of 85%. Latest benchmarking data for 2011/12 show performance is above the statistical neighbours average of 83.5% and England average of 82.7%
- g. Latest feedback from service user surveys highlights:
 - 93.7% of adult social care service users reported that they were satisfied with the care and support services they receive. This has exceeded the 2012/13 target of 92%, and satisfaction reported last year (92.1%). This also exceeds the 2011/12 national Adult Social Care Survey England (90.1%) and North East (92.7%) averages.

- 94.9% of adult social care service users who had been assessed or reviewed stated that the care and support services they received had improved their quality of life. Additionally, 98% were happy with the way they were treated by their social worker during their assessment or review
- 79.3% of reablement service users reported that they achieved all or most of the goals they had set out to achieve at the start of their reablement service. This has exceeded the 2012/13 target of 75% and performance last year (75.6%). Additionally, 96% of reablement service users reported that they felt more confident following their package of reablement.

68. The key performance improvement issue for this theme is a continued low level of breastfeeding rates. Overall, 27.6% of mothers were breastfeeding at 6-8 weeks between January and March 2013 (381 of 1380 mothers). Although this has increased from 23.5% for the same period last year, the rate has reduced from 30.6% in quarter 3 and has not achieved the target of 31.8%. Actions being taken in County Durham to encourage more mothers to breastfeed include:

- A breastfeeding 'Buddying' pilot in East Durham where mothers who currently breastfeed give support and advice to new mothers who wish to breastfeed.
- One Point Service Managers rolling out Baby Cafes across the county.
- The Public Health Team working with the National Childbirth Trust to commission additional breastfeeding support in the most deprived localities in the county i.e. Easington, Derwentside and Sedgefield.
- The Public Health Team commissioning services to improve uptake of breastfeeding in under 25 year olds.

69. Tracker indicators for this priority theme (see Appendix 3, table 2) show:

- a. The under 75 mortality rate from all circulatory diseases has reduced from 71.6 per 100,000 population in 2010 to 70.6 in 2011. Although a reduction has been achieved the rate remains above the North East (68.6) and England (58) mortality rates.
- b. The under 75 mortality rate from all cancers has increased from 115.6 per 100,000 population in 2010 to 120.7 in 2011. This equates to a 4.4% increase for County Durham, a trend which was replicated for the North East region (2.2% increase) but not nationally (1% reduction). This rate remains above the England (107) but below the North East (125.7) mortality rates.

70. There are no key risks in delivering the objectives of this theme.

Altogether Safer: Overview

Performance indicators				
	Red	Amber	Green	N/A
Direction of travel	3 (27%)	4 (36%)	4 (36%)	1
Performance against target	4 (33%)	0 (0%)	8 (67%)	0

Actions				
	Red	Green	White	Deleted actions
Performance against target	0 (0%)	3 (18%)	14 (82%)	

Council Performance

71. Key achievements this quarter include:

- a. Significant reductions have been achieved in key indicators relating to crime and anti-social behavior, including:
 - i. A 14% reduction in the overall crime rate in County Durham in 2012/13, with 23,034 crimes recorded compared to 26,913 in 2011/12. Crime rates have reduced by between 9% and 28% across all localities in the county. Durham Constabulary has the third lowest crime rate in the country.
 - ii. A 24% reduction in the number of police reported anti-social behavior (ASB) incidents, with 25,474 incidents reported in 2012/13 compared to 33,718 in 2011/12. ASB incidents have fallen by between 11% and 31% in all localities in the county.
 - iii. An 18% reduction in the number of reported crimes categorised as stealing, with 11,043 crimes reported compared to 13,397 in 2011/12. County Durham currently has the lowest number of reported crimes of this type per 1,000 population out of 15 statistical neighbours.
 - iv. A 15% reduction in the number of victim based crimes, with 20,270 crimes recorded in 2012/13 compared to 23,815 in 2011/12. County Durham currently has the lowest number of reported crimes of this type per 1,000 population out of 15 statistical neighbours. This has exceeded the 2012/13 target of a 1.5% reduction
- b. There has been an increase in the perception that the police and local council are dealing with concerns of ASB and crime. 59% of respondents to the British Crime Survey agree with this statement which is achieving the target of 58%. Four key areas which impact upon perception and confidence have been identified as dog fouling, litter, graffiti and speeding vehicles. A pilot is underway in Langley Park to tackle the environmental issues identified and police and volunteers have been conducting a number of Community Speedwatch operations across local neighbourhoods.
- c. Between April and December 2012, 72% of exits from alcohol treatment were planned discharges. This exceeds the 2012/13 target of 64% and the national average of 59%. It also exceeds performance from the same period last year (61%).
- d. There has been a 58% reduction in the number of offences committed by the 273 offenders in the Integrated Offender Management (IOM) cohort in 2012/13, against a target of a 20% reduction. The IOM hubs have secured funding from the Police and Crime Commissioner through the Safe Durham Partnership for the mentor services which support the IOM in 2013/14.

- e. Of the 175 domestic abuse victims who have presented to the Multi-Agency Risk Assessment Conference (MARAC) in 2012/13, 22 were repeat referrals. This equates to 12.6% of all victims, achieving the target of less than 25%. Performance also exceeds the latest repeat referral rates in England (24%) and the North East (26%).
- f. For 2012/13, 91.8% of adult safeguarding strategy meetings were completed within 5 days of referral and 81.6% of adult safeguarding investigations were completed within 28 days of the strategy meeting. These measures are exceeding the respective targets of 90% and 75%.

72. The key performance improvement issues for this theme are:

- a. Overall, 7% of the estimated drinking population in County Durham were in treatment with the Community Alcohol Service between April and December 2012, against a target of 8.2%. This equates to 1,341 people in treatment from the estimated drinking population of 18,946. 1,554 people would have needed to be in treatment to achieve the target. Performance is also lower than at the same period last year (7.9%). The Community Alcohol Service has developed an action plan to promote services and actions include:
 - Marketing of the service via social media and partner websites;
 - Targeting older people by working with the council to increase referrals into the Community Alcohol Service from this client group;
 - Targeting hard to reach groups such as homeless people, gypsy and travellers and the lesbian, gay, bisexual and transgender (LGBT) community
 - Educating and training employers (e.g. police, fire service, Chamber of Commerce) in screening / brief intervention, specific to males in the 25-44 age group; in order that they can identify people, either colleagues or the public, who may benefit from input from the Community Alcohol Service.
- b. A total of 13% of people leaving drug treatment between April and December 2012 did so successfully (257 of 1975), against an annual target of 15%. This is slightly below latest benchmarking data; Durham's statistical neighbours average is 14% and national performance is 15%. The Drugs and Alcohol Community Team (DACT) is looking to encourage more non opiate/crack cocaine users (OCUs) into treatment to reflect changing patterns in drug use. This has included:
 - Meeting with staff and student union representatives at Durham University to discuss working with students who have been using drugs recreationally and are beginning to get into difficulties due to their drug use. Treatment workers will carry out short intense programmes with students on a self-referral basis
 - Carrying out recovery audits in all seven treatment centres to identify best practice, with the aim of improving performance around successful completions
 - Training seven service users who have been drug and crime free for over 6 months as ambassadors; to act as role models for both staff and other service users in treatment, showing that recovery is possible.
- c. Results of surveys of adult social care service users show that 65.6% (859 of 1309) selected 'I feel as safe as I want' when asked to describe how safe they feel. This is below target (70%) and performance for the same time last year (68.3%). Analysis has identified one of the main reasons respondents do not feel safe is due to a fear of falling. Information packs have been sent to respondents who highlight a fear of falling in the survey. The packs include information on telecare, including falls detectors and details of the Falls Prevention Community Exercise Programme ran by Age UK County Durham.

Additionally, only 1% of service users (18 of 1309) stated 'I don't feel at all safe' and established processes are in place with the CAS Safeguarding Adults and Community Safety Teams to further investigate any serious concerns users have with regard to their safety.

73. Tracker indicators for this priority theme (see Appendix 3, table 2) show:

- a. Alcohol related hospital admissions for the 2011/12 period have reduced by 0.1% to 2483 compared to 2486 in 2010/11. This trend is better than national (4.1% increase) and regional trends (4.5% increase).
- b. The Counter Terrorism Strategy (CONTEST) Group has identified that there has been no change in the building resilience to terrorism score, remaining at level 3 out of 5. The CONTEST Group has identified key areas for improvement that will provide the opportunity to improve on this score.

74. The key risk to successfully delivering the objectives of this theme is:

- a. *Damage to Highways assets as a result of a severe weather event.* Management consider it highly probable that this risk may occur, and to mitigate the risk, a revised inspection and maintenance regime will be implemented.

Altogether Greener: Overview

Performance indicators				
	Red	Amber	Green	N/A
Direction of travel	5 (38%)	0 (0%)	8 (62%)	1
Performance against target	6 (50%)	1 (8%)	5 (42%)	2

Actions				
	Red	Green	White	Deleted actions
Performance against target	0 (0%)	10 (50%)	10 (50%)	

Council Performance

75. Key achievements this quarter include:

- a. Household recycling and composting collected from the kerbside represented 30.4% of overall household waste collected and exceeded the 29.2% target. Performance has increased over the last three quarters of this year.
- b. During the 12 months ending 28 February 2013, 44.9% of household waste was re-used, recycled or composted which is in line with the predicted 45% target. The increase in re-use, recycling and composting of household waste can be partly attributed to the roll out of Alternate Weekly Collection, during which time collection of dry waste from the kerbside for recycling increased from 15% to 20.2%.
- c. There were 6,390 fly-tipping incidents reported for the 12 month rolling period to March 2013. Performance was better than the target of 7,290 in each quarter during 2012/13.

76. The key performance improvement issues for this theme are:

- a. During the 12 months ending 28 February 2013, 42.3% of municipal waste was landfilled, and although greater than the 35% target, the figure has remained relatively static for the last 6 months as the existing waste disposal contract winds down. The new waste treatment and disposal contract, which commences on the 1 June 2013, is target based and will deliver significant improvements.
- b. Street and environmental cleanliness has deteriorated this period with increased levels of litter. The results of the third survey relate to the period January to March 2013 and indicate that of relevant land and highways assessed as having deposits of litter, 10% fell below an acceptable level. Performance was worse than the 5% target and has deteriorated from 3% reported at quarter 4 2011/12. 12% of relevant land and highways assessed as having deposits of detritus fell below an acceptable level. Performance was worse than the 10% target and has deteriorated from 3% reported at quarter 4 2011/12. This decrease in performance during this survey period was due to resources being diverted away from street cleansing as a result of adverse weather conditions. Initially in December resources were diverted to deal with flooding issues which led to a build-up of litter and detritus in places. This was followed by severe winter weather conditions during January, February and March when we were unable to keep to our scheduled cleansing regimes due to snow and ice, and resources were diverted into winter maintenance duties.
- c. From April 2012 until March 2013, 964 fixed penalty notices were issued for environmental crime. Performance has fallen compared to the same period last year (1,090) and the target of 1,000 has not been achieved.

77. The key risk to successfully delivering the objectives of this theme is *failure to identify and effectively regulate contaminated land*. Management consider it possible that this risk will occur, which will impact both public health and environmental sustainability across the county. A Contaminated Land Strategy has been approved, and all sites identified for inclusion within the annual programme for 2013 will be inspected from January 2013

Altogether Better Council: Overview

Performance indicators				
	Red	Amber	Green	N/A
Direction of travel	0 (0%)	1 (6%)	16 (94%)	8
Performance against target	13 (57%)	2 (9%)	8 (35%)	2

Actions				
	Red	Green	White	Deleted actions
Performance against target	6 (9%)	18 (27%)	43 (64%)	0 (0%)

Council Performance

78. Key achievements this quarter include:

- a. Significant progress has been made in the average processing days for housing and council tax benefit claims as a result of a revised improvement plan throughout 2012/13. New housing benefit claims were processed on average in 38.5 days in 2012/13 against a target of 28 days and changes of circumstances were processed on average in 15.5 days against a target of 14 days. Although these fall outside of the target processing times, in quarter 4 new claims were processed on average in 27 days while changes of circumstances were processed in 10 days which are both within target.
- b. A number of new process efficiencies introduced within the year have had a positive impact on the collection rate of sundry debt owed to the authority. During January to March 2013 73% was paid within 30 days which is above the target of 70%. Improvements in the recovery of old debts have contributed to this achievement. Despite new debt types now being billed out of Oracle for the first time this year (>900 new accounts), the changes (e.g. school transport) have not had a negative impact on performance. The Oracle advanced collections module has been operational for the whole financial year and improvements in working practices and operational knowledge have also helped to improve collections.
- c. The percentage of invoices paid within 30 days to our suppliers has shown consistent improvement since the early part of 2012/13 and during the last half of 2012/13 average performance was 90.5%. However, performance has shown a slight dip at quarter 4 to 90% from 91.4% in quarter 3 and falls below the council's performance target of 91%. A temporary solution is now in place to highlight invoices with disputes, as appropriate, which will not be included in future performance figures, improving the data further. Disputes are now being used for receipt and price hold invoices. The Accounts Payable team are also identifying invoices which provide insufficient details to make payment and returning these to suppliers to amend or provide new invoices.
- d. A key Council Plan action is to increase availability of technology across the county by developing the Digital Durham programme for next generation broadband delivery to all areas of the county. The Digital Durham bid evaluation to appoint British Telecom as the council's delivery partner was completed on 26 April 2013. Following an application to the Department for Environment, Food and Rural Affairs (DEFRA), the council is hopeful to receive additional funding for the programme with a final decision expected by 31 May 2013. The project team continues to also focus on working with small and medium sized enterprises in preparation for improved access to broadband.

79. key performance improvement issues for this theme are:

- a. The level of sickness absence within the organisation remains too high and is an area of challenge and improvement activity. Sickness was better for the 12 month rolling period to 31 March 2013 with 9.08 days lost per full time equivalent (FTE) compared to the same

period last year when it was 9.11 days and it is also better than 9.7 days reported at the end of quarter 3. The figure is however above the target of 8.75 days lost per FTE. An Attendance Management Framework has been agreed for roll out over the coming weeks. Attendance Management Groups (AMGs) within each service will ensure the consistent and transparent application of the council's Absence Management Policy and encourage proactive interventions in hotspot areas.

- b. The council tax collection rate of 94.9% for 2012/13 was disappointing although not unexpected. While it is an improvement of 1.1% on the 2011/12 collection rate, it was below the target of 97.3% set for 2012/13. This performance can be partially accounted for by the increase in collectable debit for the year, of c£2.75m, that resulted from the council's decision to remove the 50% long term empty discount for 2012/13. Another contributory factor was the significant number of single person discount cancellations (SPD) during January and February 2013 following a review. The estimated impact of this action was a reduction of 0.4% in the overall collection rate. The 2012/13 collection performance was also impacted by the substantial recovery work undertaken in the first half of the year linked to 2011/12 arrears. While an element of 2012/13 arrears impacting on collections in 2013/14 is forecasted, it is expected that the on-going recovery review will ensure that there is a lesser impact on the 2013/14 collection rate. The overriding target is to ensure the council collects at least 98.5% within a 3 year period and this still appears to be on track. Collection during 2012/13 for unpaid council tax for 2011/12 improved the collection rate for that year to 96.8% and the 2010/11 collection performance has now reached its 98.5% target.
- c. The final collection rate for National Non Domestic Rates (NNDR) of 95.2% is an improvement over 2011/12 performance by 0.5% but the target of 97.5% was not achieved. Collection performance was affected by a number of issues: a deferred amount of £446k which is due to be paid in 2013/14 by agreement with business ratepayers; the inclusion of a new supermarket raising an additional debit of £230k that was a late invoice and could therefore not be paid by 31 March 2013. If these amounts were excluded, the collection rate would have increased to 95.9%. Similar to council tax collection, NNDR collection has been affected by the substantial recovery work undertaken in the first half of the year linked to 2011/12 arrears, and the continued difficult economic conditions in the region. The overriding target is to ensure the council collects at least 98.5% within a 3 year period and this still appears to be on track. Collection during 2012/13 for unpaid NNDR from 2011/12 improved the collection rate for that year to 97.6% and the 2010/11 figure improved to 98.7%. By 31 March 2013, 2010/11 collections therefore exceed the overriding 98.5% target.
- d. Current tenant arrears for East Durham Homes (EDH) have failed to meet their target of 2.5% at the end of 2012/13, with an outturn of 3.02%. Performance in assessing housing benefit claims has improved during 2012/13, and is now stabilising, but unfortunately EDH have made slow progress in dealing with arrears which built up over the period when claims took longer to assess. The improvement in processing is now allowing them to focus on recovery. Although arrears at the year-end were around £30k lower than for the same period last year they are still much higher than they would want them to be. In light of the potential impact of welfare reform, they are anticipating a further rise in arrears over the next 12-24 months however it is difficult to predict the scale of this at the current time. As part of the preparatory work in advance of the welfare reforms, EDH have identified that around 67% of their tenants are currently in receipt of housing benefit and will be affected by the changes. EDH have reviewed their Income Management Team and re-directed resources from back office functions to help meet welfare reform challenges. They have also piloted initiatives such as texting and are currently trialling a system which targets non payers more effectively. The development of council surgeries at Peterlee to

help deal with benefit queries has also freed up staff time to focus on prevention and recovery. Durham City Homes and Dale and Valley Homes both achieved target.

- e. Telephone calls answered within 1 minute further deteriorated this period to 56% compared with 67% at quarter 3. During this quarter there have been a number of issues which has resulted in increased demands being placed on the service affecting the performance target. In particular poor weather causing disruption to the bin collection service and requests for service in relation to highways. The council tax bills and benefit notification letters were also sent out in this period. Due to the changes in relation to welfare reform, the expected increase in demand from customers as a result has impacted on the service level. Similarly abandoned calls deteriorated this quarter to 17% from 10% at previous quarter. However, the average waiting time at a customer access point has improved every quarter during 2012/13 and it has been below the 13 minutes target. The average waiting time in quarter 4 was 4 minutes and 34 seconds.
 - f. The percentage of Freedom of Information (FOI) requests responded to within 20 days was 70% for quarter 4, worse than quarter 3 by 4.1%. It is also worse than the target by 17.6% but better than 12 months earlier by 6.1%. Volumes of requests have increased since 2009/10 with a pre-election increase in March 2013.
 - g. In relation to Council Plan actions, six are behind target and the key actions to note are as follows:
 - i. All Health and Safety policies and methods of delivery to evaluate against statutory compliance were due to be reviewed by March 2013. A new unitised structure is being implemented for the delivery of Health and Safety and progress of this is under way but the target date has been readjusted to December 2013 to allow for the appointment of a strategic manager for the new unitised Health and Safety Service.
 - ii. A social media strategy was due to be implemented by April 2013. This has been delayed until July 2013 due to priorities with the website project.
 - iii. The community buildings strategy was due to be reviewed by March 2013. This has been delayed due to an asset transfer required before works commence. However, feasibility and design work has been undertaken.
80. The key risks to successfully delivering the objectives of this theme are:
- a. *Slippage in delivery of the Medium Term Financial Plan (MTFP) will require further savings, which may result in further service reductions / 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, the implementation of the delivery plan by ACE is closely monitored by CMT and Cabinet. It should be recognised that this will be a significant risk for at least the next 4 years.
 - b. Linked to the above, a related risk is that *Government budget plans announced in the Chancellor's March 2013 Budget to cut Local Government funding further for 2014/15, 2016/17 and 2017/18 will have major impact on services including frontline services.* These forecasts have been included as far as possible in the new financial model for the MTFP.
 - c. *Potential restitution of land charge search fees back to 2005.* Management consider it highly probable that the risk will occur as a firm of solicitors has taken action against all councils across England and Wales to recover the alleged land charge fees overpayment. The mitigation of this risk is dependent upon the outcome of the negotiations and litigation currently being defended by lawyers instructed in group litigation.

- d. *Potential claw-back from MMI (former insurers) under the Scheme of Arrangement (SOA).* The Scheme of Arrangement has now been invoked, and the scheme administrators have announced that a levy of 15% will be charged on all claims previously paid by MMI. This will be payable at some point during 2013/14, and the cost will be met from the insurance reserve. As this is not a solvent run-off of MMI, we are likely to be required to pay additional levy contributions in future years.

Conclusions

81. The major impact on the council continues to be performance of the UK economy with it affecting a number of tracker and target indicators. Issues linked to the recession such as unemployment, housing development and homelessness continue across County Durham but the council is still improving performance in many of its key priority areas. In particular improvements are evident in decency levels of council housing, effective care of older people, reduced levels of crime, anti-social behaviour and domestic violence and benefits processing.
82. Performance has been maintained in many areas and improvements achieved in some services against a backdrop of the council achieving £93m savings to date and increased volume in some key areas such as housing solutions presentations and customer contacts. Despite increased demands placed on services, improvements have still been delivered. Stronger focus on input measures will be given in our performance framework next year. This will allow us to better quantify productivity in future years and monitor the effects of reductions in resources and increases in volume driven by national policy changes such as welfare reform.
83. A small number of Council Plan actions need to be amended or deleted to reflect current circumstances.
84. This quarterly report has highlighted a number of performance issues which require further investigation or intervention.

Recommendations

85. Cabinet is recommended to:
 - a. Note the performance of the council at quarter 4 and the actions to remedy under performance.
 - b. Agree all changes to the Council Plan outlined below:

Altogether Wealthier

- i. Undertake transport modelling work for the Northern and Western Relief Roads and develop a delivery and funding plan - February 2013. Revised date: May 2013
- ii. Millennium Square, Gala Theatre city centre: Implement Investment Package - June 2013. Revised date: September 2013.
- iii. Maintain the county's historic/ listed highway bridges in line with the programme for 2012/13 - Greta Bridge - Refurbishment of stone parapets - March 2013. Revised date: August 2013.
- iv. St. Johns Square, Seaham; Completion of Public Realm works - May 2013. Revised date: September 2013.
- v. Physical improvements enhancing links to Clifford Road and the Academy, Stanley - March 2013. Revised date: March 2014.
- vi. Support major retail development at Queen Street, Crook – December 2013. Revised date: October 2015.
- vii. Successful consultation and completion of the County Durham Plan - July 2014. Revised date: December 2014.

Altogether Better for Children and Young People

- viii. Review the Council's approach to fixed play provision - March 2013. Revised date: May 2013

Altogether Better Council

- ix. Effective management of the County Council's assets: Completion of Service Management Plans - April 2013. Revised date: July 2013.
- x. Review and baseline all health and safety policies and methods of delivery to evaluate against statutory compliance - March 2013. Revised date: December 2013.
- xi. Develop an internal communications strategy incorporating new intranet site and options for social media - Implement revised strategy - April 2013. Revised date: May 2013.
- xii. Develop a Social Media Strategy - Implement Strategy - April 2013. Revised date: July 2013.
- xiii. Progress review of community buildings strategy – March 2013. Revised date: July 2013.

Deleted actions

Altogether Wealthier

- i. Develop a harmonised Street Trading Policy - March 2013.

Altogether Healthier

- ii. Work with regional partners to deliver a range of health interventions aimed at promoting healthy eating and covering the key themes of diet and nutrition - March 2013.
- c. Agree the new performance indicator basket and targets proposed for corporate reporting in 2013/14 (Appendix 4), considering the key outcomes from the OSMB workshop (Appendix 5).

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Appendix 1: Implications

Finance

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

Staffing

Performance against a number of relevant corporate health PIs has been included to monitor staffing levels and absence rates.

Risk

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

Equality and Diversity/Public Sector Equality Duty

Corporate health PIs and key actions relating to equality and diversity issues are monitored as part of the performance monitoring process.

Accommodation

Not applicable

Crime and Disorder

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

Human Rights

Not applicable

Consultation

Not applicable

Procurement

Not applicable

Disability Issues

Corporate health PIs and key actions relating to accessibility issues and employees with a disability are monitored as part of the performance monitoring process.

Legal Implications

Not applicable

Appendix 2: Key to symbols used within the report

Where icons appear in this report, they have been applied to the most recently available information.

Performance Indicators:

Direction of travel

Latest reported data have improved from comparable period

GREEN

Latest reported data remain in line with comparable period

AMBER

Latest reported data have deteriorated from comparable period

RED

Performance against target

Performance better than target

Getting there - performance approaching target (within 2%)

Performance >2% behind target

Actions:

WHITE

Complete. (Action achieved by deadline/achieved ahead of deadline)

GREEN

Action on track to be achieved by the deadline

RED

Action not achieved by the deadline/unlikely to be achieved by the deadline

Benchmarking:

GREEN

Performance better than other authorities based on latest benchmarking information available

AMBER

Performance in line with other authorities based on latest benchmarking information available

RED

Performance worse than other authorities based on latest benchmarking information available

Appendix 3: Summary of Key Performance Indicators

Table 1: Key Target Indicators

Ref	Description	Latest data	Period covered	Period target	Current performance to target	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
Altogether Wealthier										
1	% of users who felt the cultural events were "good" or "very good" (BRASS festival)	96%	Jul 2012	85%	GREEN	90%	GREEN			
2	Attendance figures at cultural activities (museums, Gala, BRASS, Book Festival)	490,353	Apr-Dec 2012	400,859	GREEN	459,559	GREEN			
3	Apprenticeships started through Durham County Council funded schemes	159	Nov 11 - Nov 12	111	GREEN	New indicator	N/A			
4	% of enrolments on adult learning courses leading to qualifications	96.5% [4]	2011/12 ac. yr.	92%	GREEN	92.3%	GREEN			
5	Percentage of non-decent council homes Dale & Valley Homes (former NI 158)	0.59% [1]	Jan-Mar 2013	1.8%	GREEN	2.3%	GREEN			
6	Percentage of non-decent council homes Durham City Homes (former NI 158)	0% [1]	Jan-Mar 2013	0%	GREEN	0.00%	GREEN			
7	Percentage of non-decent council homes East Durham Homes (former NI 158)	41% [1]	Jan-Mar 2013	54%	GREEN	62%	GREEN			
8	Number of private rented sector properties improved as a direct consequence of local authority intervention	1,183	Apr 12 - Mar 13	799	GREEN	1,100	GREEN			

Ref	Description	Latest data	Period covered	Period target	Current performance to target	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
9	Number of empty properties brought back into use as a result of local authority intervention, excluding empty properties demolished as part of an area based housing renewal intervention.	56	Apr 12 - Mar 13	50	GREEN	44	GREEN			
10	Local authority tenant satisfaction with landlord services (Dale Valley Homes)	88.3%	2011/12	Not set for 2011/12	N/A	80.0%	GREEN			
11	Local authority tenant satisfaction with landlord services (Durham City Homes)	78.0%	2011/12	Not set for 2011/12	N/A	79.8%	RED			
12	Local authority tenant satisfaction with landlord services (East Durham Homes)	83.7%	2011/12	Not set for 2011/12	N/A	N/A	N/A			
13	% of council owned factories and business support centre floorspace that is fully occupied	73%	Jan-Mar 2013	76%	RED	75%	RED			
Altogether Better for Children and Young People										
14	Achievement of 5 or more A*-C grades at GCSE or equivalent including English and maths (former NI 75)	62.5%	2011/12 ac. yr.	60.4%	GREEN	60.0%	GREEN	59.4%	58%**	2011/12 ac year
								GREEN	GREEN	
15	Looked after children achieving 5 A*-C GCSEs (or equivalent) at KS 4 (including English and maths)	17.4%	2011/12 ac. yr.	21%	RED	15.2%	GREEN	13.2%	12.8%*	2010/11 ac year
								GREEN	GREEN	
16	Achievement gap between pupils eligible for free school meals and their peers (KS2) (former NI 102i)	20.0	2011/12 ac. yr.	19.9	AMBER	Not comparable	Not comparable	17	17**	2011/12 ac year
								RED	RED	
16	Achievement gap between pupils eligible for free school meals and their peers (KS4) (former NI 102ii)	30.3	2011/12 ac. yr.	31.9	GREEN	32.8	GREEN	26.4	31.6**	2011/12 ac year
								RED	GREEN	

Ref	Description	Latest data	Period covered	Period target	Current performance to target	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
18	% of pupils on Level 3 programmes in community secondary schools achieving 2 A Levels at Grade A*-E or equivalent	99.1%	2011/12 ac. yr.	97.9%	GREEN	97.6%	GREEN	97.7%	98.2%**	2011/12 ac year
19	% of young people participating in youth work	13.5%	Apr 12 - Mar 13	15%	RED	15%	RED			
20	Number of agencies and organisations achieving Investing in Children membership	327	as at 31 Mar 2013	336	RED	299	GREEN			
21	% of children becoming the subject of a child protection plan for a second or subsequent time (former NI 65)	16.9%	Apr 12 - Mar 13	11%	RED	10.9%	RED	13.8%	13.2%**	2011/12
22	% of looked after children cases which were reviewed within required timescales (former NI 66)	96.8%	Apr 12 - Mar 13	97.5%	AMBER	93.4%	GREEN	90.5%	94.1%**	2009/10
23	% of child protection cases which were reviewed within required timescales (former NI 67)	91.0%	as at 31 Mar 2013	100%	RED	98.0%	RED	96.7%	97.4%**	2011/12
24	% of Children in Need (CIN) referrals occurring within 12 months of previous referral	16.8%	Apr 12 - Mar 13	22%	GREEN	Not comparable	Not comparable	26.1%	21.6%**	2011/12
25	Parent/carer satisfaction with the help they received from Children & Young People's Service	67.9%	Apr 12 - Mar 13	70%	AMBER	73.70%	AMBER			
Altogether Healthier										
26	Four week smoking quitters per 100,000 population (former NI 123)	821	Apr-Dec 2012	723	GREEN	913	RED	588	814*	Apr - Dec 2012
27	% of the total eligible population screened for bowel cancer	61.8%	Apr-Jun 2012	60.0%	GREEN	58.1%	GREEN			
28	% of the total eligible population screened for cervical cancer	80.9%	Jul - Sep 2012	80%	GREEN	80.9%	AMBER	78.6%	79.8%*	2011/12

Ref	Description	Latest data	Period covered	Period target	Current performance to target	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
29	Number of health checks delivered to target population (aged 40-74)	8,206	Apr-Dec 2012	20,046	RED	15,714	RED			
30	Prevalence of breastfeeding 6-8 weeks after birth	27.6%	Jan-Mar 2013	31.8%	RED	23.5%	GREEN	47.2%	31.8%*	Oct - Dec 2012
							RED	AMBER		
31	Number of adult community health checks/health appraisals completed	2154	Apr-Sep 2012	1250	GREEN	New indicator	N/A			
32	Number of people in treatment with the Community Alcohol Service (CAS) as a percentage of the estimated drinking population Also in Altogether Safer	7.0%	Apr-Dec 2012	8.2%	RED	7.9%	RED			
33	% of all exits from alcohol treatment that are planned discharges Also in Altogether Safer	72%	Apr-Dec 2012	64%	GREEN	61%	GREEN	59%		Apr - Sep 2012
							GREEN			
34	% of service users reporting that the help and support they receive has made their life "much" or "a little" better.	94.9%	Apr 12 - Mar 13	92%	GREEN	Not comparable	N/A			
35	Overall satisfaction rating of social care users	93.7%	Apr 12 - Mar 13	92%	GREEN	92.1%	GREEN	90.1%	92.7%*	2011/12
							GREEN	GREEN		
36	Adults in contact with secondary mental health services in paid employment (former NI 150)	11.7%	as at 31 Dec 2012	9%	GREEN	10.7%	GREEN	8.0%	7.5%**	2011/12
							GREEN	GREEN		
37	Overall satisfaction rate of carers	83.6%	Oct 2012	81%	GREEN	New indicator	N/A	83%		2009/10
								GREEN		
38	Adults aged 18-64 per 100,000 population admitted on a permanent basis in the year to residential or nursing care	13.4	Apr 12 - Mar 13	10	RED	11.0	AMBER	19.4	17**	2011/12
								GREEN	GREEN	
Page 63 363	Adults aged 65+ per 100,000 population admitted on a permanent basis in the year to residential or nursing care	840.7	Apr 12 - Mar 13	879	GREEN	907	GREEN	705.9	804.1**	2011/12
								RED	RED	

Ref	Description	Latest data	Period covered	Period target	Current performance to target	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
40	% of service users that have had care needs reviewed	92.0%	Apr 12 - Mar 13	92%	GREEN	94.4%	RED			
41	Social care service users offered self-directed support (direct payments and individual budgets) (former NI 130)	56.7%	as at 31 Mar 2012	50.0%	GREEN	53.5%	GREEN	43.0%	40.9%**	2011/12
42	% of older people who were still at home 91 days after discharge from hospital into reablement / rehabilitation services	85.2%	Oct-Dec 2012	85%	GREEN	86.0%	AMBER	82.7%	83.5%**	2011/12
43	Overall satisfaction rating for intermediate care services	93.0%	Apr 12 - Mar 13	95%	AMBER	95.2%	AMBER			
44	% of people completing reablement who had achieved their goals (regional indicator)	79.3%	Apr 12 - Mar 13	75%	GREEN	75.6%	GREEN			
45	Successful completions as a percentage of total number in drug treatment Also included in Altogether Safer	13%	Jul 11 - Jun 12	15%	RED	Not available	N/A	15%	14%**	Jul 2011 - Jun 2012
46	Number of people from the cardiovascular disease (CVD) risk group, their families and others commencing Changing the Physical Landscape (CPAL) programme	13,292	Apr 12 - Mar 13	5800	GREEN	4682	GREEN			
47	Number of new referrals onto Improving Access to Psychological Therapies (IAPT) programme (interventions for treating people with depression and anxiety disorders)	2322	Oct-Dec 2012	TBC	N/A	Not available	N/A			

Ref	Description	Latest data	Period covered	Period target	Current performance to target	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
Altogether Safer										
48	Perceptions that the police and local council are dealing with concerns of ASB and crime	59.0%	Jan - Dec 12	58.0%	GREEN	57.5%	GREEN		56.7%** GREEN	Jan - Dec 2012
49	Repeat incidents of domestic abuse (former NI 32)	12.6%	Apr - Dec 12	25%	GREEN	12.0%	AMBER	24.0% GREEN	26%* GREEN	Jan - Dec 2012
50	Recorded level of victim based crime	20,270	Apr 12 - Mar 13	23,458	GREEN	23,815 [4]	GREEN			
51	% of adult safeguarding strategy meetings completed within 5 days of referral	91.8%	Apr 12 - Mar 13	90%	GREEN	93.3%	AMBER			
52	% of adult safeguarding investigations completed within 28 days following strategy meeting	81.6%	Apr 12 - Mar 13	75%	GREEN	82.9%	AMBER			
53	% of people who use adult social care services who feel safe	65.6%	Apr 12 - Mar 13	70%	RED	68.3%	RED	63.8% GREEN	67.6%* AMBER	2011/12
54	Percentage change in detected crimes for offenders in the Integrated Offender Management (IOM) cohort over the last 12 months	58%	Apr 12 - Mar 13	20%	GREEN	61%	AMBER			
55	Number of people in treatment with the Community Alcohol Service (CAS) as a percentage of the estimated drinking population Also in Altogether Healthier	7.0%	Apr - Dec 12	8.2%	RED	7.9%	RED			
56	% of all exits from alcohol treatment that are planned discharges Also in Altogether Healthier	72%	Apr - Dec 12	64%	GREEN	61%	GREEN	59% GREEN		Apr - Sep 2012

Ref	Description	Latest data	Period covered	Period target	Current performance to target	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
57	Successful completions as a percentage of total number in drug treatment Also in Altogether Healthier	13%	Jul 11 - Jun 12	15%	RED	Not available	N/A	15%	14%**	Jul 2011 - Jun 2012
58	Number of people killed or seriously injured in road traffic collisions	196	Jan-Dec 2012	202	GREEN	195	RED			
	Number of fatalities	21								
	Number of seriously injured	175								
59	Number of children killed or seriously injured in road traffic collisions	19	Jan-Dec 2012	18	RED	24	GREEN			
	Number of fatalities	1								
	Number of seriously injured	18								
Altogether Greener										
60	The number of properties occupied by owner occupiers made energy efficient (SAP rating increase from below 35 to 65 or more) as a direct consequence of local authority assistance	2,134	2011/12	Not set for 2011/12	N/A	2,183	RED			
61	Reduction in CO ₂ emissions from local authority operations (former NI 185)	6.3%	2011/12	11%	RED	2.5%	GREEN			
62	Number of registered and approved Feed In Tariff (FIT) installations	1,096	Apr 12 - Mar 13	250	GREEN	1445	GREEN			
63	Number of Fixed Penalty Notices (FPNs) issued for enviro-crime	964	Apr 12 - Mar 13	1000	RED	1090	RED			
64	Number of fly tipping incidents	6390	Apr 12 - Mar 13	7290	GREEN	7516	GREEN			

Ref	Description	Latest data	Period covered	Period target	Current performance to target	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
65	% of relevant land and highways assessed as having deposits of litter that fall below an acceptable level (former NI 195a)	10	Jan-Mar 2013	5	RED	3	RED		5	2009/10
								RED		
66	% of relevant land and highways assessed as having deposits of detritus that fall below an acceptable level (former NI 195b)	12	Jan-Mar 2013	10	RED	3	RED		7	2009/10
								RED		
67	% of the 378 local sites (geological and wildlife) that have an up to date management plan in place	18.3%	2012/13	18.3%	GREEN	16.9%	GREEN			
68	Area of council owned woodland brought into positive management	to follow	N/A	50	N/A	New indicator	N/A			
69	% of the 94 conservation areas in the county that have an up to date character appraisal	35%	2012/13	35%	GREEN	33.0%	GREEN			
70	Number of additional participating heritage assets that are open for Heritage Open Days	18	As at Sep 2012	20	RED	13	GREEN			
71	% of municipal waste landfilled (former NI 193)	42.3% [5]	Apr 12 - Mar 13	35.0%	RED	32.9%	RED	36.3%	35.2%*	2011/12
								RED	RED	
72	% of household recycling and composting collected from the kerbside as a % of overall household waste	30.4%	Mar 12-Feb 13	26.2%	GREEN	25.20%	GREEN			
Page 87	% of household waste that is reused, recycled or composted (former NI 192)	44.9% [5]	Apr 12-Mar 13	45%	AMBER	43.3%	GREEN	41.6%	37.4%*	2011/12
								GREEN	GREEN	

Ref	Description	Latest data	Period covered	Period target	Current performance to target	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
Altogether Better Council										
74	Savings delivered (MTFP 'identified' and 'other' savings) (£m)	26.6(£m)	Apr 12-Mar 13	26.6(£m)	GREEN	N/A	N/A			
75	% council tax collected	94.90%	Apr 12-Mar 13	97%	RED	93.76%	GREEN	97.53%	96.40%**	2011/12
76	% council tax payers using direct debit	68.1%	Jan-Mar 2013	69%	AMBER	N/A	N/A			
77	% National non-domestic rates collected	95.2%	Apr 12-Mar 13	98%	RED	94.73%	GREEN	97.80%	96.56%**	2011/12
78	% accounts paid within 30 days (debtors)	72.8 [3]	Jan-Mar 2013	70%	GREEN	Not comparable	Not comparable			
79	Current tenant arrears as a % of the annual rent debit (Dale and Valley Homes)	1.63%	Jan-Mar 2013	2.00%	GREEN	2.07%	GREEN			
80	Current tenant arrears as a % of the annual rent debit (Durham City Homes)	2.50%	Jan-Mar 2013	2.50%	GREEN	2.86%	GREEN			
81	Current tenant arrears as a % of the annual rent debit (East Durham Homes)	3.02%	Jan-Dec 2013	2.50%	RED	3.24%	GREEN			
82	% invoices paid within 30 days	90%	Jan-Mar 2013	91%	AMBER	88%	GREEN			
83	% of all ICT service desk incidents resolved on time	95%	Jan-Mar 2013	90%	GREEN	N/A	N/A			
84	Improvement in the average asset rating of Display Energy Certificates (DECs) in Durham County Council buildings	99.7	Jan-Mar 2013	97	RED	102	GREEN			

Ref	Description	Latest data	Period covered	Period target	Current performance to target	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
85	% of planned internal audit assurance reviews delivered	to follow [2]	Jul 12-Mar 13	to follow	N/A	N/A	N/A			
86	% staff performance appraisals completed	to follow [2]	Apr 12-Mar 13	65%	N/A	Not available	N/A			
87	Days / shifts lost to sickness absence – all services including school staff	9.08	Apr 12-Mar 13	8.75	RED	9.11	GREEN			
88	Number of access audits of council buildings (excluding school buildings) undertaken	14	Apr-Sep 2012	53	RED	Not comparable	Not comparable			
89	Number of accessibility plans in place	0	Apr-Sep 2012	5	RED	Not comparable	Not comparable			
90	% of planned equality impact assessments delivered to time	75%	Oct - Dec 12	82%	RED	57%	GREEN			
91	% of major planning applications determined within 13 weeks (formerly NI 157a)	94.3%	Jan-Mar 2013	79.9%	GREEN	64.0%	GREEN	59%	62%**	Q2 12/13
92	Overall proportion of planning applications determined within deadline	91.1%	Jan-Mar 2013	81.0%	GREEN	80.5	GREEN			
93	Time taken to process all new housing benefit and council tax claims	38.5	Apr 12-Mar 13	28	RED	75	GREEN	35	27**	Q2 12/13
94	Time taken to process change of circumstances for housing benefit and council tax benefit claims	15.48	Apr 2012-Mar 2013	14	RED	27.75	GREEN	17	13**	Q2 12/13
95	% of FOI requests responded to within statutory deadlines	70%	Jan-Mar 2013	85%	RED	66%	GREEN			
96	% of abandoned calls	17%	Jan-Mar 2013	12%	RED	17%	AMBER			

Ref	Description	Latest data	Period covered	Period target	Current performance to target	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
97	% of telephone calls answered within 1 minute	56%	Jan-Mar 2013	80%	RED	53%	GREEN			
98	Average waiting time at a customer access point (minutes)	4 mins 34 secs	Jan-Mar 2013	13 mins	GREEN	12 mins 33 secs	GREEN			

[\[1\] Non decency levels are reviewed regularly and can go up as well as down](#)

[\[2\] Work to ensure data quality is being undertaken in these areas](#)

[\[3\] Target amended](#)

[\[4\] Figure refreshed](#)

[\[5\] Estimated figure](#)

Table 2: Key Tracker Indicators

Ref	Description	Latest data	Period covered	Previous period data	Performance compared to previous period	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
Altogether Wealthier										
99	Number of top retailers represented in Durham City	13	Jan-Mar 2013	15	RED	15	RED			
100	Number of all new homes completed in Durham City per financial year	27	Apr 12 - Mar 13	25 [5]	Not comparable	81	RED			
101	% of households within County Durham who can access Durham City market place within 1 hour journey by public transport before 8.30am, including walking time	76.4%	Oct 12 - Mar 13	78.7%	RED	75.8%	GREEN			
102	Number of passenger journeys on Park and Ride.	251,925	Jan-Mar 2013	301,729	RED	279,934	RED			
103	Total number of visitors to main attractions in Durham City	167,881	Apr - Sep 12	73,354 [5]	Not comparable	New indicator	N/A			
104	All homes completed in and near all major settlements, as defined in the County Durham Plan, as a proportion of total completions.	45.40%	Jan-Mar 2013	67.00%	RED	73.86%	RED			
105	Total planning applications received against all categories	712	Jan-Mar 2013	719	RED	814	RED			

Ref	Description	Latest data	Period covered	Previous period data	Performance compared to previous period	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
106	Total number of major planning applications received	35	Jan-Mar 2013	34	GREEN	25	GREEN			
107	% properties in band D and above for Council Tax	14.80%	Jan-Mar 2013	14.79%	GREEN	14.69%	GREEN			
108	Number of JSA claimants aged 18-24	4,955	as at Mar 2013	5,115	GREEN	5,565	GREEN			
109	Proportion of all JSA claimants that are aged 18-24	31.7%	as at Mar 2013	32.00%	GREEN	35.00%	GREEN	26.7%	30.07%*	As at Mar 2013
110	Number of apprenticeships started by young people resident in County Durham as recorded by the National Apprenticeship Service	1,640	2011/12 ac. yr.	New indicator	N/A	New indicator	N/A			
111	Number of JSA claimants claiming for one year or more	5,055	as at Mar 2013	4,920	RED	2,885	RED			
112	Proportion of all JSA claimants that have claimed for one year or more	32.33%	as at Mar 2013	30.78%	RED	17.96%	RED	27.4%	32.8%	As at Mar 2013
113	Employment rate of the working age population (former NI 151)	65.1%	as at Dec 2012	65.2%	RED	67.3%	RED	70.9%	66.2%*	Jan - Dec 12
114	Proportion of the working age population currently not in work who want a job	16.45%	as at Sep 2012	16.64%	RED	13.97%	GREEN	11.7%	14.7%*	Jan - Dec 12

Ref	Description	Latest data	Period covered	Previous period data	Performance compared to previous period	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
115	Proportion of the working age population who are qualified to NVQ level 3 or equivalent	45.8%	Jan-Dec 2012	44.9%	GREEN	44.9%	GREEN	54.9%	49.8%*	2012
								RED	RED	
116	Proportion of affordable homes provided as a proportion of total net homes completed (former NI154 & NI155)	44.30%	Jan-Mar 2013	17.72%	GREEN	79.76%	RED			
117	Total number of those registered on the Durham Key Options system who have been rehoused (includes existing tenants and new tenants)	3,983	Apr 12 - Mar 13	2,959 [5]	Not comparable	2,754	GREEN			
118	Number of preventions as a proportion of the total number of housing solutions presentations	344 (19.53%)	Jan-Mar 2013	302 (21%)	GREEN	280 (20%)	GREEN			
119	Number of statutory homeless applications as a proportion of the total number of housing solutions presentations	247 (14.03%)	Jan-Mar 2013	264 (18.37%)	GREEN	242 (17.3%)	RED			
120	Number of homeless acceptances (of a statutory duty) as a proportion of the total number of housing solutions presentations	65(3.69%)	Jan-Mar 2013	75(5.22%)	GREEN	91(6.5%)	GREEN			

Page Ref	Description	Latest data	Period covered	Previous period data	Performance compared to previous period	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
121	Total number of housing solutions presentations	1,761	Jan-Mar 2013	1,437	RED	1,402	RED			
122	Child poverty (under 16) (former NI116) (national annual rate)	23.0%	2010	23.5%	GREEN	23.5%	GREEN	21.1%	24.8%*	2010
								RED	GREEN	
123	Child poverty (quarterly proxy measure)	24.8%	Aug 2012	24.8%	RED	24.41%	RED	20.1%	25.8%*	Aug 2012
								RED	GREEN	
124	The number of local passenger journeys on the bus network	23,903,428	2012/13	New indicator	N/A	New indicator	N/A			
125	The number of passenger journeys made by concessionary bus pass holders	10,497,324	2012/13	New indicator	N/A	New indicator	N/A			
126	The number of passenger journeys made on the Link2 service	31,619	Jan-Mar 2013	23,846 [5]	Not comparable	New indicator	N/A			
127	The number of trips made using council funded community transport	41,085	Oct-Dec 2012	43,766	RED	New indicator	N/A			
128	Accessibility of Newton Aycliffe Industrial Estate within one hour using public transport and arriving by 8.30am	34.55%	Oct 12 - Mar 13	33.46%	GREEN	31.53%	GREEN			
129	Number of visitors to the main attractions in County Durham	922,277	Apr-Sep 2012	347,776 [5]	Not comparable	625,904	GREEN			

Ref	Description	Latest data	Period covered	Previous period data	Performance compared to previous period	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
130	Number of tourism businesses actively engaged with Visit County Durham	422	Apr-Sep 2012	47 [5]	Not comparable	159	GREEN			
131	Businesses engaged with/assisted (all sectors)	407	Apr 12 - Mar 13	310 [5]	Not comparable	New indicator	N/A			
132	The number of new business start ups receiving business assistance	6	as at Mar 2013	3 [5]	N/A	New indicator	N/A			
133	The number of enquiries received for new business start ups	127	Apr 12 - Mar 13	99 [5]	Not comparable	New indicator	N/A			
Altogether Better for Children and Young People										
134	16 to 18 year olds who are not in education, employment or training (NEET) (official Nov-Jan measure, former NI 117)	10.4%	Nov 12 - Jan 13	7.5%	RED	7.5%	RED	6.1%	8.2%**	Nov 2011 - Jan 2012
135	16 to 18 year olds who are not in education, employment or training (NEET) (quarterly comparison)	9.4%	Jan-Mar 2013	10.0%	GREEN	8.2%	RED			
136	First time entrants to the Youth Justice System aged 10-17 (former NI 111) (rate per 100,000 population)	538	Apr 12 - Mar 13	410 [5.6]	Not comparable	616	GREEN		738	2010/11
137	Rate of proven re-offending by young offenders aged 10-17 (former NI 19)	0.89	Apr-Dec 2012	0.56 [5]	Not comparable	1.17	GREEN			

Ref	Description	Latest data	Period covered	Previous period data	Performance compared to previous period	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
138	Percentage of children and young people who report that they are happy (Year 6 and Year 9)	97.7 - primary 96.1 - secondary	2011/12	New indicator	N/A	New indicator	N/A			
139	% of children in reception with height and weight recorded who are obese (former NI 55i)	10.3%	2011/12 ac. yr.	9.5%	RED	9.5%	RED	9.5%	9.5%**	2011/12 Ac. Year
140	% of children in year 6 with height and weight recorded who are obese (former NI 56i)	22.7%	2011/12 ac. yr.	21.6%	RED	21.6%	RED	19.2%	20.4%**	2011/12 Ac. Year
141	Under 18 conception rate – per 1,000 girls 15-17 year old	37.4	Jan-Dec 2011	38.8	GREEN	43.1	GREEN	30.7	37.7**	Jan - Dec 2011
142	Under 16 conception rate – per 1,000 girls 13-15 year old	7.7	Jan-Dec 2011	10.8	GREEN	10.8	GREEN	6.1	8.7**	Jan - Dec 2011
143	% of children and young people who report that they drink alcohol	33.9%	2011/12	New indicator	N/A	New indicator	N/A			
Altogether Healthier										
144	Mortality rate from all circulatory diseases at ages under 75, per 100,000 pop (former NI 121)	70.6	2011	71.6	GREEN	71.6	GREEN	58	68.6*	2011
145	Mortality rate from all cancers at ages under 75, per 100,000 pop (former NI 122)	120.7	2011	115.62	RED	115.62	RED	107	125.7*	2011
146	Male life expectancy at birth (years)	77	2008-10	76.9	AMBER	76.9	AMBER	78.58	77.2*	2008-10

Ref	Description	Latest data	Period covered	Previous period data	Performance compared to previous period	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
147	Female life expectancy at birth (years)	81	2008-10	80.7	AMBER	80.7	AMBER	82.57 RED	81.2* AMBER	2008-10
148	Alcohol related hospital admissions (per 100,000 population, former NI 39) Also included in Altogether Safer	2483	Apr 11 - Mar 12	2486	AMBER	2486	AMBER	1895 RED	2597** GREEN	2010/11
149	% respondents who feel that their health in general is good	67.4%	2009	69.2%	RED	69.2%	RED	75.80% RED	70% RED	2008
150	% of the adult population participating in at least 30 minutes sport and active recreation of at least moderate intensity on at least 3 days a week (Active People Survey) (former NI 8)	24.0%	Oct 2010-2012	23.3%	GREEN	23.3%	GREEN	22.6% GREEN	22.1%* GREEN	2012
151	Delayed transfers of care from hospital per 100,000 population (former NI 131)	10.7	Apr 12 - Mar 13	10.7	AMBER	4.9	RED	9.68 RED	7.92 RED	Apr 2012 - Feb 2013
152	Delayed transfers of care from hospital which are fully or partially attributable to adult social care per 100,000 population (former NI 131)	1.76	Apr 12 - Mar 13	1.86	AMBER	1.00	RED	3.4 GREEN	2.35 GREEN	Apr 2012 - Feb 2013
153	Mortality attributable to smoking per 100,000 population	275.1	2008-10	290.2	GREEN	290.2	GREEN	216 RED		2007-9
154	All cause mortality rate at ages under 65 per 100,000 population	247	2008-10	246	AMBER	246	AMBER	212.17 RED	246.36* AMBER	2008-10

Ref	Description	Latest data	Period covered	Previous period data	Performance compared to previous period	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
Altogether Safer										
155	Overall crime rate (per 1000 population)	44.9	Apr 12 - Mar 13	34.7 [5]	Not comparable	52.79	GREEN	63.4 GREEN	64.8** GREEN	Apr 12 - Mar 13
156	Number of police reported incidents of anti-social behaviour	25,474	Apr-Dec 2012	19,410 [5]	Not comparable	33,718	GREEN			
157	Number of reported crimes categorised as stealing	11,043	Apr-Dec 2012	8,498 [5]	Not comparable	13,397	GREEN			
158	Proportion of offenders who re-offend in a 12 month period	29.4%	Jan 10 - Dec 10	29.3%	AMBER	28.9%	AMBER	26.8% RED		Apr 10 - Mar 11
159	Alcohol related hospital admissions (per 100,000 population, former NI 39) Also included in Altogether Healthier	2483	Apr 11 - Mar 12	2486	AMBER	2486	AMBER	1895 RED	2597** GREEN	2010/11
160	Building resilience to violent extremism (self assessment) (former NI 35)	Level 3	Apr 12 - Mar 13	Level 3	GREEN	Level 3	GREEN	2.34 GREEN	2.68* GREEN	2009/10
Altogether Greener										
161	% reduction in CO ₂ emissions per capita in the local authority area (former NI 186) (year on year reduction)	16.0%	2009/10	5.6%	GREEN	5.6%	GREEN	6.4% GREEN	18%* RED	2009

Ref	Description	Latest data	Period covered	Previous period data	Performance compared to previous period	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
162	The amount of renewable energy generation (MwE) installed or installed/approved capacity within County Durham	198.35	2012/13	181.97 [5]	Not comparable	176.1	GREEN			
163	Reduction in the number of sites on the Heritage at Risk Register	0	2012	New indicator	N/A	New indicator	N/A			
164	Reduction in the number of sites at 'high risk' on previous years Heritage at Risk register	0	2012	New indicator	N/A	New indicator	N/A			
165	% of residents responding to the countywide customer satisfaction survey satisfied with doorstep collection recycling	81%	2009	78.40%	GREEN	78.40%	GREEN			
166	% of residents responding to the countywide customer satisfaction survey satisfied with refuse collection	84%	2009	82.50%	GREEN	82.50%	GREEN			
167	% of residents responding to the countywide customer satisfaction survey satisfied with Household Waste Recycling Centres (HWRCs)	72%	2009	73.50%	RED	73.50%	RED			

Page Ref	Description	Latest data	Period covered	Previous period data	Performance compared to previous period	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
Altogether Better Council										
168	Staff - total headcount (ONS return)	17,724	as at 31 Mar 13	17,743	N/A	18,773	N/A			
169	Staff - total FTE (ONS return)	14,316	as at 31 Mar 13	14,276	N/A	15,162	N/A			
170	No. of RIDORR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) incidents reported to the Health and Safety Executive	20	Jan-Mar 2013	25	N/A	23	N/A			
171	% posts with no sickness absence (exc. Schools)	72.10%	Jan-Mar 2013	69.44%	GREEN	69.71%	GREEN			
172	Top 5% of employees who are female	50.20%	as at 31 Mar 13	50.20%	N/A	50.30%	N/A	43%		2011/12
								N/A		
173	BME as a % of headcount	1.55%	as at 31 Mar 13	0.96%	N/A	0.93%	N/A			
174	Staff with disability (DDA definition) as a % of headcount	3.14%	as at 31 Mar 13	3.10%	N/A	3.06%	N/A			
175	Staff aged under 25 as a % of headcount	4.52%	as at 31 Mar 13	4.37%	N/A	4.60%	N/A			
176	Staff aged over 50 as a % of headcount	38.40%	as at 31 Mar 13	37.80%	N/A	37.18%	N/A			
177	% of positive media coverage	53%	Jan-Mar 2013	56%	RED	55%	RED			
178	% of neutral media coverage	40%	Jan-Mar 2013	39%	GREEN	38%	GREEN			

Ref	Description	Latest data	Period covered	Previous period data	Performance compared to previous period	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
179	No. of complaints received and recorded on CRM	919	Jan-Mar 2013	576	RED	1142	GREEN			

[\[5\] This data is cumulative and the figure is based on 12 months data for the year end so comparisons are not applicable.](#)

[\[6\] Figure refreshed](#)

Ref	Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2012/13 Target	Proposed targets				National Comparison
							2011/12	2012/13 (YTD)		2013/14	2014/15	2015/16	2016/17	
Altogether Wealthier														
1	Tracker	REDPI1	The number of the top retailers represented in Durham City.	RED	Annual Q1		15	13						
2	Tracker	REDPI22	The % of households within County Durham that can access Durham City market place by 8.30am, using public transport with a total journey time of 1 hour, including walking time.	RED	6 monthly Q2 and Q4		75.9%	75.6%						
3	Tracker	REDPI23b	Number of visitors to the main tourist attractions in Durham City.	RED	Quarterly		*New Indicator	Not available						
4	Tracker	REDPI38	The number of passenger journeys recorded by the operator of the 3 Durham City Park and Ride sites.	RED	Quarterly		1,167,708	301,729						
5	Tracker	REDPI3	No of all new homes completed in Durham City per financial year	RED	Quarterly		81	10						
6	Tracker	REDPI24	All homes completed in and near all major settlements, as defined in the County Durham Plan, as a proportion of total completions.	RED	Quarterly		59.5%	67.0%						

Ref	Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2012/13 Target	Proposed targets				National Comparison
							2011/12	2012/13 (YTD)		2013/14	2014/15	2015/16	2016/17	
7	Tracker	REDPI26	The proportion of properties within the county that are within council tax band D and above as provided by the District Valuation Office	RED	6 monthly Q2 and Q4		14.7%	14.8%						
8	Tracker	REDPI35	The total number of planning applications received against all categories	RED	Quarterly		3348	719						
9	Tracker	REDPI41a	The total number of major planning applications received	RED	Quarterly		118	34						
10	Tracker	REDPI28	The number of apprenticeships started by young people resident in County Durham as recorded by the National Apprenticeship Service	RED	Quarterly	Y	1050	1640						
11	Tracker	REDPI40	The proportion of the working age population defined as in employment	RED	Quarterly	Y	66.7%	65.2%						70.7%
12	Target	REDPI62	Apprenticeships started through County Council funded schemes	RED	Quarterly		54	159	149	130	Not set	Not set	Not set	
13	Tracker	REDPI7a	The number of Jobseeker's Allowance (JSA) claimants aged 18-24	RED	Quarterly	Y	5565	5115						5,953,700
14	Tracker	REDPI8b	The proportion of all JSA claimants that have claimed for one year or more	RED	Quarterly	Y	18.0%	30.8%						28.1%

Page 104 Ref	Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2012/13 Target	Proposed targets				National Comparison
							2011/12	2012/13 (YTD)		2013/14	2014/15	2015/16	2016/17	
15	Tracker	ACE016	Percentage of children in poverty (quarterly proxy measure)	ACE	Quarterly	Y	23.84% (2010/11)	24.6% (2011/12)						20.51%
16	Tracker	ACE017	Percentage of children in poverty (national annual measure)	ACE	Annual	Y	23.5% (2009)	23% (2010)						21.10%
17	Tracker	REDPI73	The proportion of the working age population currently not in work who want a job	RED	Quarterly	Y	14.0%	16.6%						11.62%
18	Tracker	REDPI74	The proportion of the working age population who are qualified to NVQ Level 3 or equivalent	RED	Annual Q3		49.0%	44.2%						52.30%
19	Target		Percentage achievement rate of all enrolments on Adult Learning Courses	CAS	Annual		96.5%	96.% (Aug11 - Jul12)	92% (2011/12)	92% (2012/13)	Not set	Not set	Not set	91.7% (2010-11) 92.6% (2011-12 provisional)
20	Target	REDPI10a	No. of affordable homes delivered	RED	Quarterly		344	215	220	255	260	260	260	
21	Tracker	REDPI10b	No. of net homes completed	RED	Quarterly		*New Indicator	158						
22	Target	REDPI29	The number of private sector properties improved as a direct consequence of local authority intervention	RED	Quarterly		1100	911	799	893	525	510	510	

Ref	Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2012/13 Target	Proposed targets				National Comparison
							2011/12	2012/13 (YTD)		2013/14	2014/15	2015/16	2016/17	
23	Target	REDPI30	The number of empty properties brought back into use as a result of local authority intervention, excluding empty properties demolished as part of an area based housing renewal intervention.	RED	Quarterly		44	19	50	75	75	Not set	Not set	
24	Tracker	REDPI34	The total number of those registered on the Durham Key Options system who have been rehoused (includes existing tenants and new tenants)	RED	Quarterly		3756	937						
25	Tracker	REDPI36a	The number of preventions as a proportion of the total number of housing solutions presentations.	RED	Quarterly	Y	18.3%	21.0%						
26	Tracker	REDPI36b	The number of statutory homeless applications as a proportion of the total number of housing solutions presentations.	RED	Quarterly	Y	21.2%	18.4%						
27	Tracker	REDPI36c	The number of homeless acceptances (of a statutory duty) as a proportion of the total number of housing solutions presentations.	RED	Quarterly	Y	8.3%	5.2%						
28	Tracker	REDPI36d	The total number of housing solutions presentations	RED	Quarterly	Y	5113	1437						

Page Ref	Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2012/13 Target	Proposed targets				National Comparison
							2011/ 12	2012/ 13 (YTD)		2013/ 14	2014/ 15	2015/ 16	2016/ 17	
29	Target	REDPI42a	The proportion of Dale and Valley Homes properties currently not meeting decency criteria	RED	Quarterly		2.3%	1.3%	1.8%	0.0%	0.0%	0.0%	0.0%	11.1% (2010/11)
30	Target	REDPI42b	The proportion of Durham City Homes properties currently not meeting decency criteria	RED	Quarterly		0.0%	4.5%	0.0%	0.0%	0.0%	0.0%	0.0%	
31	Target	REDPI42c	The proportion of East Durham Homes properties currently not meeting decency criteria	RED	Quarterly		61.5%	45.5%	45.0%	25.0%	0.0%	0.0%	0.0%	
32	Tracker	REDPI63	The number of passenger journeys made by concessionary bus pass holders	RED	Quarterly		*New indicator	10,757,735						
33	Tracker	REDPI64	The number of passenger journeys made on the Link2 service	RED	Quarterly		*New indicator	8089						
34	Tracker	REDPI65	The number trips made using council funded community transport	RED	Quarterly		230,000 (2010/11)	41,085						
35	Tracker	REDPI72	The number of local passenger journeys on the bus network	RED	Quarterly		*New indicator	24,244,957						
36	Tracker	REDPI23a	Number of visitors to the main attractions in County Durham	RED	Quarterly		1,529,192	574,501						
37	Tracker	REDPI32	Number of tourism businesses actively engaged with Visit County Durham	RED	Quarterly		358	375						

Ref	Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2012/13 Target	Proposed targets				National Comparison
							2011/12	2012/13 (YTD)		2013/14	2014/15	2015/16	2016/17	
38	Target	REDPI33	The % of council owned business space floor space that is occupied	RED	Quarterly		75%	71%	76%	75%	80%	83%	85%	
39	Tracker	REDPI66	Businesses engaged with/assisted (all sectors)	RED	Quarterly		*New indicator	99						
40	Tracker	REDPI9	The number of new business start ups receiving business assistance	RED	Quarterly		170	3						
Altogether Better for Children and Young People														
41	Tracker	CYPS10	16 to 18 year olds who are not in education, employment or training (NEET)	CAS	Annually (Qtr 4)	Y	7.5%	Not due	8.0%					6.1% (2011/12)
42	Tracker	CYPS11	16 to 18 year olds who are not in education, employment or training (NEET) - comparison against corresponding quarter of previous year	CAS	Quarterly	Y	8.2% (Qtr 4)	10.0% (Qtr 3 2012/13)						6.6% (August 2012)
43	Target	CYPS28	Looked after children achieving 5 A*-C GCSEs (or equivalent) at KS 4 (with English and Maths)	CAS	Annually (Qtr 2: provisional; Qtr 3: validated)		15.2% (2010/11 Ac Yr)	17.4% (2011/12 Ac Yr)	21.0% (2011/12 Ac Yr)	25.0% (2012/13 Ac Yr)	23.9% (2013/14 Ac Yr)	26.6% (2014/15 Ac Yr)	Not set	13.4% (2010/11 Ac Yr)
44	Target	CYPS33	Percentage of 16-18 year olds whose status is 'not known'	CAS	Quarterly		20.6% (Qtr 4)	9.4% (Qtr 3)	10.0%	8.5%	7.0%	5.5%	4.0%	11.9% (August 2012)
45	Target	CYPS4	Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths	CAS	Annually (Qtr 2: provisional; Qtr 3: validated)		60.0% (2010/11 Ac Yr)	62.5% (2011/12 Ac Yr)	60.4% (2011/12 Ac Yr)	63.0% (2012/13 Ac Yr)	63.5% (2013/14 Ac Yr)	64.0% (2014/15 Ac Yr)	64.5% (2015/16 Ac Yr)	59.0% (2011/12 Ac Yr)

Page 108 Ref	Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance			Proposed targets				National Comparison
							2011/12	2012/13 (YTD)	2012/13 Target	2013/14	2014/15	2015/16	2016/17	
46	Target	CYPS5	Percentage of pupils on Level 3 programmes in community secondary schools achieving 2 A levels at Grade A*-E or equivalent	CAS	Annually (Qtr 2: provisional; Qtr 3: validated)		97.6% (2010/11 Ac Yr)	99.1% (2011/12 Ac Yr)	97.9% (2011/12 Ac Yr)	98.1% (2012/13 Ac Yr)	98.5% (2013/14 Ac Yr)	98.9% (2014/15 Ac Yr)	99.3% (2015/16 Ac Yr)	97.7% (2011/12 Ac Yr)
47	Target	CYPS6	Achievement gap between pupils eligible for free school meals and their peers (Key Stage 2)	CAS	Annually (Qtr 2: provisional; Qtr 3: validated)		23.2ppts (2010/11 Ac Yr)	20ppts (2011/12 Ac Yr)	19.9 ppts (2011/12 Ac Yr)	19.7 ppts (2012/13 Ac Yr)	19.5 ppts (2013/14 Ac Yr)	19.3 ppts (2014/15 Ac Yr)	19.1 ppts (2015/16 Ac Yr)	17ppts (2011/12 Ac Yr)
48	Target	CYPS7	Achievement gap between pupils eligible for free school meals and their peers (Key Stage 4)	CAS	Annually (Qtr 2: provisional; Qtr 3: validated)		32.8ppts (2010/11 Ac Yr)	30.3ppts (2011/12 Ac Yr)	31.9 ppts (2011/12 Ac Yr)	30.0 ppts (2012/13 Ac Yr)	29.7 ppts (2013/14 Ac Yr)	29.4 ppts (2014/15 Ac Yr)	29.1 ppts (2015/16 Ac Yr)	26.4ppts (2011/12 Ac Yr)
49	Tracker	CYPS1	Percentage of children in Reception with height and weight recorded who have excess weight	CAS	Annual		22.9% (2010/11 Ac Yr)	23.6% (2011/12 Ac Yr)						22.6% (2011/12 Ac Yr)
50	Tracker	CYPS2	Percentage of children in year 6 with height and weight recorded who have excess weight	CAS	Annual		36.0% (2010/11 Ac Yr)	38.4% (2011/12 Ac Yr)						33.9% (2011/12 Ac Yr)
51	Tracker	CYPS3	Under 18 conception rate	CAS	Annually (Qtr 4)		43.1 (Jan-Dec 2010)	39.4 (Jul 2010-Jun 2011)						33.5 (Jul 2010-Jun 2011)
52	Tracker	CYPS30	Under 16 conception rate	CAS	Annually (Qtr 4)		10.8 (Jan-Dec 2010)	Reported Qtr 4 2012/13						7.0 (Jan-Dec 2010)

Ref	Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2012/13 Target	Proposed targets				National Comparison
							2011/12	2012/13 (YTD)		2013/14	2014/15	2015/16	2016/17	
53	Target	CYPS38	Percentage of mothers smoking at time of delivery	CAS	Quarterly		21.30%	18.5% (Qtr 2)	21.6%	20.6%	Not set	Not set	Not set	13.2% (2011-12)
54	Tracker	CYPS8	Rate of proven re-offending by young offenders	CAS	Quarterly		1.47	0.56 (Qtr 2 2012/13)						
55	Target	CYPS9	First time entrants to the Youth Justice System aged 10 - 17 (per 100,000 population of 10-17 year olds)	CAS	Quarterly	Y	616 (294)	407 (190) (Qtr 3 2012/13)	729 (340)	729 (340)	729 (340)	Not set	Not set	712 ¹ (2011/12 PNC data)
56	Tracker	CYPS34	Emotional and behavioural health of Looked After Children	CAS	Annually (potential for 6-monthly or quarterly)		15.9	Not due						13.8 (2011/12)
57	Target	CYPS16	Percentage of Children In Need (CIN) referrals occurring within 12 months of previous referral	CAS	Quarterly		27.5%	15.3% (Qtr 3 2012/13)	22.0%	21.0%	20.0%	18.0%	16.0%	26.1% (2011/12)
58	Target	CYPS17	Children becoming the subject of a Child Protection Plan for a second or subsequent time	CAS	Quarterly		10.9%	18.3% (Qtr 3 2012/13)	11.0%	15.0%	14.0%	13.0%	12.0%	13.8% (2011/12)
59	Target	CYPS26	Looked after children cases which were reviewed within required timescales	CAS	Quarterly		93.4%	97.5% (Qtr 3 2012/13)	97.5%	97.6%	97.7%	97.8%	98.0%	90.5% (2009/10)

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¹ Data not directly comparable as Durham figures are based on the County Durham Youth Offending Service (CDYOS) Case Management System rather than Police National Computer (PNC) data

Page 110 Ref	Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2012/13 Target	Proposed targets				National Comparison
							2011/12	2012/13 (YTD)		2013/14	2014/15	2015/16	2016/17	
60	Target	CYPS27	Percentage of child protection cases which were reviewed within required timescales	CAS	Quarterly		98.0%	92.7% (Qtr 3 2012/13)	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	96.7% (2011/12)
61	Target	CYPS32	Parent/carer satisfaction with the help they received from Children and Young People's Services	CAS	Biannually		73.7%	72.8% (Qtr 2)	70.0%	72.0%	74.0%	75.0%	76.0%	
62	Tracker	CYPS35	Rate of Looked After Children per 10,000 population	CAS	Quarterly		65.2	63.6 (Qtr 3 2012/13)						59 (31 March 2011)
63	Target	CYPS36	Percentage of successful interventions via the Think Family Programme	CAS	Quarterly		Not available	38.3% (January 2013)	Not set	50.0%	Not set	Not set	Not set	
64	Tracker	AWH AH27	Prevalence of breastfeeding at 6-8 weeks from birth	CAS	Quarterly		27.7%	30.6% (Oct-Dec 2012)	31.8%					46.0% (2010-11)
65	Target	CYPS37	Percentage of children in the Early Years Foundation Stage meeting or exceeding expected levels of development in the prime areas of learning	CAS	Annually (Qtr 2: provisional; Qtr 3: validated)		Not available	Not available	N/A	No target has been set as this is a new indicator for the 2012/13 Academic Year. Targets will be set once the baseline has been established.				
66	Tracker	ACE016	Percentage of children in poverty (quarterly proxy measure)	ACE	Quarterly	Y	23.84% (2010/11)	24.6% (2011/12)						20.51%
67	Tracker	ACE017	Percentage of children in poverty (national annual measure)	ACE	Annual	Y	23.5% (2009)	23% (2010)						21.10%

Ref	Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2012/13 Target	Proposed targets				National Comparison
							2011/12	2012/13 (YTD)		2013/14	2014/15	2015/16	2016/17	
Altogether Healthier														
68	Tracker	AWH AH9	Female life expectancy at birth (years)	CAS	Annual		81 (2008-10)	Not due						82.6 (2008-10)
69	Target	AWH AH10	Four week smoking quitters per 100,000	CAS	Quarterly		1,308	554 per 100,000 (2340 quitters) (Apr-Sep 2012)	1154 per 100,000 (4,875)	1193 per 100,000 (5,066)	Not set	Not set	Not set	944 (2011-12)
70	Target	AWH AH2	Percentage of eligible people who receive an NHS health check	CAS	Quarterly		73.5%	Not available	Not set	20% of eligible population	20% of eligible population	20% of eligible population	20% of eligible population	51.6% (2011-12)
71	Target	AWH AH3i	Percentage of people eligible for bowel cancer screening who were screened adequately within a specified period	CAS	Quarterly		81.2%	78.8% (2012)	80%	80%	Not set	Not set	Not set	75.3% (2012)
72	Target	AWH AH3ii	The percentage of women eligible for cervical screening who were screened adequately within a specified period	CAS	Quarterly		66.8% (Jan-Mar 2012)	61.8% (Apr-May 2012)	60%	60%	Not set	Not set	Not set	
73	Target	AWH AH4	Under 75 all cause mortality rate per 100,000 population	CAS	Annual		302 (2010)	Not due	Not set	296.8 (2011)	288 (2012)	279.5 (2013)	271.2 (2014)	272.8 (2010)

Page 112 Ref	Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2012/13 Target	Proposed targets				National Comparison
							2011/12	2012/13 (YTD)		2013/14	2014/15	2015/16	2016/17	
74	Target	AWH AH6	Under 75 mortality rate from cardiovascular diseases (including heart disease and stroke) per 100,000 population	CAS	Annual		70.6 (2011)	Not due	Not set	62.9 (2012)	58.8 (2013)	54.9 (2014)	51.3 (2015)	58.0 (2011)
75	Target	AWH AH7	Under 75 mortality rate from cancer per 100,000 population	CAS	Annual		120.7 (2011)	Not due	Not set	116.1 (2012)	113.9 (2013)	111.8 (2014)	109.7 (2015)	107.0 (2011)
76	Tracker	AWH AH8	Male life expectancy at birth (years)	CAS	Annual		77 (2008-10)	Not due						78.6 (2008-10)
77	Target	N/A	Under 75 mortality rate from liver disease per 100,000 population	CAS	Annual		18.1 (2009-11)	Not due	Not set	18.5 (2010-12)	18.8 (2011-13)	19.1 (2012-14)	19.4 (2013-15)	14.7 (2009-11)
78	Target	N/A	Under 75 mortality rate from respiratory diseases per 100,000 population	CAS	Annual		29.1 (2009-11)	Not due	Not set	28.5 (2010-12)	27.8 (2011-13)	27.1 (2012-14)	26.4 (2013-15)	23.8 (2009-11)
79	Target	N/A	The percentage of women eligible for breast screening who were screened adequately within a specified period	CAS	Quarterly		79.9%	79.3% (2012)	70%	70%	Not set	Not set	Not set	76.9% (2012)
80	Target	AWH AS5	Percentage of exits from alcohol treatment (Community Alcohol Service) that are planned discharges	CAS	Quarterly		64%	70% (Apr-Dec)	64.0%	2% above England average	Not set	Not set	Not set	58% (2011-12)

Ref	Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2012/13 Target	Proposed targets				National Comparison
							2011/12	2012/13 (YTD)		2013/14	2014/15	2015/16	2016/17	
81	Target	AWH AS15	Percentage of successful completions of those in drug treatment	CAS	Monthly		11%	14% (Apr-Sep 2012)	15.0%	1% above England average	Not set	Not set	Not set	15% (2011-12)
82	Tracker	SL03	Percentage of the adult population participating in at least 30 minutes sport and active recreation of at least moderate intensity on at least 3 days a week	NS	6-monthly		23.3	24						22.6
83	Target	SL04	Number of adult community health checks / appraisals completed	NS	Quarterly		2490	3191	2500	2500	3000	3000	3000	
84	Tracker	N/A	Excess winter deaths (3 year pooled)	CAS	Annual		19.8 (2007-10)	Not due						
85	Target	AWH AH25ii	Adults aged 65+ per 1000 population admitted on a permanent basis in the year to residential or nursing care	CAS	Quarterly		9.1 per 1000	8.5 per 1000 (Apr-Dec)	8.8 per 1000	8.5 per 1000	Not set	Not set	Not set	7.1 (2011-12)
86	Target	AWH AH19	Proportion of people using social care who receive self-directed support, and those receiving direct payments	CAS	Quarterly		53.5%	53.2% (YE Dec)	50.0%	55.0%	60.0%	Not set	Not set	43.0% (2011-12)

Page 114 Ref	Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2012/13 Target	Proposed targets				National Comparison
							2011/12	2012/13 (YTD)		2013/14	2014/15	2015/16	2016/17	
87	Target	AWH AH21	The percentage of service users reporting that the help and support they receive has made their quality of life better	CAS	Quarterly		93.7%	95.4% (local survey - Apr-Dec 2012)	92.0%	92.0%	92.0%	92.0%	92.0%	88.2% (ASCS 2011-12)
88	Target	AWH AH13	Proportion of older people who were still at home 91 days after discharge from hospital into reablement/ rehabilitation services	CAS	Quarterly		86.0%	87.6% (Jan-Sep 2012)	85.0%	85.0%	85.0%	85.0%	85.0%	82.7% (2011-12)
89	Tracker	AWH AH20i	Delayed transfers of care from hospital per 100,000 population	CAS	Quarterly		4.9 per 100,000	10.7 per 100,000						9.8 per 100,000
90	Tracker	AWH AH20ii	Delayed transfers of care from hospital, which are attributable to adult social care, per 100,000 population	CAS	Quarterly		1 per 100,000	1.86 per 100,000						3.8 per 100,000
91	Target	N/A	Percentage of people who have no ongoing care needs following completion of provision of a reablement package	CAS	Quarterly		54.3%	59.6% (Apr-Dec 2012)	50.0%	55.0%	Not set	Not set	Not set	
92	Target	N/A	Percentage of adults receiving secondary mental health services known to be in settled accommodation	CAS	Quarterly	Y	81.8%	88.1% (Apr-Dec)	85.0%	85.0%	85.0%	85.0%	85.0%	57.8% (2011-12)

Ref	Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2012/13 Target	Proposed targets				National Comparison
							2011/12	2012/13 (YTD)		2013/14	2014/15	2015/16	2016/17	
93	Target	N/A	Patient experience of community mental health services (scored on a scale of 0-100)	CAS	Annual		87.3	Not due	Not set	87	Not set	Not set	Not set	86.8 (2011)
94	Tracker	N/A	Number of suicides	CAS	Quarterly	Y	32 (2011 - 2 awaiting verdicts)	55 (2012 - 39 awaiting verdicts)						
Altogether Safer														
95	Tracker	AWH AS16	Reduction in victim based crimes	CAS	Quarterly		23,815	15,603 (Apr-Dec 2012)						
96	Tracker	AWH AS7	Dealing with concerns of ASB and crime issues by the local council and police	CAS	Quarterly (12 months rolling)		58.9%	57.6% Oct 11 - Sep 12	58.0%					57.7%
97	Tracker	AWH AS8	Overall crime rate	CAS	Quarterly	Y	26,913	17,781 (Apr-Dec 2012)						
98	Tracker	n/a	Perceptions of ASB	CAS	Quarterly		*New indicator	41.7% (Apr-Dec 2012)						
99	Tracker	n/a	Number of serious or major crimes	CAS	Quarterly		516	349 (Apr-Dec 2012)						
100	Tracker	AWH AS10	Number of police reported incidents of anti-social behaviour (ASB)	CAS	Quarterly		33,718	19,410 (Apr-Dec 2012)						

Page 116 Ref	Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2012/13 Target	Proposed targets				National Comparison
							2011/12	2012/13 (YTD)		2013/14	2014/15	2015/16	2016/17	
101	Tracker	AWH AS9	Number of reported crimes categorised as stealing	CAS	Quarterly	Y	13,397	8,498 (Apr-Dec 2012)						
102	Target	AWH AS12	Repeat incidents of domestic violence (referrals to MARAC)	CAS	Quarterly	Y	12%	11.7% (Apr-Dec 2012)	Less than 25%	Less than 25%	Less than 25%	Less than 25%	Less than 25%	24% (Oct 11-Sep 12)
103	Target	AWH AS1	Percentage of adult safeguarding investigations completed within 28 days	CAS	Quarterly		82.9%	81.3% (Apr-Dec 2012)	75.0%	75.0%	75.0%	75.0%	75.0%	
104	Tracker	n/a	The number of adult safeguarding referrals fully or partially substantiated	CAS	Quarterly		*New indicator	288 (Apr-Dec 2012)						
105	Target	n/a	Proportion of people who use services who say that those services have made them feel safe and secure	CAS	Quarterly		81.4%	86.4%	90.0%	75.0%	75.0%	75.0%	75.0%	
106	Tracker	AWH AS18	Proportion of offenders who re-offend in a 12-month period	CAS	Quarterly		28.9% (2009/10)	29.3% (Jan-Dec 10)						26.70%
107	Target	AWH AS2	Percentage change in detected crimes for offenders in the Integrated Offender Management (IOM) cohort	CAS	Quarterly		61% Reduction	66% Reduction (Apr-Dec 12)	20% Reduction	40% Reduction	40% Reduction	40% Reduction	40% Reduction	
108	Target	CYPS9	First time entrants to the Youth Justice System aged 10 - 17 (per 100,000 population of 10-17 year olds)	CAS	Quarterly	Y	294	407 (190) (Qtr 3 2012/13)	340 or less	340 or less	340 or less	Not set	Not set	712 (2011/12 PNC data)

Ref	Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2012/13 Target	Proposed targets				National Comparison
							2011/12	2012/13 (YTD)		2013/14	2014/15	2015/16	2016/17	
109	Target	AWH AS5	Percentage of exits from alcohol treatment (Community Alcohol Service) that are planned discharges	CAS	Quarterly		64%	70% (Apr-Dec)	64.0%	2% above England average	Not set	Not set	Not set	58% (2011-12)
110	Tracker	n/a	Percentage of alcohol related ASB incidents	CAS	Quarterly		16.4%	13.8% (Apr-Dec 2012)						
111	Tracker	n/a	Percentage of alcohol related violent crime	CAS	Quarterly		33.0%	24.8% (Apr-Dec 2012)						
112	Target	AWH AS15	Percentage of successful completions of those in drug treatment	CAS	Quarterly		11%	14% (Apr-Sep 2012)	15.0%	1% above England average	Not set	Not set	Not set	15% (2011-12)
113	Target	AWH AS11	Building resilience to terrorism	CAS	Annual		Level 3	Level 3 (2011-12)	Level 3 (out of 5)	Level 3 (out of 5)	Level 3 (out of 5)	Level 4 (out of 5)	Level 4 (out of 5)	2.3 (2009-10)
114	Target	REDPI44	Number of people killed or seriously injured in road traffic accidents	RED	Quarterly		195	145	202	187	183	179	175	
115	Target	REDPI45	Number of children killed or seriously injured in road traffic accidents	RED	Quarterly		24	14	18	16	14	13	12	

Ref	Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2012/13 Target	Proposed targets				National Comparison
							2011/12	2012/13 (YTD)		2013/14	2014/15	2015/16	2016/17	
116	Tracker	n/a	Percentage of families where a successful intervention for crime/anti-social behaviour is achieved	CAS			*New indicator	*New indicator						
117	Tracker	N/A	Number of suicides	CAS	Quarterly	Y	32 (2011 - 2 awaiting verdicts)	55 (2012 - 39 awaiting verdicts)						
118	Tracker	N/A	Number of hate incidents	CAS	Quarterly									
Altogether Greener														
119	Tracker	REDPI46	Reduction in CO ₂ emissions in County Durham by 40% by 2020	RED	Annual Q2		16.0%	Not due						
120	Target	REDPI48	Reduction in CO ₂ emissions from local authority operations.	RED	Annual Q2		2.5% reduction	Not due	11.0%	9.0%	5.0%	5.0%	5.0%	
121	Target	REDPI67	The number of properties occupied by owner occupiers made energy efficient (SAP rating increase from below 35 to 65 or more) as a direct consequence of local authority assistance	RED	Annual Q4		2134	Not due	2500	95	350	525	670	
122	Tracker	REDPI47	The amount of renewable energy generation (MwE) installed or installed/approved capacity within County Durham	RED	Quarterly		176.1	181.97						

Ref	Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2012/13 Target	Proposed targets				National Comparison
							2011/12	2012/13 (YTD)		2013/14	2014/15	2015/16	2016/17	
123	Target	REDPI49	Number of registered and approved Feed In Tariff (FIT) installations (TBC)	RED	Quarterly		1445	241	250	3000	3500	4000	4500	
124	Target	NEW PI	Value of bids to Environment Agency for Local Levy Scheme	NS	TBC		*New indicator	*New indicator	Not set	£400,000	£400,000	£400,000	£400,000	
125	Target	DS02	% of relevant land and highways assessed (LEQSPRO survey) as having deposits that fall below an acceptable level – a) litter	NS	3 times a year		3	7.89	5	5	5	5	5	
126	Target	DS03	% of relevant land and highways assessed (LEQSPRO survey) as having deposits that fall below an acceptable level – b) detritus	NS	3 times a year		4	7	10	10	10	10	10	
127	Tracker	DS05	Number of fly-tipping incidents reported	NS	Quarterly		*New indicator	6568						
128	Tracker	NEW PI	Number of fly tipping incidents that have been investigated	NS	TBC		*New indicator	*New indicator						
129	Tracker	NEW PI	Number of prosecutions by Durham County Council in response to fly tipping	NS	TBC		*New indicator	*New indicator						
130	Target	REDPI51	% of the 378 local sites (geological and wildlife) that have an up to date management plan in place	RED	Annual Q4		16.9%	Not due	18.3%	19.5%	20.5%	21.0%	21.5%	

Page 120 Ref	Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2012/13 Target	Proposed targets				National Comparison
							2011/12	2012/13 (YTD)		2013/14	2014/15	2015/16	2016/17	
131	Target	REDPI70	Area of council owned woodland brought into positive management	RED	Annual Q4		*New indicator	Not due	50ha	50ha	50ha	50ha	50ha	
132	Target	REDPI53	% of the 94 conservation areas in the county that have an up to date character appraisal.	RED	6 monthly Q2 and Q4		33.0%	Not due	35.0%	37.0%	39.0%	41.0%	43.0%	
133	Target	REDPI54a	Number of additional heritage assets that are open for Heritage Open Days	RED	Annual Q2		13	34	N/A	30	20	15	15	
134	Tracker	REDPI71a	Net change in the number of sites on the Heritage at Risk Register	RED	Annual Q3		*New indicator	0						
135	Tracker	REDPI71b	Net change in the number of sites at 'high risk' on previous years Heritage at Risk register	RED	Annual Q3		*New indicator	0						
136	Target	DS01	% of household waste that is re-used, recycled or composted	NS	Quarterly		44	43.4	45	44	45	46	47	41.6% (2011/12)
137	Target	DS04a	% of household waste that is collected from the kerbside and a) recycled	NS	Quarterly		*New indicator	18.2	*New indicator	19 (TBC)	19 (TBC)	19 (TBC)	19 (TBC)	
138	Target	DS04b	% of household waste that is collected from the kerbside and b) composted	NS	Quarterly		*New indicator	10.1	*New indicator	10.3	10.3	10.3	10.3	

Ref	Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2012/13 Target	Proposed targets				National Comparison
							2011/12	2012/13 (YTD)		2013/14	2014/15	2015/16	2016/17	
139	Target	PBS05	% of municipal waste landfilled	NS	Quarterly		28.9	41.9	35	35	30	25	20	36.3% (2011/12)
Altogether Better Council														
140	Tracker	RES/013	Staff aged under 25 as a headcount	RES	Quarterly		4.60%	4.37%						4.8% (2011/12)
141	Tracker	RES/014	Staff aged over 50 as a headcount	RES	Quarterly		37.18%	37.80%						35.7% (2011/12)
142	Tracker	RES/LPI/011a	Women in the top 5% of earners	RES	Quarterly		50.30%	50.20%						42% (2010/11)
143	Tracker	RES/LPI/011bi	BME as a % of headcount	RES	Quarterly		0.93%	0.96%						6.8% (2011/12)
144	Tracker	RES/LPI/011ci	Staff with disability (DDA definition) as a % of headcount	RES	Quarterly		3.06%	3.10%						
145	Tracker	PBS01	% abandoned calls	NS	Quarterly		17	10	12%					
146	Tracker	PBS02	% calls answered within 1 minute	NS	Quarterly		53	67	80%					
147	Target	NEW PI	% calls answered within 3 minutes	NS	Quarterly		*New indicator	*New indicator	*New indicator	TBC	TBC	TBC	TBC	
148	Target	PBS03	Average waiting time at a customer access point	NS	Quarterly		12m33s	5m17s	15m	15	15	15	15	

Page 122	Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2012/13 Target	Proposed targets				National Comparison
							2011/ 12	2012/ 13 (YTD)		2013/ 14	2014/ 15	2015/ 16	2016/ 17	
149	Target	RES/038	Percentage all ICT Service Desk incidents resolved on time	RES	Quarterly		64%	93%	90.0%	90.0%	90.0%	90.0%	90.0%	
150	Target	RES/NI/18 1a1	Time taken to process new housing benefit claims	RES	Quarterly		75.05	39	28	25	NA	NA	NA	35 (Q2 2012/13)
151	Target	RES/NI/18 1a2	Time taken to process new council tax support claims	RES	Quarterly		75.05	39	28	25	23	21	21	35 (Q2 2012/13)
152	Target	RES/NI/18 1b	Time taken to process change of circumstances for housing benefit support claims	RES	Quarterly		27.75	15	14	12	10	8	8	17 (Q2 2012/13)
153	Target	RES/NI/18 1b(i)	Time taken to process change of circumstances for council tax support claims	RES	Quarterly		27.75	15	14	12	10	8	8	17 (Q2 2012/13)
154	Target	NEW PI	% council tax recovered for all years excluding the current year	RES	Yearly		96.17%	Not due	Not set	98.5%	98.5%	98.5%	98.5%	
155	Target	NEW PI	% National Non Domestic Rates (NDR) recovered for all years excluding the current year	RES	Yearly		97.25%	Not due	Not set	98.5%	98.5%	98.5%	98.5%	
156	Target	RES/001	% Savings delivered against the MTFP	RES	Quarterly		£66.3M	£25,324,310	26.6M	20.9M	27.9M	30.4M	15.8M	
157	Target	RES/002	% of council tax collected in-year	RES	Quarterly / cumulative		93.76%	82.70%	97.3%	95.5%	96.0%	96.5%	97.0%	97.5% (2011/12)

Ref	Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2012/13 Target	Proposed targets				National Comparison
							2011/12	2012/13 (YTD)		2013/14	2014/15	2015/16	2016/17	
158	Target	RES/003	% of National Non Domestic Rates (NNDR) collected in-year	RES	Quarterly / cumulative		94.73%	84.30%	97.5%	96.2%	96.5%	97.0%	97.5%	97.8% (2011/12)
159	Tracker	RES/034	Staff - total headcount (ONS return)	RES	Quarterly		18773	17743						
160	Tracker	RES/035	Staff - total FTE (ONS return)	RES	Quarterly		15162	14276						
161	Target	RES11 / 025	% accounts paid within 30 days (debtors)	RES	Quarterly		68.66%	73.60%	70.0%	73.0%	74.0%	75.0%	76.0%	
162	Target	REDPI76	Income generated from council owned business space	RED	Quarterly		*New indicator	*New indicator	*New indicator	2.57m	2.88 m	2.958 m	3.01m	
163	Target	REDPI37	Local authority tenant satisfaction with landlord services	RED	Annually		D&VH 88.3% DCH 78% EDH 83.7%	Not due	D&VH 89% DCH 80% EDH 85%	87.0%	87.0%	88.0%	90.0%	
164	Target	REDPI39a	Current tenant arrears as a percentage of the annual rent debit - Dale & Valley Homes	RED	Quarterly	Y	2.07%	1.52%	2.00%	3.00%	3.00%	Not set	Not set	
165	Target	REDPI39b	Current tenant arrears as a percentage of the annual rent debit - Durham City Homes	RED	Quarterly	Y	2.86%	2.45%	2.50%	2.50%	3.00%	Not set	Not set	

Page 124 Ref	Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2012/13 Target	Proposed targets				National Comparison
							2011/12	2012/13 (YTD)		2013/14	2014/15	2015/16	2016/17	
166	Target	REDPI39c	Current tenant arrears as a percentage of the annual rent debit - East Durham Homes	RED	Quarterly	Y	3.24%	2.88%	2.50%	2.80%	3.00%	Not set	Not set	
167	Target	REDPI56	Number of access audits of council buildings (excluding school buildings) undertaken	RED	6 monthly Q2 and Q4		284 (baseline number in place)	Not due	107	Not set yet A budget has not been allocated to this area of work as yet and discussions are still ongoing				
168	Tracker	ACE	Number of accessibility plans in place	ACE	6 monthly Q2 and Q4		6	Not due	10					
169	Target	REDPI68	Improvement in the asset rating of Display Energy Certificates (DECs) in county council buildings	RED	Quarterly		102 (2009/10)	98.2	97	96	95	94	93	
170	Target	ACE006	% of FOI requests responded to within statutory deadlines	ACE	Quarterly		66.0%	73.0%	85.0%	85.0%	85.0%	85.0%	85.0%	
171	Target	REDPI41b	% of major planning applications determined within 13 weeks	RED	Quarterly		64.0%	69.7%	79.9%	71.0%	71.0%	71.0%	71.0%	63% (Q1 2012/13)
172	Target	REDPI75	Overall proportion of planning applications determined within deadline	RED	Quarterly		84.4%	85.0%	81.0%	85.0%	85.0%	85.0%	85.0%	
173	Target	RES/LPI/010	% Undisputed invoices paid within 30 days to our suppliers	RES	Quarterly		88%	91.40%	91.0%	91.0%	93.0%	94.0%	95.0%	
174	Target	RES/011	% Performance appraisals completed	RES	Quarterly (rolling year figure)		43.69%	45.23%	65.0%	80.0%	85.0%	90.0%	95.0%	

Ref	Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2012/13 Target	Proposed targets				National Comparison
							2011/12	2012/13 (YTD)		2013/14	2014/15	2015/16	2016/17	
175	Tracker	RES/036	No. of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) incidents reported to the Health and Safety Executive (HSE)	RES	Quarterly / cumulative		136	25						
176	Tracker	RES/052	% posts with no absence (excluding SCHOOLS)	RES	Quarterly		69.71%	69.44%						
177	Target	RES/LPI/012	Days / shifts lost to sickness absence – all services including school staff	RES	Quarterly (rolling year figure)		9.11	9.80	8.75	9.5	9.0	8.8	8.6	
Welfare Reform														
178	Tracker	NEW PI	Unemployed claimant count (from the introduction of Universal Credit)	RED	Quarterly	Y	Not available	Not available						
179	Tracker	NEW PI	Universal Credit (other) - economically inactive but in receipt of Universal Credit (from the introduction of Universal Credit)	RED	TBC	Y	Not available	Not available						
180	Tracker	NEW PI	Job creation indicator (to be developed)	RED	TBC	Y	Not available	Not available						
181	Tracker	NEW PI	Number of tenants requesting a transfer to smaller accommodation due under occupancy	RED	TBC	Y	TBC	TBC						

Page 126 Ref	Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2012/13 Target	Proposed targets				National Comparison
							2011/12	2012/13 (YTD)		2013/14	2014/15	2015/16	2016/17	
182	Tracker	NEW PI	Number of people terminating tenancies due to affordability linked to welfare reform	RED	TBC	Y	TBC	TBC						
183	Tracker	NEW PI	Possession orders granted where the income from the tenant is affected by welfare reform	RED	TBC	Y	TBC	TBC						
184	Tracker	NEW PI	Discretionary Housing Payments: Number of applications	RES	TBC	Y	TBC	TBC						
185	Tracker	NEW PI	Discretionary Housing Payments: Number of awards	RES	TBC	Y	TBC	TBC						
186	Tracker	NEW PI	Discretionary Housing Payments: How much is given to priority groups / social sector unoccupancy / disabled / foster families / benefit cap	RES	TBC	Y	TBC	TBC						
187	Tracker	NEW PI	Local Welfare Assistance Scheme: Number of applicants applying for Settlement Grant	RES	TBC	Y	TBC	TBC						
188	Tracker	NEW PI	Local Welfare Assistance Scheme: Number of applicants awarded Settlement Grant	RES	TBC	Y	TBC	TBC						
189	Tracker	NEW PI	Local Welfare Assistance Scheme: Number of applicants applying for Daily Living Expenses	RES	TBC	Y	TBC	TBC						

Ref	Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2012/13 Target	Proposed targets				National Comparison
							2011/12	2012/13 (YTD)		2013/14	2014/15	2015/16	2016/17	
190	Tracker	NEW PI	Local Welfare Assistance Scheme: Number of applicants awarded Daily Living Expenses	RES	TBC	Y	TBC	TBC						
191	Tracker	NEW PI	Local Welfare Assistance Scheme: Number of unsuccessful applications	RES	TBC	Y	TBC	TBC						
192	Tracker	NEW PI	Local Welfare Assistance Scheme: Number of repeat applications	RES	TBC	Y	TBC	TBC						
193	Tracker	NEW PI	Local Welfare Assistance Scheme: Number of referrals received	RES	TBC	Y	TBC	TBC						
194	Tracker	NEW PI	No. of customer contacts a) face to face; b) telephone; c) web forms; d) emails	NS	Quarterly	Y	New indicator	New indicator						
195	Tracker	NEW PI	Number of new change events received (housing benefit and council tax support)	RES	Quarterly	Y	TBC	TBC						
196	Tracker	NEW PI	Number of new claims received (housing benefit and council tax support)	RES	Quarterly	Y	TBC	TBC						
197	Tracker	NEW PI	Service demand - welfare rights	CAS	Quarterly	Y	TBC	TBC						
198	Tracker	NEW PI	Service demand - One Point - Children Assessment Frameworks initiated	CAS	Quarterly	Y	TBC	TBC						
199	Tracker	NEW PI	Service demand - Free school meals	CAS	Quarterly	Y	TBC	TBC						
200	Tracker	NS100	Number of complaints recorded on CRM	NS	Quarterly	Y	3111	2523						

Ref	Member comment/query	Action to be taken/feedback for members
Economy & Enterprise Overview & Scrutiny Committee (Altogether Wealthier)		
1	REDPI 26 (proportion of properties within the County that are within council tax band D). Is it possible to extend the information provided to include the proportion of properties within all council tax bands (A-G).	The service will review the reporting of this measure during the year to see if an aspect of % change or relationship to the other bands might be more useful. Information on the breakdown by all bands and by area is also available in AAP Profiles available at http://www.durham.gov.uk/Pages/Service.aspx?ServiceId=5928
2	There are too many key tracker indicators for this theme. There is a need for the focus to be on key target indicators.	The service plans to review the number of trackers during the year with the aim of aligning them better to outcomes and reducing the total number where possible.
3	A number of the tracker indicators relate to Durham City and it was felt this was too Durham centric. There is a need for tracker indicators to reflect other significant areas within County Durham.	The service's review of tracker indicators will look at providing better data for all our major town centres and not just Durham City.
4	The target for REDPI 30 (the number of empty properties brought back into use as a result of local authority intervention) had been revised previously however it was felt that there was a need for this indicator to be further revised as a result of the implications of the new Government grant.	This discussion was considering whether the target is too high (aspirational), the service believes that the targets are attainable and plan to keep them at the level originally proposed.
5	REDPI10 (number of affordable homes delivered). The target is too high and there is a need to review the target for 2012/2013 in the current economic climate.	The service has confirmed that they believe the target is attainable based on the current programmes of work that are in place to deliver the affordable homes. The service will review the targets at Quarter 2 to assess whether they are still realistic.
Children & Young People Overview & Scrutiny Committee (Altogether Better for Children & Young People)		

Ref	Member comment/query	Action to be taken/feedback for members
6	CYPS28 (looked after children achieving 5 A* - C GCSEs (or equivalent) at KS4 (with English and Maths)) should be increased to challenge looked after children while still having a realistic achievable target.	<p>The targets that are set are based on the actual cohorts of children and the Education Support Service works closely with schools to ensure targets and expectations are challenging:</p> <ul style="list-style-type: none"> • the targets of 25.0%, 23.9% and 26.6% for the next three years are very challenging targets - the national average is currently 14.6%. • targets need to be set according to the individual starting points of each child, so if a child has a very low baseline they may make very good progress in their learning but not yet achieve the academic measure of 5 A*-C GCSEs including English and Maths <p>All Looked After Children have an Education Key Worker who monitors their education and provides support as required. The Education Support Service has a rigorous system of challenge to schools from key workers, managers and the Strategic Manager to ensure high expectations for our Looked After Children.</p>
7	ACE016 & ACE017 (child poverty trackers) that are reported to Economy & Enterprise OSC are also reported to Children & Young People OSC.	Corporate Performance Team to include the child poverty tracker indicators as 'additional information' in the performance report to Children & Young People OSC
8	Wherever possible provide actual figures alongside percentages.	CAS to provide actual figures wherever possible when submitting performance data to the Corporate Performance Team who will include these in the performance report to Children & Young People OSC
Adults, Wellbeing & Health Overview & Scrutiny Committee (Altogether Healthier)		
9	Target relating to smoking cessation should be increased as it impacts on the mortality and life expectancy indicators.	<p>This has been raised with the Public Health Portfolio Lead.</p> <p>The target for smoking quitters has been increased by almost 200 for 2013/14. With a 52% quit rate this means an additional 400 people entering the service. The current contract is due for renewal on 31st March 2014 where targets over a longer period can be considered.</p>
10	Targets for cancer screening should be increased to reflect levels of performance and need in County Durham.	This has been raised with the Public Health Portfolio Lead who has confirmed that this a nationally set target and is tightly performance managed and controlled.
11	Concern expressed over AWHAH20i/AWH AH20ii (delayed transfers of care from hospital). There was a possibility of a bottleneck which would affect future hospital admissions if delayed transfers are not addressed.	An indicator relating to Delayed Discharges from hospitals will be monitored as part of the Healthier basket.
Safer & Strong Overview & Scrutiny Committee (Altogether Safer)		

Ref	Member comment/query	Action to be taken/feedback for members
12 Page 130	The Number of Suicides has cross cutting links to Altogether Safer and should be included within the Safer and Stronger Communities report.	This Indicator will also be reported in the altogether safer basket for information.
13	Is comparable information available from other local authorities in respect of percentage of adult safeguarding investigations completed within 28 days.	No, this is a local indicator only.
14	Anti-Social Behaviour - a target should be set for the indicator 'reported incidents of ASB'.	The Police and Crime Commissioner has concerns about using 'hard measures', (e.g. to reduce ASB/Crime by 10%) and intends to shift dependence towards direct feedback from the public regarding levels of satisfaction with and confidence in, local policing and benchmarking the direction of travel against 2012/13 performance.
15	Although it was acceptable for alcohol related ASB to be a tracker in 2013/14, it was proposed that a target should be developed for 2014/15.	To be taken forward as part of target setting for the 2014/15 basket of indicators.
16	All ASB indicators should be presented together in the performance report so that members can gain an overview of ASB.	To be reflected in performance reports
17	Consider additional indicators to include concerning Organised Crime and Hate Crime should be included within the performance report.	Durham Constabulary are working to develop local indicators for organised crime. Once indicators have been developed, baselines will be established. Consideration will be given to including a key indicator in the 2014/15 Basket of Indicators. Chair of Vulnerability Group has agreed to the inclusion of ' the number of hate incidents' as a Tracker indicator
18	With regard to Anti-Social Behaviour indicators (inc Alcohol related ASB), it was felt that whilst these were identified as tracker indicators, targets should be developed and linked to the indicator 'Dealing with concerns of ASB and Crime issues by the local council and police' which is awaiting publication of the Police and Crime Plan before a target is set.	To be progressed on publication of the Police and Crime Plan
19	Integrated Offender Management Programme consideration more challenging target is set to 40%.	Agreed by the chair of the Reduce re-Offending Group that target is increased to 40% reduction but should remain at that for 4 years, given that the changes to the cohort group
20	Consideration be given to setting a target for people seriously injured.	This was discussed with representative from the Road Casualty Reduction Partnership. It is not proposed to set a target for the number of people seriously injured as Government guidelines are to combine both seriously injured and those killed in road traffic accidents into a single target.

Ref	Member comment/query	Action to be taken/feedback for members
21	Tracker Indicator DS05 (Number of fly-tipping incidents reported). There was a need to change the wording to reflect the number of fly-tipping incidents dealt with by the Authority.	An additional indicator has been included within the corporate indicator set as follows: - number of fly-tipping incidents that have been investigated
22	Develop an indicator to reflect the number of potholes within the County, the number dealt with on a quarterly basis and the number and cost of insurance claims received by the Authority as a result of damage caused by potholes.	The number of potholes within the County is not measurable but Neighbourhood Services are looking into the cost of insurance claims received by the authority as a result of damage caused by potholes.
23	Fly-tipping, request that an indicator is developed to show the number of prosecutions undertaken by DCC and the Environment Agency.	An additional indicator has been included within the corporate indicator set as follows: - number of prosecutions by Durham County Council in response to fly tipping

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Cabinet

5 June 2013



**Update on the delivery of the
Medium Term Financial Plan 2**

Report of Corporate Management Team

Lorraine O'Donnell, Assistant Chief Executive

Councillor Simon Henig, Leader of the Council

Purpose of the Report

- 1 This report provides an update on the progress made at the end of March 2013 on the delivery of the 2012/13 to 2015/16 Medium Term Financial Plan (MTFP 2), and provides a summary over the past two years of the MTFP savings made.

Background

- 2 Cabinet has received regular updates on the progress made by the Council in delivering the financial targets within MTFP 1 which covered the period 2011/12 to 2014/15 and within MTFP 2 which covers the period 2012/13 to 2015/16. These updates have also outlined the approach being taken to ensure the Council has a rigorous programme management framework in place to make certain we meet our duties under the Equalities Act, we comply with our duties as an employer and we consult on and communicate the changes being made.
- 3 MTFP 3 has now been agreed by Council and takes the overall savings target for the period from 2011/12 to 2016/17 to over £188m.

Progress to date

- 4 Although clearly very challenging for the Council, we have continued to meet the savings targets agreed and the target for 2012/13 has now been fully delivered with a total of £26.4m being saved during this period. Together with the savings made in 2011/12 of £66.4m this makes a total of nearly £93m saved in the first two years of the MTFP.
- 5 During the last quarter of 2012/13 the amount of savings required were delivered through initiatives which had already been introduced previously including income from reviews undertaken on social care charges, road safety

services and pest control, on-going internal restructures, changes to home to school transport and the on-going management of vacancies.

- 6 Looking at the overall progress on the delivery of MTFP savings, the amount delivered to date and the amounts still required over the coming few years are shown in the graph below;

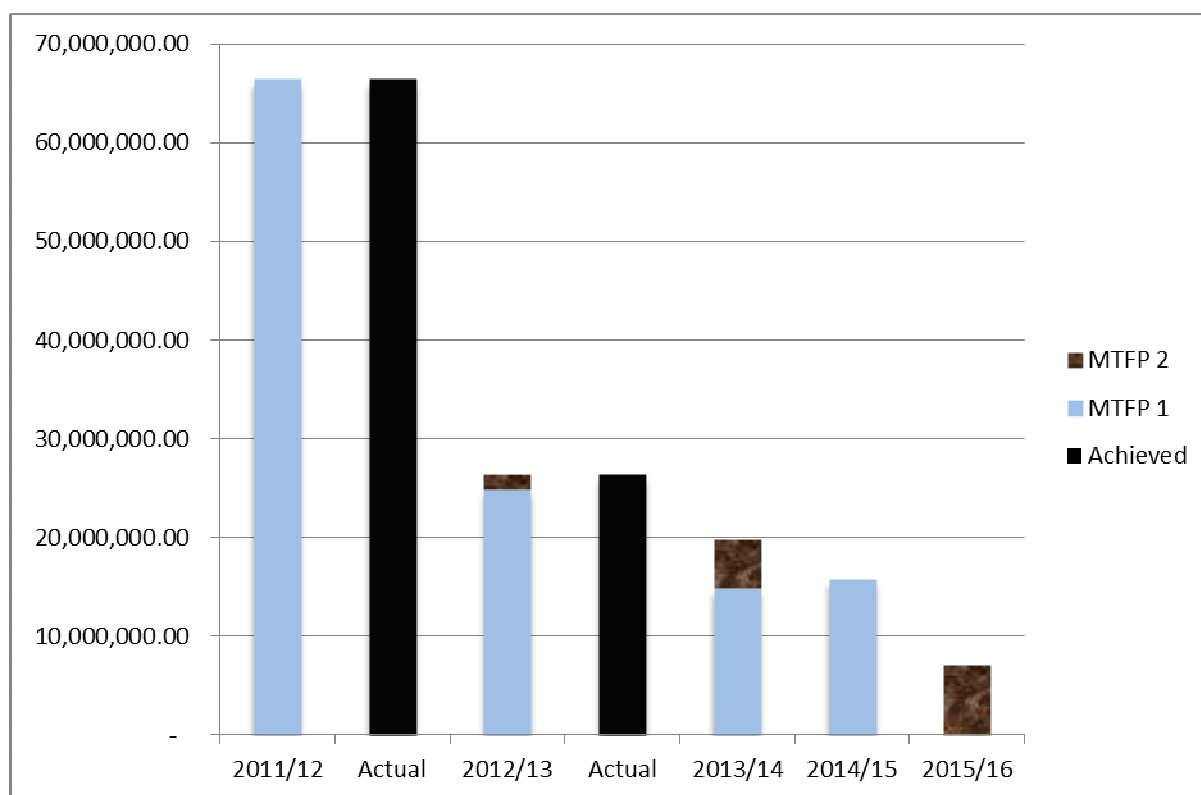


Figure1. MTFP 1 and 2 savings targets and achievements

- 7 During the last two years there have been over 250 individual projects identified during the planning for MTFP savings.
- 8 As mentioned in the background to this report the MTFP programme is carefully monitored through the use of robust programme management. This ensures that savings are being delivered on time, are being made through sustainable changes and also to ensure that our statutory requirements of consultation, communication and equalities are adhered to.
- 9 Throughout the first two years of the MTFP a range of mitigating actions have been introduced where circumstances have changed resulting in the original proposal either being delayed or revised. These mitigating actions ensure the overall savings target is still delivered. However as can be seen on the following chart the vast majority of what was originally identified has been delivered.

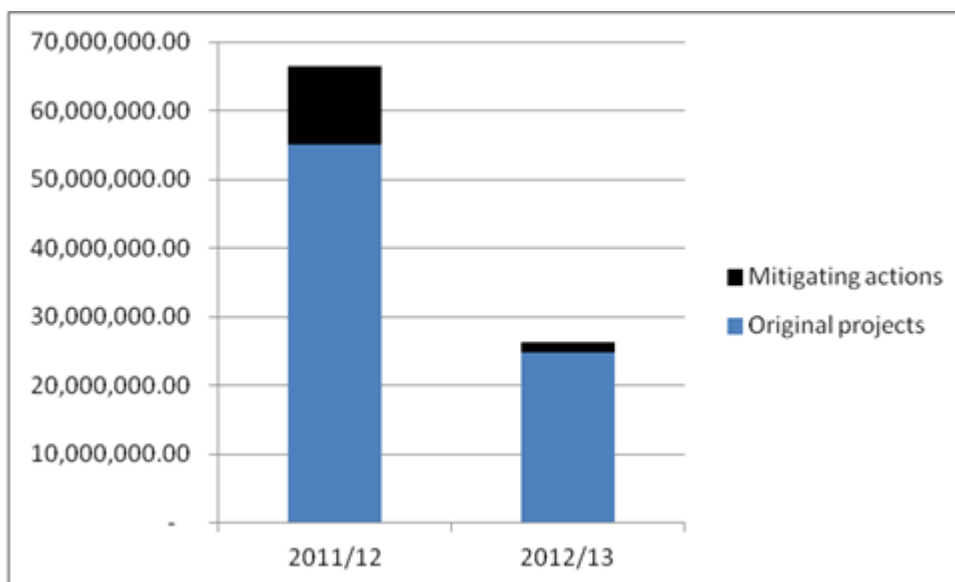


Figure 2. MTFP savings achieved through original proposals and mitigating actions.

- 10 Where it has not been possible to deliver the savings a number of options have been identified in order to meet the overall savings target. These include bringing forward future year's savings, the use of additional savings achieved from other initiatives where the savings exceed the required amount and the occasional use of cash limits where it is appropriate to delay the delivery of the savings for a short period.
- 11 The programme management approach mentioned above ensures where this happens the revised timetable is programmed into the overall plan, and the required savings monitored through this so they are not missed.

Consultation

- 12 As a result of the progress already made during 2012/13 the level of public consultation activity has been low, although a number of staff consultations have been undertaken.
- 13 Over the two years of the MTFP we have undertaken a number of public consultations from which we have revised our proposals to take into account the feedback received. These include leisure centres where we transferred several into local ownership, libraries where we used the consultation to determine the revised opening hours which help avoid closures and household waste recycling centres where the final recommendation was to close only two instead of the six proposed initially.
- 14 Consultations have also, in some cases, endorsed the Council's proposals and helped plan the way forward; for example the consultation on the Community Building Strategy where the feedback helped develop a framework of support for community buildings over the next few years.
- 15 However given the need to make challenging budget reductions, it has not always been possible to act upon the consultation findings particularly where no alternative proposals were identified that could deliver savings. Even in these

areas consultation showed that decisions were made on a detailed understanding of their potential impact.

- 16 We have also undertaken much wider consultations on the overall approach being taken in delivering the MTFP savings and to identify areas the public would prefer savings to be made from and those they would prefer were protected.
- 17 Members will be aware that the consultation in 2010 helped to develop the proposals for MTFP1. The overall approach agreed was to reduce spending by making savings across management and support services, implementing efficiency measures and reviewing fees and charges to minimise the impact on rationalising services. This principle has been maintained throughout the subsequent MTFPs.
- 18 This approach was further endorsed with a recent consultation on the approach being taken by the Council to deliver the savings. This identified that the Council had managed the process so far well given the difficult circumstances and the tough decisions necessary, but reinforced that the involvement of local people remains central to the process.
- 19 The response to the consultation identified overwhelming support to continuing to engage the public in our decision making process.
- 20 Later this year it is intended to undertake a further comprehensive public consultation during the planning for MTFP4.

HR implications

- 21 The number of staff whose application for ER/VR was accepted during the period 2012/13 totalled 190 with a further 125 vacant posts being deleted. In addition unfortunately there were 113 compulsory redundancies.
- 22 Members will be aware that in 2011 it was anticipated that approximately 1,600 staff posts would be lost plus a further 350 vacant posts deleted over the period of MTFP1.
- 23 In total over the first two years of the MTFP a total of 805 ER/VR applications have been accepted, 286 vacant posts deleted and 325 compulsory redundancies made.
- 24 Against the initial figures identified this represents approximately 70% of the 1,950, which is broadly in line with the percentage of savings delivered to date against the original MTFP. Therefore the overall figure of 1,950 remains in line with expectations.
- 25 The Council has continued to support staff affected by the MTFP we have found a number of staff alternative employment through the Council's redeployment process.

- 26 Staff are also continuing to apply for ER/VR and to date we have over 170 expressions of interest which we are actively monitoring to try and support where we can.
- 27 During the last quarter of 2012/13 there were fewer than 10 compulsory redundancies, of these around 87% were male. Disability and ethnicity information was not available for all but where it was recorded 12% had a disability and all were white British. The profile of staff leaving through ER/VR was 50% male and female and, where information was recorded, 97% white. The majority of staff had not disclosed their disability status (81%) and the remainder were split equally between disabled and non-disabled.
- 28 Across the last two years of MTFP delivery the equality profile of staff leaving through redundancy or early retirement has varied each quarter. However the overall picture indicates that, where information was disclosed, the majority of staff were white British and typically less than five each quarter had recorded a disability. The gender profile varied across time though the proportion of male leavers was slightly higher in most quarters than the overall male workforce profile of 40%.

Equality Impact Assessments

- 29 There were no major MTFP equality impact assessments finalised in the last quarter of 2012/13 however the initial screenings for 2013/14 savings were completed and made available to Members ahead of the final budget decision.
- 30 Over the last two years we have ensured that proposals for savings have been subject to proportionate yet robust equality impact assessment. Each proposal is subject to an initial screening to identify the potential for a disproportionate impact on any of the protected equality characteristics. Those proposals which may have an impact proceed to a full detailed assessment.
- 31 Learning from challenges to other authorities has been shared across the authority to support improvement and reinforce the need for robust assessments. In general the legal challenges have focussed on lack of evidence that equal duties were considered and flawed consultation processes. Our impact assessment and consultation processes ensure that decision makers are aware of their legal duties, have sight of evidence and consider the views of relevant equality groups.
- 32 There have been a number of good practice examples from the last two years which clearly demonstrate due regard to our legal equality duties, including the savings proposals for leisure centres, libraries, school transport and bus subsidies. The evidence from assessments indicated potential impacts on gender, age and disability which generally reflect the county population and the nature of services provided. Consultation and statistical data were used to provide supporting analysis. As good practice the assessments also included linked or cumulative impacts wherever relevant, for example, the assessment of libraries and leisure centres considered information from the assessment of bus reductions.

Conclusions

- 33 The Council's approach of planning early and delivering the savings through robust programme management continues to be an important aspect in overcoming the significant challenge of delivering the MTFP.
- 34 The council has now delivered the savings for 2012/13 which amount to nearly £93m in savings made since 2011.
- 35 MTFP3 has now been agreed which brings the total level of savings for the period from 2011/12 to 2016/17 to over £188m.
- 36 The focus of the planning activity is now looking to the savings required in 2013/14, in order that the required savings can be achieved, and to ensure we have allowed the appropriate amount of time to undertake consultations with all those affected.

Recommendations

- 37 Members are recommended to note the contents of this report and the progress being made in delivering MTFP 1 and 2.

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Appendix 1: Implications

Finance – The delivery of the MTFP involves cumulative saving of approximately £188m over the period from 2011 to 2017 of which £66.4m was delivered in 2011/12 and £26.4m delivered during 2012/13.

Staffing – Where the proposals affect staff, full consultation is undertaken and the trade unions consulted. Wherever possible, staff reductions are done through voluntary means. In addition, there has been a proactive management of vacancies to lessen the impact on staff and the Council has a redeployment process which continues to find alternative employment for a number of staff

Risk – The delivery of the MTFP is highlighted as one of the Council's strategic risks and is monitored through the corporate risk management process. In addition, risks for individual proposals are being monitored through the work undertaken to deliver the proposal.

Equality and Diversity / Public Sector Equality Duty – An Equality Impact Assessment (EIA) was undertaken for the original 4 year MTFP plan and additional screening was undertaken for the 2012/13 proposals and any other changes made to the original plan. In addition, for each proposal an EIA is undertaken as part of the decision-making before the proposal is implemented.

Accommodation As proposals are planned the impact on accommodation is ascertained, with staff being consulted on any moves as part of the process. The anticipated loss of 1600 posts from the Authority will mean a requirement for less accommodation and the Office Accommodation Team has built this into the Office Accommodation Strategy.

Crime and Disorder – N/A

Human Rights – N/A

Consultation – A full consultation with a range of stakeholders was undertaken on the MTFP prior to its agreement. In addition, where appropriate for individual proposals, internal and external consultation plans are developed so that consultation informs the decision making process.

Procurement – A number of the proposals involve the changing of existing contracts and this work is being taken forward through the Council's agreed procurement processes.

Disability Issues – Any disability impacts are being picked up through the Equality Impact Assessments undertaken.

Legal Implications – The legal implications of any decisions required are being considered as part of the delivery of the proposals.

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Cabinet

5 June 2013

**Implications for Durham County Council
of the Government's policy programme**


**Report of Corporate Management Team
Lorraine O'Donnell, Assistant Chief Executive
Councillor Simon Henig, Leader of the Council**

Purpose of the Report

- 1 On 16 January 2013, Cabinet considered the most recent report on the implications of the Coalition Government's policy programme. This report provides Cabinet with an update on the major policy developments and announcements since then and analyses the implications for the council and County Durham.

Executive Summary

- 2 Since the last report, the government has maintained its focus on driving forward on the delivery of its major policy projects, with the emphasis in policy announcements shifting from policy development to the implementation and delivery of policy reforms outlined in the first half of this parliament.
- 3 The most significant announcements since the last report to Members relate to the following, outlined in more detail below:
 - Coalition government mid-term review;
 - Budget 2013;
 - Economic growth;
 - Planning;
 - Apprenticeships and vocational education;
 - Transport funding;
 - Welfare reform;
 - NHS and public health reform;
 - Care and support reform;
 - Children and families;
 - Safeguarding;
 - Education;
 - Remand and youth custody;
 - Supporting victims of crime;
 - Community Safety Fund;
 - Waste and carbon reduction;
 - Public services reform;
 - The Queen's speech.
- 4 Although the common themes of government policy around transparency, choice, community empowerment, localism and more diverse patterns of

public service provision are still evident, there is evidence to suggest that they are being pursued to varying degrees in actual implementation.

- 5 In response to the continuing slow rate of economic growth, the government has confirmed its intention to continue with its deficit reduction strategy to re-balance the economy and has placed more emphasis on stimulating growth.
- 6 In the Budget, the Chancellor confirmed that the deficit reduction programme will need to extend beyond 2015/16 into the next parliament and further detail on the additional spending reductions to be made are expected in the next spending review, which is due to be published on 26 June 2013.
- 7 Clearly, the various policy changes will have major implications for the council and the steps it is taking to develop an 'altogether better Durham'.
- 8 The council and its partners are continuing to analyse the impact that government policy will have on local communities and on our ability to deliver the sustainable community strategy and are responding accordingly. Wherever possible, the council and its partners are working together to respond proactively to the government's policy changes.
- 9 Members are recommended to note the contents of this report and the actions taken to anticipate and respond to the government's reforms.

Background

- 10 Cabinet has considered a number of periodic reports on government policy since the general election in 2010, the most recent report being on 16 January 2013. Where necessary, Cabinet has also received further policy reports on specific topics, such as changes to the NHS and health and social care and welfare reform. This report builds upon these previous briefings.

Update

- 11 The most significant policy announcements since the last report to Members in January 2013, relate to the following, which are outlined in more detail below:
 - Coalition government mid-term review;
 - Budget 2013;
 - Economic growth;
 - Planning;
 - Apprenticeships and vocational education;
 - Transport funding;
 - Welfare reform;
 - NHS and public health reform;
 - Care and support reform;
 - Children and families;
 - Safeguarding;
 - Education;
 - Remand and youth custody;
 - Supporting victims of crime;

- Community Safety Fund;
- Waste and carbon reduction;
- Public services reform;
- The Queen's speech.

Coalition government mid term review

- 12 On 7 January 2013, the government published its mid-term review, *The Coalition: together in the national interest*, to report progress against the coalition programme for government published in May 2010 and to outline future policy directions for the second half of this parliament.
- 13 Against the headings of fixing the economy, improving public services, building a better society, and standing tall in the world, the government reported progress on the steps it has taken, including measures to reduce the deficit, stimulate enterprise and growth, reform welfare, reorganise public services, promote social action, protect civil liberties and to protect and promote British interests abroad.
- 14 In terms of future policy reforms, the government signalled its intention to:
- a) support working families with their childcare costs;
 - b) build more houses and make home ownership a reality for more people;
 - c) set out plans for long-term investment in Britain's transport infrastructure;
 - d) introduce an improved state pension that rewards saving;
 - e) provide more help with the costs of long-term care;
 - f) take further steps to limit the scope of the state and extend individual freedoms.
- 15 Acknowledging that there were sometimes differences of opinion between the two parties in the coalition, the review suggested that the partners were clear on the major structural reforms which needed to take place and were working towards a shared mission 'to get Britain living within its means and earning its way in the world once again' and 'to help hard-working families get by and get on, so that everyone can reach their full potential.'

Budget 2013

- 16 On 20 March, the Chancellor of the Exchequer delivered his 2013 Budget.
- 17 Acknowledging that his deficit reduction programme would need to extend beyond 2015/16, he announced that government departments (excluding health and education) would need to make additional two per cent savings between 2013 and 2015 to enable an extra £3 billion per annum of investment in infrastructure projects from 2015/16. This amounted to a further £11.5 billion of departmental savings for 2015/16 (up from £10 billion).

- 18 Local authority allocations from the Department for Communities and Local Government will be protected from departmental cuts in 2013/14 but will be subject to the two per cent reductions alongside all other departments in 2014/15.
- 19 The one per cent cap on public sector pay increases is to be extended by a further year to 2015/16 and it is expected that local government pay will be adjusted during the spending review in June.
- 20 Departmental spending targets for 2015/16 will be confirmed in the next spending review which will be published on 26 June 2013.
- 21 Corporation tax is to be cut by an extra one per cent in 2015, offset by an increase in the Bank Levy and small businesses and charities will be entitled to £2,000 Employment Allowance per year towards National Insurance contributions from April 2014.
- 22 £1.6 billion of support is to be allocated later in 2013 for the national industrial strategy focusing on key industrial sectors, as recommended in Lord Heseltine's review of economic growth.
- 23 In addition, the Chancellor confirmed the establishment of Single Local Growth Funds and Local Growth Deals for Local Enterprise Partnerships (LEPs) and confirmed that local areas are to be asked to "put in place pro-growth policies and delivery arrangements as part of new Local Growth Deals."
- 24 A new Help to Buy housing scheme was introduced from April 2013, including the extension of loans of up to 20 per cent (up to £120,000) of the property value of newly built homes for buyers with a five per cent deposit (repayable on the sale of the property). The policy builds upon the FirstBuy scheme and extends mortgage assistance to all purchasers and not just first time buyers. A mortgage guarantee for lenders who offer mortgages to home buyers with deposits of between five per cent and 20 per cent is also being introduced.
- 25 The £200 million Build to Rent scheme is to be expanded to £1 billion and the existing affordable homes guarantee programme is to be doubled, with an additional £225 million, to provide an additional 15,000 affordable homes.
- 26 Following consultation last year, the government confirmed that social landlords will be permitted to charge commercial rents to tenants with incomes over £60,000 with new government support.
- 27 The Income tax threshold is to increase to £10,000 in 2014/15 and the 1.89 pence fuel duty increase planned for 1 September 2013 has been cancelled and the fuel duty price escalator abolished.
- 28 A Tax-Free Childcare Scheme is to be introduced from autumn 2015 where families can claim back 20 per cent of childcare costs (up to £1,200) per child (replacing the Employer Supported Childcare system) and increased childcare

support (worth £200 million) is to be introduced for low-income working families on Universal Credit.

- 29 A single-tier State Pension is to be introduced in 2016-17 (worth £144 per week) and a £72,000 cap on social care costs will be implemented from April 2016.
- 30 The Chancellor also announced measures to help the brewing industry, reducing beer duty by one pence and cancelling the price escalator on beer until 2014/15 when it will rise in line with inflation. Other types of alcohol will be subject to previously determined escalators.
- 31 On planning, the Chancellor announced that technical planning guidance is to be released by July 2013 on planning for shale gas as well as an appropriate licensing and regulatory system. By the summer, the government intends to consult on proposals to ensure communities benefit from local shale gas fracking.
- 32 Bespoke planning policies which support LEP Local Growth Deals are to be permitted and the government will consult on permitting the change of use of some agricultural and retail premises to stimulate growth and bring them back into productive use.
- 33 The main announcement was that the government intends to revisit planning policy guidance and that 'significantly reduced' planning guidance will be published in the summer.
- 34 To stimulate business, enterprise and promote innovation, research and development, corporate tax is to be reduced further, falling to 20 per cent in 2015/16.
- 35 Above the line credit agreements for large businesses investing in research and development are to be introduced from April 2013, which in effect will increase credit from 9.1 per cent to 10 per cent. Stamp Tax on shares for companies listed on growth markets (AIM, ISDX) is to be abolished from April 2014 and capital gains tax relief to be introduced for those selling a controlling stake in a company into to an employee ownership scheme.
- 36 Tax relief for social enterprise investors will be introduced following a consultation in the summer.
- 37 The Small Business Research Initiative Scheme is to be expanded to support SMEs bidding for public sector contracts and SME export support is to be increased by £140 million, in addition to £1.5 billion already announced to help the smallest companies to access growing markets overseas.
- 38 Investment in SMEs is to be supported further by the launch of a Business Bank strategy by the end of 2014 with an additional £1 billion of funding and a growth vouchers programme is to be introduced to help SMEs overcome barriers to growth.

- 39 As part of the growth sector strategy, an aerospace technology institute is to be created including £2.1 billion of investment for research and development over the next seven years. A further £600 million capital funding for science, research and innovation to support high-tech areas such as advanced materials and big data is to be provided and low carbon tax incentives will be made available for the manufacture of ultra-low emission vehicles. New tax reliefs are also to be introduced from April 2013 for animation, high-end television and video games industries alongside increased funding to support skills development in UK digital sector over next two years.

Economic growth

Heseltine review

- 40 Alongside the Budget, the government published its response to *No Stone Unturned*, Lord Heseltine's review of economic growth.

- 41 The government confirmed that it had accepted 81 of Lord Heseltine's 89 recommendations, around the following themes:

Unleashing local growth

- 42 Local Enterprise Partnerships (LEPs) are to be asked to develop strategic plans for local growth by spring 2014 to provide a basis for negotiating Local Growth Deals and finance with the government.

- 43 Un-ringfenced Single Local Growth Funds (also known as the Single Pot) will be introduced to support transport, housing and skills schemes in 2015 and, alongside EU funding, will align with LEP strategic plans.

- 44 Support will be provided for local authorities wishing to create 'combined authorities' for economic growth purposes, and emphasis will be placed on local authorities taking on accountability for local projects that LEPs support.

- 45 Each LEP will be assigned a senior Whitehall sponsor. In addition, 'local growth teams' will be created as a central point for Whitehall departments.

Transforming Whitehall in support of growth

- 46 All Whitehall departments will be expected to publish transparent growth commitments.

- 47 The functions of public bodies will be transferred to local levels and the private sector, for example the Small Business Research Initiative, whereby businesses are invited to find solutions to public sector challenges in a programme which is worth £100 million in 2013/14 and £200 million in 2014/15.

- 48 Ties will be improved between the civil service, businesses and representative bodies to deliver growth and central government procurement frameworks will be simplified and standardised.

Boosting government engagement with business

- 49 An industrial strategy will be taken forward by creating industrial strategy partnership councils around 11 key sectors (professional and business services; information economy; oil and gas; offshore wind; nuclear power; agri-tech; health; higher and further education; automotive; construction; aerospace).
- 50 Stronger links will be developed with researchers, universities and business to develop, support and maintain the UK's world class knowledge base.
- 51 Foreign and domestic investors will be engaged, including through the expansion of the Strategic Relationship Management programme.

Creating the conditions for long-term growth

- 52 Regulatory enforcement will be improved, to remove unnecessary burdens on business, and the EU Commission will be lobbied to reduce EU regulation.
- 53 The planning system will be reformed to improve speed and transparency and opportunities will be improved for the private sector to deliver infrastructure.

Fostering private sector growth

- 54 A business bank will be created to improve lending to small and medium sized enterprises.
- 55 Trade associations will be supported to become more effective and the competitiveness of manufacturing supply chains will be enhanced, with business schools encouraged to work more closely with local businesses.

Improving employment outcomes from the education and skills system

- 56 Post-16 vocational provision will be reformed to improve progression to employment or higher education and links will be improved between employers and education providers.
- 57 Underperforming schools will be challenged and the longer-term outcomes of education will be emphasised by publishing destination measures. Data will be published to ensure that local authorities reduce the numbers of young people not in education, employment or training (NEET) and UK immigration rules will be streamlined to enable businesses to recruit from abroad.

EU Funding and Transition Regions

- 58 EU funding plays a vital role in supporting sustainable, environmental, social and economic restructuring across the EU. The current funding period will close at the end of 2013 and the next period will begin in 2014. For the 2007-2013 period, these funds were worth approximately £13 billion to the UK – and specifically £8 billion for England.
- 59 The first major step in approving the EU budget for the 2014-2020 funding programme was achieved at the meeting of the European Council held in Brussels in February this year, subject to ratification by the European Parliament. The Structural Funds budget, which covers regional economic

development, sets the amount that the European Union will spend on addressing regional economic disparities after 2013.

60 In October 2012, the EU commission proposed that all areas within the EU are to receive funding in relation to three categories for the 2014-2020 period:

- More developed (regions with more than 90per cent of EU average GDP per capita)
- Transition Regions (regions 75per cent to 90per cent)
- Less Developed (regions with less than 75per cent)

61 Durham and Tees Valley possess a GDP of 78.5 per cent of the EU average which places the area firmly in the Transition Region Category – as such, the Durham and Tees Valley region will receive proportionally more funding than it had in the previous funding programme.

62 Attention has turned to how the UK government will allocate the funds awarded by the EU Commission. The government has indicated that no consultation is planned on the matter and Ministers will have the final say on the allocation. On 26 March 2013, the government announced the division of the total EU funds between the countries of the UK with England allocated €6,174 billion.

Single Local Growth Plan and EU Structural and Investment Strategy

63 As outlined in the government's response to Lord Heseltine's review, LEPs in partnership with their local authority members have been tasked, by government, to produce both the European Structural and Investment Strategy and strategic plans for the Single Local Growth Fund. In developing the plans, LEPs and local authorities will be expected to work with all relevant local partners. These multi-year plans will provide investment confidence for businesses and local authorities and build on any existing plans the local area has. They will also link up with on-going public programmes, for example existing City Deals or Enterprise Zones. Local authorities or other bodies, but not LEPs themselves, will deliver programmes and projects, ensuring that there are democratic and financial accountability structures in place.

64 The Single Local Growth Plan will be the basis on which the government negotiates deals with each area for new levers, resources and flexibilities. It needs to set out the area's vision, rationale, priorities, capacity and governance (including governance arrangements across its constituent local authority members). It will also include a high-level investment plan setting out anticipated activities and associated investment, as well as resources available from both local authorities and the private sector.

65 The Structural and Investment Funds are likely to start to be available to spend from around mid-2014, a year before the Single Local Growth Fund. Consequently, LEPs will need their Structural and Investment Fund Investment Strategies to be in place before completing negotiations with government over their full strategic plans for the Single Local Growth Fund. The preparation of the strategies will form a useful head start for the wider strategic economic plans.

- 66 LEPs will receive a notional allocation for 2014-2020 from the European Funds, but government departments will remain the managing authorities with regard to administering funds. The government will write to each LEP Chair shortly to give an indicative allocation to allow some degree of certainty to enable LEPs to start the strategy development process.
- 67 Each LEP and their partners will design a strategy which does all of the above as part of their wider plans for local growth. Initial priorities in relation to European funds are due in May 2013 and the individual Structural Fund and Investment strategies are due to be submitted to government in September which will form the partnership agreement between the UK and the European Union which will be submitted by the end of 2013. Final strategies for each LEP will be completed in January 2014 in time for the start of the operational programmes.
- 68 Further detail on how the government will take forward Lord Heseltine's recommendations is expected during the course of the year and the crucial question of how much government is prepared to devolve to the Single Pot will be answered in the spending review on 26 June.
- 69 As reported to Members in January 2013, the North Eastern LEP had commissioned Lord Adonis to chair an independent economic review for the North East. Lord Adonis presented the review findings on 11 April 2013 and a more detailed report on the conclusions and recommendations is included elsewhere on the agenda for this meeting of Cabinet. The report also covers the region-wide review of governance arrangements that the seven local authorities in the North East LEP area are undertaking. The review is considering functions that relate to economic development, regeneration and transport and will assess if the existing governance arrangements could be improved by the formation of a combined authority made up of the seven constituent authorities.

Planning

- 70 The Localism Act 2011 provides for the removal of the regional planning tier in a two-stage process. The first stage, to remove Part 5 of the Local Democracy, Economic Development and Construction Act 2009, which contains the regional planning framework, including Leaders' Boards, took effect when the Localism Act received Royal Assent on 15 November 2011. This prevents further strategies being created. The Act also provides the Secretary of State with an enabling power to revoke or partially revoke by order regional strategies outside London, constituting the second stage of the process.
- 71 In respect of the North East region, the Regional Strategy for the North East, which comprised of the regional spatial strategy - the *North East of England Plan Regional Spatial Strategy to 2021* published in July 2008 and the regional economic strategy - *Leading the Way Regional Economic Strategy for North East England 2006-2016* published in July 2006 were formally revoked on 15 April 2013 following an order laid before parliament.
- 72 The abolition of regional strategies reinforces the local plan as the keystone of the planning system and places responsibility on local authorities to tackle

cross-boundary, strategic matters in local plans through the duty to co-operate. In the absence of regional strategies, the statutory development plan comprises any saved county structure plan or local plan policies, adopted development plan documents and any existing neighbourhood plans.

- 73 The National Planning Policy Framework (NPPF), published in March 2012, confirmed that decision-takers could continue to give full weight to relevant policies adopted since 2004, "even if there is a limited degree of conflict with this framework", for 12 months following its publication. In other cases, and following the 12-month transitional period, due weight should be given to relevant policies in existing plans according to their degree of consistency with the framework. Decision-takers can also give weight to relevant policies in emerging plans.

Community Infrastructure Levy

- 74 In terms of the Community Infrastructure Levy (CIL), further amendments in the form of the Community Infrastructure Levy Amendment Regulations 2013 came into force on 25 April 2013. The regulations specifically introduce the requirement for charging authorities to pass a proportion of levy receipts to those town and parish councils where development has taken place. In un-parished areas (or where no community council exists), the charging authority will retain the funding, but will need to engage with communities where development has taken place and agree on how best to spend the neighbourhood funding.
- 75 A consultation on further CIL reforms to the levy has just closed. The consultation proposed that the date from which local authorities will be restricted in their use of section 106 agreements would be pushed back by a year.
- 76 Under existing regulations, local authorities will be restricted in their use of planning obligations for pooled contributions, under which they may seek financial contributions from up to five separate planning obligations to fund an item of infrastructure not intended to be funded by CIL, from 6 April 2014. The Department for Communities and Local Government (DCLG) has proposed to move the date to April 2015.
- 77 DCLG proposes to allow charging authorities to choose to accept provision of on-site or off-site infrastructure to fulfil a developer's CIL liability. Currently, local authorities can accept such payments in the form of land payments. However, the proposals would allow them to accept land payments, infrastructure provision or a combination of both.
- 78 DCLG also proposes to introduce a requirement for local authorities to demonstrate that they have struck an appropriate balance between the desirability of funding infrastructure from the levy and the potential effects of the levy on the economic viability of development across the area. Currently, local authorities must "aim" to strike such a balance and use "appropriate available evidence" to inform their decision.
- 79 Other proposals set out in the document include allowing differential rates based on the scale of a development, an extension of the consultation period for a draft charging schedule from a minimum of four weeks to a minimum of

six weeks and a requirement for local authorities to make their list of infrastructure they intend to fund by the levy available during the rate setting process.

Growth and Infrastructure Act

- 80 The Growth and Infrastructure Act 2013 received royal ascent on 25 April. The Act contains a series of reforms intended to boost growth and the provision of infrastructure, plus one clause whereby employers can offer employees shares in exchange for giving up some of their employment rights. The main elements of the Act and its associated measures are intended to:
- kick-start major infrastructure work with the removal of a regulatory barrier to a £160 million investment programme in the gas network;
 - giving developers of large scale business and commercial development the option to fast-track major projects while keeping community consultation;
 - speeding up super-fast broadband roll-out to local homes and firms.
- 81 In relation to housing, the Act allows the reconsideration of Section 106 agreements in relation to affordable housing and changes have been made to permitted development householder rights, which allow single-storey extensions of up to eight metres to be built on homes without the need for planning consent. An amendment to the Growth and Infrastructure Bill was introduced in the House of Lords in March 2013 that would have allowed councils to opt-out of relaxed home extension planning rules. However, the government won a vote in the House of Commons to reject it, by 286 votes to 259.
- 82 On 9 April 2013, the Secretary of State put forward a revised approach which included a “light-touch neighbours consultation scheme”. The compromise received the backing of the House of Lords on 22 April 2013. Under these proposals, which will require secondary legislation, homeowners wishing to build extensions under the new powers would have to notify their local council with the details. The council would then inform the adjoining neighbours. If no objections are made to the council by the neighbours within 21 days, the development could proceed. If objections are raised by neighbours, the council would consider whether the development would have an unacceptable impact on the neighbours’ amenity. There is no cost to the homeowner for this process which places an additional financial burden on local authorities.
- 83 The Act also includes other planning system changes, which include reducing the volume of extra paperwork required with a planning application, removing over-lapping development consent regimes that require multiple extra permissions from different government agencies and allow planning applications to go to the Planning Inspectorate where a council has consistently failed to meet statutory requirements to consider applications on time. In addition, legislation has been reformed on town and village greens to remove an overlapping consent process from the registration system which conflicted with the democratically accountable planning system. The existing strong protection for registered greens is unchanged.

- 84 Other elements of the Act include creating a new employment status of 'employee shareholder' and preventing unexpected rises in business rates over the next five years.

Neighbourhood Planning

- 85 Neighbourhood plans are a new right for communities to decide the future of the places where they live and work. It allows them to choose where they want new development to be built. They can have their say on what those new buildings should look like and what facilities should be provided. They can also grant planning permission for the new buildings they want to see go ahead.
- 86 A few support measures for neighbourhoods and local authorities have been announced in recent months. From 1 April 2013, local planning authorities will be able to claim for up to 20 designation payments (£100,000) in the financial year 2013 to 2014. The overall limit for designation payments in 2013 to 2014 has been set at £5 million. In total, local planning authorities can claim up to £30,000 for each neighbourhood plan. The first payment of £5,000 will be made following designation of a neighbourhood area, recognising the officer time supporting and advising the community in taking forward a neighbourhood plan. The second payment of £5,000 will be made when the local planning authority publicises the neighbourhood plan prior to examination. The third payment of £20,000 will be made on successful completion of the neighbourhood planning examination. This money recognises the duties that local authorities have in relation to neighbourhood planning. These are to provide advice and assistance, to hold an examination and to make arrangements for a referendum.
- 87 In addition, the Neighbourhood Planning Fund and Support Programme opened on 1 May 2013 and will last for two years. Groups will be able to bid for up to £7,000 each to help them produce their plan. The funding is underpinned by direct support and networking opportunities. Communities will be able to submit applications for support and grants from 1 May. The contract to deliver the new programme has been awarded to Locality, in partnership with the Royal Town Planning Institute, Planning Aid England, the Community Development Foundation, Urban Vision Enterprise, Eden Project and URS.

Skills, apprenticeships and vocational education

- 88 Alongside the Budget, the government launched a consultation on *The Future of Apprenticeships in England: Next Steps from the Richard Review*. On 3 April 2013, the government published a policy paper on skills, entitled *Rigour and Responsiveness in Skills*, which sets out the steps it proposes to take to ensure that education and training providers deliver the skills and qualifications which learners and employers want. In summary, this will be achieved through:
- a) raising standards by making the system more professional and intervening in poor provision;
 - b) creating traineeships to prepare young people for work;

- c) reforming and improving the quality of apprenticeships;
 - d) making qualifications relevant and valued;
 - e) using funding to make provision more responsive;
 - f) giving employers and individuals the information to make the right choices.
- 89 A key element of the action plan is to encourage LEPs to take a leading role by setting skills strategies for their areas, as part of their remit to achieve growth and development for their communities. In response to Lord Heseltine's report, the government intends to include an element of skills funding within the Single Local Growth Fund, to enable LEPs to influence local training and skills provision in their areas.
- 90 The government has also published a consultation document, *The Future of Apprenticeships in England: Next Steps from the Richard Review*, outlining its proposed response to Doug Richard's review of apprenticeships which was published in November 2012.
- 91 Mr Richard's principal recommendations were that apprenticeships should be redefined to focus where they can add most value, to strengthen the brand, to raise the level of ambition, and that the core of apprenticeships should be about the relationship between employers and the apprentice, with apprenticeships being redefined to focus on quality, rigour and transferability.
- 92 In response, the government proposes 14 points, including:
- a) apprenticeships must be available to all ages and enable an individual to gain both the skills to excel at their current job and the core competences to apply these skills to other jobs in their sector. Apprenticeships should also relate to a real job role, not simply train an individual in a generic set of skills and have a standard which is challenging and ambitious;
 - b) apprenticeships at level 3 will continue where the breadth and stretch of skill required for that job makes it suitable for an apprenticeship. However, it is envisaged that more apprenticeships will target achievement to a higher level and significant growth is expected to continue at level 4 and above;
 - c) such 'traineeships' will offer unemployed people aged 16 to 24 years a combination of extended work placements, work skills training, English and maths, and other support suited to enable them to prepare for apprenticeships and other employment opportunities;
 - d) a major overhaul in the structure of current apprenticeships is required to ensure that employers are at the centre of designing apprenticeship standards and qualifications, and that these should be focused on the outcome;
 - e) the statutory duty on schools to secure access to independent and impartial careers guidance for pupils in years 9 to 11 on the full range of post-16 education and training options, including apprenticeships, will be extended to years 8 to 13 from September 2013, to ensure that

young people get the advice they need at key transition points. An equivalent requirement will be extended to 16 to 18 year-olds in colleges through funding agreements.

- 93 On 11 April 2013, the government opened a consultation on 16-19 vocational education reform, seeking views on proposals to determine which level 3 vocational qualifications taken by 16 to 19 year-olds will be included in future performance tables.
- 94 This will be based on introducing two separate categories of vocational qualification – ‘applied general’ and ‘occupational’ and introducing set standards to merit inclusion in performance tables. Although the reforms will not prevent other qualifications being offered, only applied general and occupation qualifications which meet the standards will be recognised for inclusion in performance tables.
- 95 In the autumn this year, the government intends to publish a list of high value 16 to 19 vocational qualifications, which will then be updated on an annual basis, in the same way as the list for 14 to 16 year-olds has been since 2011.
- 96 The reform is expected to significantly reduce the number of courses counted in the school and college performance tables (currently about 4,000) and to lead to substantial changes to some qualifications in order to meet the new standards.
- 97 Given the scale of changes required, a lower ‘interim’ standard for a grace period of two years will be introduced to provide awarding organisations time to work with employers to redevelop qualifications to meet the full standard.
- 98 The consultation also seeks views on whether the government should fund learners who are over 19 to take vocational qualifications that meet the new characteristics, but do not conform to the Qualifications and Credit Framework (QCF).

Transport funding

- 99 As an update to the Cabinet reports in January and February 2013, bids went forward for three schemes to the Local Transport Body for the devolved Local Major Transport Scheme funding. The schemes included a new train station on the Durham Coast Railway Line at Peterlee/Horden; the Western Relief Road for Durham City and a combined bid for the Durham Urban Traffic Control System and a new Bus Station in Durham City. In total 21 schemes were submitted to the Local Transport Board for funding in the 2015-2019 period. An announcement is expected in July when the Local Transport Body will submit the preferred schemes to the Department of Transport following completion of the prioritisation and assurance process.
- 100 In February 2013, the council also submitted a bid to the New Stations Fund for a new train station on the Durham Coast Railway Line at Peterlee/Horden. In total 14 bids were made for the £20 million of funding. An announcement on the winning bids is expected shortly.

- 101 On 4 April 2013, £40 million of funding was announced by the Department for Transport (DfT) to improve dangerous routes and junctions. The money will be made available to improve the design and layout of roads at 78 locations across the country, with all schemes due for completion within the next 12 months. £3.29 million of funding has been announced for the North East including a grant of nearly £101,000 for improvements to routes east and south of Durham City.

Integrated Transport Block consultation

- 102 The DfT consultation which ran between 12 December 2012 and 6 March 2013 concerned the calculation and distribution of a capital block grant that the DfT allocates by formula to local transport authorities in England outside London. The grant is the Integrated Transport Block capital funding for small transport improvement schemes. The consultation closed on 6 March 2013. The government is currently considering responses and the new formula is proposed to be in place in time for the 2015/16 allocations. The council submitted a response to the consultation.
- 103 This funding is currently allocated by the DfT according to a needs formula based on six elements: deprivation, road safety, public transport, air quality, congestion and accessibility. It is proposed to amend the formula to incorporate new indicators based on a combination of performance, economic and environmental factors. The DfT has confirmed that there is no proposal to simplify the process, for example by distributing funding on a population basis. The consultation puts forward three options which the DfT invited comments on:

Option 1 – Formula based on need and improvement. This would involve splitting the formula so that, where possible, 75 per cent of funding is allocated according to the current needs-based formula and the remaining 25 per cent on the basis of continuous improvement using trend data;

Option 2 – Needs-based only. The current formula with the addition of carbon emissions and economic growth;

Option 3 – Formula based on need and improvement with additional data allocated using the formula for Option 1 above, with the addition of needs and trend-based carbon emissions and needs-based economic growth.

Integrated Transport Block Funding				
	Allocation 2014/15	Option 1	Option 2	Option 3
Durham	£4,475,000	£4,460,000	£4,287,000	£4,271,000
% change		-0.34%	-4.22%	-4.76%

- 104 It is worth noting that a separate consultation carried out by the DfT recently supported the distribution a devolved major scheme funding on a population basis. This is significantly at odds with the approach proposed in this consultation which has specifically ruled this option out.

Welfare reform

- 105 The welfare reform programme has continued at pace with the under occupancy charge (otherwise known as the 'spare room subsidy' or 'bedroom tax') coming into force and pilots for the benefits cap, Universal Credit and Personal Independence Payments (PIPs) commencing. However, the government's welfare reforms continue to cause controversy and there has been increasing media coverage of the changes and the consequences they will have on the individuals and communities affected.

Personal Independence Payments

- 106 The trials for the new Personal Independence Payment (PIP) award began on 8 April 2013 in Merseyside, north-west England, Cumbria, Cheshire and parts of north-east England including County Durham. From June 2013, the Department for Work and Pensions (DWP) expect to take new claims for PIP from all parts of the country.
- 107 On 31 January 2013, Ministers announced plans to amend the Regulations on PIP, to make clear that, when assessing whether an individual can carry out an activity, consideration must be given to whether they can carry out that activity safely, to an acceptable standard, repeatedly, and in a reasonable time period.
- 108 However, a legal challenge is currently being heard in relation to the mobility limits for the new PIP award. The claimant's case is that the official consultation did not state that the new PIP mobility limit was to be reduced from being able to walk for 50 metres to being able to do so for 20 metres.

Universal Credit

- 109 On 11 February 2013, the DWP published a consultation document on the Universal Credit Local Support Services framework. This sets out a high level approach to building local delivery partnerships to support the implementation of Universal Credit, including funding to cover the incremental costs of supporting the transition to UC and incentives for local partners, working together, to help claimants move towards self-sufficiency and independence. The framework is to apply to phase two of the Universal Credit programme from October 2013 to 2014, however the government has indicated that they will amend the document in light of the pilots and will provide a refreshed version for 2014/15.
- 110 The plans for the introduction of UC continue to generate controversy amid concerns about the realism of implementing such a significant change in the timescales initially envisaged. Since the last update to Cabinet on 9 March 2013, a new programme manager, Howard Shiplee has been appointed to oversee the implementation, however there continue to be reports in the press regarding the ability of the project to be delivered on time, particularly in relation to the complex new ICT systems that are required.
- 111 Some commentators have noted a shift in government terminology relating to UC, from 'digital by default' (with 80 per cent of applications planned to be

made online) to 'digital as appropriate'. In part, the change is seen as reflecting concerns about the readiness of the ICT systems, but it also reflects concerns over the IT literacy of some claimants. For example, the results from Dumfries and Galloway which is one of the pilot areas, indicate that the number of benefit claimants using the online service fell during the trial, while paper applications have increased.

- 112 Some of these concerns have been highlighted in the Communities and Local Government Select Committee's report reviewing the implementation of welfare reform by local authorities. The Committee concluded that the transition to Universal Credit may leave the benefit system vulnerable to fraud due to issues with the ICT systems supporting the new credit. The Committee also highlighted the difficulties faced by local authorities in terms of supporting the implementation and the additional risks faced by authorities through increased rent arrears and non-payments.
- 113 Evidence from the pilot areas has shown significant increases in rent arrears in some areas. For example, arrears among tenants of Wakefield and District Housing in West Yorkshire have increased from an average of two per cent to 11 per cent in the pilot projects. Similarly, Bron Afon Community Housing in south Wales has reported a 50 per cent increase in arrears, while pilot projects in Edinburgh, Oxford and Southwark are reporting 30 per cent increases.
- 114 Further doubts regarding the UC programme have also been raised in the press following the announcement on 28 March that the DWP would only progress one of the planned four Universal Credit pilots in April 2013, with the start dates for the remaining pilots put back to July 2013.

Benefit Cap

- 115 The pilots for the Benefit Cap began in four London authorities - Bromley, Croydon, Enfield and Haringey at the beginning of April.
- 116 Initial estimates provided in April 2012 by the DWP on the impact of the benefit cap, indicated that 56,000 households in the UK were expected to be affected by the cap. The DWP has reviewed and updated their figures and their latest estimate is that around 40,000 households will now be impacted.

Housing benefit

- 117 The proposed changes to housing benefit have raised concern and comment. On 26 March 2013, the Public Accounts Committee published a report on the reforms and concluded that:
- a) the department is relying on a 'wait and see' approach to identify the impact of housing benefit reform on issues such as homelessness;
 - b) awareness of the reforms and their impact was worryingly low;

- c) the housing benefit reforms are designed to save £6.2 billion by 2014/15, but the delivery of these savings is uncertain, and indeed the costs of funding housing benefit could increase when social rents rise;
- d) it is not clear whether the increased funding to local authorities will be enough to help claimants as the reforms are implemented through Discretionary Housing Payments.

118 To support the implementation of online housing benefit claims, the government has announced a new 'Digital deal' fund for social landlords to run innovative projects for tenants to encourage the development and improvement of online skills.

Social Sector Size Criteria (SSSC)

119 The government announced on 12 March 2013 that they would amend the rules relating to Discretionary Housing Payments to ensure that there was additional protection for those serving in the armed forces and for foster families. Following a judicial review brought by Burnip, Trengrove and Gorry related to disabled children being required to share rooms under the proposed changes, the Secretary of State made a statement on 13 March that the rules would be changed to allow local authorities to enable these children to have their own rooms. The final amended guidance was published on 2 April 2013.

Independent Living Fund

120 A judicial review was launched regarding the legality of the decision to close the Independent Living Fund from 2015.

121 The challenge was based on the allegation that there had not been clear reasons given for closing the fund, the consultation featured inadequate information on the differences between the fund and local authority assessment and provision, and there has not been proper assessment of the impact of the change on disabled people's ability to live and work independently.

122 The application for review was been turned down by the court, with the judge concluding that although there were many issues outstanding relating to the fund, the consultation process had been lawful.

New Burdens funding

123 The DWP has announced it is to distribute £24.1 million of New Burdens funding to local authorities for 2013/14, relating to four different aspects of the government's welfare reform programme:

- Implementation of Universal Credit (£500,000);
- Reductions to Local Housing Allowance (£6.2 million);

- Removal of the 'spare room subsidy', also known as the 'bedroom tax' (£7.5 million);
- Introduction of the overall benefit cap (£9.9 million).

124 The council has been allocated £182,262 from the funding.

NHS and public health reform

125 Members received a comprehensive briefing on progress with NHS and public health reforms at the meeting of Cabinet on 10 April 2013. A key development has been the publication of the Francis Inquiry report into care provided by the Mid Staffordshire NHS Foundation Trust. The report included recommendations to improve patient involvement and feedback and arrange staff listening events across the NHS, revise the NHS Constitution to make it more patient-focused, and ensure that healthcare staff undertake frontline work experience before embarking on their training, so that they have an inclination towards patient care and understand what a career in healthcare entails.

126 A further report on progress with the health reforms will be brought to Cabinet on 17 July 2013.

Care and support reform

127 In the Budget, the government confirmed plans to introduce a new funding model for adult social care, based on the Dilnot recommendations. There will be a cap of £72,000 on the costs an individual has to pay to meet their eligible care and support needs, and there will be an extension to the asset threshold in the financial means test for residential care, from £23,250 to £118,000. The government also announced that the commencement date for the new system would be brought forward by a year to 2016.

128 Working closely with the Department of Health, the Local Government Association (LGA) has set up a Dilnot Implementation Group, which met for the first time on 11 April 2013. The group will develop the LGA's approach to the implementation of funding reform, including the capped cost model, deferred payment agreements, information and advice, engagement on the legislative framework for funding reform and on the consultation which is due to begin in the summer of this year.

129 The Queen's speech on 8 May 2013 outlined a draft Care Bill to modernize more than 60 years of care and support law into a single, clear legal statute. The bill will reform care and support funding by creating a cap on care costs and extend the means test threshold for financial assistance. Carers will have a right to receive support from their local council, who will have a duty to meet carers' eligible needs for support. A new adult safeguarding framework will also be introduced. Continuity of care will also be ensured when people move between local authority areas. There will also be a new legal entitlement for everyone to a personal budget, providing greater choice and control.

Integrated Care and Support

- 130 On 13 May 2013, the Department of Health published *Integrated Care: Our Shared Commitment* and sent a letter of invitation to local authority chief executives, chairs of Health and Wellbeing Boards, clinical commissioning group (CCG) clinical leads and provider chief executive officers across the social care and health system, inviting expressions of interest from local areas to become integration 'pioneers' in integrating health and social care services.
- 131 It is intended that pioneers will work across the whole of their local health, public health and social care systems and alongside other local authority departments and voluntary organisations as necessary, to achieve and demonstrate the scale of change which is required to integrate health and social care services. Local areas could consist of the area covered by a particular CCG or a local authority, or a larger footprint in which different authorities and health bodies work together to enable integrated services. The size of area needs to be sufficient to enable integration on a scale which will make a real difference.
- 132 Expression of interests have to be submitted by 28 June 2013 and the issue is being considered later this month by the County Durham Health and Wellbeing Board, which includes the Corporate Director, Children and Adults Services and relevant portfolio holders.
- 133 This is the first call for expressions of interest and the government expects there will be further calls in future years as momentum builds and progress is made across England.

Children and families

Children and Families Bill

- 134 On 4 February 2013, the Children and Families Bill was introduced to parliament and received its first reading. The bill which was first announced in the Queen's Speech in May 2012 aims to improve provision for children with special educational needs, reform court processes involving children, strengthen the role of the Children's Commissioner and make parental leave more flexible.
- 135 The Bill will allow for:
- a) current special educational needs assessments to be replaced by a single, simpler 0 to 25 assessment, with full statutory protections;
 - b) personal budgets to be given directly to parents and young people, and local authorities and health services to jointly plan and commission services;
 - c) delays in adoption proceedings to be reduced, by downgrading the priority given to finding an ethnic match between the child and his or her prospective adopters;
 - d) changes to family law that will see care cases completed within six months, the removal of unnecessary processes in family proceedings,

and greater focus placed on ensuring children have a relationship with both their parents after family separation;

- e) the introduction of flexible parental leave, which will allow parents to share caring responsibilities in a manner of their choice;
- f) the Office of the Children's Commissioner to be granted greater powers to protect children's rights, and to become more independent from Ministers, with the power to carry out assessments on the impact of policies and legislation on children.

136 At the end of last year the government set out a package of reform measures aimed at improving adoption support. *Supporting Families who Adopt* includes proposals to:

- a) give adoptive parents the same rights to pay and leave as birth parents;
- b) publish an Adoption Passport informing adoptive parents about what support they can expect; and
- c) pilot personal budgets which will enable parents to have a freer hand in choosing the right support for their family.

137 On 24 January 2013, the Minister for Children and Families announced *Further Action on Adoption*, the government's next steps in tackling delays in the adoption process.

138 In order to speed up the adoption approval process and increase the number of approved adoptors, the following measures were announced:

- a) A new legislative power which would allow the Secretary of State if required, to require local authorities to seek approved adoptors from other organisations;
- b) Returning to local authorities the £150 million Early Intervention Grant topslice, announced in the Local Government Settlement for 2013-14, in the form of the Adoption Reform Grant, to help to secure reform of the adoption system. The grant will be in two parts. £100 million will not be ring-fenced and will be available to local authorities to support adoption reform. It will enable local authorities to target funding at the entire adoption process and the specialist support children need. Local authorities will retain the discretion to use this funding to address their highest priority needs, such as the major backlog of children waiting for adoption. The remaining £50 million will be ring-fenced to support local authorities to address structural problems with adopter recruitment, particularly the uneconomic fee that local authorities are charged for adoptors approved by other authorities which is lower than that charged by voluntary adoption agencies. It will also help in the search for adoptors willing and able to take children who are more difficult to place, and so tend to wait longer for new homes.

- c) A new £1 million grant to the Consortium of Voluntary Adoption Agencies to enable it to pump-prime local voluntary adoption agencies to recruit more adopters. The grant which has been available since February 2013 is intended to make it easier for agencies to take more innovative and collaborative approaches to adopter recruitment.

Statutory guidance for local authorities on the participation of young people in education, employment and training

- 139 On 21 March 2013, the government published statutory guidance for local authorities on the participation of young people in education, employment or training.
- 140 The guidance relates to two new duties placed on local authorities in relation to 16 to 17 year olds, under Part 1 of the Education and Skills Act 2008:
 - a) To promote the effective participation in education or training of 16 to 17 year olds, with a view to ensuring that such people fulfil the duty placed on them to participate in education or training;
 - b) To make arrangements to enable a local authority to establish the identities of 16 to 17 year olds belonging to its area, but who are failing to fulfil the duty place on them to participate in education or training.
- 141 The guidance primarily identifies the key responsibilities of local authorities in relation to raising the participation age and promoting the participation of 16 and 17-year-olds. In the main, it leaves it to local authorities to decide what arrangements they make to meet the needs of pupils and ensure that sufficient appropriate opportunities are available. These opportunities should be made available within existing budgets and funding routes.
- 142 Councils are expected to take a local leadership role in working with local partners including schools, colleges, Jobcentre plus and training providers to ensure that young people fulfil the new duty to participate placed on them and that there are sufficient opportunities to do so.
- 143 Currently, Part 1 of the Act places a duty on all young people to participate until the end of the academic year in which they turn 17. From 2015, this will rise to their 18th birthday.

Safeguarding

- 144 On 15 April 2013, revised statutory guidance, *Working Together to Safeguard Children (2013)* came into effect.
- 145 The new guidance streamlines previous guidance documents to clarify the responsibilities of professionals towards safeguarding children and strengthens the focus away from processes and onto the needs of the child.
- 146 It emphasises that effective safeguarding systems are those where:

- a) the child's needs are paramount, and the needs and wishes of each child, should be put first, so that every child receives the support they need before a problem escalates;
- b) all professionals who come into contact with children and families are alert to their needs and any risks of harm that individual abusers, or potential abusers, may pose to children;
- c) all professionals share appropriate information in a timely way and can discuss any concerns about an individual child with colleagues and local authority children's social care;
- d) high quality professionals are able to use their expert judgement to put the child's needs at the heart of the safeguarding system so that the right solution can be found for each individual child;
- e) all professionals contribute to whatever actions are needed to safeguard and promote a child's welfare and take part in regularly reviewing the outcomes for the child against specific plans and outcomes;
- f) local areas innovate and changes are informed by evidence and examination of the data.

147 The principal changes to the previous guidance are that:

- a) Local Safeguarding Children Boards (LSCBs) should publish a 'threshold document' that includes the criteria for when a case should be referred to local authority children's social care and statutory services and the process for the early help assessment and the type and level of early help services to be provided;
- b) within one working day of a referral being received, a local authority social worker should make a decision about the type of response that is required and acknowledge receipt to the referrer. A maximum timeframe has been set for the assessment to conclude, such that it is possible to reach a decision on next steps, while acknowledging that depending on the needs of the particular case, the assessment may need to be done more quickly;
- c) local authorities, with their partners, should develop and publish local protocols for assessment;
- d) every LSCB should have an independent chair;
- e) LSCBs should maintain a local learning and improvement framework which is shared across local organisations who work with children and families;
- f) reviews should be conducted regularly, not only on those cases which meet statutory requirements, but also on other cases which can provide valuable lessons about how organisations are working together to safeguard and promote the welfare of children;

- g) the different types of review have been clarified and there is no longer any requirement for organisations to undertake Individual Management Reviews (IMRs);
- h) a national panel of independent experts on Serious Case Reviews (SCRs) will advise LSCBs about the initiation and publication of SCRs;
- i) the guidance emphasises that a Serious Case Review should always be carried out if a child dies by suspected suicide (and abuse or neglect was believed to be a factor);
- j) LSCBs may use any learning model which is consistent with the principles in the guidance, including the systems methodology recommended by Professor Munro;
- k) final reports of SCR findings must be published on the LSCB's website for a minimum of 12 months. The reports should provide a sound analysis of what happened in the case, and why, and what needs to happen in order to reduce the risk of recurrence;
- l) be written in plain English and in a way that can be easily understood by professionals and the public alike; and
- m) be suitable for publication without needing to be amended or redacted.

Education

Inspection of local authority education support services

- 148 On 5 February 2013, the Office for Standards in Education, Children's Services and Skills (Ofsted) published a consultation, *A good education for all: inspection of local authority services*, on a proposed new framework for the inspection of local authority services for supporting improvement in schools and other providers.
- 149 Ofsted intends to introduce what it describes as 'a sharply focused and bespoke inspection framework' to evaluate the effectiveness and impact of education and training functions provided by local authorities, where schools and other providers are not yet good or where they are not improving quickly enough.
- 150 In summary, the new framework will be based on the following:
- a) Ofsted will carry out individual inspections of the education and training function of local authorities where information about schools and other providers in that area indicates that standards and effectiveness are either too variable or not yet good;
 - b) Inspection will be focused only on where it is needed most. Ofsted will develop an inspection framework for those local authorities that are identified for inspection. It is not intended to inspect all local authority education functions to either a prescribed and/or regular interval;

- c) Ofsted will not use the current four-point scale to judge effectiveness (that is, outstanding, good, requires improvement or inadequate), but instead will evaluate the strengths and weaknesses of the functions inspected and consider whether they are being exercised effectively or not;
- d) Inspectors will report against a published evaluation schedule, which will specify quality criteria. Consultation events and the outcomes of a good practice survey will influence the development of this;
- e) Ofsted will report and publish the findings in a letter rather than in a lengthy report;
- f) For those local authorities deemed not to be exercising their duties effectively, inspectors will consider whether the local authority will require re-inspection after a suitable interval.

151 Ofsted is yet to publish the results of the consultation, although it is understood that it intends to implement the new framework in the near future.

Secondary school performance data

152 On 7 February 2013, the government opened a consultation on *Secondary school accountability*, outlining proposals to help parents and the public to hold schools to account for their performance by publishing more data on how schools perform in relation to pupil attainment and tracking performance over time.

153 The current performance measure floor standard is based on the five A*-C including English and mathematics measure. The government believes that this is too narrow a measure and can encourage an excessive focus on pupils around the 'C/D' grade boundary at GCSE to the detriment of others.

154 The proposal is to publish more extensive data about secondary school performance through a new schools performance data portal website. This would include:

- a) a measure showing the percentage of pupils achieving a 'pass' in English and mathematics. This measure would be part of a new floor standard for performance;
- b) an 'average point score 8' measure, which would have one slot reserved for each of English and mathematics, and three slots reserved for other English Baccalaureate (EBacc) subjects: sciences, computer science, geography, history and languages. The remaining three slots could be taken up by further qualifications from the range of EBacc subjects, or any other high value arts, academic, or vocational qualifications (as set out on the Department's list of vocational qualifications approved for inclusion in performance tables).

155 A key progress measure would be based on these eight qualifications, and calculated using a value added method, using end of Key Stage 2 results in English and mathematics as a baseline. This progress measure would be part of the new floor standard.

- 156 Schools would have to meet a set standard on both the threshold and progress measure to be above the floor.
- 157 In addition, sample tests in Key Stage 4 would be introduced to track national standards over time.
- 158 The results of the consultation are expected to be published later this summer.

Schools capital funding

- 159 On 1 March 2013, the Secretary for State for Education announced details of capital funding that will be made available to create new school places and to carry out maintenance and repair work to existing school buildings.
- 160 He confirmed that the government would allocate capital funding for basic need of £1.6 billion covering the two years 2013/14 and 2014/15, an increase of £200 million from 2012/13.
- 161 He also announced the launch of a Targeted Basic Need Programme, funded by an additional £982 million announced in the Autumn statement for investment in schools in England over the remainder of this parliament. The programme will fund new school places in areas that need it most and will offer additional support to those local authorities experiencing the greatest pressure on places, helping them to prepare for further rises in pupil numbers. The programme will deliver new academies and free schools, as well as enabling investment to expand existing good and outstanding schools.
- 162 Local authorities will be able to bid for funding to increase the number of school places available in areas with the most acute levels of need. All new schools will open as academies or free schools and successful local authorities will be required to run a competitive process in order to select the best provider. This will enable greater parental choice where it is most needed, thereby driving up standards across the local area.
- 163 An additional £1.2 billion will be made available in 2013/14 to local authorities and academies to maintain and improve the condition of existing school buildings across the country.
- 164 £80 million has also been allocated for capital funding for 16-19 provision for 2013/14 and 2014/15 to maintained schools, Academies, sixth form colleges and independent specialist providers, to fund additional places needed as a result of demographic changes.
- 165 County Durham has been allocated £10,119,099 in 2013/14 from the allocation for Devolved Formula Capital and maintenance, of which £8,277,228 would come to the council with the remaining going to the voluntary aided sector. A further £433,606 has been allocated to the county for Basic Needs over two years: £216,803 per year for 2013/14 and 2014/15.

University tuition fees

- 166 On 11 March 2013, the Minister for Universities and Science confirmed that tuition fees and tuition loans for full time students would be maintained at the same level for 2014/15 as in 2013/14 - £6,000 and £9,000 respectively.
- 167 The same applies for part time students where tuition fees and tuition loans have been frozen at £4,500 and £6,750 in 2014/15.

Local authority responsibilities in relation to early education and childcare

- 168 On 25 March 2013, the government published a consultation on proposed changes to the role of the local authority in early education and childcare.
- 169 It wants local authorities to focus on ensuring that all two, three and four-year olds, particularly the most disadvantaged, take up their entitlement to funded high-quality early education.
- 170 In order to facilitate this, the government proposes to make the following changes, either by introducing legislation at the earliest opportunity, or through statutory guidance:
- a) Guarantee an offer of funding for all providers of a quality assessed by Ofsted, or an inspection body approved by the Secretary of State, as 'satisfactory', 'good' or 'outstanding' where there is an eligible child wanting to take up an early education place;
 - b) Guarantee an offer of funding for new early education providers, which have been registered with Ofsted, prior to their first full Ofsted inspection;
 - c) Limit the extra conditions that local authorities can place on private, voluntary and independent (PVI) early education providers in order for them to qualify for funding to deliver places;
 - d) Remove the existing duty on local authorities to secure information, advice and training for childcare providers, but give local authorities power to offer it; and
 - e) Reform the early education funding system, by encouraging local authorities to simplify their funding formulae and to limit the amount of centrally retained spend.
- 171 The results of the consultation and the government's response are expected to be published in early June 2013.

Remand and youth custody

- 172 In January 2013 the government consulted on amending the Care Planning, Placement and Case Review Regulations 2010, in the light of the Legal Aid, Sentencing and Punishment of Offenders Act 2012, which placed a responsibility on local authorities towards all young people who have been

remanded into either local authority or youth detention accommodation, such that they are considered to be looked after.

- 173 The Care Planning Regulations have subsequently been amended to take this change into account for children who become looked after solely as a result of being remanded.
- 174 The Act also introduced a new remand framework for young people appearing before the courts and allowed for the transfer of funding responsibilities from the Youth Justice Board (YJB) to local authorities for all young people remanded to youth detention accommodation (YDA) and for the transfer of 'New Burdens' funding from the YJB to local authorities to 'offset' these burdens.
- 175 The new remand framework places a young person remanded to Youth Detention Accommodation, into one of three 'sectors' of accommodation:
- i. Secure Children's Home (Local Authority);
 - ii. Secure Training Centre (Private);
 - iii. Young Offenders Institution (National Offender Management Service, Prison Service).
- 176 The placement decision is taken by a national body, the YJB Placement Service based upon advice provided by County Durham Youth Offending Service (CDYOS) who undertake assessments on all young people remanded to Youth Detention Accommodation.
- 177 Prior to the implementation of the new remand framework, young people placed in Young Offenders Institutions were not 'looked after'.
- 178 In February 2013, the Ministry of Justice published a consultation on transforming youth custody, describing the government's plans for placing high quality education at the centre of youth custody. Plans for reform will see young people appropriately punished while at the same time learning to take responsibility for their actions and gaining the skills and qualifications they need to lead productive, law-abiding lives.

Supporting victims of crime

- 179 On 29 March 2013, the government issued a consultation on *Improving the Code of Practice for Victims of Crime*, with the aims of giving victims clearer entitlements from criminal justice agencies and better tailoring services to individual needs.
- 180 Proposals include:

Victims' entitlements

- a) a clear statement of what information, services and support victims are entitled to at each stage of their journey throughout the criminal justice system;
- b) retaining an enhanced service for all vulnerable and intimidated victims and increasing the age from 17 to 18 for those automatically considered vulnerable;
- c) extending the enhanced service to three categories of victim most in need: victims of the most serious crimes, vulnerable or intimidated victims and the most persistently targeted victims;
- d) including an entitlement in the revised code for these victims to be referred to pre- and post-trial therapy, following discussion with the practitioners handling their case;
- e) entitling victims to receive information from agencies at key stages of the process and for victims to discuss with the agencies involved how often they wish to receive updates on the progress of the investigation;

Duties on criminal justice agencies

- f) updating the code to reflect best practice and to allow for more innovation so that criminal justice agencies can tailor services according to individual need;
- g) placing a duty on the police to conduct a "needs assessment" with all victims of crime to establish what support or information they need to help them cope and recover;
- h) extending the code to apply to the new Police and Crime Commissioners (PCCs) and exploring whether the PCCs could play a role in monitoring and overseeing the duties under the code carried out by the local police force in their area;

Specific entitlements for children and young people

- i) including a section dedicated to victims under the age of 18, with a transparent set of entitlements which is easy and accessible for children and young people, parents and guardians to understand and a clear set of duties for criminal justice agencies, so it is clear what information and support is needed in order to meet the entitlements for victims under the age of 18;

Victim Personal Statements

- j) including the Victim Personal Statement (VPS) in the code, in order to increase the offer and take up rate, and strengthen the victims' voice in the court;

- k) encouraging local police forces in England and Wales to extend the use of Community Impact Statements in their local area;

Businesses

- l) enabling businesses of all sizes (and not just small businesses) to make an impact statement (in effect a VPS for businesses);

Information on restorative justice

- m) including a separate section which provides information on restorative justice (RJ) for victims of adult offenders. The police and Youth Offending Teams will be under a duty to signpost and offer information on RJ to victims, where available. They will have a duty to assess the suitability of RJ based on the particular sensitivities of the case and/or the vulnerability of the victim. This will ensure that the necessary safeguards are in place for the victim, particularly for victims of domestic abuse or a sexual offence or violence. The police will also have a duty to ensure that, where RJ is available, adequately trained facilitators are provided and that necessary security measures are taken so that the victim is not 're-victimised' by the RJ process;

Means of redress (complaints process).

- n) proposing that all service providers under the code should have a clearly identified complaints process through which victims can complain. Agencies must provide victims with information on their complaints process on request and contact details of the person dealing with their complaint.

Community Safety Fund

- 181 In February 2013, the government published details of the Community Safety Fund, which Police and Crime Commissioners (PCCs) will be able to use to tackle drugs and crime, reduce re-offending, and improve community safety in their force area. In 2013-14, in addition to Home Office Police Main Grant and other specific Home Office police grants (such as Counter Terrorism Policing Grant), PCCs will receive funding from the new Home Office Community Safety Fund (CSF). The CSF will be un-ringfenced and PCCs will be able to use it to commission services that help tackle drugs and crime, reduce re-offending, and improve community safety in their force area. Funding allocations are based on the existing distribution of drugs, crime and community safety grants across police force areas. However, the CSF is a new funding stream which PCCs have the freedom and flexibility to use as they see fit to support their wider crime prevention priorities.
- 182 Given the introduction of the CSF, the vast majority of existing Home Office drugs, crime and community safety funding streams ended in March 2013. This included:
- Drug Interventions Programme (DIP);

- DIP Drug Testing Grant;
- Community Safety Partnership Funding;
- Youth Crime and Substance Misuse Prevention activities;
- Positive Futures;
- Communities against Gangs, Guns and Knives;
- Ending Gang and Youth Violence programme;
- Community Action Against Crime: Innovation Fund.

Carbon reduction and waste

- 183 On 19 February 2013, the government announced a new £37 million programme to support the up-take of electric vehicles. Measures to be introduced include:
- a) up to £13.5 million for a 75 per cent grant for homeowners in the United Kingdom wishing to have a domestic chargepoint installed;
 - b) an £11 million fund for local authorities in England to:
 - install on-street charging for residents who have or have ordered a plug-in vehicle but do not have off-street parking - authorities can apply for up to 75 per cent of the cost of installing a chargepoint;
 - provide up to 75 per cent of the cost of installing rapid chargepoints in their areas around the strategic road network;
 - c) up to £9 million available to fund the installation of chargepoints at railway stations;
 - d) up to £3 million to support the installation of chargepoints on the government and wider public estate by April 2015;
 - e) a commitment to review government buying standards (mandatory for central government departments) to lower the fleet average CO₂/km of new cars and encourage the uptake of plug-in vehicles in central government.
- 184 On 11 March 2013, the government issued a consultation and call for evidence in order to inform the development of the waste prevention programme for England, which is due to be published by the end of this year.
- 185 Its intention is that the programme will:
- a) help businesses recognise and act upon potential savings through better resource efficiency and preventing waste, to contribute to a more sustainable economy;

- b) make it easier for people to find out how to reduce their waste, and how to reuse items they no longer want;
- c) support action by local and central government, businesses and civil society to capitalise on these opportunities.

186 Although primarily a call evidence, the consultation does set out a number of proposed priority areas where the government wants to focus effort including food waste, textiles, construction and demolition waste, paper and card, chemical and healthcare sector wastes, furniture and bulky items (particularly from households) and waste electrical and electronic equipment. It also seeks views on a number of alternative performance measures to monitor progress on waste reduction.

187 The Corporate Director, Neighbourhood Services submitted evidence in response to the consultation.

Public services reform

188 In December 2013, the Communities and Local Government Select Committee published a report on the government's programme for mutual and cooperative approaches to delivering local services.

189 This followed policy commitments in the 2011 Open Public Services White Paper, to encourage the establishment of employee mutuals and co-operative organisations to empower frontline workers and increase the diversity of providers of public services.

190 The Select Committee's report flagged that whilst there was interest from the local government sector in establishing mutuals to improve the quality and efficiency of service delivery, there was confusion about the government's programme and a sense that the two principal sponsoring departments – the Cabinet Office and the Department for Communities and Local Government were not working in step. As a consequence, while mutual organisations were being established, they were not being done so in great numbers and therefore, there was considerable scope to improve the programme.

191 On 7 February 2013, the government published its response, reiterating its commitment to promoting the establishment of mutuals and pointing towards the Mutual Support Programme and the implementation of the Community Right to Challenge as providing greater opportunities and support for the creation of mutual-based service providers.

192 Following on from the government response, on 14 February 2013, the Cabinet Office announced that a further 20 potential employee mutuals spinning out from the public sector were to receive support from the £10 million Mutual Support Programme.

193 The most recent awards will fund the provision of consultancy support and advice to fledgling mutual organisations in a diverse range of services:

- a) £93,000 for Knowsley Youth Services and Knowsley Youth Rights and Participation Services, which deliver youth services on behalf of

Knowsley Council. The support package from Public Service Mutuals with the 'Co-op', will assist these two services in developing robust business plans and options appraisal for exploring spinning out from the council.

- b) £45,000 for Spiral Health CIC, a nurse led rehabilitation centre which spun out from Blackpool Teaching Hospitals NHS Foundation Trust in April 2012 to become a social enterprise. The funding provided a support package from 'Make it Happen', an SME with under 20 employees, to enable Spiral to identify where and how they can expand their business, make savings and win future contracts.
 - c) £46,000 for Oldham Borough Council who are currently exploring the option of mutualising their adult social care services. This award provides them with support for business planning and market assessment. Mouchel, with SME SCA Group and Turning Point, successfully won the contract to deliver this support.
 - d) £20,000 worth of support for adult education services at Gloucestershire County Council, who are keen to explore mutualisation as a possible option for service delivery. The support package from Mutual Ventures, an SME, is providing them with business planning advice.
- 194 On 4 March 2013, the Communities and Select Committee launched a follow-up enquiry into community budgets, where government funding is devolved and pooled by local organisations and partnerships to work together to develop local solutions to local problems.
- 195 Reflecting on community budget pilots for troubled families, total place and neighbourhoods the committee has asked for views on the prospects for extending the approach more widely, the willingness of Whitehall departments to work with local areas and how community budgets can maximise the use of resources for the co-design and co-production (shared delivery) of services, when resources are being cut and constrained.
- 196 On 21 March 2013, the government invited expressions of interest from local authorities to participate in a community budgets network designed to share best practice from the community budget pilots and to support areas to transform public services and remove barriers to reform.
- 197 This was followed a week later by the launch of a complementary £9.2 million Transformation Challenge Fund, which is intended to support local authorities, including fire and rescue authorities, that are at the cutting edge of innovation in service transformation and that are 'going further and faster in re-engineering service delivery and achieving efficiencies'.
- 198 Multi-authority and single authority awards are available from the challenge fund, with interested parties encouraged to submit bids by 14 July 2013. An announcement on successful bids will be made later in the summer with funding awards commencing in 2014/15.

Queen's Speech

199 The state opening of parliament took place on 8 May 2013 and in the Queen's speech, 29 new bills and measures were announced. Of particular note for the council are the following:

- a) A National Insurance Contributions Bill to reduce employer National Insurance Contribution (NIC) costs and fight abusive tax schemes by extending the General Anti-Abuse Rule to cover NICs;
- b) A Deregulation Bill to repeal unnecessary legislation and remove regulatory burdens on businesses, civil society and public bodies, to facilitate growth;
- c) A Draft Consumer Rights Bill to make consumer rights clearer and update the law to take account of digital purchases;
- d) A Local Audit and Accountability Bill to close the Audit Commission and introduce a new local audit framework;
- e) A Care Bill to reform how care and support is paid for by introducing a cap (expected to be £72,000) on how much people have to contribute towards their care costs;
- f) A Pensions Bill to introduce a new flat rate state pension system, set above the basic means test, to replace the current two-tier basic and second state pension. The Bill will also increase the state pension age to 67;
- g) An Immigration Bill to curb access to certain public services for recent immigrants and will specify that foreign criminals shall, except in extraordinary circumstances, be deported;
- h) An Offender Rehabilitation Bill to extend statutory supervision after release to offenders serving custodial sentences of less than 12 months;
- i) An Anti-Social Behaviour, Crime and Policing Bill to streamline the existing powers to deal with anti-social behaviour and to strengthen the law for tackling dangerous dogs;
- j) A Gambling (Licensing and Advertising) Bill to require all gambling operators selling into the British market, whether based in the UK or abroad, to hold a Gambling Commission licence;
- k) Childcare - plans will be developed to help working parents with childcare, increasing its availability and helping with its cost;
- l) National curriculum - the government will proceed with plans for a new national curriculum;
- m) Exam system - plans for new style GCSEs from 2015/16 and A level assessment reform, to create a "world class exam system";

- n) Teachers' pay - the government wants to create greater flexibility in pay for teachers;
- o) Traineeships and apprenticeships - steps will be taken to ensure it becomes typical for those leaving school to start a traineeship or apprenticeship, or to go to university;
- p) Mortgages/Help to Buy - the government is committed to implementing further help for more people to own their own home;
- q) Scotland within the United Kingdom - the legislative programme reiterates the government's commitment to make the case for Scotland to remain part of the United Kingdom.

Consultations

- 200 The council constantly monitors consultations and calls for evidence and officers consider opportunities to respond via the Improvement Planning Group which meets on a fortnightly basis.
- 201 Since the last report to Members and up until 30 April 2013, the government issued 129 consultations and calls for evidence. The council responded to 16 of these as follows:
- a) Consultation on proposed amendments to individual pupil information prescribed persons regulations;
 - b) Consultation on measuring child poverty;
 - c) Street trading and pedlary laws – consultation on draft regulations to repeal the Pedlars Acts to make changes to street trading legislation;
 - d) Alcohol strategy consultation;
 - e) Improving educational outcomes for children of travelling families;
 - f) Local authority responsibilities towards children looked after following remand – consultation on changes to the Care Planning, Placement and Case Review;
 - g) Local waste review;
 - h) Early education and childcare staff deployment;
 - i) Consultation on replacement of the Education (inter-authority Recoupment) Regulations 1994 with the Inter-authority Recoupment (England) Regulation; 2013;
 - j) A good education for all – consultation on inspection of local authority services;
 - k) Secondary school accountability consultation;
 - l) Universal Credit local support services framework;

- m) Transforming youth custody – putting education at the heart of detention;
 - n) Consultation on the criteria for Early Years educator qualifications (Level 3);
 - o) Protecting the independent press from unfair competition;
 - p) Good early years provision for all.
- 202 Of the 129 consultations issued up until the end of April 2013, eight are still open:
- a) Cyber security organisational standards – call for evidence (open until 14 October 2013);
 - b) Keeping children safe in education (open until 20 June 2013);
 - c) Taxpayer-funded pensions for councillors and other elected local office holders (open until 5 July 2013);
 - d) The Contaminants in Food (England) Regulations 2013 (open until 5 July 2013);
 - e) Waste Electrical and Electronic Equipment (WEEE): implementing the recast Directive and UK system changes (open until 21 June 2013);
 - f) Overweight and obese children and young people – lifestyle weight management service (open until 18 June 2013);
 - g) Food additives: consultation on draft guide to compliance on legislation (open until 15 July 2013);
 - h) Changes to the scope and governance of the Gangmasters Licensing Authority (open until 21 June 2013).

Implications

- 203 The government's policy proposals have many implications for the county and the council, its role and function and the way it works with and relates to local communities and strategic partners. Below, we provide a commentary against the strategic themes of the Council Plan and County Durham Sustainable Community Strategy.

Altogether better council

- 204 The decision in the Budget to exempt local government from the two per cent reduction in funding in 2013/14 is welcome, but was based on an acknowledgement that local government has already delivered considerable budget savings compared to other parts of the public sector. Local government funding will be reduced by an additional two per cent in 2014/15 and we await the outcome of the spending review later this month for an indication of what further reductions we will have to make in 2015/16. Initial press reports have suggested that the Chief Secretary to the Treasury has

asked government departments to look at how they might deliver 10 per cent reductions in 2015/16 and there is intense focus on how much more the government is prepared to take out of the welfare budget, as this will affect wider spending targets across the rest of government.

- 205 Clearly, this will have implications for the council's medium term financial plan (MTFP) which the council will need to consider as it develops its spending proposals for 2014/15 and beyond. Cabinet will receive a report on the planning framework and approach for the next MTFP on 17 July 2013, with further reports scheduled for 9 October and 18 December 2013 and 14 February 2014.
- 206 Alongside the decision to introduce a 'single-tier' state pension from 2016/17, the Chancellor also confirmed that 'contracting-out' would end for all pension schemes from the start of the 2016/17 tax year.
- 207 Contracting-out is a process where members of a pension scheme give up the right to all or most of the state second pension (formerly known as SERPS), which is a payment that pensioners receive which is over and above the basic state pension level that they would have earned had they not been 'contracted-out'.
- 208 When contracting-out stops in 2016/17, individuals who earn over £7,755 a year (or the equivalent rate in 2016) will have to pay higher National Insurance contributions. The maximum impact will be for individuals earning £40,040 a year or more who will pay an extra £40 a month in National Insurance contributions.
- 209 Employment costs will rise for public sector employers as additional National Insurance contributions will be required equal to 3.4 per cent of individuals' earnings within the range £5,668 and £40,040. Our analysis at this stage based on our current workforce, estimates the financial impact on the council will be in the region of £5.1 million a year from 2016/17.
- 210 Schools (including academies) will also be affected. It remains to be seen at this stage whether the government's commitment to protect education funding will extend to protecting school budgets from the impact of this contracting out change.
- 211 Although the proposed Deregulation Bill seeks to reduce or remove some burdens on public bodies, a more general and growing concern for the council is the additional responsibility being placed on local government as a result of public sector restructuring and reform and the provision of adequate resources under the New Burdens doctrine.
- 212 Given the scale of changes envisaged and the acknowledgement that local government will play a pivotal role in the local coordination and implementation of Universal Credit, Members may wish to note that nationally only £0.5 million is being allocated to local government to contribute towards these costs. While the government has published proposals for establishing a local support services framework for Universal Credit, little detail was included on funding and we will need to wait until much later this year for further detail on the funding model to emerge.

- 213 Similarly, the changes to the funding of costs of placing young people in remand, now that they are considered to be looked after by the authority, has placed additional financial burdens on the council, over and above the funding provided under New Burdens.
- 214 The council will need to continue to monitor and anticipate the moves to bring about public services reform and it is welcome that the parliamentary select committees have turned their attention to the mutualisation programme and next steps for community budgets.
- 215 Alongside other North East local authorities, the council has expressed an interest in being involved in the community budgets network and is currently exploring whether to submit bids to the Transformation Challenge Fund.
- 216 As well as legislating for the closure of the Audit Commission, the Local Audit and Accountability Bill will also include provisions to strengthen the legal status of the Recommended Code on Local Authority Publicity, which would enable the Secretary of State to order local authorities to stop issuing publicity, for example regular council newspapers, where he considers they contravene the code. The Local Government Association has expressed disappointment at the proposed inclusion of such provisions within the bill, as it is at odds with the principles of localism and in its view, unwarranted. The council will need to monitor the development of the legislation in order to ensure that its publicity and communications continue to remain compliant with the code.

Altogether wealthier

- 217 Clarity on the government's response to Lord Heseltine's review is welcome and was a main feature of the Budget. While the government has accepted many of Lord Heseltine's recommendations, we will need to wait for the spending review later this month to learn how much it is prepared to devolve into the Local Growth Fund 'single pot' for LEPs to deliver.
- 218 For the 2007-13 European Funding Programme, the previous government applied an economic weighting to ensure that proportionally more EU funding went to the most economically deprived areas. Ministers are currently in the process of determining how the UK's allocation will be distributed amongst LEPs. If the current government chooses not to contain any economic weighting for the 2014-20 programme, there will be a proportional net loss of funding to less economically developed areas. As a Transition NUTS2 Region, Durham and Tees Valley will receive some level of protection. With this in mind, officers and partners are engaged in lobbying the government to seek assurances that Durham and Tees Valley's funding allocation as a Transition Region does not see any reduction. Once notional allocations for LEP areas are agreed, a report will be brought to Cabinet on the relevant details.
- 219 The council is working with the other local authorities in the North East and partners as part of a wider investment planning process to align and prioritise future funding opportunities. This will include the production of a European Structural and Investment Strategy and the formulation of a Single Local Growth Plan for the use of the Single Local Growth Fund.

- 220 A separate report is included on the agenda for this meeting of Cabinet on the Lord Adonis North East Independent Economic Review findings and recommendations (announced on 11 April 2013) and the proposals for and implications of a combined authority for the North East area.
- 221 With Regional Spatial Strategies and Economic Strategies finally revoked on 15 April 2013, the need for our local plan is reemphasised and the council continues to develop and implement the County Durham Plan as scheduled.
- 222 The CIL reforms consultation presents some concerns about what the outcome may be in relation to funding key infrastructure projects in County Durham. The council therefore submitted a coordinated response to the consultation.
- 223 The Growth and Infrastructure Act 2013 could stimulate investment in infrastructure and support development. However, changes to the permitted development housebuilder rights may result in additional financial burdens to the council, for instance in relation to processes involved in confirming extensions and the notifications between homeowners and neighbours.
- 224 Following the introduction of neighbourhood planning through the Localism Act 2011, Great Aycliffe Town Council is the first in the county to have a neighbourhood area formally approved by the county council. They are now proceeding, with support from the council, to develop their neighbourhood plan. Further neighbourhood plans are in development across the county and the Spatial Policy Team will continue to provide the necessary support which includes approving neighbourhood forums and areas, testing conformity of plans against the County Durham Plan and organising Examinations in Public (EIPs) and referendums. A report on the council's approach to supporting neighbourhood planning will be brought to Cabinet for consideration on 24 June 2013.
- 225 Given that LEPs will have an important role in setting skills strategies for their areas and to support growth of communities, it will be important for the council through partnership working with the North East Local Enterprise Partnership to ensure that the needs and demands of County Durham residents and businesses are articulated and included in the future development of strategy.
- 226 The council responded to the *Future of Apprenticeships in England: Next Steps from the Richard Review*. In general, the council welcomed the majority of the proposed responses and further commitment to apprenticeships, however there are some unknowns at the moment, regarding the re-designing of apprenticeships and employers taking a significant role in the development of industry standards. Given the business make-up in County Durham, it will be important that the voice of SMEs and micro SMEs are considered as their needs and capacity could differ from larger employers. It will be expected that the new apprenticeship offer will have a strong focus on progression and the promotion of level 4 and Higher Apprenticeships. County Durham and the rest of the North East have traditionally found it difficult to significantly increase the number of individuals following apprenticeships at these levels.
- 227 The Budget 2013 introduces several new measures to stimulate the housing market, enable buyers to get on to the property ladder, support home ownership and providing support for older people. However, in practice some

of these measures like the Help to Buy equity loan and mortgage schemes may run the risk of driving up house prices and further exacerbating the issue of affordability in areas such as Durham. The Right to Buy extension may also generate very low receipts for councils and adversely affect the ability of the local authority to re provide locally. We also need to continually reassess the housing offer and needs of older people. There needs to be a greater shift in housing, health and social care policy towards preventative housing based measures that will support wellbeing and independence for longer.

- 228 Following the Budget, concerns have also been raised about welfare reform and the prospect that there may be additional welfare budget cuts in the future, as limits on 'annual managed expenditure' are planned post 2015/16. This may result in further welfare reductions, which may affect working people, as well as consideration of reducing universal benefits for older people, which have been protected thus far.
- 229 The Draft Consumer Rights Bill included in the Queen's speech as well as affording consumers clearer protection and promoting competitive markets and growth, also seeks to deregulate and reduce the costs to businesses of consumer protection, for example requiring that businesses receive notice of an inspection from Trading Standards. This may require Environmental Health and Consumer Protection to review and change its inspection practices.
- 230 Finally, in the run up to the referendum on Scottish independence on 18 September 2014, the government has confirmed its intention to continue to publish a series of papers in the build-up to the referendum looking in detail at key issues in the independence debate including the UK's economy and public finances, its place in the world, and wider important policy issues such as energy, defence and security and welfare and pensions. Given the county's close proximity to Scotland, the council and the County Durham Economic Partnership will need to monitor developments in order to understand the potential implications for the local and regional economy.

Altogether healthier

- 231 Although, the local implementation of the various changes to the NHS and public health, including local authority scrutiny were successfully achieved by 1 April 2013, a great deal of work is ongoing to embed the changes.
- 232 Work is underway on the review of the County Durham Joint Strategic Needs Assessment and a delivery plan for the Joint Health and Wellbeing Strategy is nearing completion under the new arrangements. Cabinet will continue to receive quarterly reports relating to implementing the NHS and Public Health reforms up to April 2014.

Altogether safer

- 233 The proposed code of practice for victims of crime increases entitlement for support for specific groups including children and young people and places a duty on Youth Offending Teams to signpost and offer advice to victims on Restorative Justice approaches.

- 234 The Anti-Social Behaviour, Crime and Policing Bill includes provisions to give victims the power to ensure that action is taken to deal with persistent anti-social behaviour through a new 'community trigger' and to give them a greater say in what form of sanction an offender should receive out of court through a new 'community remedy'. In addition, the bill will confer on Police and Crime Commissioners responsibility for commissioning victims' services.
- 235 Likewise, the introduction of the Community Safety Fund has given PCCs control over the vast majority of drugs, crime and community safety funding streams which used to be provided direct from the Home Office.
- 236 The council will therefore need to work with the new PCC and the Safe Durham Partnership to ensure the effective use of these new measures and funding streams in the county.

Altogether better for children and young people

- 237 In January 2013, the government announced a raft of measures to tackle weaknesses in the adoption system. This included £150 million to tackle the backlog of over 4,000 children waiting to be adopted and £1 million for voluntary adoption agencies (VAAs) to recruit more adopters. The government believes that there are significant weaknesses in the way local authorities bring in more adopters and the funding is intended to assist local authorities to demonstrate that they can put in place long term plans and recruit the adopters children need. If local authorities fail to do this then the government will use new power legislative powers to be introduced, to require local authorities to outsource their adoption recruitment and approval services. The challenge to local authorities is to show that they can deliver change, increase the numbers of approved parents wanting to adopt, and continue to increase numbers in years to come.
- 238 The government is increasing the age to which all young people in England must continue in education or training, requiring them to continue until the end of the academic year in which they turn 17 from 2013 and until their 18th birthday from 2015. Statutory guidance identifies the key responsibilities of local authorities in relation to raising the participation age and promoting the participation of 16- and 17-year-olds. The government's approach is to give local authorities freedom and flexibility to decide how to fulfil their statutory duties by only specifying key activities to help them to fulfil those duties. It is a requirement that local authorities will have regard to the guidance when deciding how to organise and resource their services.
- 239 The Legal Aid, Sentencing and Punishment of Offenders Act 2012 (LASPOA) introduced a new framework for youth remand which commenced in April 2013. Local authorities will have responsibilities towards all young people who have been remanded into either local authority or youth detention accommodation as they will all now be looked after.
- 240 The youth remand provisions in the LASPOA also paved the way for giving local authorities greater financial responsibility for remands to youth detention accommodation, including:

- plans for allocation of New Burdens funding to local authorities in England and Wales in relation to remands to youth detention accommodation in YOIs;
- plans for recovery of the costs of remands to youth detention accommodation from local authorities in England and Wales;
- proposals in relation to meeting the costs of escorting remanded children to and from youth detention accommodation; and
- plans for allocating New Burdens funding to local authorities in England and Wales in relation to the extension of the treatment of children as “looked after” to all children remanded to youth detention accommodation.

241 The Care Planning, Placement and Case Review Regulations 2010 (the “Care Planning Regulations”) have also been amended to take this change into account for children who become looked after solely as a result of being remanded.

242 Under the new funding arrangements, the council only receives funding to help meet the costs of young people remanded to Young Offenders Institutions, and not secure children’s homes and secure training centres, for which local authorities are now wholly liable, as the young people remanded are now treated as looked after. The extension of looked after children status to all young people on remand could therefore lead to substantial costs to local authorities.

243 Whilst the council has been allocated £77,551 in 2013/14 under New Burdens towards the additional costs, the actual additional cost to the council is estimated to be in the region of £162,000.

244 The council will have to await the outcomes of the consultations on the future framework for the inspection of local authority education support services and the new metrics to enable people to hold schools to account for their performance.

Altogether greener

245 The provision of additional funding to support the up-take of electric vehicles is welcome and will enable the council to improve the network of charging points across the county, if it can afford to do so and there is sufficient demand.

246 The call for evidence on waste prevention provides an indication of government priorities in the forthcoming strategy and acknowledges the key role which local government can play. The council will have to await the publication of the programme towards the end of this year to see if it provides a supportive framework for us to take forward our local waste reduction initiatives.

Implications for partnership working

- 247 Given the scope, scale and pace of government reforms it is imperative that the council continues to work with partners to ensure that we work together to achieve the aims of the sustainable community strategy. This is particularly so in relation to stimulating economic growth and job creation, policing and community safety and health and social care, given the significant and profound nature of reforms in these areas and the emergence of new partners, with which the council will want to work.
- 248 The County Durham Partnership is currently in the process of reviewing its priorities as part of a refresh of the sustainable community strategy for the county. The refresh will take account of changing government policy and take on board changing local needs and priorities. A report on the review of the sustainable community strategy is expected to be brought to Cabinet in September this year.

Conclusions

- 249 Since the last report, the government has maintained its focus and emphasis on driving forward on the delivery of its major policy projects, with the emphasis in policy announcements shifting from policy development to the implementation and delivery of policy reforms outlined in the first half of this parliament.
- 250 Although the common themes of government policy around transparency, choice, community empowerment, localism and more diverse patterns of public service provision are still evident, there is evidence to suggest that they are being pursued to varying degrees in actual implementation.
- 251 In response to the continuing slow rate of economic growth, the government has confirmed its intention to continue with its deficit reduction strategy to re-balance the economy and has placed more emphasis on stimulating growth.
- 252 In the Budget, the Chancellor confirmed that the deficit reduction programme will need to extend beyond 2015/16 into the next parliament and further detail on the additional spending reductions to be made are expected in the next spending review, which is due to be published on 26 June 2013.
- 253 Clearly, the various policy changes will have major implications for the council and the steps it is taking to develop an 'altogether better Durham'.
- 254 The council and its partners are continuing to analyse the impact that government policy will have on local communities and on our ability to deliver the sustainable community strategy and are responding accordingly. Wherever possible, the council and its partners are working together to respond proactively to the government's policy changes.

Recommendations

- 255 Members are recommended to note the contents of this report and the actions taken to anticipate and respond to the government's reforms.

Background papers

[Cabinet, 16 January 2013, Implications for Durham County Council of the Government's policy programme](#)

[Cabinet, 13 March 2013, Welfare reform update](#)

Contact: Kevin Edworthy Tel: 03000 268045

Appendix 1: Implications

Finance – The further savings targets announced in the Budget and in the forthcoming spending review will have implications for the council's medium term financial plan. In addition, the new duties and responsibilities which are being placed on the council have resource implications and while in certain instances, the government is making New Burdens funding available, there is increasing evidence to suggest that this is not sufficient to meet the additional costs incurred by the council.

Staffing – No specific implications have been identified.

Risk – Individual assessments of the risks associated with specific policy proposals are undertaken as a matter of course in council project planning and management.

Equality and Diversity – Equality impact assessments will be undertaken on individual policy proposals the council develops in response to the government's reforms.

Accommodation – No specific implications have been identified.

Crime and Disorder – the new Community Safety Fund has changed the funding of local drugs, crime and community safety initiatives, with the local Police and Crime Commissioner responsible for funding decisions as opposed to the Home Office.

Human Rights – No specific implications have been identified.

Consultation – No specific implications have been identified.

Procurement – No specific implications have been identified.

Disability Discrimination Act – No specific implications have been identified.

Legal Implications – A number of the government policy changes outlined above, place new statutory duties on the council and change the regulatory framework in which it operates. The council considers the legal implications of all decisions it takes.

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Cabinet

5 June 2013



**Voluntary and Community Sector
Strategy**

**Report of Corporate Management Team
Lorraine O'Donnell, Assistant Chief Executive
Councillor Brian Stephens, Cabinet Portfolio Holder for
Neighbourhoods and Local Partnerships**

Purpose of the Report

1. The purpose of this report is to seek agreement for the Voluntary and Community Sector Strategy and Action Plan.

Background

2. The County Council, together with other public sector partners, has a strong and on-going commitment to supporting the voluntary and community sector (VCS). This commitment is highlighted in the Sustainable Community Strategy (SCS) for County Durham.

'Partners in County Durham have long recognised that the development of strong, sustainable communities depends on residents' active participation in decision making and making a positive contribution to improving the place where they live. The voluntary and community sector has an essential role to play in bringing community voices into partnership and agency working, building social capital in communities and delivering accessible services'

3. Following local government reorganisation partners supported the idea of developing a 'Third Sector' strategy to promote a consistent approach and support for the VCS. In parallel with this, the sector, at that time represented by the One Voice Network, also outlined their intention to establish a comprehensive Third Sector Strategy. Through discussion it was agreed that this should be a shared strategy strongly linked to the SCS.
4. To scope this piece of work a workshop was held with the VCS and other partners to generate ideas for a vision and what might be included as the aims and objectives of a strategy. A steering group was then established consisting of representatives from the VCS, the Council, Durham Constabulary and NHS County Durham.

5. In July 2011 the new County Durham Compact was launched which outlines the principles for the working relationship between the public sector and VCS and provides the basis on which 'Better Together' has been developed.
6. Whilst the steering group has been developing new ways of working more effectively and preparing the strategy a number of key policy changes have been introduced that have had an impact on this work. The Localism Act and Best Value Guidance, the Public Services (Social Value) Act 2012, NHS Reforms, the inception of the role of the Police and Crime Commissioners and most recently the Welfare Reform Act. There have also been more generic messages coming from national Government on the role of the VCS. These policy changes and messages have all been considered as part of this work.

VCS Working Group

7. Alongside the development of the strategy, working relationships with the voluntary sector have strengthened. As a result, knowledge has been improved, understanding increased and productive working relationships have developed.
8. In December 2011 Cabinet endorsed a report which set out the Council's vision for the future of VCS infrastructure support in the County and approved the setting up of a VCS Strategic Working Group to develop a shared understanding of the needs opportunities and capacity of frontline VCS organisations and allocate the Council's grant funding and any funding provided by other public sector partners, agree targets and monitor the delivery of core services. The Working Group is led by the Council and is made up of Cabinet Portfolio Holders, Senior Officers, and representatives from the VCS sector, the Police, and Health.
9. All partners recognise that a strong, active and flourishing VCS is a vital component in building resilient communities and enabling individuals to reach their potential. VCS organisations have the ability to provide services and support that are not available from statutory organisations. They also have financial freedoms to lever in additional sources of funding not available to the public sector and which may add significant value to an initial grant or contract.
10. The Working Group have been building up their knowledge and understanding about current engagement with the VCS across service groupings as well as considering opportunities for the future provision of services. They recognise that VCS organisations can play a vital role at all stages of the commissioning process leading to better outcomes and value for money. VCS organisations are also increasingly playing a key role in the delivery of services, particularly at a time of major change for public sector organisations.
11. Area Action Partnerships have a key role in engaging with and working alongside the VCS. A VCS representative sits on each AAP board and many of the public representatives are involved in VCS groups within their communities. During the coming year more than half of the AAPs will be

supporting the VCS as a priority and 11 of the 14 have highlighted the changing landscape in which all partners are working and how important the VCS organisations are in meeting needs of local communities, particularly as they are often able to reach the most vulnerable.

12. A key attribute of the VCS is their close links to the beneficiary groups that they serve. Consequently the VCS is well placed to support the development of tailored services which improve health outcomes and create a wider range of choices for the new Clinical Commissioning Groups, as well as service users. Commissioners will benefit from engaging with the sector in the process of service design and in supporting a diverse provider market.
13. A positive example of outcome focussed partnership work with the VCS is the work carried out by Children and Adults Services in encouraging consortia working amongst VCS organisations. This has resulted in a Consortia Framework and agreement involving 38 organisations and the development of 'Durham Voice' as a communication network with the sector.
14. Many VCS organisations in the North East, and in County Durham, in particular, are looking at forming consortia which allows them to pool resources and provide each other with financial scale and flexibility. For example the recent formation of Collaborate Durham which is a partnership of four VCS organisations providing similar or complementary services in the areas of homelessness and mental health. Each organisation is partly funded by Children and Adult Services. By coming together they are better able to meet client needs, reduce their costs, share their knowledge and skills and consolidate their position in the market. In this way they are also better able to work with commissioners and funders to respond to new opportunities and achieve better value for money.
15. Improvements to the Council's procurement process have been welcomed by the VCS and work is on-going to continue to engage with and respond to the sector to encourage and enable VCS providers to bid for contracts. In particular the Council's approach to early market engagement and market testing with the sector has been welcomed.
16. The Council is recognised as one of the leading authorities in England in the adoption and practice of sustainable procurement. It is the Council's stated policy to ensure that all Durham County Council's commissioning and procurement activity is undertaken in an economically, environmentally and socially sustainable manner. VCS organisations, especially those based in the community, can be particularly effective in addressing some of the sustainability issues highlighted in our policy. In addition the Council encourages private sector bidders to bring in VCS organisations into their supply chain where this can help them deliver the outcomes the Council is looking for.
17. A key focus of the Working Group to date has been to consider the likely impact of welfare reform and the role the VCS can play in partnership with the public sector. As Members will be aware, the Council, working with its partners, has developed an extensive programme looking at all aspects of the

Welfare Reform Act. Through the working group, the VCS is playing a key role in supporting the Council's work and help put in place mechanisms to support local people and build their capacity to deal with the changes they face. As well as implementing the processes necessary to ensure the changes introduced by the Act can take place, a key part of the programme is to understand the impact in communities and on residents. The Council will build on its partnership approach with the voluntary sector and other third parties in an attempt to ensure necessary support mechanisms are in place to help communities manage the change brought about by implementation of the Government's changes to the welfare system. The focus will be on practical actions and initiatives as well as working through the AAPs with local groups to understand where the impacts are being felt and what the specific needs are of each locality and community.

18. The VCS Working Group have been kept informed about progress with the strategy development and areas where work has already been undertaken to improve knowledge and understanding about the sector and areas where achievements have already been made. It is intended that the strategy takes forward the work already begun whilst remaining flexible enough to take into account the changing policy landscape including responding to the implications of Welfare Reform.

The Strategy: Vision, Aims and Objectives

19. The strategy has a clear vision and purpose and is intended to influence future policy, identify opportunities for partnership working, and illustrate the diverse role and the social and economic impact of the VCS in County Durham. A number of case studies have been added to bring the strategy to life and give examples of the diversity of the sector's work. An Action Plan has been developed to implement the strategy and to drive forward the shared objectives. This will also be used to ensure that partners can work together effectively through changing political and economic circumstances.
20. Formal consultation on a draft strategy took place between 11 September and 4 December 2012. Responses were received from a total of 55 individuals and organisational representatives from both the VCS and public sector. A clear majority of the responses agreed that the proposals outlined under each objective would help achieve those stated objectives. All the views expressed in the consultation have been considered by the steering group and have helped to shape the final strategy. In particular a greater emphasis has been placed on the economic impact of the VCS; a stronger link has been made between the Compact and the Strategy; and a clearer emphasis has been put on the process for developing a joint action plan.
21. The VCS Working Group have considered and endorsed the strategy, a copy of which is attached (appendix 2).
22. The Vision for the strategy is:

'As partners together we want County Durham to be a place where a diverse voluntary and community sector thrives, where everyone works together to

realise the aspirations of individuals and communities to improve quality of life.'

23. The aims of the strategy are:

- To build confidence and resilience in individuals and communities to enable improved quality of life.
- To nurture a flourishing and growing VCS to contribute to vibrant communities.
- To maintain strong and effective partnership working in order to achieve sustainable outcomes.

24. The objectives of the strategy are:

- i. To increase the sustainability of the Voluntary and Community Sector by building capacity to meet identified needs and be flexible enough to meet future needs.
- ii. To improve communication within the VCS and between sectors.
- iii. To increase the number, diversity and quality of volunteer opportunities and recognise the impact and value of volunteering in local communities.
- iv. To develop the capacity and resilience of individuals to manage and shape change in their lives and their communities.
- v. To strengthen the influence and effectiveness of the VCS in strategic and local decision making.

Strategy Outline

25. The introduction to the strategy emphasises that it has been developed between partners in the context of a changing policy landscape and a challenging economic environment, making partnership work all the more important.

26. The strategy states that a joint Action Plan (appendix 3) has been developed which sets out initial outcome focussed actions for partnership groupings to work together in order to achieve the objectives outlined.

27. The strategy defines the use of the term VCS and seeks to describe the variety of types of organisation which exist in County Durham. Case studies are used throughout the strategy to highlight the diverse role of the VCS and to illustrate the social and economic impact which organisations have within the County.

28. The strategy highlights what partners will seek to achieve together under each objective. These aspirations are developed in the Action Plan.

Development of Action Plan

29. The Action Plan identifies a range of outcome focussed actions under each objective, these include:

- a) Create a forward looking and adaptable VCS to ensure it is fit for the future
 - b) Enable all partners to be well informed, responsive and collaborative
 - c) Increase the range of volunteering opportunities across all sectors
 - d) Facilitate individual choice and self- determination to enable individuals to be resilient and better able to adapt to change
 - e) Ensure the VCS has a strong strategic voice
30. Each outcome focussed action is accompanied by specific suggested outputs and activities such as:
- a) Development of advice and guidance on diversifying funding and increasing more socially enterprising ways of working
 - b) Improve understanding of Compact commitments for all partners
 - c) Increase proportion of local people who volunteer formally
 - d) Adoption of an asset based approach to community development and community health and wellbeing
 - e) Establishment of a consistent effective strategic involvement mechanism for the VCS
31. The Action Plan also identifies lead partnership groupings to build on the actions and develop specific targets to achieve the desired outcomes as well as ensuring that the Action Plan complements and enhances existing plans and strategies. The identified leads include:
- a) VCS Working Group
 - b) Lead VCS Infrastructure Organisation
 - c) Business Enterprise and Skills Working Group
 - d) Health Improvement Partnership
 - e) Corporate Procurement
32. The Council will continue to work with partners in the steering group to develop the Action Plan further and ensure that the most appropriate organisations have an opportunity to contribute to the identification of additional actions so that it remains flexible enough to adapt to changing political and economic circumstances. Implementation of the Action Plan will be from July 2013.
33. Progress and performance will be monitored quarterly by the Steering Group and reported to the VCS Working Group. The Action Plan will be reviewed annually and a report made to the County Durham Partnership.

Recommendations and Reasons

34. It is recommended that the VCS Strategy and Action Plan for County Durham is agreed.

Contact: Ian Hunter Smart, Voluntary and Community Sector Officer
Tel: 03000 263 595

Appendix 1: Implications

Finance – Implementation of the strategy will be within existing budgets. Opportunities for additional external resources will be sought as part of the Action Plan.

Staffing – Implementation of the strategy will be facilitated within existing staff resources.

Risk - None

Equality and Diversity / Public Sector Equality Duty – An Equality Impact Assessment initial screening was carried out prior to the formal consultation process which was revisited following the formal consultation.

Accommodation - None

Crime and Disorder - None

Human Rights – None

Consultation – A formal 12 week consultation was carried out on a draft strategy and changes made to the final document which take into account the responses received. On-going informal consultation with the VCS and other partners remains key to the success of the implementation of the strategy.

Procurement - None

Disability Issues - None

Legal Implications - None

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Better Together

Voluntary and Community Sector Strategy
for
County Durham

2013-2016



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Introduction

Better Together is an aspirational strategy for partnership working between the public sector and the Voluntary and Community Sector (VCS) in County Durham. The purpose of the strategy is to influence policy and illustrate the diverse role and impact of the VCS.

The VCS and public sector work together every day in different ways across the County in order to improve quality of life for local people. This involves many people and organisations working in local communities often in unseen or uncelebrated ways.

VCS organisations have unique capabilities to energise local communities and build social capital especially in the most vulnerable communities. They provide opportunities for voluntary action and in doing so make use of knowledge, skills, interests, beliefs and values of individuals and groups. As employers and deliverers of specific services the VCS are also significant contributors to the local economy.

The VCS and public sector partners, under the umbrella of the County Durham Partnership (CDP), have jointly developed the Better Together strategy which will continue to support the building of a resilient and sustainable VCS in a rapidly changing economic and political environment.

The County Durham Partnership brings together key organisations from the public, private and voluntary and community sector all aiming to make life 'Altogether better' for people in County Durham.

The Better Together VCS strategy is an associated document of the Sustainable Community Strategy (SCS) which is the overarching plan for County Durham and acts as a guide and framework for all other strategies developed for the area.

Better Together is also underpinned by the County Durham Compact which outlines the principles for the working relationship between the public sector and VCS. The strategy remains faithful to the commitments made in the Compact and seeks to build on these.

This strategy is being driven by the desire to have significant impact on locally identified needs and priorities. It has been developed within the national policy context which includes Big Society, the Localism Act 2011, the Best Value Guidance and the Public Services (Social Value) Act 2012. However it remains flexible enough to adapt to and take into account the changing policy landscape at both national and local level. This includes the development of Clinical Commissioning Groups and the inception of the role of the Police and Crime Commissioner, both of which will have an interest in working with the VCS. This flexibility is particularly important as all sectors are facing challenging budget pressures and have to make significant savings as well as responding to the implications of welfare reform.

The welfare reform agenda is hugely complex and likely to have significant impact on individuals, families, the local economy and services provided by all partners. It will be all the more important to be joined up in our response to meeting the needs of the most vulnerable in our community. The VCS has a significant role to play in partnership with the public sector. This strategy seeks to provide the vision and direction to demonstrate that we are 'Better Together'.

Responsibility for the implementation of the strategy rests with the County Durham Partnership and its associated working groups.

The strategy will be in place from 2013 - 2016 and will be reviewed in 2015.

The Strategy

Vision

'As partners together we want County Durham to be a place where a diverse voluntary and community sector thrives, where everyone works together to realise the aspirations of individuals and communities to improve quality of life.'

Purpose

The purpose of the strategy is:

- To influence future policy and identify opportunities for partnership working.
- To illustrate the diverse role of the VCS.
- To illustrate the social and economic impact of the VCS in County Durham.

Aims:

- To build confidence and resilience in individuals and communities to enable improved quality of life.
- To nurture a flourishing and growing VCS to contribute to vibrant communities.
- To maintain strong and effective partnership working in order to achieve sustainable outcomes.

Objectives:

1. To increase the sustainability of the Voluntary and Community Sector by building capacity to meet identified needs and be flexible enough to meet future needs.
2. To improve communication within the VCS and between sectors.
3. To increase the number, diversity and quality of volunteer opportunities and recognise the impact and value of volunteering in local communities.

4. To develop the capacity and resilience of individuals to manage and shape change in their lives and their communities.
5. To strengthen the influence and effectiveness of the VCS in strategic and local decision making.

Developing an Action Plan

A joint Action Plan has been developed which sets out initial outcome focussed actions and expected outputs and activities to achieve these. Lead partnership groupings have been identified to build on the actions and develop specific targets to achieve the desired outcomes which will lead to fulfilling the objectives of the strategy.

Progress and performance will be monitored quarterly and an annual report made to the County Durham Partnership and its associated working groups.

Defining the Voluntary and Community Sector

The use of the term voluntary and community sector (VCS) in this strategy refers to groups and organisations that are:

- Independent and constitutionally self-governing, usually with an unpaid voluntary management committee, sometimes accessing or receiving public sector funding for their day to day operations.
- Value-driven - they exist for the good of the community, to promote social, environmental or cultural objectives in order to benefit society as a whole, or particular groups within it.
- Not for financial gain, re-investing any surpluses in order to meet their objectives.

VCS organisations are also sometimes known as ‘the third sector’ or ‘civil society organisations’ and can vary enormously in size, from small local groups run exclusively by volunteers, who may also be members or service users, to large national charities that are household names such as Age UK and Barnardo’s.

VCS organisations operate in diverse and wide-ranging fields including many that work in health and social care, community leisure and recreation activities, environmental work, arts, sport, education, campaigning and advocacy and many are faith based organisations. They may be registered with the Charity Commission, and may include trusts and foundations, social enterprises, community interest companies, mutuals and co-operatives.

The VCS in County Durham

According to the Charity Commission in May 2013 there were 1491 registered charities operating in County Durham. This number does not capture the many organisations whose income does not exceed £5,000 per annum and are therefore not required to register with the Commission.

Broadly speaking the VCS groups currently operating in County Durham can be categorised in the following ways:

- **Specialist support organisations:** Organisations, operating regionally and county-wide to provide services, with specialist areas of expertise e.g. older people, advice, environment, enterprise, disability, children and young people etc.

Durham Action on Single Housing (DASH) is a specialist support organisation. It is an independent charity that provides accommodation with support to people who are homeless or about to become homeless. As an organisation dedicated to helping people escape the plight of homelessness DASH has developed and worked very effectively in partnership with social care, the police service and housing associations. In an innovative move DASH is now also working very closely with other charitable organisations including: Moving On, Single Homeless Action in Derwentside (SHAID) and the Waddington Street Centre as part of Collaborate Durham to strengthen and share resources in a joint partnership effort to tackle the growing problem of homelessness.

- **Infrastructure:** Infrastructure organisations provide generic support to front-line groups, including governance and financial advice, support in identifying and applying for funding opportunities and help and training for volunteers.

Councils for Voluntary Service (CVS) provide expertise, information and support and develop the skills local people need to run successful organisations and groups. They are an example of an infrastructure organisation. They spread good practice; support joint working and help groups to find funding and make effective use of resources. CVSs promote equality and diversity by fostering a wider understanding of the needs of disadvantaged and under-represented groups, making sure that policy makers understand the needs of local communities. They provide a forum for the local VCS and help public bodies engage effectively with them. They also encourage more people to volunteer, promote volunteering opportunities and support people who want to get involved in voluntary and community action.

Tarka Limited has been operating in County Durham for over 15 years. It is a Community Interest Company and infrastructure organisation that offers all groups, but particularly those that specialise in childcare, back office support, advice, help and training. It can provide examples of good practice for policies and procedures and services such as back office functions including payroll, accounting and book keeping.

- **Front line:** Localised organisations and community groups, providing services which support individuals within local communities. These organisations may be referred to as “below the radar” groups.

Painting for Pleasure is a community group based in Trimdon Grange whose members came together in 2005 with an aim to bring Art into the community. They provide a friendly relaxed atmosphere for anyone wishing to learn to draw or paint and offer mutual support and encouragement that promotes a therapeutic approach to art. The group has a tutor who teaches a variety of techniques but allows members to work at their own pace allowing them to experiment with different mediums and express their individuality. The emphasis is on Painting for Pleasure.

As partners together we recognise the added value and significant difference to partnership working which VCS organisations bring. This includes the contribution of volunteers, not least providing significant expertise as trustees and members of management committees. VCS organisations have the ability to provide services and support that are not available from statutory organisations. They also have financial freedoms to secure funding and resources that are not available to the public sector and which may add significant value to an initial grant or contract.

There is already considerable entrepreneurship shown by many within the VCS through the identification of needs that are not met or not fully met by existing public and private services, and the development of innovative ways to meet those needs. Those within the VCS invest their personal and social capital – their skills, their hard work, their knowledge of networks within communities – to develop projects and services to individuals, groups and communities.

In this way the VCS adds social value, by improving well-being and quality of life in communities and developing skills and resilience in individuals. They also add economic value as an employer and investor in local communities.

Many VCS organisations in the County source a significant amount of their income from a mix of:

- grant funding
- external (national/regional) contracts
- consortia bidding for service delivery from the public sector
- service level agreements on specialist areas of delivery from various service groupings in the Council and departments within the NHS and Police
- earned income

The mix and proportions of funding sources is changing and levels of funding are reducing in all sectors. It is therefore all the more important to try and create a climate for entrepreneurship to grow and for more co-ordinated and collaborative approaches to develop.

Those VCS organisations that previously attracted larger contracts with public sector agencies are now working on options for increased collaboration on procurement exercises with the private sector, and for developing new models to meet emerging policy priorities. It is recognised that collaboration and working together in consortia can become more challenging and time consuming as resources reduce and there are fewer opportunities to tender for contracts.

In the County there are some locally administered small grant funding schemes providing a valuable source of funding for front line organisations and community groups and there is a recognised need to preserve grant funding where possible as well as funding through commissioned services and specific contracts. The importance of maintaining a wide range of ways to fund or resource the VCS will help ensure its sustainability. In some cases loan finance may be appropriate for some larger organisations and in kind support such as the use of premises or the offer of particular skills and expertise also has a significant impact for some organisations.

As well as providing services, the sector brings added value in the shape of knowledge and expertise, voice and influence, engagement and outreach, offering a different and valuable perspective on the needs of local communities.

Historically engagement with public sector partners has been undertaken in a variety of ways in County Durham including an informal consortium known as One Voice Network which sought to provide a 'voice' for the sector. Now different and innovative ways in which the VCS and its partners can engage with each other and

external agencies are being explored and developed in order to respond appropriately to the changing structures and cultures of all organisations.

This engagement is particularly important in helping to understand and respond to the factors that influence the health and wellbeing of local communities. The VCS has a pivotal role to play in identifying these factors and informing and influencing strategies and policies such as the Joint Strategic Needs Assessment (JSNA) and the Joint Health and Wellbeing Strategy (JHWS).

Evidence suggests that shared priorities and effective partnership working across the statutory sector and with the VCS combined with efforts to engage with local people are crucial to tackling health inequalities. This in addition to the human and social capital that individuals and VCS organisations invest in their communities and the added value they create is a real contribution to the wellbeing of individuals, families and communities in County Durham.

This strategy will build on these foundations so that County Durham becomes a place where a diverse voluntary and community sector thrives, where everyone works together to realise the aspirations of individuals and communities to improve quality of life for all.

Achieving the Objectives

To achieve the objectives of this strategy all partners will work together to develop the aspirations into specific, measureable, achievable and realistic actions set within stated timescales.

Objective 1

To increase the sustainability of the Voluntary and Community Sector by building capacity to meet identified needs and be flexible enough to meet future needs.

Working in specific groups or partnerships as well as in day to day activities we will take steps to achieve this objective by continuing to develop an understanding about the current structure and make-up of the whole sector in County Durham.

We will continue to develop the most appropriate model for infrastructure support in order to ensure that front line VCS groups and organisations receive the support and development that they need and are enabled to meet their declared aims and objectives.

We will develop a long term partnership funding and investment plan for both infrastructure support and frontline groups. This will include recognising the importance of maintaining a range of ways to fund and resource the VCS, including grants, contracts, loan finance and in kind support from partners.

We will develop a clear understanding of the Localism Act and other government policies and their implications for all partners in order to ensure that the sector continues to be sustainable and that delivery of support is forward looking and has the ability to adapt to changing political and economic circumstances.

We will ensure that relevant advice, support and development opportunities are available to all parts of the sector in order for organisations to build their capacity to deliver on their objectives.

We will increase the transparency and clarity of the commissioning and procurement processes in the public sector in order for VCS organisations to collaborate to win public contracts through consortia bids.

We will support VCS organisations, for example through the use of business mentors and coaches, to be better prepared to bid for contracts with the public sector and to understand how to demonstrate their impact and the social value they offer.

We will encourage and support VCS organisations to become more socially enterprising in the way they deliver their services by generating income for themselves as well as leveraging in additional resources.

We will utilise training and education opportunities across all sectors as well as sharing the knowledge and expertise that exists, both with officers and with volunteers, in order to increase understanding and develop capacity to meet future needs. This sharing of knowledge, skills and experience will be vital as organisations evolve and people move on.

We will seek to ensure that VCS organisations receive relevant and up to date information and that their training needs are continuously monitored and addressed. Carrying out regular health checks, for example as part of a peer mentoring programme, will see knowledge and expertise shared across the sector.

We will build the capacity of public sector partners to better understand and support the VCS through promotion and development of the Compact.

NAVCA (National Association for Voluntary and Community Action) is the national voice of local support and development organisations in England. It is a charity that champions and strengthens voluntary and community action by supporting their members in their work with over 160,000 local charities and community groups. NAVCA believes that voluntary and community action is vital for vibrant and caring communities. It provides their members with networking opportunities, specialist advice, support, policy information and training. It is a vital bridge between local groups and national government. NAVCA takes the lead on the issues that matter most to local infrastructure organisations. It influences national and local

government policy to strengthen local voluntary and community action.

Objective 2

To improve communication within the VCS and between sectors.

To achieve this objective we will develop a communications plan to ensure that key messages are communicated effectively and regularly within the VCS and between sectors. Good communications are essential to building relationships and the communications plan will act as a guide to maintaining and supporting these.

The Communications Plan will be developed to:

- Communicate the work of the VCS across the County to all interested parties.
- Ensure all parties involved are clear on the key messages.
- Manage the volume of communication in a timely and efficient manner.
- Identify and use appropriate media for communication.
- Ensure that appropriate information is ready to be distributed when required.
- Ensure that all interested parties are aware of this strategy and what their role is in its delivery.
- Facilitate consultation with all interested parties by clearly communicating start and end dates, objectives, the consultation management process and how the information will be used to influence decisions.
- Ensure that Compact commitments are communicated to all interested parties and their use promoted as a standard of good practice.

The communications plan will build on the positive partnerships which exist and which are already underpinned by the principles and undertakings outlined in the County Durham Compact.

The Church of England Diocese of Durham contains over 200 Parishes with more than 300 Churches and a World Heritage Site Cathedral, approximately 1.5 million people live within its boundaries. The Diocese has a dedicated Communication Adviser who acts to support, advise, coordinate, drive and influence the plan for all stakeholder communication across the Diocese and into the wider community. In addition the Diocese has a Communications and IT group whose focus is to support and encourage the various channels through which information flows and also the ways in which church communities are engaged. One vehicle of communication is the website and there is also an email network forum for those with diocesan and parish responsibility and for those with interest in receiving news from the Diocese. Additionally the Diocese is working to implement a dedicated newsroom facility using the latest web and rich media technologies to provide a conduit for communication with all stakeholder inside and outside the Diocese. The facility will provide for both electronic and printed communication delivery as well as a vehicle to promote events and activities across the Diocese in the promotion of

mission and ministry.

Durham Voice: The Cornforth Partnership was commissioned in 2011 with the aim of strengthening partnership working between the County Durham Children's & Families Trust and the local VCS Community of Interest groups by supporting the development and coordination of the Consortia Framework and developing an effective communication network. The project has established 'Durham Voice' which through a central contact point produces a weekly electronic update of a wide range of information including funding news, training information, activities, events and consultation. The project has built up an extensive countywide contact list and circulates information to a wide range of contacts including VCS and public sector networks.

We will work to develop a relevant communication network for all parts of the sector.

Objective 3

To increase the number, diversity and quality of volunteer opportunities and recognise the impact and value of volunteering in local communities.

To achieve this objective we will continue to value volunteering and celebrate the contributions made by volunteers in local communities. The VCS provides a vast range of opportunities for individuals to be able to offer support to others in a variety of ways whilst broadening their own knowledge and developing their skills base.

We will actively promote the value of volunteering as a means for building individual confidence and assisting people into employment.

We will encourage and support the VCS to showcase and celebrate the work of volunteers and to highlight the contribution that voluntary activity has in local and wider communities.

We will work with organisations across all sectors to help them to identify and remove barriers that may prevent people from volunteering.

We will encourage and support public and private sector organisations to hold Volunteer Fairs to showcase the volunteer opportunities available within the County. We will also encourage them to support their own employees to volunteer both as a means to develop their own skills base as well by offering specialist knowledge and skills which will benefit VCS organisations and local people.

We will encourage learning and the sharing of good practice from partner organisations such as the University. We will also encourage VCS organisations to share their expertise with both public and private sector organisations.

County Durham Youth Offending Service is a partnership between Durham County Council, the police, NHS, and the National Probation Service. Volunteers are an essential part of delivering this service. They work alongside professional workers to help to reduce crime and make a difference to young people's lives who are aged 10 to 17 years. Volunteer roles include being a member of a Community Referral Order Panel which allows young people to speak for themselves, and take responsibility for their actions, through a restorative approach. Being a Mentor or Appropriate Adult, providing support and a positive role model, or involvement in constructive leisure activities which provide young people with ways to fill their time in a positive manner.

We will raise the profile of National Volunteer's Week to promote volunteering as a positive experience, as a way of supporting local communities as well as learning new skills and gaining new experiences and contacts.

We will strive to ensure that our Volunteer Centres continue to develop the support and guidance that they are able to offer individuals and front line groups and to share good practice in volunteer recruitment, training and support.

Volunteer Centres are local infrastructure organisations that provide support to potential volunteers, existing volunteers and organisations that involve volunteers. They have 6 core functions: **Brokerage**; their primary function is to match both individuals and groups interested in volunteering with appropriate opportunities in the local community. They offer potential volunteers advice and on-going support, matching their motivation to volunteer with relevant opportunities. **Marketing volunteering**; they stimulate local interest in volunteering and community activity, promoting and marketing volunteering through local, regional and national events and campaigns. **Good practice development**; they promote good practice in working with volunteers to all volunteer involving organisations. They deliver training for volunteers and volunteer managers. **Develop volunteering opportunities**; they work in close partnership with statutory, voluntary and private sector agencies as well as community groups and faith groups to develop local volunteering opportunities. Volunteer Centres will target specific groups which face barriers to volunteering. **Policy response and campaigning**; they identify proposals or legislation that may impact on volunteering. They lead and/or participate in campaigns on issues that affect volunteers or volunteering. **Strategic development of volunteering**; as the local experts on volunteering Volunteer Centres inform strategic thinking and planning at a regional and national level. They are also responsible for posting the majority of content to the national volunteering website

We recognise that many organisations already support individuals very well in their voluntary activity and that some volunteers may need added support and guidance to increase their confidence to enable them to become volunteers. This support may need to continue for the first weeks or months of their involvement. We will therefore encourage the use of 'buddying' or mentoring to promote good practice and volunteering opportunities.

We will encourage and support further development of the number and range of volunteering opportunities available within organisations as well as encouraging people to volunteer.

We will nurture and develop the networks that exist and broaden these out to ensure that opportunities are varied enough to meet the skills and interests of the volunteers. We will encourage the County Durham Partnership and its five Thematic Partnerships to utilise the networks of the different organisations involved.

In order to promote good practice in volunteering and highlight individual volunteering experiences, we will use case studies to celebrate voluntary activity and additionally publicise the opportunity to build and enhance personal skills and improve employability.

Jack Drum Arts is a social enterprise based in Crook, but working county-wide that seeks to engage individuals and communities in creative explorations using a wide range of performing arts and media. The organisation works with people of all ages and abilities to inspire and enable new audiences to consider how creativity might work for them – whether as a viable career option or as an enriching leisure and/or learning activity. The organisation provides opportunities for volunteers to work alongside professional practitioners, often as a first step into further education, employment or simply as a means of widening social networks.

Objective 4

To develop the capacity and resilience of individuals to manage and shape change in their lives and their communities.

In order to achieve this objective we will encourage all partners to adopt an asset based approach to community development. Asset based community development aims to develop and build on people's strengths or assets i.e. their skills, talents and capacity, rather than concentrating on their needs.

Asset based community development draws out the strengths and successes in a community's shared history as a starting point for change. An asset based approach

values the capacity, skills, knowledge, connections and potential in individuals, families and communities.

Strong communities are made up of strong individuals and community activists who can play a vital role in enabling those communities to become enterprising and sustainable. Changes in national Government policy such as the Localism Act and the Open Public Services White Paper have given communities the opportunity to gain greater control of their local services and facilities. This offers a mechanism to shape change within their neighbourhoods and offers further opportunities to get involved.

Healthworks in Easington Colliery is a healthy living resource centre, managed by County Durham and Darlington NHS Foundation Trust. It provides easy access to a wide range of more than 45 health and community support services and activities for all ages and is open to anyone who lives or works in County Durham and Darlington. The centre acts as a community focal point where service providers and community groups can come together to address issues that affect the quality of life in the local community. Healthworks has over 60 volunteers who support the centre with administration, managing the refreshment bar and food co-op, and in the delivery of services and activities.

We will raise awareness about how to get involved in local networks, by highlighting what networks and partnerships already exist and by signposting individuals to groups and organisations that offer support, education, information and training. We will develop training resources and workshops to support individual volunteers, community activists and those in specialist roles such as trustees.

We will develop training resources and workshops to promote leadership within the VCS and to enhance the skills of paid staff as well as volunteers.

We will build on the successes of local participatory approaches to budgeting and decision making to promote active participation and empowerment (and the prevention of disempowerment) in order to encourage sustainable community driven development.

The Activity Den is a community building and project for children and young people in Stanley. The Den came about when a group of local people saw the imminent closure of a much-loved community building. In 2007 the Activity Den became a registered charity and company limited by guarantee and the volunteers through persistent endeavour managed to raise £100,000 for essential capital works to save the building. In July 2009 the trustees signed a lease on the building with Durham County Council allowing the continuing provision of a hugely popular and very successful venue for community activities for young people. The aim of The Den is to give children, young people, their parents, carers and volunteers the

opportunity to take a fuller and bigger role in life by engaging in wide-ranging activities and offering them the opportunity to make positive life choices.

Objective 5

To strengthen the influence and effectiveness of the VCS in strategic and local decision making.

To achieve this objective we will develop mechanisms to strengthen the voice and influence of the VCS to enable it to continue to grow and be resilient to the changing national and local landscape. It is also important to respect and uphold the independence of the VCS.

We will continue to support the existing networks where these are effective, as well as looking at new ways to create opportunities for a diverse range of voices to be heard and have an influence. This might be through local infrastructure organisations, specialist support organisations or through relationships with regional or national agencies.

East Durham Neighbourhood Watch Association has been established for 4 years and acts as a voice at local and regional level for the several hundred Neighbourhood Watch schemes that exist in the East of the county. It is managed by volunteers and promotes Crime Prevention and Community Safety initiatives. Durham Constabulary provides in kind support in the form of meeting rooms, printing facilities and participation in campaigns. The association raises funds through social events and funding bids to support activities such as the recent installation of door chains and window locks in 100 vulnerable properties in Shotton Colliery, which was carried out in conjunction with the Police and a local, private sector security company.

To enable the voice of the sector to influence strategic decision making at the earliest stages, and also to have involvement and influence at appropriate networks, we will ensure that the VCS has strong and effective links to all parts of the County Durham Partnership, including the Thematic Partnerships and AAPs. This will help to ensure local decisions are linked to specific activities and localities, meet local need and are made in response to local people.

We will seek to clarify the role that VCS representatives will play to ensure that everyone involved is able to fulfil their roles and are informed and supported accordingly. We will develop clear lines of communication and where appropriate terms of reference so that any VCS representative is committed to the effective two-way flow of information.

We will endeavour to ensure that those individuals who take on a role are from the most appropriate organisation within the VCS and at the relevant level of decision making. We will seek to empower individuals with expertise in specific areas of delivery to participate in any pieces of work that are relevant to that expertise and knowledge.

We recognise that the VCS plays a vital role in helping to deliver the priorities of the Sustainable Community Strategy. To ensure this involvement is optimised we will encourage all partners to enable and support VCS representatives to be part of the solution.

We recognise the important role that the VCS has in the commissioning cycle and we will continue to offer opportunities for the VCS to help in assessing needs, designing and reviewing services and influencing specifications that best meet the needs of local people.

The Hive at Ushaw Moor was opened in May 2012. It is a flexible place for people to meet and enjoy wide-ranging activities and also provides a point of access for a variety of services. It was developed as a community initiative by the Ushaw Moor Action Group who, in 2009, came together as a group of local people determined to address local issues. The Action Group worked in partnership with the Police, Durham City CVS, Mid Durham AAP, Groundwork North East, and local schools to identify problem areas and devise strategies and action plans to tackle them. Investments have been made as a consequence of the work undertaken and the Action Group is now providing the community with an effective local voice.

Next Steps

The Action Plan which has been developed to implement this strategy is a working document reflecting the objectives outlined. It will also remain flexible enough to adapt to changing political and economic circumstances.

All partners, including those from within the VCS, will continue to be involved in developing and implementing the Action Plan. We will ensure that the most appropriate organisations have an opportunity to contribute to the identification of further actions and their delivery.

Glossary

Best Value Guidance

Statutory guidance, published in September 2011, which sets out some reasonable expectations of the way Councils should work with voluntary and community groups and small businesses when facing difficult funding decisions.

Big Society

The Big Society is a policy initiative which involves three key aims: an emphasis on decentralisation (*'Community empowerment'*) with more power devolved to local councils and neighbourhoods; public services reform (*'opening up public services'*) enabling charities, social enterprises, co-operatives, but also private companies, to compete to deliver public services; and thirdly programmes to encourage people to play more of an active role in communities (*'social action'*).

Capacity Building

Capacity Building generally refers to a process to increase the skills and resources of individuals, organisations and communities.

Commissioning

Commissioning is the process through which needs are identified and assessed, and appropriate solutions designed to meet those needs. It is linked to procurement – the distinction being that commissioning involves deciding *what* should be purchased, whilst procurement is the process which determines *how* it will be purchased.

Community Interest Company

A Community Interest Company (CIC) is a type of social enterprise company for those who want to use their profits and assets for the public good rather than being driven by the need to maximise profits for shareholders and owners. An organisation cannot be both a charity and a CIC but a charity may operate a CIC as a trading subsidiary.

Cooperatives

Co-operatives are businesses that are fully or majority owned by their members – who may be employees, consumers, others in the community or a mix of these. Co-operatives work on one member, one vote – rather than one share, one vote – and sign up to an agreed set of values and principles.

Joints Strategic Needs Assessment (JSNA)

The JSNA provides the evidence which tells commissioners what the health and social care needs of the communities are.

Joint Health and Wellbeing Strategy (JHWS)

The JHWS is a legal requirement to ensure that NHS and social care agencies work together and agree the services that should be prioritised for County Durham. It has been developed with local stakeholders including service users, patients and carers, the voluntary and community sector, National Health Service (NHS) and Local Authority partners.

The document sets out where we would like County Durham to be heading in terms of health and wellbeing. It outlines a four year vision for improving health and addressing health inequalities in the County.

Localism Act 2011

The Localism Act contains a wide range of measures to devolve more powers to councils and neighbourhoods and give local communities greater control over local decisions like housing and planning.

Mutuals

Mutuals are organisations that are owned by, and run for the benefit of, their current and future members. In the UK, the mutual sector is highly diverse and includes organisations ranging from housing associations to employee owned businesses.

Procurement

Procurement is the process through which an organisation establishes contracts for goods, works and services. Procurement is part of the commissioning cycle, starting with an identified need and seeking to put in place a contract, or contracts, which effectively meet that need. This involves research, planning and market engagement, the conducting of procurement exercises such as tenders, the formal award of contracts, and the management and monitoring of contracts once in place. It is connected to, but separate from, “purchasing” - which is the process of ordering and paying for goods and services.

Public Services (Social Value) Act 2012

The Act places a duty on public bodies to consider, prior to undertaking a procurement exercise, how that exercise, in terms of what is being procured, might improve ‘the economic, social and environmental well-being of the relevant area’.

Social Capital

A term used to describe those resources (trust, reciprocity, and the sharing of values), which allow a community to function more effectively.

Social Enterprise

Social Enterprises are businesses with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or community, rather than being driven by the need to maximise profit for shareholders and owners.

Trusts and Foundations

The terms 'trust' and 'foundation' are often used interchangeably. All charitable foundations are trusts – that is, they are managed by trustees who may or may not be supported by paid staff. A foundation is a trust whose income derives from an endowment of land or invested capital. Not all foundations make grants; some use their income to finance charitable activity of their own. Not all grant-making charities have an endowment.

Useful Links

For the role structure and membership of the County Durham Partnership together with its associated documents visit:

www.countydurhampartnership.co.uk

Here you will find:

[The Sustainable Community Strategy for County Durham](#)

[County Durham Compact](#)

[The County Durham Partnership Framework](#) - the booklet provides details about the structure and activities of the CDP, thematic partnerships and sub-groups.

Other links

www.onevoice.co.uk

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

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VCS Strategy Action Plan 2013-2014

No.	Outcome Focussed Action	Lead	Outputs/Activities	Target Date
Objective 1: To increase the sustainability of the Voluntary and Community Sector by building capacity to meet identified needs and be flexible enough to meet future needs				
1.1	Support the growth and viability of frontline VCS groups to meet the needs of local people and to play a key role in preventing the need for acute services in the future	Lead Infrastructure Organisation	<ul style="list-style-type: none"> Provision of appropriate county wide infrastructure support offering relevant advice, support and development opportunities for frontline VCS groups Enhancing and updating Welfare Reform Directory of Support Organisations Monitoring effects of Welfare Reform on service users and developing appropriate responses to support frontline groups 	<p>March 2014</p> <p>June 2013</p> <p>Quarterly Reports via Grant Funding Agreement July 2013; October 2013; January 2014; April 2014</p>
1.2	Create a forward looking and adaptable VCS to ensure it is fit for the future by working in partnership to identify potential future needs and opportunities and build potential future projects	Lead Infrastructure Organisation	<ul style="list-style-type: none"> Ensure a clear understanding of current local, regional and national developments and their implications through training workshops and online resources Increase knowledge, skills and qualifications of VCS organisations by developing shared learning and building on good practice through training workshops and online resources 	<p>March 2014</p> <p>March 2014</p>

VCS Strategy Action Plan 2013-2014

No.	Outcome Focussed Action	Lead	Outputs/Activities	Target Date
1.3	Strengthen the ability of VCS organisations to demonstrate their impact and social value in order to win public contracts	DCC Corporate Procurement	<ul style="list-style-type: none"> Development of training, mentoring and skills utilising the expertise of Partner organisations Increase the transparency and clarity of commissioning and procurement processes in the public sector through engagement workshops Increase support to VCS organisations through networking events and workshops to enable them to work collaboratively to win public contracts through consortia bids working in partnership with the VCS led Sustainability and Funding Project 	<p>June 2014</p> <p>Training Programme of networking events and workshops:</p> <ul style="list-style-type: none"> September 2013 January 2014 April 2014
1.4	Create a climate for entrepreneurship to grow and generate value for money	Business Enterprise and Skills Working Group	<ul style="list-style-type: none"> Steering Group to discuss with Business Enterprise and Skills Working Group the extent to which members can support the creation of a long term investment plan for the sector and to identify practical actions which they could take to assist the sector to become more enterprising in its ways of working. 	<p>June 2014</p>

VCS Strategy Action Plan 2013-2014

No.	Outcome Focussed Action	Lead	Outputs/Activities	Target Date
3.2	Improve employability through the enhancement of personal skills	Business Enterprise and Skills Working Group	<ul style="list-style-type: none"> Steering Group to discuss with Business Enterprise and Skills Working Group the extent to which members can identify practical actions which they could take to assist the sector to increase support to volunteers to enhance employability. 	June 2013
3.3	Encourage employees in the public and private sectors to volunteer and contribute to community life.	VCS Working Group	<ul style="list-style-type: none"> Increased take up of Employer Supported Volunteering schemes within private and public sector organisations Increased Promotion of access to volunteering opportunities and benefits of volunteering through a range of communication channels and online resources 	March 2014 September 2013
3.4	Improve the quality of volunteering experiences	VCS Volunteering Steering Group	<ul style="list-style-type: none"> Good practice in Volunteer Management shared across all sectors through a range of communication channels and online resources 	December 2013
3.5	Demonstrate the value of volunteering in local communities	Lead Infrastructure Organisation	<ul style="list-style-type: none"> Celebration and recognition of volunteer achievements and the positive difference that volunteering brings to individuals and communities 	March 2014

VCS Strategy Action Plan 2013-2014

No.	Outcome Focussed Action	Lead	Outputs/Activities	Target Date
			<ul style="list-style-type: none"> Illustrate the impact of voluntary activity through case studies 	Quarterly Reports via Grant Funding Agreement July 2013; October 2013; January 2014; April 2014
Objective 4: To develop the capacity and resilience of individuals to manage and shape change in their lives and their communities				
4.1	Facilitate individual choice and self-determination to enable individuals to be resilient and better able to adapt to change	Health Improvement Partnership	<ul style="list-style-type: none"> Roll out of an asset based approach to community development and community health and wellbeing Improved Knowledge of networks and opportunities to be involved in local decision making through a range of communication channels and online resources Provision of appropriate training , mentoring and skills development 	November 2013 October 2013 June 2013
Objective 5: To strengthen the influence and effectiveness of the VCS in strategic and local decision making				
5.1	Ensure the VCS has a strong strategic voice	VCS Working Group	<ul style="list-style-type: none"> Establishment of a consistent effective strategic involvement mechanism for the VCS that disseminates information and ensures a good flow of communication 	December 2013

VCS Strategy Action Plan 2013-2014

No.	Outcome Focussed Action	Lead	Outputs/Activities	Target Date
			<ul style="list-style-type: none"> Development of individual and organisational capacity through training resources 	March 2014
5.2	Enhance the delivery of the priorities of the Sustainable Community Strategy	Lead Infrastructure Organisation	<ul style="list-style-type: none"> Optimising the role of VCS partners through networking events and workshops 	March 2014

Cabinet

5 June 2013



**2013 Refresh of the Safe Durham
Partnership Plan 2011-14**

Report of Corporate Management Team

**Rachael Shimmin, Corporate Director, Children and Adults
Service**

**Councillor Lucy Hovvels, Cabinet Portfolio Holder for Safer and
Healthier Communities**

Purpose of the Report

- 1 The purpose of this report is to seek approval from Cabinet on the 2013 refresh of the Safe Durham Partnership (SDP) Plan 2011-14.

Background

- 2 The Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007 require that Durham County Council, along with the other responsible authorities (Durham Constabulary, NHS Commissioning Groups, County Durham and Darlington Fire and Rescue Service and Durham Tees Valley Probation Trust), develop and implement a Partnership Plan. The 2011-14 Plan is the Safe Durham Partnership (SDP) strategy for reducing crime and disorder and for combating substance misuse in the area.
- 3 The regulations also require that at the start of each year the Safe Durham Partnership Plan shall be revised following the completion of an annual Strategic Assessment.
- 4 The first refresh of the Partnership Plan was produced in 2012 and demonstrated significant progress:
 - Crime fell by 4.8% to 26,913 incidents;
 - Anti-social behaviour fell by 25% to 33,718 incidents;
 - Deliberate and Secondary fires fell by 7% to 2,076 incidents;
and
 - Targets for first time entrants to the youth justice system, adult re-offending and repeat victims of Domestic Abuse were all exceeded.
- 5 Following the 2012 SDP Strategic Assessment and subsequent public/stakeholder, consultation, it was decided that the SDP priorities

would be amended to reflect the need to embed the 'Think Family' programme into the partnership strategy. Previous to the refresh the long-term priorities were:

- Reduce anti-social behaviour;
- Protect vulnerable people from harm;
- Reduce re-offending;
- Alcohol and substance misuse harm reduction;
- Reduce serious and violent crime;
- Counter terrorism and prevention of violent extremism; and
- Road casualty reduction.

6 The Sustainable Community Strategy 2010-30 contains these agreed long-term priorities for the SDP until March 2013.

Current Position

7 This is the final refresh of the Safe Durham Partnership Plan 2011/14 and comes in the form of a second supplement (**Appendix 2**) to the original Plan. The supplement demonstrates that during 2012/13 significant progress in performance was, again, achieved (note: the supplement will be updated when the full financial year performance figures are available). Compared with 2011/12:

- Crime fell by 14% to 23,034 incidents;
- Anti-social behaviour fell by 24% to 25,474 incidents;
- Deliberate and secondary fires fell by 43% to 1,191 incidents;
- Domestic Abuse repeat victimisation rate was 12.6%; well below the national target of 25%;
- 58% reduction in offending from prolific adult offenders; and
- 15% reduction in young people entering the youth justice system for the first time, achieving a 78% reduction since 2007/08.

8 The refresh of the Partnership Plan describes the way in which the SDP has made significant progress in delivering what it undertook to achieve during the life of the 2011-14 Plan. The refresh demonstrates progress against key areas for improvement which include:

- Delivery of projects within High Impact Localities, where anti-social behaviour in those localities fell by 24%;
- Implementation of the High Impact Households initiative and its alignment with 'Think Family'; and
- Delivery of a robust partnership response to organised crime.

Future Priorities

9 Reducing serious and violent crime will no longer be a priority, though embedding the Think Family approach will become a new priority. This is reflected in the revised list of long-term priorities:

- Reduce anti-social behaviour;
- Protect vulnerable people from harm;

- Reduce re-offending;
 - Alcohol and substance misuse harm reduction;
 - Embed the Think Family approach;
 - Counter terrorism and prevention of violent extremism; and
 - Road casualty reduction.
- 10 The refresh of the Partnership Plan outlines the challenge ahead which includes the need to embed the 'Think Family' approach. Think Family touches on the priorities of several thematic groups of the County Durham Partnership; of which the SDP is one. Therefore it requires a joined- up response at a strategic and operational level. The SDP will, therefore, adopt and embed this approach in order to provide families with the best possible opportunity to avoid involvement in crime and disorder and reduce their impact on our services.
- 11 Think Family is known nationally as the Troubled Families Programme and partners will work with 1,320 families over three years who:
- Have children who don't attend school or who are excluded;
 - Are involved in anti-social behaviour or crime;
 - Are not in work; and
 - Are high cost and those with a range of health issues.
- 12 These are the families who often cause the most concern in our communities and in many cases, are already well known to services. Despite numerous interventions, often over many years, their problems persist and are in many cases intergenerational. The programme is based on a payment by results scheme, where payment will only be made where success in meeting target outcomes can be demonstrated.
- 13 The government expects local authorities to not only get to grips with and support families with multiple and complex needs but also to change the way services are delivered to them. This will involve embedding integrated whole family support processes to help families break the cycle.
- 14 Work with identified families will include the following approaches:
- (a) Dedicated key worker for each family;
 - (b) Provision of practical 'hands on' support;
 - (c) A persistent, assertive and challenging approach;
 - (d) Considering the family as a whole; and
 - (e) Coordinated agreed actions with professionals and families.

- 15 The Children and Adults Service Management Team, the Corporate Management Team and the Safe Durham Partnership Board received the first draft of the Partnership Plan refresh in March 2013 and provided feedback which was reflected in this updated version.

Recommendations and Reasons

- 16 Cabinet approve the refresh of the plan and recommend its adoption by Council:
- a) Agree the Partnership Plan refresh; and
 - b) Request a copy of the Partnership Plan refresh is made available to the public through the Corporate Website and the County Durham Partnership Website.

Background Paper(s)

Safe Durham Partnership Plan 2011-14
2012 Partnership Plan Refresh

Contact: Carole Payne, Head of Early Intervention and Involvement
Tel: 03000 268 983

Appendix 1: Implications

Finance

Action Plans have been developed to support the delivery of the Partnership Plan. The Police and Crime Commissioner has allocated funding to support the delivery of those action plans.

Staffing

The Plan will be implemented using existing resources. Durham County Council will contribute to the delivery of the plan in partnership with other responsible authorities.

Risk

No adverse implications.

Equality and Diversity/ Public Sector Equality Duty

An impact assessment in relation to Equality and Diversity implications will be undertaken when the refresh has been agreed.

Accommodation

No adverse implications.

Crime and disorder

The Partnership Plan outlines the Safe Durham Partnership priorities for tackling crime and disorder in County Durham.

Human rights

No adverse implications.

Consultation

Statutory consultation with the community and stakeholders has been undertaken as part of the Plan's refresh.

Procurement

No adverse implications.

Disability Issues

No direct adverse implications. An impact assessment will be undertaken when the refresh has been agreed.

Legal Implications

No adverse implications. The County Council, as a responsible authority under the Crime and Disorder Act 1998, has a statutory duty to produce a Partnership Plan.

Appendix 2: (2013 Refresh) Partnership Plan 2011-14

See attached document.

Safe Durham Partnership Plan 2011/14 Refresh 2013



In April 2011 the Safe Durham Partnership Plan 2011/14 presented its commitment to deliver its 'Altogether Safer' priorities outlined in the Sustainable Community Strategy.

Altogether Safer

This is the final refresh of the Safe Durham Partnership Plan 2011/14 which, again, demonstrates how the Safe Durham Partnership is reducing crime and anti-social behaviour, improving community safety and increasing public confidence.

Summary of Performance

During 2011/12 our performance built upon the significant reductions in crime and anti-social behaviour in the previous three years: crime fell by 4.8%; Anti-social behaviour fell by 25%; and deliberate and not known secondary fires fell by 17%.

During 2012/13 progress continued. Compared to 2011/12:

- Crime fell by **14%** from **26,913** to **23,034** incidents;
- Anti-social behaviour fell by **24%** from **33,718** to **25,474** incidents; and
- Deliberate and not known secondary fires fell by **43%** from **2,076** to **1,191** incidents.

During 2012/13 the repeat Domestic Abuse victim rate was **12.6%**; well below the national target of 25% or less.

There was a 61% reduction in offending from prolific adult offenders while the Pre-Reprimand Disposal programme has resulted in a 74% reduction in young people entering the youth justice system for the first time since 2007/08.

During 2012/13 anti-social behaviour in High Impact Locality areas fell by **24%**; from **4,957** to **3,761** incidents.

Some of our Achievements

11,000 school children and young people have received road safety training delivered by the Safe Durham Partnership.

The High Impact Household and Think Family programmes aligned to work with families that have a disproportionate impact as perpetrators or victims of crime and anti-social behaviour.

Our drive for Safe and Active Communities resulted in a higher percentage of homes in a Neighbourhood Watch scheme than any other in the country. Neighbourhood Watch volunteers deliver safety advice and help provide added security to those vulnerable to crime as part of the Safer Homes scheme.

Drug and alcohol services were strengthened during 2012/13. More front line staff were trained in alcohol screening and delivery of brief intervention advice and the Recovery and Wellbeing Centre opened in Durham.

More partner organisations are supporting the police in disrupting organised criminals by sharing information, resources and powers. Public sector staff; communities and businesses are learning more about the harm that organised crime can cause and what they can do to help. This approach will disrupt the activity of organised criminals and divert people from getting involved.

The Challenge ahead

The Safe Durham Partnership is determined to maintain this strong progress through to the end of the Partnership Plan in March 2014. It will work closely with the new Police and Crime Commissioner to deliver on our shared priorities which are shaped by the public and stakeholders.

This refresh of our 2011 to 2014 Partnership Plan will demonstrate progress against our priorities and describe how we will build upon this success in order to meet the challenges ahead.

Anti-Social Behaviour

Why this remains a priority

Reducing anti-social behaviour is a key priority for the Government and the Safe Durham Partnership alike. Incidents are reported to a range of local organisations and it is, therefore, important that we work together to reassure our communities that our partners are tackling those issues that are of most concern to them.

Our performance

The 2012 Partnership Plan refresh reported on continued reductions in the number of incidents of anti-social behaviour reported to the police. Between April 2011 and March 2012 anti-social behaviour fell by 25% from 45,241 to 33,771 incidents, while 'deliberate and not-known secondary fires' fell by 7% from 2,249 to 2,088 incidents.

Our performance remains very strong. **During 2012/13** the number of anti social behaviour incidents reported to the police reduced by **24%**. This amounts to **8,244** fewer reported incidents than the same period the previous year

Across 'High Impact Locations' we saw a **24%** reduction in anti-social behaviour **during 2012/13**: amounting to **1,196** fewer incidents.

Some of our achievements

Following issues in Belmont, young people engaged in projects to renovate village halls, expand activities in community centres and recycle waste. The Coundon Grange 'Tackling Void properties and Environmental issues' initiative saw anti-social behaviour fall by 67%. The Peterlee ASDA Safe Stores Partnership continues to reduce anti-social behaviour and shop theft. A Bishop Auckland initiative to tackle horse related nuisance was Highly Commended by the national Tilley Awards. These are just a few examples of successful local initiatives.

The Anti-Social Behaviour Risk Assessment Matrix has become a proven method of assessing victim vulnerability and our new Case Review Panel is now reviewing the critical few cases of anti-social behaviour that need a strategic approach.

A co-ordinated approach has been developed with Mental Health Services for anti-social behaviour cases involving perpetrators or victims who have mental health issues. It will ensure early intervention and build an added level of support for those who need it.

The challenges ahead

Despite our progress, the public still perceive anti-social behaviour to be a problem. As a result, the Safe Durham Partnership will improve the way in which partners capture and record complaints. It will also set out to tackle those specific issues that the public have raised. These include:

- Underage drinking
- Dealing using drugs
- Dog fouling
- Rubbish lying around
- Speeding

The Partnership will:

- Continue local campaigns; targeting environmental action, alcohol enforcement and awareness-raising.
- Target alcohol related anti-social behaviour.
- Develop a support package for repeat and vulnerable victims.
- Target littering and dog fouling, including the power to issue fixed penalty notices.
- Expand the use of 'Community Speedwatch' campaigns.

Protect Vulnerable People from Harm

Why this remains a priority

Vulnerability covers a range of issues and it has been important to put in place initiatives that protect those who are vulnerable to particular types of crime.

Violence Against Women and Girls is a priority for Government. Tackling Domestic Abuse is a priority for the Safe Durham Partnership which has implemented a Domestic Abuse Strategy and is commissioning a Countywide specialist Domestic Abuse Outreach Service.

The County Durham Sexual Violence Strategy brings partners together to tackle sexual violence and the negative impact it has on individuals and families.

The Government's plan to tackle Hate Crime brings together activities by a wide range of departments to meet three specific objectives; Prevention, Provision and Protection. The Safe Durham Partnership has committed to delivering these objectives locally.

Our performance

During 2012/13 the repeat Domestic Abuse victim rate was 12.6% against a new national target of 25% or less.

Local reporting of Hate Crime follows the national trend and is significantly under-reported.

The detection rate for Serious Sexual Offences stands at 36.6% against a target of 45%.

Sexual offences are under-reported and the Safe Durham Partnership wants to address this. The number of reported offences stands at 306 in comparison to the 2011/12 outturn of 333.

Some of our achievements

An Ofsted Inspection of Safeguarding and Looked-After Children Services found safeguarding partnership work was outstanding; including the way services linked with the Safe Durham Partnership around the issue of Domestic Abuse.

Between 2009 and 2012, three Independent Domestic Violence Advisers were appointed and provide specialist support and advice to 209 victims.

The Domestic Abuse Voluntary Perpetrator scheme accepted over 119 referrals with over 41 women receiving support and 140 Domestic Abuse victims were able to remain safe in their home after receiving added security measures.

The new Domestic Homicide Review procedure makes sure that lessons are learned when a person has been a victim of a domestic homicide.

Our Hate Crime Action Plan has resulted in a campaign to raise awareness, help people understand how to report it and train staff to raise an alert when they suspect someone is a victim of a hate crime.

The local Sexual Violence Implementation Plan aims to safeguard victims and disrupt offenders. Eight awareness-raising sessions have been delivered to 600 practitioners to help them understand how this subject links to their role.

The challenges ahead

The Safe Durham Partnership will continue to develop its response to these three areas of work. It will:

- Ensure Domestic Abuse services are integrated with the 'Think Family' approach;
- Do more to improve hate crime reporting and recording;
- Tackle disability hate crime;
- Continue to implement the Sexual Violence action plan; and,
- Improve information sharing across partners to prevent future Domestic Homicides.

Reduce Re-offending

Why this remains a priority

The Government objective for reducing crime and re-offending encourages a focus on society's most prolific and problematic offenders. The Safe Durham Partnership will continue to prioritise the effective management of offenders who are identified as committing a disproportionate amount of crime and harm in their local communities.

Our performance

The award winning Pre-Reprimand Disposal programme has reduced the number of first time entrants to the youth justice system by 74% since 2007/08.

During 2012/13, offences committed by young people fell by **18.1% compared to 2011/12**; from **1,804 to 1,070**. The number of young people offending fell by **17.3%**; from **928 to 767**.

The Integrated Offender Management programme is well established. It continues to achieve significant reductions in adult re-offending with a current reduction of **58%**.

Some of our achievements

An Enhanced Transitions Pilot for vulnerable 18 year olds is now in place.

It will reduce re-offending by addressing gaps in service provision at key transition points into adulthood.

The award winning fully integrated pre-court system provides early assessment of need and intervention which are proving successful in reducing re-offending. It will be included as best practice in national guidance for Out of Court Disposals.

The use of Restorative Approaches for young people has been expanded across pre and post court utilising existing resources. Work to further increase victim involvement with young people will be rolled out countywide.

The Safe Durham Partnership has implemented a whole systems approach to nationally recognised accreditation of court ordered work to support young people's engagement in training and employment and reduce re-offending.

County Durham Youth Offending Service recently gained Investing in Volunteers status, recognising the work volunteers do to reduce re-offending and the high quality support provided by the service to volunteers.

The Integrated Offender Management program is in place across County Durham and is providing all agencies engaged in local criminal justice with a single coherent structure for the management of repeat offenders.

Parenting courses in prisons, mentor support for offenders, and a programme to support offenders into housing have all proven successful.

Support into employment and successful engagement with the Recovery Academy in Durham is helping offenders find work and live a drug-free life.

The challenges ahead

The scope of re-offending work has been increased from reducing prolific offending to reducing all proven offending by adults and juveniles.

In order to meet this new challenge the Safe Durham Partnership will provide a clear profile of all such offending and identify those offence types which are most prevalent. It will then develop a model that responds to a wider and lower risk cohort of offenders.

Alcohol & Substance Misuse Harm Reduction

Why this is a priority

Alcohol & Substance misuse contributes to a significant proportion of crime and anti-social behaviour; with links to both organised crime and child sexual exploitation. Alcohol costs County Durham £89m each year to deal with. Underage drinking and drugs in the community are in the top three issues that the public of County Durham want tackling.

Our performance

Despite a rise in alcohol related violent crime and alcohol related domestic violence in 2011/12, levels have fallen back below those in 2010/11. **During 2012/13**, the number of anti-social behaviour incidents related to alcohol remained stable at just over **16%**.

During 2011/12 there was **1,738** drug users in effective treatment and **1,758** people in treatment with the Community Alcohol Service. The Percentage of all exits from alcohol treatment that are planned discharges stand at **64%**. The percentage of drug users in treatment who successfully completed treatment during 2011/12 was **10.8%**.

Some of our achievements

A new multi-agency Alcohol Harm Reduction Unit will tackle alcohol misuse; focusing on intelligence led enforcement. Four 'Best Bar

None' schemes incorporating 64 accredited premises involve the licensing trade, police and local authority; all working to reduce alcohol related crime in town centres.

The Stanley Community Alcohol Partnership continues to tackle underage alcohol use and encourages engagement and guardianship among alcohol retailers and the community. Alcohol seizures from young people result in their referral to 4Real; a free and confidential support service for young people under the age of 18.

A Baroness Newlove funded project is targeting youth related alcohol nuisance in Tow Law, Howden-le-Wear, Sunnybrow and Crook. The project has seen a reduction in calls to the police, significant alcohol seizures from young people and young adults and 30 licensees have received responsible retailer training.

The number of people successfully leaving substance misuse treatment is increasing. **Q3 2012/13** data shows that **13%** of drug users in treatment successfully completed treatment. Criminal Justice clients make up **20%** of the treatment population and of these **11.7%** successfully completed. **72%** of discharges from the Community Alcohol Service between April 2012 and

December 2012 were planned. This is 13 percentage points above the national achievement for the same period.

Abstinent based Recovery programmes are now supporting the reduction in drug use and drug related crime; supporting recovery beyond Recovery Centres and into the community. Programmes are helping people recover from their own substance misuse and then bring them back into these programmes as volunteers to help others.

These include programmes such as SMART (Self Management And Recovery Training) and the peer led volunteer Ambassador Scheme.

The challenges ahead

The public tell us their perception of alcohol and drug related nuisance remains high and this will be a key focus for the Safe Durham Partnership in the coming year. The Partnership will focus on young people drinking. This will include public places and standardising the level of alcohol seizures across the County.

The partnership will continue to focus on penetration into drug using communities ensuring that those who need a service are able to access treatment which is appropriate to their needs.

Counter Terrorism & Preventing Violent Extremism

Why this is a priority

CONTEST, the UK's Counter-Terrorism strategy, aims to reduce the risk to the United Kingdom and its interests overseas from terrorism, so that people can go about their lives freely and with confidence.

The Safe Durham Partnership is committed to preventing terrorism and shares concern about extremism that has the potential for developing into violence. Extremism is based on intolerance, lack of respect for other people and a rejection of community cohesion.

Our performance

The Safe Durham Partnership carries out a self-assessment of its progress; assessing performance against a set of criteria moving up in performance on a 1 to 5 scale.

During 2012/13 the Partnership maintained its target score of 3 out of 5.

Some of our achievements

Key members of staff are provided with knowledge of domestic and international terrorist and extremist ideology by maintaining links with the regional Counter Terrorism Unit and the National Domestic Extremism Team.

This knowledge is important in terms of effectively assessing the risks to County Durham.

Public sector staff are being trained to understand the methods that individuals and groups use to radicalise those who, because of their circumstances, can be vulnerable to their influence.

Training such as WRAP (Workshop to Raise Awareness of Prevent) helps staff understand how to use their safeguarding expertise and knowledge to recognise when individuals may be vulnerable to being drawn into terrorism and extremism and safeguard them from the risk.

A 'channel' referral process formalises the way in which we can identify individuals at risk, assess the nature of the risk and develop support plans.

Channel is in place to safeguard children and adults; using early intervention to protect and divert people away from the risk they face.

The Safe Durham Partnership works with Durham Constabulary's Security Advisers to help protect against terrorist attack.

It also works with the Local Resilience Forum to plan and prepare for localised incidents and catastrophic emergencies.

The Safe Durham Partnership has adopted the national Integration Policy and will continue to tackle intolerance and extremism that presents a potential risk to local areas.

A response to such risk has been developed by the Safe Durham Partnership. It aims to develop a better understanding of local conditions, protect against violent extremism and hate crime and prevent a breakdown in community cohesion.

The challenges ahead

The Safe Durham Partnership recognises the need to continue its staff awareness-raising programme to protect those vulnerable to being drawn into terrorism and extremism. It will focus on key institutions such as schools, further education, health and offending.

It will target the risks from domestic extremism by pursuing safe and cohesive communities.

Road Casualty Reduction

Why this is a priority

There has been a significant reduction in the number of road casualties over the last ten years. Despite this, the rates of reduction in County Durham are not always at the level of some other areas. County Durham has a significant roads network which presents risks that many other areas do not have to contend with. It is for this reason that reducing road casualties should remain a priority.

Our performance

There were 1,736 slight injuries on County Durham roads, between October 2011 and September 2012. This compares with 1,705 in the previous year.

During the same period, there were 239 people killed or seriously injured compared with 212 the previous year. This included 21 children compared with 26 the previous year.

Some of our achievements

The Safe Durham Partnership has developed a range of initiatives to keep people safe on our roads.

In car safety awareness sessions are being delivered to year 5 and 6 school children.

These sessions are part of the Junior Neighbourhood Watch scheme; a ten week programme designed to help children to stay safe, know how to report an incident and understand the principles of Neighbourhood Watch. 900 primary school children have so far been part of Junior Neighbourhood Watch.

External funding was awarded to Newton Aycliffe Youth Centre for 'First Gear and On Two Wheels'; a project aimed at 14 to 25 year olds. It teaches young people about responsible car and motorbike ownership; something that can contribute to reducing road casualties among young people.

Older drivers, motor cyclists and the wider community have also had the opportunity to benefit from road safety training courses and the Partnership has ensured that road safety messages are publicised across the whole of County Durham.

1,300 young people completed a young driver training scheme, while 400 children and young people have attended road safety education programmes in schools and colleges. 3,000 school children have taken part in a practical child pedestrian training scheme.

4,700 school children have received cycle training, while 4,600 children attended the Safety Carousel which delivers a broad range of safety measures.

Given the sizable road network covering the County, passenger safety on our public transport network is particularly important. 80,000 bus pass holders have received safety advice and the partnership will cooperate with operators to ensure passenger safety.

The challenges ahead

Child road casualties, motorcycle safety and young driver casualties present a challenge for County Durham.

In addition, the public are concerned about speeding vehicles which they view as anti-social as well as presenting a danger to other road users.

New and existing initiatives are part of a new multi-agency Road Casualty Action Plan which will help us to respond to these challenges in the coming year.

Embed the Think Family Approach

Why this is a priority

Think Family is a multi-agency approach that seeks to provide early intervention for those families that have problems and cause problems to the community around them, putting high costs on the public sector.

Think Family touches on the priorities of several thematic groups of the County Durham Partnership; of which the Safe Durham Partnership is one. Therefore it requires a joined-up response at strategic as well as operational level.

The Safe Durham Partnership will, therefore, adopt and embed this approach in order to provide families with the best possible opportunity to avoid involvement in crime and disorder and reduce their impact on our services.

Our performance

In order to measure the success of this priority we will monitor the percentage of identified families where a successful intervention for crime and anti-social behaviour is achieved. Achieving our targets will have financial benefits and will present social benefits for those areas of the County where communities suffer most.

Maintaining significant and continuous reductions in crime and anti-social behaviour can only be achieved by building on what works and being able to adapt the way we approach problems. The Think Family programme offers us the opportunity to do this.

Our objectives

The programme aims to:

- Get children back into school;
- Reduce youth crime and anti social behaviour;
- Put adults back on a path back to work; and
- Reduce the high costs some families place on the public sector each year

This approach will:

- Join up local services;
- Deal with each family's problems as a whole;
- Provide a single key worker to work intensively with the family to change their lives for the better; and
- Use a range of methods that support families and challenge poor behaviour

It will also build upon the 'High Impact Household' programme adopted by the Safe Durham Partnership in 2011.

This delivers a toolkit of early and effective intervention, which comprises a range of proven and successful working practices.

The challenges ahead

'Think Family' is a cross-cutting priority which all our thematic groups and local problem-solving groups will need to embed.

Enhancing initiatives such as the anti-social behaviour escalation policy and mental health protocols are examples of how we can intervene early

Our Domestic Abuse services already provide intensive support to those families who need it. By embedding Think Family, existing services will be able to draw upon additional support networks.

Our offender management programme will benefit from additional engagement with families of offenders so that services can be designed around the issues that they raise with us.

We will ensure that we contribute to helping Think Family services provide value for money and are effective.

Cabinet

5 June 2013



Transfer of Investing in Children to a Community Interest Company

Report of Corporate Management Team

Rachael Shimmin, Corporate Director, Children and Adults Services

Councillor Ossie Johnson, Cabinet Portfolio Holder for Children and Young People's Services

Purpose of the Report

- 1 To inform Cabinet of a delegated decision, made under the delegated powers set out in paragraph 12 of the General Delegations Table One to transfer Investing in Children to a Community Interest Company,

Background

2. Since 1995 Investing in Children has played a key role in ensuring that children and young people have had a voice in the design, review and delivery of the services they use in County Durham. As a result, Durham County Council has enjoyed a regional, national and international reputation as an authority committed to respecting the human rights of children and young people.
- 3 In the current economic climate, the County Council has had little choice but to reduce its financial support to Investing in Children, and further reductions are planned for 2013 and 14. When the savings in the current Medium Term Financial Plan are implemented, the Council's contribution to the Investing in Children budget in the five years between 2009 and 2014 will have been reduced by 66%.

Durham CC contribution to IIC budget, 2009- 2015						
2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	
£352k	£334k	£299k	£223k	£173k	£123k	

- 4 As a result of a decision made by the County Council in 2004, to establish the Investing in Children Development Agency, the Project has established a portfolio of external work. In financial year ending 12/13, 46% of the budget came from sources other than the County Council.

- 5 An opportunity was identified to secure the future of Investing in Children, and the key contribution it makes to the planning and delivery of services to children and young people in Durham, whilst reducing its financial dependence upon the County Council.

6.0 Investing in Children Business Plan

- 6.1 The Business Plan attached as appendix 2 to this report contains an outline of how this might be achieved.
- 6.2 The Business Plan considered the current external contracts with, for example, Alder Hey Children's Hospital in Liverpool and the Northumberland, Tyne and Wear Foundation Trust, and looked forward at emerging opportunities for new contracts in Scotland, across the European Union and in the field of academic research into children and young people's issues.
- 6.3 The Plan made the case for 'spinning out' Investing in Children from County Council control and converting it to a Cooperative Community Interest Company (CIC), in order to reduce risk to the Council and secure Investing in Children's future.
- 6.4 In addition to the income set out in the plan, there are a range of new potential funding streams for Investing In Children, available only to "third sector" organisations, not to those in the statutory sector.
- 6.5 The Plan described how this would provide liC with the freedom to maximise its ability to increase its external business by exploiting the opportunity to develop new markets and apply for funding streams not currently accessible to local authority organisations. This will create the circumstances in which Investing in Children can continue to promote the human rights of children and young people, and maintain its services to Durham County Council at a much reduced cost.

7.0 Financial Risk

- 7.1 The Business Plan also considered the financial risks to the County Council. The reductions in funding which have already been implemented and the further reductions contained in the Medium Term Financial Plan effectively create a doubt about the long term sustainability of Investing in Children.
- 7.2 If no action had been taken, the current Investing in Children Team would have been at risk of redeployment or redundancy, with the consequent costs to the Authority of redundancy of ten staff. The current estimated cost to the Authority of early retirement and redundancy of the current team is £140,000.
- 7.3 The proposals put forward in the Plan created an alternative course of action which, without exposing the County Council to any additional risk, created the

realistic possibility of the Authority retaining the services of Investing in Children whilst reducing its employer's liability for the staff involved over a 2 year period.

- 7.4 Specific advice was given by relevant corporate experts in relation to Pensions, Employment Liability and TUPE transfer.

8.0 TUPE Transfer

- 8.1 All employees transferred to the new organisation with existing terms and conditions intact. However, any future employees will be appointed on new terms. HR have advised on this process. Similarly, consultation with Trade Unions has been completed successfully, as all staff were in favour of the transfer.

9.0 Pensions

- 9.1 Seven of the transferring staff are members of the Local Authority pension scheme. Following advice from pension experts, it was agreed that those members be allowed to continue in the scheme. External advice received suggests that such an arrangement is not uncommon for ex-local authority social enterprises.
- 9.2 The Corporate Director of Resources' recommended that these staff should be subsumed into the pension with a levy of 2% in addition to the normal employer contribution, borne by Investing in Children CIC. This arrangement will be subject to review. The figures in the Projected Budget are based on this assumption. Should the company downsize, with ER pension strain costs, these costs would be borne by CAS cash limit reserves. This represents an opportunity cost only.
- 9.3 The pension scheme will be closed to any new employees who will be offered a Stakeholder pension only.

10.0 Employer Liability

- 10.1 Under TUPE, accumulated employer liabilities transfer from the County Council to the new CIC. In the event of the CIC not meeting its budget targets in the first two years, it would have the accrued liability for any redundancy that might ensue, but not the means to pay it.
- 10.2 An agreement has been reached whereby liability for redundancy is shared over the first two years, but on a sliding scale, to allow Investing in Children to build up a reserve sufficient to meet its responsibility. So if there is any redundancy liability between years 1 and 2, 50% of that liability would be borne by the Council. If a redundancy cost were incurred in year 3, 100% of the cost would be borne by the Community Interest Company.
- 10.3 This arrangement will not increase the County Council's current liabilities, and clears them within the two year period. Advice from the Corporate

Director of Resources indicated that this is reasonable, given that all of the liability is currently carried by the council and would continue to be so, if liC remained within the council.

11.0 Procurement

- 11.1 Advice from the Head of Corporate Procurement and Legal Services is that the services provided by Investing in Children are 'Part B Services, and as such are largely excluded from the procurement regime, and only limited rules apply. However, any contract that may interest providers from a different member state must comply with EU principles of transparency, equal treatment and non-discrimination.
- 11.2 It is accepted that this is a very specialised service, and that there is unlikely to be a contestable market, however there is a risk that an alternative supplier may step forward.
- 11.3 In order to mitigate the risk of challenge, the Council has established a 3 year contract (2 years plus an option to extend for 1 year) with a termination clause, should an alternative supplier express an interest and demonstrate the potential capacity and capability to provide the service.
- 11.4 A market testing exercise will be carried out at the beginning of Year 2 to provide reassurance that there is still no contestable market, allowing time to carry out a procurement in advance of the decision to extend in Year 3, if necessary. The fact that the size of the contract will diminish year on year, as MTFP planned savings are realised, makes competition even less likely.

12.0 Considerations in reaching a delegated decision

- 12.1 Like any new business, Investing in Children will face a challenging period. Over the next two years, the organization needs to not only consolidate existing business but also develop significant new business to cover its running costs, and create a reserve, to cover the employer's liabilities it will inherit from the County Council in 2015.
- 12.2 There are a number of opportunities to maximise income to the new Community Interest Company, including through the securing of income from funders geared specifically to social enterprise and mutual providers. Of particular note is the potential to develop work in Europe, where there are signs of a market and resources in this area of work.
- 12.3 The EEC Europe for Citizens' Programme has announced a new grants round. Grants of between 100,000 euros and 250,000 euros are available. Investing in Children, in partnership with Euro Child (a European children's rights network) and the European Children's Right's Unit (ECRU) at Liverpool University Law School, has developed a proposal to make the Investing in Children Membership Scheme available in other European Union countries.

MEP Stephen Hughes has offered his support and agreed to bring it to the attention of Viviane Reding the EEC Commissioner for Citizenship about this.

- 12.4 As the proposals concern the Investing in Children Membership Scheme, the most persuasive application would come from liC itself, rather than one of the partners. However a successful application required clarity about liC's status, and in this case, time is critical. The closing date for applications is June 1st, and we have been informed that there is unlikely to be a further grants round until 2014.
- 12.5 Although income from this fund is not assumed in the liC business plan, a successful bid would significantly improve the new company's prospects.
- 12.6 Had a delegated decision not been taken, it would not have been possible to make this bid in time. In addition, other work to secure funding would have been put on hold. Such a delay would have weakened the momentum that has built up in the team, and reduce the number of months left in the financial year to achieve the budget targets for 2013.
- 12.7 A delegated decision to transfer Investing in Children to a Community Interest Company was made by the Cabinet Portfolio holder, Claire Vasey in consultation with the Corporate Director of Children and Adult Services on May 1st, 2013.

13.0 Recommendations and reasons

Cabinet is asked to endorse the decision to transfer Investing in Children to a Community Interest Company under delegated powers, on the basis that:

- i) risk to the Council is reduced to the Council post transfer
- ii) the transfer provides the best opportunity for service continuity, which is to the Council's advantage
- iii) the Council's support for the new mutual is best served by facilitating their access to additional funding streams without delay.

Background papers

1. Establishing Investing in Children as a Social Enterprise- CMT report 3/4/13
2. Investing in Children Business Plan for a Community Interest Company

Contact: Carole Payne, Head of Early Intervention and Involvement
Tel: 03000 268 983

Appendix 1: Implications

Finance – The proposals within the draft business plan are within the budget allocated to Investing in Children in the Medium-term Financial Plan. The overall impact of the proposals reduces the cost to the County Council of sustaining Investing in Children.

Staffing – The staff group will remain the same and will transfer to the CIC under TUPE with their existing terms and conditions.

Risk – There is no additional risk to the Council, in terms of employment liability, and if successful, the proposals will reduced the Council’s liability to nil over a two year period

Equality and Diversity / Public Sector Equality Duty – None.

Accommodation – liC proposes to pay rent for the Council accommodation.

Crime and Disorder – None.

Human Rights – The proposals protect Investing in Children’s ability to continue to promote the human rights of children and young people.

Consultation – Consultation with the Trade Unions has been concluded positively as all staff are in favour of the transfer. Delegated decision taken by the Portfolio Holder for Children and Young People in consultation with the Corporate Director of Children and Adult Services.

Procurement – No immediate procurement issues; legal advice confirms that there is minimal risk to the council in transferring the business to social enterprise in anticipation of soft market testing in year 2 and subsequent procurement process.

Disability Issues – The proposals protect Investing in Children’s ability to continue to support children and young people with disabilities to campaign for their rights.

Legal Implications – Legal advice has been included concerning the procurement implications of the proposals and in terms of the use of delegated powers.



**BUSINESS PLAN
February 2013**

**Establishing Investing in Children as an independent social
enterprise.**

Liam Cairns
Director
Investing in Children

1. Introduction

1.1 This business plan is the result of a feasibility study undertaken by myself, Liam Cairns, for the launch of Investing in Children as an independent social enterprise. Throughout I have been advised and assisted by SES (Sustainable Enterprise Strategies CIC), a local enterprise agency specialising in Co-operative and Social enterprises

The purpose of the feasibility study was to test the viability of 'spinning out' Investing in Children from the control of Durham County Council and establishing it as an independent social enterprise. Once the viability of the proposal was determined, and using the results of the feasibility study, the business plan was constructed to map out the practicalities of launching Investing in Children in this new form.

The feasibility study was in response to the review currently being undertaken by Durham County Council in response to public spending cuts and the Government's agenda to encourage Local Authorities to 'outsource' their services, and the promotion of social enterprises, co-operatives and mutuals as appropriate models for potential spin outs. The reality is that some highly valued local authority in-house services will be lost unless alternative arrangements can be made.

Investing in Children is a Durham County Council service that was identified early on as one that could be delivered through an alternative organisational model that freed it from certain constraints of operating as an arm of the Council. The Council views Investing in Children as a great success and have approached this potential spin out from a clear perspective of wanting to do what is best for the service. There is a belief that 'outsourcing' will provide the freedom to enable Investing in Children to:

- maintain services in Durham with a much-reduced County Council contribution;
- increase its flexibility
- increase its competitiveness in its target market,
- diversify and increase its service and product range,
- deliver improved outcomes, and most importantly
- sustain and improve the quality of service to its customers

The business plan represents a real determination to protect and maintain the service. The plan aims to provide a route map for the changes necessary to create a re-invigorated, sustainable, independent but accountable body to its stakeholders.

The creation of a separate business entity which is seen as separate from the Council is seen as essential to enable the service to open up doors to new income streams which are presently closed to it.

The choice of the most appropriate legal structure is based on an 'Options' paper (see Appendix 1), written by SES on legal structures for Durham County Council, which was then tested, refined and decided upon during the construction of the business plan. This follows 'best practice' because the identification of an appropriate legal structure must be subjected to the practicalities of the business planning process. For example, financial forecasts might demonstrate that a particular venture could only be viable if it can secure rate relief, and this would influence the choice of structure.

There is a view that a co-operative business model, with its range of membership and stakeholder options, may offer an ideal model for the creation of the new 'entity'. It cannot

also be ignored that there is a great deal of interest politically both locally and nationally and across the parties, of the contribution co-ops can make to the reform of public services, particularly as a model that protects the interest of the public service employees.

This business plan explores the alternative delivery model from a commercial perspective. As such it explores:

- trading and income generation over the past few years;
- detailed market research to assess the needs and aspirations of existing partners, and to inform areas for potential diversification of products and services, and the introduction of new ones, to meet identified new areas of demand: and
- the justification for the income projections for the first 3 years of independent trading, leading to full financial projections.

The business plan, once agreed, will be used to implement the service development and plan the transfer of the service into a co-operative business. It will also be used to support funding bids to new potential sources like the 'grant making trust' which will not fund Council services directly. (see Appendix 2)

1.2 Next steps

This report lays out the business case for 'spinning out' Investing in Children from local authority control, and creating a new Cooperative Community Interest Company.

When this is agreed, more detailed work will be done to create and agree a specification of the future services that liC will provide to the County Council; consult with the Trade Unions; and explore in more detail alternative funding streams.ill be subject to the satisfactory conclusion of these discussions.



2. Background

2.1 Investing in Children was established in Durham in the mid-nineties, with the purpose of promoting the human rights of children and young people. Originally a partnership between the local authority and the health authority, iC has developed a regional presence, and is now involved in a number of national projects.

In many ways, Investing in Children was ahead of its time. It is now widely acknowledged that children and young people must be seen not simply as **recipients** of services, but as citizens and potential **participants** in the development of policy and practice. This is a matter of both ethics – children and young people have rights; and pragmatism - engaging children and young people in a dialogue about the services they use leads to service improvement. This is now enshrined in Government policy, both in the UK and across most European countries.

The iC approach is, we believe, unique. It focuses upon first of all creating opportunities for a dialogue, between children and young people, as they develop their ideas, and then a dialogue between them and service providers, as they seek to turn their ideas into action.

Using this approach, children and young people have achieved significant improvements in the services they receive. This has ranged across the public sector, from health services used by young diabetics to the provision of public transport.

The Investing in Children Membership Scheme creates and promotes opportunities for children and young people to influence services in their everyday lives. Organisations such as schools, GP practices or leisure centres can apply for Membership by demonstrating that they are engaging children and young people who use their services in a dialogue, and that change occurs as a consequence. What makes the Membership Scheme so potent is that the evidence in support of an application must come from the children and young people themselves. There are currently 470 Membership sites across the UK.

Children and young people occupy a central position within iC itself. They contribute to all aspects of the projects activities, from the appointment of staff to the delivery of training, to strategic management.

Since 2005, the Investing in Children Development Agency has entered into partnerships with a number of public service agencies from across the UK, in order that the Investing in Children approach could be shared through a sort of 'franchising' process. This collaboration between individual agencies or groups of agencies, and the Development Agency both extended the opportunities for children and young people to contribute to the

debate about policy and practice and at the same time allowed Investing in Children to generate income outside of County Durham.

Many of these partnerships still exist, and new ones have been formed. The approach of the Development Agency is to nurture sustainability by focusing on the development of capacity within the partner agencies themselves. There are currently eight active external partners and 160 external Membership sites.

2.2 The Development Agency Business Model

Organisations that enter into a partnership with the Development Agency were provided with services from the following list:

- (i) Policy consultancy. Providing strategic leaders and managers with evidence from research and practice to assist them to create and own the participation strategy.
- (ii) Staff Development. Using an Action Learning process, develop the capacity of key workers within the Partnership to use the liC practice model. (At the earliest opportunity, the Development Agency will offer a 'Training the trainers' course, and license partnerships to provide their own staff development programme).
- (iii) Practice Support. Experienced Development Agency staff will work alongside Partnership staff, as they acquire confidence in using the practice techniques (Agenda Days, Research teams, etc)
- (iv) Accreditation of applications for liC membership. This is the only function which will not transfer to the franchised partnership, at the end of the development period.

Originally, new partners were encouraged to use all of the above services. However as the Development Agency has matured, new partners have created a variety of arrangements through which the development process is managed, in order to take into account local circumstances. The content of each development contract, and the costs involved, are a matter for individual negotiation.

This flexibility is crucial to this business plan.

2.3 What do other people think of Investing in Children?

This is how other people have described Investing in Children:

“ In Durham, children and young people’s views are used effectively and consistently to influence change, shape services, improve practice and service delivery. Children and young people contribute through the Investing in Children (liC) service to high-profile issues such as obesity, emotional health and sexual health.”

Ofsted Good Practice Website. (See Appendix 4)

“If we seek to influence children and young people’s lives through encouraging their aspirations to achieve to the best of their ability, live healthier more satisfying lives, and

use their strengths to contribute to their communities, we have to understand that involving them in policies and delivery of service is not only important as a principle, but vital as a tool for achieving change. Few organisations have grasped this principle as well as liC, who are now in the process of changing the way adults think and behave in many areas."

Ex-Director of Social Services, Portsmouth

"Investing in Children, builds the strong case, demonstrated in all its projects, that citizenship is not something to be learned from books in lessons; it is something to be lived and experienced..

Investing in Children has a track record in helping young people to engage as citizens and to do so throughout their adult lives. It is a remarkable achievement and remains for me an inspiring model for democratic renewal everywhere."

Emeritus Professor of Continuing Education, Durham

"I am delighted that we have received this [Investing in Children Membership] award. It is public recognition of a tremendous amount of hard work that has been undertaken in the last two years by the team and the young people involved. As a council we are the corporate parents of these children and young people and we have a duty to listen to them as any parent would to their child, and act on what they say."

Elected Member, Darlington

"The full involvement of young people rather than one off consultations, has led to significantly improved services for adolescents with mental health problems.. Their ideas on the design of a new service from the planning stage to the implementation stage has helped us to avoid errors made in the past with regard to location and accessibility, and ensured active take up by its users."

Northeast Regional Mental Health Service Strategic Manager

"The concept of young people led research frightens some adults. The Agenda Day model [developed by Investing in Children] is a really good research model for generating the views of young people without the danger of adult influence. There are issues raised in the report that may have not been raised through other research approaches."

Professor of Social Geography, Durham

"Investing in Children recognises and celebrates the culture of a setting where the child is at the centre of everything. One where children are engaged in their learning, listened to and their choices respected by all around them. Its all about what can be done, not what can't be done, and the longer it is practised, the easier it becomes,"

Nursery School Head, Newcastle

It is reasonable to conclude from the information above that Investing in Children is a service that is needed and held in high regard. The business plan now looks in detail at the current position of Investing in Children.

3. Investing in Children: Current Position November 2012

3.1. Introduction

The current Investing in Children team consists of ten posts, based within the One Point Hub at Chester le Street. All of the team are employees of Durham County Council. Organisationally, Investing in Children is part of the Early Intervention and Involvement service of Durham County council's Children and Adult Services.

The majority of the Team's work is based in Durham (see below). Historically, Investing in Children was created by a partnership between the County Council and the local NHS, and contributions from these two organisations make up the base budget of the project.

3.2 Investing in Children's work in County Durham.

Investing in Children supports a number of Durham-based children and young people's projects. Some of these are permanent, and some are time limited. The following list captures the Project workload in September 2012:

- One Point. Reference Groups for each of the 10 One Point Centres.
- eXtreme Group. Children and young people with disabilities.
- PCT Involvement Board. Children and young people's reference group for health.
- Diabetic Reference Group – supporting service improvement in Co. Durham & Darlington
- Natural Allies. Supporting children and young people with communication needs.
- Emotional Health and Wellbeing Group.
- Overview and Scrutiny Reference Group.
- Supporting young people to contribute to the Area Action Partnerships.
- You're Welcome – collaboration with DoH scheme to make health services child- and young people friendly.
- Rights Respecting Schools Award – collaboration with UNICEF scheme.
- Children and young people's Reference Group to support the Children's Trust.
- Play Strategy – supporting children and young people to contribute to the strategy.
- Community Buildings – supporting children and young people to contribute to the community buildings strategy.
- County Durham Plan – supporting children and young people to contribute to the plan.
- Community development – supporting children and young people in communities.
- LGBT Group
- Children in Care Council.
- Drive Project – driving lessons for young people looked-after.
- Freedom Card – access to leisure, culture and sports facilities for children and young people looked-after.
- NYAS – management of contract commissioning external, independent advocacy service
- Other Space – supporting children and young people in the Secure facility at Aycliffe Young People's Centre
- Local Safeguarding Children Board reference group.
- In addition, there are 308 Investing in Children Membership sites. Investing in Children provides the infrastructure for the Membership Scheme, and team members complete the evaluations of each site, either annually or biannually.

The team also support children and young people to contribute to a range of training and professional development courses.

In addition, Investing in Children has external contracts and work commitments through the Development Agency which are listed below:

3.3 Work outside Co Durham - Investing in Children Development Agency.

The Development Agency workload is made up of a number of formal contracts, some offshoots from previous contracts, some Membership-only work and some work-in-development:

- NTW. Northumberland, Tyne and Wear NHS Foundation Trust won the contract to provide child and adolescent health services in the South of Tyne Area. Investing in Children is a sub-contractor in this contract, which runs until 2014.
- Newcastle City Council. One of the original IiC partnerships, Newcastle now has its own team, and commissions validation of Membership awards only. There are currently 76 Membership Sites in Newcastle.
- Alder Hey Children's Hospital in Liverpool. Investing in Children provides a mixture of consultancy and Membership Evaluations. Currently there are 13 Membership sites
- Isle of Man. Investing in Children has an agreement with the Isle of Man Government to make the Membership Scheme available to all schools in 2012-13. Two local consultants have been trained. There are currently 3 Membership sites.
- VOYPIC. Voice of the Young People in Care in Northern Ireland. Currently have Membership, and are exploring an active role in promoting Investing in Children across the province.
- South of Tyne and Wear PCT- one Membership site and further discussions taking place.
- Northumberland CAMHS – 1 Membership site
- Barnet CAMHS – Contract ended 2009 but 1 Membership site remains.
- Portsmouth City Council – 1 Membership site
- IAPT – DoH 1 year programme (2012-13) to increase access to psychological therapies. Investing in Children involved in four areas; Durham, Darlington, Tees and N Yorks.
- 5 Boros CAMHS. Contract ended in 2010, but 4 Membership sites remain.
- E Lancs CAMHS. Contract ended in 2010 but 2 Membership sites remain.
- Liverpool Children's Fund. Contract ended 2010 but 5 Membership sites remain.
- Darlington Children's Trust. Contract ended 2011, but 7 Membership sites remain
- Stockton Children's Fund. Contract ended 2009, but 3 Membership site remain
- Tees Esk and Wear Valley CAMHS – Membership only. 7 Membership sites.
- Hull City Council. Contract ended in 2011. Currently 26 Membership sites, but future uncertain.
- In addition, 7 separate independent organisations have membership. Total Development Agency Membership is 160
- World Health Organisation Task Force. Investing in Children is a member of a WHO Task Force looking at children's rights in hospitals.

3.4 Emerging markets

Finally, there are 3 significant new markets which are being developed by the staff of Investing in Children which offer the potential of new and significant income streams for the future:

Investing in Children in Scotland. We have been exploring the possibility of extending work into Scotland for the last 18 months. Currently, we have 6 Membership sites and 3 ongoing evaluations, and partnerships with the Scottish Social Services Council and Edinburgh University. A major conference was delivered in September 2012 and we are now in discussion with two local authorities about potential contracts..

Young people and Research: A group of 5 Universities are working with Investing in Children, exploring the issue of children and young people's involvement in research. We are currently part of a European partnership spanning five countries which is bidding for a research contract into effective ways to support young people not in education, training or employment.r

European Children's Rights Unit: Investing in Children is in partnership with ECRU at Liverpool University, and is actively exploring opportunities in the EEC.

3.5 Breakdown of Income and expenditure 2011 - 13

Set out below is the detail of the income generated by Investing in Children for the financial year 2011/12, the overheads incurred to deliver the service, and the expected income and expenditure for the current financial year of 2012/13. This provides the starting point for the business plan to start to define the potential income generation for the business.

Income and Expenditure Table – 2011 – 2012 (Actual)

<u>rganisation</u>	<u>Amount £</u>	<u>Description</u>
<u>Income</u>		
2011-12		
Newcastle City Council	7728	
NTW	17500	3 yr contract, Oct 11 – Sept 14
Durham PCT	73288	
Alder Hey	52382	
AYPC	15683	
Darlington B.C.	6223	End of contract
Training/research	4583	
Individual Memberships	2226	
Misc	1855	
	Sub	
total	181468	
Durham County Council contribution	257426	

TOTAL Income **438894**

Expenditure
2011-12

Salaries	366500
Travel	12000
Premises	14000
Consulting children	18000
General office	5500
Telephones	1500

Total Expenditure **417500**

Surplus (deficit) **21,394**

Income and Expenditure Table – 2012 – 2013 (Projected)

Organisation	Amount £	Description
<u>Income</u>		
2012-13		
Newcastle City Council	7728	
NTW	31760	3 yr contract, Oct 11 – Sep 14
Durham PCT	73288	
Alder Hey	c21000	
AYPC	15643	
IAPT	15000	1 yr contract Sep 12- Sep13
		3 membership sites and contract with SSSC
liC Scotland	c9000	
IoM	c2000	
Northern Ireland	c2000	
Stand alone membership sites	c14000	
Sub total	191419	
Contribution, Durham County Council	222652	
<u>TOTAL Income</u>	<u>414071</u>	
<u>Expenditure</u>		
2012-13		
Employees	325,541	
Travel	16000	
Consulting children	18000	
Supplies and Services	12500	
<u>Total Expenditure</u>	<u>372041</u>	
<u>Surplus (deficit)</u>	<u>42030</u>	

The overall expenditure of Investing in Children reduced between 2011-12 and 12-13 by £45k, mainly as a result of restructuring which reduced the size of the staff team, and relocating to County-owned premises. This allowed the County Council contribution to be reduced.

It is also significant that over this period the amount of non-County Council income increased, and now makes up almost 50% of the Investing in Children budget.

These figures are the 'starting point' for the future development of Investing in Children which is set out below. By establishing an independent social enterprise, the aim is to continue to increase the % of non-County Council income. The reduction of the County Council contribution will have to be achieved through the business increasing its income because most of the efficiencies have already been achieved to reduce the overheads during recent restructuring. It is believed that increased income generation could be accelerated through externalising the service.

4. Market Research - Expansion and diversification of services

4.1 Investing in Children would now like to further develop its services and become an independent but accountable business. This is because of a general belief among our stakeholders that this will make it more sustainable; some have the view that it is the only option open to us because of the policy changes and cutbacks in public expenditure at a national level.

The market research has shown that the service is highly regarded and well used, and there is a real desire for Investing in Children to continue to provide services throughout County Durham and beyond. (please refer to the appendices for Investing in Children's last Annual Report, the entry on the OFSTED best practice website and an Evaluation Report Compiled in March 2007 by Dr John M Davis, Senior Lecturer/Co-ordinator BA Childhood Studies, University of Edinburgh)

The vision is to create a viable and sustainable business which can continue to deliver its existing services, whilst diversifying and developing projects and resources which are of interest to a wider audience. Recent experience suggests that a flexible approach and a willingness to reshape the Investing in Children offer to meet the needs of the moment, without compromising on the project's principles, will lead to new opportunities to form new partnerships.

For example, the Membership Scheme is proving to be an attractive proposition even in times of financial pressure and is opening new opportunities for Investing in Children which will result in new and increasing income streams in the future. This may be due to its inclusivity, its simplicity, the fact that it is so accessible to children and young people (from early years to late teens) or its relatively low cost, but it is clear that potential partners are interested (hence the discussions with European colleagues – see below.)

One cannot also ignore the fact that separating Investing in Children from the County Council will open doors to other types of funding which are not available to local authorities such as those provided by the Grant Making Trust (e.g., Esmee Fairburn, the National Lottery, and loans and grants specifically targeted at co-ops, mutuals and social enterprises. (See Appendix 2 for a list of potential funding bodies.)

4.2 Preparing for 2013 and beyond

The business plan for 2013 is focused upon two areas: consolidating work with current partners; and developing potential partners/markets.

Current Partners.

Investing in Children has a number of long term partners who have formed the bedrock of the project. These include the County Council and the local NHS (the creators of Investing in Children) and latterly Newcastle City Council and Alder Hey Hospital. Investing in Children has also worked in close partnership with, and continues to contribute to, various CAMHS agencies.

The quality of the services provided to these services must be sustained and the services themselves developed so that they continue to be well-regarded and seen as providing value for money.

Potential Partners/Markets

There are a number of significant opportunities facing Investing in Children at the moment:

Investing in Children Scotland.

The situation in Scotland is different from England.. The distance between national government and local government is so much shorter, and the opportunities for working across organisations is greater. Investing in Children is part of a potentially powerful partnership, including the Scottish Social Services Council and Edinburgh University (where academics have close link to civil servants). Constructive discussions are ongoing with the Scottish Children's Commissioner's Office and two local authorities, which bode well for the future.

Investing in Children Europe.

Eurochild is a European umbrella children's rights organisation that has close links to the European Commission. They have identified the Investing in Children Membership Scheme as a unique and potentially potent means of measuring the impact, as experienced by children and young people themselves, of adopting a new Children's Rights Charter, which the Commission intends to do in 2015,. The pilot project that is being planned with the European Children's Rights Unit of Liverpool University has the potential to open up a substantial work stream for liC.

Stand-alone Memberships.

It is fair to say that the Investing in Children has been surprised by the number of individual units who have decided to commission their membership evaluation after their parent organisation has ended its contract with liC. There is clearly a market at this level, which would require a targeted information campaign.

Working with Academia.

In the last year, Investing in Children has begun to formalise its relationship with academic institutions. Two particular opportunities are apparent :

- *Research:* There is a growing debate about how children and young people can be active participants in research. A number of Universities have expressed an interest in including Investing in Children in applications for research grants, to ensure that young people are participants in the research process. As noted above, we are part of an application for European funds to research the plight of young people who are not in education, employment or training.
- *Professional Development:* In ‘ Grit in the Oyster’ the second independent evaluation of Investing in Children, Professor Bill Williamson suggested that long term gains in the promotion of children’s rights would, in part, be secured by improving the training of teachers, social workers, nurses and others who work with them. Investing in Children is well placed to support children and young people to be contributors to professional development, and has worked with the Childhood Studies Course at Edinburgh University and the regional social work and youth work courses in the northeast.

4.3 Competition

One of Investing in Children’s greatest strengths is the absence of any significant competition. That’s not to say that there aren’t other children’s rights organisations, but none with a Membership Scheme like Investing in Children, and it is the Membership Scheme which has attracted attention, in Scotland and Europe. This means that we can control this part of the market by retaining control of the accreditation of applications for IiC membership.

4.4 Marketing Plan

As stated above, market research has shown that the Service is highly regarded and well used, and there is a real desire for Investing in Children to continue to provide services throughout County Durham and beyond.

The marketing plan is to create a viable and sustainable business which can continue to deliver its existing services, but can diversify and develop projects and resources which are of interest to a wider audience. To achieve this, the social enterprise needs to:

- adopt a flexible approach and a willingness to reshape the Investing in Children offer to meet the needs of the moment, without compromising on the project’s principles, leading to new opportunities to form new partnerships
- as shown by the success of the membership scheme (in hard times), promote its inclusivity, its simplicity, the fact that it is so accessible to children and young people (from early years to late teens)
- celebrate its relatively low cost (key to the success of the business is to ensure its pricing policy is right, and this may vary relating to the customer).
- increase investment in advertising and promotion.

4.5 Pricing Policy

The pricing policy for current Development Agency projects is based upon an assessment of the cost of the work to Investing in Children (including management and administrative costs) plus a 15% development fee. This will be reconsidered, and a future pricing policy will be created, designed to support a sustainable social enterprise. This will require more detailed work.

4.6 Projecting future business

The starting point for this business plan was based upon the assumption that Investing in Children can continue to grow its external (i.e. non Durham County Council) income so that the services to the County Council can be maintained at a much-reduced cost, and at the same time it can continue to pursue its fundamental aim of promoting the human rights of children and young people.

It was also based upon the premise that the County Council (along with the PCT and our other Development Agency Partners) appreciate both the value of being part of a 'community of practice' in which the learning from one site is made available to all, and the reputational benefit that Investing in Children brings. This is most clearly evidenced by the inclusion of Investing in Children as an exemplar on the OFSTED 'Best Practice' website (Appendix 4), which acknowledged that Durham County Council is a cutting-edge local authority.

Also, as stated above, separating Investing in Children from the County Council will open doors to other types of funding which are not available to local authorities such as those provided by grant making Trusts, the National Lottery, and monies targeted specifically at social enterprises. (See Appendix 2 for a list of potential funding bodies.) But this business plan does not take into account what could be potentially lucrative new income streams. Instead it concentrates on the current 'trading' or 'commercial' activities of the business to test its strength and future viability as a business.

To test the strength, viability and sustainability of Investing in Children as an independent social enterprise, the assumptions and premises needed to be subjected to vigorous market research, and to see what financial value (potential work and contracts) sits behind these expressions of support.

The following table showing the projected external income for 2013-14 is the main result of our market research. It is based upon previous income, existing contracts and direct contact with the potential partners to gauge the level of interest, the amount of work they are likely to commission and its value.

The notes below the 'income table' provide the details of this market research which in turn justifies the assumptions upon which the detailed financial projections are made.

4.7 Projected Income table – 2013 - 2014

The figures presented in the table below are based upon actual spending in previous years, or estimates that are based on our market research but are deliberately conservative in nature.

We cannot be absolutely definite on the income we will generate as an independent social enterprise, but our past history shows that when we have set a budget at the beginning of the financial year we have always underestimated external income we actually achieve. The end of year accounts always show that we have raised more than budgeted for and there is no reason why this should not continue. Moreover the potential to generate our own, external income should increase because of the move to independence, and the increased commercial freedom it will bring to exploit new markets and to increase our trade from outside County Durham.

It is significant then, that at this point, the projected external income already exceeds the total achieved last year. From this perspective, the prospects for 2013-14 are good, and likely to get even better before April 2013.

Projected 2013-14	Income	Amount	Comments
Newcastle Council	City	7728	Maintains their 60+ Membership sites
NTW		19155	Contract ends Sept 14, unless commission is renewed
Durham PCT		73288	This amount has been confirmed
Alder Hey		15000	16+ Membership sites and support to their children, young people and parent's forum
AYPC		13643	Reduced by £2000
IAPT		25000	End of a one year project
liC Scotland		c20000	Doubling of Memberships plus contract with 2 local authorities
IoM		c2000	Maintain Membership activity
Northern Ireland		c2000	Maintain Membership Activity
Stand-alone membership sites		c20000	Based upon 12 new sites during the year
Training, research, misc		c8000	Duplication of the NE consortium, in Scotland
European project		c15000	Joint pilot with European Children's Rights Unit and Euro Child
Other		15000	E.g. the IAPT programme
Total		£235,814	

Newcastle City Council

Newcastle City Council were among the first Development Agency partners, and now have their own Investing in Children capacity, within their Children's Rights Team. The residual contract, which has been in place for four years, covers processing and endorsing Membership Applications Sites, of which there are currently 69.

Northumberland, Tyne and Wear Foundation Trust (NTW)

liC is part of a partnership, led by Northumberland, Tyne and Wear Foundation Trust, to provide Child and Adolescent mental Health Services in the South of Tyne region. The contract runs from Oct 2011 to September 2014. If the service is deemed satisfactory, the contract is likely to be extended for a further three years.

Durham PCT

We have received confirmation that the PCT contribution to liC will be made in 2013-14. Beyond that, negotiations will be necessary, either with the local CCGs, or with the regional commissioning body.

Alder Hey Hospital

Alder Hey Hospital remains committed to liC, but has changed its approach. The liC Project worker was made redundant in May 2012, and the work is being managed in-house. In the long term, this is likely to be the most sustainable position, and the hospitals involvement is likely to continue. Currently, they are committed to increasing the number of individual Membership sites. Investing in Children also supports the Children, Young People and Parents Forum

Secure Services, Aycliffe Young People's Centre AYPC

Aycliffe Young People's Centre is a long-time commissioner of services from liC and the programme of work is set to continue. In discussions with the Centre Manager, it has been agreed to reduce the charge for this in 2013 and again in 2014.

Increasing Access to Psychological Therapies (IAPT)

IAPT is a Department of Health initiative to increase the take up of psychological therapies. liC is part of a regional partnership which successfully bid for project funding. The project runs from September 2012 to September 2013. There may be some further funding. The project has also extended Investing in Children's 'reach' into North Yorkshire CAMHS.

liC Scotland.

This work has been in development for 2 years. A very successful conference was delivered in September of this year, in partnership with Edinburgh University and the Scottish Social Services Council. There will be 8 membership sites by March 2013, and this is expected to at least double over the following year, Work is being developed with the University and the Scottish Social Services Council. A programme of work is being developed with two local authorities and discussions are ongoing with the Scottish Children's Commissioner's Office. The prospects for further work are good.

Isle of Man Government

In 2012, the Isle of Man Government commissioned liC to make its Membership Scheme available to the Island's schools. Two local workers have been trained to gather evidence, and the numbers of members is steadily rising. This is likely to continue.

Stand-alone Membership sites.

There are a number of organisations (e.g. Hull City Council, Liverpool Children's Fund, E Lancs Camhs) where a contract with liC has expired. Individual teams/ units have the option of retaining their own membership certificates. We also receive regular membership enquiries from independent organisations. This has led to an increase in stand-alone/ Membership sites, and is likely to increase, especially if we promote the Scheme more widely.

Training, research, misc

Investing in Children has always had links with local universities and this year this has been extended. Investing in Children has established a consortium of academics from northeast universities to extend the debate about the role of young people in research and professional development. A similar consortium is planned for Scotland. There is a growing interest in this area of work and it is likely to increase. As a result of our partnership with Edinburgh University, we are partners in a European bid for research funds to survey approaches to young people who are not in Education, employment or training.

European Project

For the last six months, Investing in Children has been developing a partnership with the European Children's Rights Agency at Liverpool University. This partnership has been invited to draw up proposals for a pilot project that would see the Investing in Children Membership Scheme rolled out to four or more other European countries. If successful, the possibility exists that the Membership Scheme might be adopted by the European Commission, as a demonstration of its commitment to children's rights. Discussions so far have been very positive, and it is very likely that the pilot will go ahead. The figure shown is an estimate.

Other

Investing in Children is well known in its field, and we regularly get invited to contribute to new projects. Examples of this in recent years have been the NTW contract and the IAPT project. Neither of these initiatives featured in our budget projections at the beginning of the financial year. From experience therefore, we can be confident that other opportunities will present themselves within the financial year..

4.8 Summary of market research and projected budget to 2016

It is the Projected Income Table above and the supporting evidence which justify the income projections; the actual income and expenditure of Investing in Children for 2011/12 and 2012/13; and the experience gained from managing and developing the service over 17 years, which provide the information from which we have built our financial projections for the first 3 years of independent trading – commencing April 2013. The figures relating to the contribution by the County Council are taken from The Medium Term Plan. No figure for 2015/16 is available, so this assumes a further reduction of £50000 and is an estimate of the cost of services which the county council may wish to commission from IiC
The financial projections are shown below:

Investing in Children: Projected Budget

Income	2012/13 Actual	2013/14 Projected	2014/15 Projected	2015/16 Projected
Newcastle City Council	7728	7728	7728	7728
NTW	31760	19155	19155	19155
Durham PCT	73288	73288	73288	73288
Alder Hey	21000	15000	15000	15000
AYPC	15643	13643	11643	10643
IAPT	15000	25000		
liC Scotland	9000	20000	35000	45000
IOM	2000	2000	2000	2000
Northern Ireland	2000	2000	2000	2000
Stand Alone Membership	14000	20000	25000	30000
Training, Research, Misc		8000	16000	25000
European Project		15000	30000	60000
Other		15000	25000	50000
Carried Forward			19466	32812
Sub Total	191419	235814	281280	377626
Durham County Council	222652	¹ 172652	122652 ²	72652 ³
Total	414071	408466	403932	450728

Expenditure	Actual	Projected	Projected	Projected
		3% Inflation	3% Inflation	3% Inflation
Employees	325541	341908 ⁴	324775 ⁵	334518
Sub Total	325541	341908	324775	334518
Running Costs*				
Premises		9700	9991	10290.73
Equipment Maintenance		1000	1030	1060.90
Cleaning		600	618	636.54
Insurance		0	0	0.00
Public / Emp. Liability		260	267.8	275.83
Professional Indemnity		515	530.45	546.36
Promotion		6000	6180	6365.40
Subscription		103	106.09	109.27
Accountancy		515	530.45	546.36
Bank Charges		0	0	0.00
Company Set-up Costs		0	0	0.00
Miscellaneous	12500	7000	7500	8000.00
Travel	16000	10000	11000	12000.00
Consulting Children	18000	18000	18000	18000.00
Sub Total	46500	53693	55753.79	57831.40
Total	372041	395601	380529	392349
Surplus / Deficit	42030	12865	23403	58379

¹ Taken from Medium Term Financial Plan

² Taken from Medium Term Financial plan

³ Projected further £50k reduction, in line with MTFP

⁴ Assumes an employers pension contribution of 15.1%

⁵ Expected retirement of staff member in 14-15 will reduce the salary costs

5. Staff

This draft business plan is based upon the assumption that the current staff team of 10 will transfer into the new social enterprise. The budget for employees, shown above is based upon this assumption, and the advice we have received about the implications of protecting the conditions of service in what will be a TUPE situation.

A major advantage of this plan is that all of the staff are positive about the proposal. (This should be confirmed by consultation with the trade unions). This in itself should be recognised as a considerable asset, as the success of the venture will depend in large part on the commitment, energy and flexibility of the team. The current team certainly have the knowledge and skills to deliver most of the new business opportunities identified in the plan.

There will be issues around capacity, but we hope to address them by developing new models (such as the 'franchising' arrangements in Newcastle and the Isle of Man) and the use of sessional staff, for specific projects. Certainly, over the first few years, it would be prudent to avoid accumulating significant new employer liabilities.

6. Pensions and Employment Liabilities.

6.1 Pensions

It is proposed that those members of the current staff who are members of the local government pension scheme will be allowed to continue to be members – the advice we have received is that such an arrangement is not uncommon for 'spun-out' social enterprises. This has been accepted in principle by the Corporate Director of Resources, who has suggested that a 2% increase would be reasonable.

New employees who may be taken on after the transfer will be offered access to a Stakeholder pension, which will inevitably be inferior to the County Council scheme.

6.2 Employer's Liabilities

Under TUPE, accumulated employer liabilities will transfer from the County Council to the new CIC. This is particularly problematic in relation to redundancy liability. In the event of the CIC not meeting its budget targets in the first few years, it would have the accrued liability for any redundancy that might ensue, but not the means to pay it. It is proposed that an agreement is reached whereby liability for redundancy is shared over the first two years, but on a sliding scale, to allow Investing in Children to build up a reserve sufficient to meet its responsibility. This arrangement will not increase the County Council's liabilities, and holds out the prospect of them being cleared within the two year period.

6. Procurement

The following advice has been received from the County's Procurement Solicitor:

“These are so called “Part B Services” and not subject to the full public procurement rules Contracts for services that are listed as Part B services in the Public Contracts Regulations 2006, are largely excluded from the procurement regime and only limited rules apply. However, any contract that may interest providers from a different member state will have to comply with EU principles of transparency, equal treatment and non-discrimination. Usually, as a minimum, this will mean that contract opportunities will need to be advertised as there is still a requirement to act in a transparent way and treat all potential providers equally and in a non-discriminatory way and to ensure a degree of advertising sufficient to enable the market to be opened up to competition.

The meetings held so far indicate that this is a very specialised service and there is unlikely to be a contestable market however there is always a risk that an alternative supplier may step forward and express an interest in providing the service.

In order to mitigate the risk of challenge it is proposed that the Council establishes a 3 year contract (2 years plus an option to extend for 1 year) but includes a clause that provides a right to terminate should an alternative supplier formally express and demonstrate the potential capacity and capability to provide the service.

The Council will carry out a market testing exercise at the beginning of Year 2 of the contract to reassure itself that there is still no contestable market and this should allow time to carry out a procurement in advance of the decision to extend for Year 3.

In terms of any Intellectual Property (IP) rights for liC these can be valuable and should be retained by the Council and liC provided with an exclusive, royalty free and non-assignable licence to use to deliver the service. The Council will therefore retain ownership of the right to use the liC name and logo if for any reason liC are not in position to provide those services in future. Retention of the rights will also prevent the sale or use of the IP rights without the Council’s consent.”

Discussion are taking place to ensure that a variation of contract and a Service Level Agreement are in place, covering the services that will be provided by Investing in Children CIC to the County Council

7. Organisational Structure

7.1 New structure

To help choose the most appropriate social enterprise model for the externalisation of Investing in Children’, this business plan uses the options paper ‘Report on Alternative Social Enterprise Models suitable for adoption by Durham County Council’ presented by SES (Appendix 1). This was commissioned to aid the County Council to:

- review their service provision in response to public spending cuts,
- the Government’s agenda to encourage Local Authorities to ‘outsource’ their services,
- and the promotion of social enterprises, co-operatives and mutuals as appropriate models for potential spin outs.

The document refers to the potential 'spin out' of Investing in Children. It also used as an example, the recent externalisation of Spennymoor Extended Services which commenced trading as the independent social enterprise 'SUCCESS (North East) CIC in September of 2012 (at the start of the new School Year).

This business plan does not intend to go into detail of the findings of the Options Paper, but 3 options emerge from it which require consideration

Option One - Keep 'Investing in Children' as it is now i.e. under the direct control of the County Council, but given the freedom to act more commercially

Option Two - Transfer 'Investing in Children' into a Local Authority Trading Company

Option Three - Launch it as a fully independent mutual, co-operative or social enterprise (including a review of the Charity option)

Option One - Keep 'Investing in Children' as it is now, i.e. under the direct control of the County Council, but given the freedom to act more commercially

This option has the advantage of being the most tax-efficient, and avoids any questions about procurement arrangements. However, it does not reduce the County Council's employment liabilities, and continues to limit access to alternative funding streams.

Advice from SES is that the biggest argument against this option is that it is too 'status quo', and there is a need to move to a form of externalisation to underline the need for 'change'. This would better prepare the ground for the reconsideration of contracts and pension rights within the service, and to bring about the essential change of 'mindset' within the management and staff team for them to work commercially and enterprisingly.

Option Two - Transfer 'Investing in Children' into a Local Authority Trading Company

This option would be worth considering, but for the fact that advice from SES is that '*to rely on the Teckal exemption the Council must ensure that the activities of the LATC are devoted principally to Durham County Council and any other activities are only of marginal significance. There is a strong argument that will this will prove too restrictive to Investing in Children to achieve its true commercial potential.*'

Option Three - Launch it as a fully independent mutual, co-operative or social enterprise.

Advice from SES:

'It is the Co-operative CIC model used by Spennymoor Extended Services - registered as Success (North East) CIC and commenced trading at the beginning of this school term (September 2012) – which would be the recommendation for Investing in Children at this stage.

The reason for this is that it takes the best of both worlds by bringing together the best of the Co-operative model with the best of Community Interest Company option.

From the co-operative one would get:

The membership base which can be multi-stakeholder and therefore embrace, actively engage and be accountable to the key players for liC. In Spennymoor's case these were the Head Teachers of their school cluster and the Extended Services employees; for liC the membership would be defined by its own particular key stakeholders.

From the Community Interest Company one would get:

The commitment to the 'Community Interest' (social objectives) which have to be passed by the CIC Regulator, are written into the company rules, and to which you are held to account; CIC's have to report each year on how they have achieved their 'community interest' when they submit their annual accounts to Companies House.

The Asset Lock. CIC's, like Charities, are asset locked bodies i.e. assets can only be used to meet the social objectives and not used for individual profit or gain.

It is the Community Interest and the Asset Lock which makes CICs more attractive to potential funders e.g. Lottery and the Grant Making Trusts, and easier to secure council tax relief than just adopting a Co-operative model on its own.'

6.2 Comparing the options in terms of the benefit to Durham County Council – a Compatibility Matrix

Set out below is an attempt to summarise the options from the perspective of what best meets the objectives of Durham County Council.

The Table lists the main objectives of Durham County Council as described during SES's discussions with Officer's of Durham County Council and how, in SES's view, the options meet those objectives

Durham County Council Primary Objectives	Option One – Keep 'Investing in Children' as it is now i.e. under the direct control of the Durham County Council, but given the freedom to act commercially	Option Two – Transfer Investing in Children into a Local Authority Trading Company	Option three – Launch it as a fully independent mutual, co-operative or social enterprise
Retaining the service but at a reducing cost to Durham CC	✓	✓✓	✓✓✓
Reducing employment liabilities for Durham CC			✓✓✓
Allowing the service the freedom to trade and grow as a	✓	✓✓	✓✓✓

social business			
Allow the service to access new monies e.g. grant making trusts		✓	✓✓✓
Expand the Service to create new jobs in Co Durham by making it more competitive	✓	✓✓	✓✓✓
Maintaining the controlling influence of Durham County Council	✓✓✓	✓✓	✓
Subsidise the Durham service from other areas i.e. by working outside the County boundaries		✓	✓✓✓
To avoid the need to go out to competitive tender	✓✓✓	✓✓	
Most advantageous tax and vat arrangements	✓✓✓		

The advice from SES is that the model which is most suitable for Investing in Children is the Cooperative Community Interest Company which provides both the flexibility that we will need to respond to new opportunities, and has the legal status that will be attractive to potential funders. From the matrix above, It is clear that SES take the view that this model also comes closest to meeting the objectives of Durham County Council.

8. Next Steps

A number of other issues require attention to enable the Community Interest Company to be established. These are outlined below:

- Incorporation – with support from SES, the process of registering the new company has already started, and can be completed so that Investing in Children CIC can be fully incorporated by April 1st 2013.
- Consultation with the Trade Unions – initial discussion with the Trade Unions indicate that, as the proposed development is fully supported by the staff involved,

formal consultation need not be a lengthy process, and can be completed before April 2013.

- HR – advice has been sought from the County Council’s HR Department and no particular difficulties are foreseen .
- Support Services – in ‘spinning out ‘ from the County Council, the new company will lose access to all of the support services provided by the Authority. The Government has set up the Social Investment Business to provide grants to new social enterprises in order to help them develop support services. An application has been made to SIB and sources of support that can be commissioned locally have been identified.

9. Conclusions

The information presented in this draft Business Plan would suggest that Investing in Children could have a future as a viable independent social enterprise by increasing its income from external partners and other sources, and reducing its reliance on Durham County Council. The current economic climate means that Investing in Children’s longer term future as a part of the County Council is uncertain. Agreement to ‘spin out’ Investing in Children would allow the County Council to continue to support liC and make use of its services, whilst reducing both its employment liabilities and its financial commitment.

Importantly, converting to a Cooperative Community Interest Company would appear to be the best way to continue to promote the human rights of children and young people in County Durham.

Approval of this business plan is requested to allow a more detailed exploration of potential funding streams and for the various technical issues to be addressed so that the conversion to a Community Interest Company can be achieved by April 1st 2013.

Liam Cairns
Director
Investing in Children
January 2012

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Cabinet

5 June 2013

Interim Policy / Procedure for the Adoption of Public Open Space Associated with New Housing Developments



Report of Corporate Management Team

Joint Report of Terry Collins, Corporate Director of Neighbourhood Services and Ian Thompson, Corporate Director of Regeneration and Economic Development

Councillor Brian Stephens, Cabinet Portfolio for Neighbourhoods and Local Partnerships

Councillor Neil Foster, Cabinet Portfolio for Economic Regeneration

Purpose of the Report

1. To consider introduction of an interim countywide adoption policy for maintenance of public open space linked to new housing developments.

Background

2. Since Local Government Reorganisation (LGR) in April 2009 there has been no countywide open space adoption policy.
3. Prior to LGR the seven former district councils who undertook the majority of grounds maintenance work on open spaces, had varying approaches to adoption. Once such land was deemed to be of an adoptable standard some former districts assumed responsibility for its maintenance at no cost to the housing developer, other former districts levied a charge. There are also examples of open space maintenance being carried out by former districts at no charge yet the land remaining in private ownership.
4. Discussions between officers in Neighbourhood Services and Regeneration and Economic Development have identified the need to view open space adoption along with the other adoption processes associated with new housing developments to ensure a full and proper co-ordination with regeneration strategy, planning and assets issues. This is a significant piece of work and will result in a new cross-cutting policy / procedure for the adoption of new housing developments in due course.
5. Furthermore, under the terms of the Flood and Water Management Act 2011 it is expected that the adoption of Sustainable Urban Drainage Schemes (SUDS) on housing developments will be obligatory from 2014 provided that they have been constructed to specifications / plans agreed with Durham County Council Drainage Section. The earliest this will be from is 1 April 2014. Final guidance

on this has yet to be announced by the Department for Environment Food and Rural Affairs (DEFRA).

6. Until the new cross-cutting policy is developed, and to deal with the legacy issues inherited at and since LGR, a sustainable and cost effective countywide approach to the adoption of open spaces is required in the interim period, the necessity for which is amplified by the number of developers now seeking adoption procedure clarification as their developments are completed / near completion. A schedule of these developments is shown at Appendix 3

Options

There are three options open to Durham County Council in respect of open space adoptions:

7. **To no longer adopt open space**, leaving maintenance responsibility to developers. They may choose to establish management companies for this purpose, into which residents, or other types of development occupiers, might pay an annual fee. (NB – the adoption of SUDS associated with open space is expected to be obligatory from either April or October 2014. Final guidance on this has yet to be announced by DEFRA)
8. **To adopt open space at Durham County Council expense**, provided that the land in question is to an adoptable standard and conveyed to Durham County Council with unencumbered title to become a Durham County Council asset.
9. **To adopt open space in exchange for a commuted sum**, calculated by means of an agreed formula, provided that the land in question is to an adoptable standard and conveyed to Durham County Council with unencumbered title to become a Durham County Council asset.
10. These options may not be mutually exclusive, for example there may be an element of choice by developers to either maintain an open space themselves, or transfer to the Durham County Council (under conditions if they apply).

Option Assessment

11. Non adoption at first appears to be an attractive option as it does not expose Durham County Council to any obligation in respect of ongoing grounds maintenance costs. However, on further scrutiny, it is not felt to be a preferred long term solution for all development. Whilst some open space will remain well maintained by virtue of either good private management or the care and neighbourhood pride of residents or users, some spaces might deteriorate. This may be the result of developers defaulting on their responsibilities, management companies collapsing through lack of funds, or a transient user base being indifferent to their surroundings. This may well result in pressure brought on Durham County Council, from both the public and elected Members, to carry out open space remedial and maintenance work at Durham County Council expense that will not be recoverable. There is also a general expectation among developers that the Authority will assume on-going maintenance responsibilities.

12. To adopt open spaces at Durham County Council expense without any provision for ongoing maintenance costs from the developer is not seen to be a financially sustainable option in the current economic climate. However it could be argued that the Authority will benefit from an increase in council tax revenue as a result of the new housing development, which may support growth in service budgets. Also Durham County Council want to encourage re-generation through housing development and charging a commuted sum may discourage this. If this approach were to be adopted, then the budget to meet these extra commitments would either need to come from savings elsewhere in the service, or met through corporate financial support.

13. Public open space is just one of a number of issues that have an impact through commuted sums on the viability of development schemes. We will be providing guidance to developers on the requirements to be placed on them and the finalised adoptions report would be an ideal template for an supplementary planning document (SPD) to help deliver the open space policy in the Local Plan framework through the Community Infrastructure Levy (CIL). Further work will be carried out on typical m2 costs and will focus on areas such as grass cutting, soft / hard landscaping, and that the other adoptable elements may need to be treated as 'abnormals' in viability appraisals. This would be subject to further development beyond this interim report.

14. To adopt the open spaces in exchange for an agreed fee (commuted sum). would potentially bring an appropriate level of certainty to developers, reassurance and a high level of service to the public who benefit from and enjoy such space, and a sustainable financial position for Durham County Council. A procedure for commuted sums on all new housing development sites will greatly assist in enhancing the grounds maintenance budget. It is common among other north east local authorities to levy a commuted sum for open space adoption and the charges are shown below:

Authority	Commuted Sum calculation based on
Gateshead	10 or 20 Years maintenance depending on area / scheme
Middlesbrough	15 Years maintenance
Northumberland	15 or 20 Years maintenance depending on area / scheme
Stockton	15 Years maintenance
Sunderland	20 Years maintenance

15. The charges levied by the former districts with regards to commuted sums in relation to open space adoption are shown below:

Former District	Commuted Sum Required	Calculation based on
Chester le Street	YES	10 Years maintenance
Derwentside	YES	5 Years maintenance
Durham City	NO	-
Easington	NO	-
Sedgefield	YES	15 Years maintenance
Teesdale	YES	15 Years maintenance
Wear Valley	YES	20 Years maintenance

In view of the financial climate Durham County Council will have to operate in going forward; it is felt it would not be unreasonable to request a commuted sum based on a **15 year** maintenance period bearing in mind that the authority will be responsible for maintaining the open space areas concerned in perpetuity.

Potential Adoption Mechanism

16. The adoptable elements within an Open Space Adoption Policy can be divided into eight:
- a) Grass
 - b) Soft Landscaping
 - c) Hard Landscaping
 - d) Trees and Hedges
 - e) Footpaths that do not form part of the adopted highway
 - f) Art Installations
 - g) Sustainable Urban Drainage Schemes
 - h) Children's Play Areas / Equipment

Under the terms of the Flood and Water Management Act 2011 it is expected that the adoption of Sustainable Urban Drainage Schemes (SUDS) on housing developments will be obligatory from either April or October 2014 provided that they have been constructed to specifications / plans agreed with Durham County Council Drainage Section. Final guidance on this has yet to be announced by DEFRA. (NB - an open space adoption in general is not obligatory and it is currently at the discretion of the developer as to whether or not it is offered for adoption). It does make sense to include them within the open space adoption rather than dealing with it as a separate obligation.

17. Open space adoption should form an integral part of the pre-planning application submission discussions. The developer's preference in respect of whether adoption is favoured should be established, and the Durham County Council adoption mechanism clarified. Once an acceptable scheme has been provisionally agreed with Durham County Council Planning Officers, a Streetscene Technical Officer would review the areas for which adoption is to be sought, should planning permission be subsequently granted by Durham County Council Planning Committee Members, for acceptability for adoption. Adoption cannot be insisted upon. However in view of its aforementioned value to both Durham County Council and the public, it should be encouraged. The developer will be required to deposit a bond covering the cost of the approved landscaping / artwork (figure to be supplied by the developer and verified by Durham County Council), to be drawn upon by Durham County Council and used to complete the works in question should the developer default / cease trading.
18. Open space elements within a development proposal that are considered important by Planning Officers to the success and acceptability of the scheme shall be secured by planning condition. Such conditions are enforceable under the provisions of planning law.
19. Once a development has received planning approval the developer can be given an **indication** of the sum of money to be paid to Durham County Council in return for adoption upon completion of the development (NB – these figures will be subject to change depending on how long the development takes to complete as outlined). This sum would cover three aspects of the adoption:
 - a) The cost of the maintenance to be incurred in respect of the aforementioned eight adoptable elements.
 - b) The legal charge for conveying the land in question to Durham County Council .
 - c) An administration fee levied by Assets in respect of preparing terms for adoption etc.

If a developer identifies through the planning stage that they do not wish Durham County Council to adopt then Planning will use other powers to secure the future maintenance of the open space that has been negotiated as part of the application process. This will be through a planning condition / Section 106 Agreement to require the developer to submit details of an open space management plan.

20. It is anticipated that a 'per square metreage' calculation will be possible in respect of grass cutting, soft landscaping and hard landscaping. However, an evaluation of trees, hedges, art installations, children's play equipment and SUDS would be site specific in view of significant variations in tree types, condition and ages where mature trees and hedges already exist on site, and bearing in mind differences in play equipment / art installations / SUDS maintenance demands. Such costings will be developed by the Streetscene Technical Officers in liaison with relevant parties, to be reviewed at the start of each financial year. A total maintenance price for a year would be calculated,

then this would be multiplied by an agreed factor (15 years is suggested) to give a final maintenance figure.

To this final sum would be added a one off legal and asset fees, themselves to be reviewed each financial year. Thus an adoption fee would be established as a single one off payment, in return for which the land would be conveyed to Durham County Council and become its asset.

21. The adoption fee would be invested and ring fenced for use in connection with the maintenance of open space on the site in question only, including the accrued interest.
22. Upon completion of a new development, and receipt of notification from the developer that they wish Durham County Council to commence adoption of the open space areas associated with it, then the process for progressing the adoption request will be followed as shown at Appendix 2
23. The construction of a number of new housing developments currently being offered for adoption was commenced prior to Local Government Re-organisation (LGR) in April 2009. It may be the case that formal terms of adoption were entered into between the developer and the former district based on that particular authority's policy with regards to open space adoption at that time. In such circumstances Durham County Council will have to assume responsibility based on the terms agreed at that time. However where no formal terms of adoption were entered into it is proposed that the new interim countywide policy will apply. This will be the case even if there was a presumption on the part of the developer that an adoption would be carried out based on the policy operated by a particular former district.
24. Unfortunately sometimes a housing developer will go into receivership and cease trading prior to the completion of the development. In such circumstances, while the deposit of a bond covering the cost of landscaping (as detailed in point 15) can be drawn upon and used to complete the works, Durham County Council will not be able to obtain a commuted sum to provide for ongoing grounds maintenance. If open spaces are unmaintained it invariably will be Durham County Council / County Council Members who will receive the complaints from local residents.

Next Steps

25. The adoption of this interim policy will allow progression to formal adoption of the schemes identified in Appendix 3. Informally, many of the developers involved are expecting a commuted sum formula to be applied.
26. This interim policy, would also form part of the supplementary planning document, alongside other adoption issues, to act as guidance/requirements for developers linked to the Local Plan Framework

Recommendations

27. That Members consider the principle of an interim open space adoption policy incorporating a commuted sum equivalent to 15 years maintenance costs ring fenced for this purpose.
28. Subject to approval, to note that the new interim countywide policy be applied to all future requests for adoption. In instances where a developer had previously agreed to formal terms of adoption (for example with a former district), then these terms will still apply.
29. Members may wish to consider if a policy/procedure is required for housing developers ceasing trading prior to completion, where no funds for maintenance would be forthcoming. This can either be looked at on a case by case basis, or an early policy decision to accept (or reject) maintenance made.

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Appendix 1: Implications

Finance To adopt open spaces at Durham County Council expense without any provision for ongoing maintenance costs from the Developer is not seen to be a financially sustainable option in the current economic climate. A procedure for commuted sums on all new housing development sites will greatly assist in enhancing the grounds maintenance budget.

Staffing Any additional staff costs associated with increased maintenance responsibilities in future would be funded through the commuted sum adoption fee which would be invested and ring fenced in connection with the particular development for which it was paid.

Risk There is a risk that prior to completion a developer may go bankrupt, leaving the future adoption of the open space in question. This could either be approached on a case by case basis, or if preferred procedure/criteria established for any public assistance,

Equality and Diversity / Public Sector Equality Duty the maintenance and development of Open Spaces must take into consideration and demonstrate continuously the meeting of ongoing needs and uses of all sectors of society irrespective of age, gender, religion race or disability. This will include potential advances in design and technology promoting inclusive sports and recreation in these areas.

Accommodation None

Crime and Disorder None

Human Rights None

Consultation A working group with representation from Planning, Streetscene, Asset Management, Legal, and Landscape Design has discussed all issues relating to open space adoption. The outcomes of this group's discussions have formed the basis of this report. Discussions have also taken place with the council's Drainage Team regarding SUDS, the implications of this and the proposal to include as an element of the open space adoption process. Finance has been made aware of the proposal to look at securing a commuted sum from developers in order to support ongoing maintenance costs. Informal discussions have taken place with developers in Appendix 3, with the feedback that they are keen for the council to put in place adoption procedures of this kind.

Procurement None

Disability Issues None

Legal Implications Formal agreements would be required with developers as part of the adoption process

Appendix 2 - Proposed Process for the adoption of Public Open Space

- 1) Developer approaches Neighbourhood Services (Streetscene) to commence adoption of new open spaces and provides site layout plans showing the areas to be considered.
- 2) Neighbourhood Services (Streetscene) contacts Asset Team and provides details of the open spaces to be adopted. Assets to commence consultation process with local Members etc and drafting of Durham County Council terms for adoption.
- 3) Streetscene Technical Officer carry out an initial site inspection to ensure areas proposed for adoption are of a suitable standard for on-going grounds maintenance and a defects / 'snagging' list produced if necessary for corrective action prior to any adoption taking place.
- 4) Streetscene Technical Officer consult with other sections of the council regarding adoption of features on an open space which would come under their remit (i.e. Culture and Sport concerning children's play equipment, Drainage Team regarding SUDS and Regeneration and Economic Development regarding public rights of way)
- 5) Streetscene Technical Officer determines if the adoption can be progressed straight away or if a further 12 month maintenance period by the developer will be required (commencing from the date of the initial inspection).
- 6) Streetscene Technical Officer calculates the commuted sum figure for on-going grounds maintenance based on the approved formula.
- 7) Streetscene Technical Officer contacts Assets Team and provides details of the commuted sum required for on-going grounds maintenance.
- 8) Assets Team finalise Durham County Council terms for adoption and contact / liaise with Developer regarding these.
- 9) Upon agreement of suitable terms the Assets Team progress delegated authority for adoption of the open spaces and contact Legal Services to progress conveyance of the land to Durham County Council
- 10) Neighbourhood Services (Streetscene) await confirmation from the Assets Team / Legal Team that conveyance of the land has been completed prior to commencing grounds maintenance of the newly adopted open spaces.

Appendix 3 – Schedule of Developments which Durham County Council approached to formally adopt open spaces (as at 31 January 2013)

DEVELOPMENT	DEVELOPER
Abbeydale Gardens, South Hetton	Taylor Wimpey
Almond Way, Seaham	Persimmon
Aykley Heads, Durham City	Taylor Wimpey
Balmoral Grove, Consett	Persimmon
Beamish Hills, Stanley	Bennison Group
Beamish Rise, Stanley	Turney Wylde
Birkdale View, Consett	Taylor Wimpey
Braemar Court, Blackhill	Persimmon
Broadoaks, Murton	Taylor Wimpey
Carr Lane, Spennymoor	Taylor Wimpey
Carr Street, Whitworth, Spennymoor	Cecil Yuill and Bellway
Castle Hills, Castleside	Persimmon
Churchill Close, Shotley Bridge	Police Authority
Cobblers Hall, Newton Aycliffe	Miller Homes
Cottingham Grove, Thornley	Persimmon
Greenacres Road, Consett	Freehold Managers
Highsteads, Medomsley	Persimmon
Hillside Court, Spennymoor	Taylor Wimpey
Ivy Close, Spennymoor	Three Rivers Housing
Lily Gardens, Dipton	Dunelm Homes
Manor Grange, Wingate	Taylor Wimpey
Manor Park, West Auckland	Taylor Wimpey
Maplewood Court, Langley Park	Persimmon
Meadow Rise, Consett	Lovell
Mill Close Walk, Sedgefield	Taylor Wimpey
Murray Park, Stanley	Dunelm Homes
Pine Ridge Avenue, Sedgefield	Taylor Wimpey
Ranulf Court, Newton Aycliffe	TBC
Rowan Drive, Brasside, Durham City	HMPS
Rudds Hill, Ferryhill Station	Taylor Wimpey
St. Mark's Road, Fishburn	Mcinerney (gone into administration)
The Gables, Salter's Lane, Sedgefield	Taylor Wimpey
The Hawthorns, West Kyo	Persimmon
The Links, Blackhill	Taylor Wimpey
The Meadows, Framwellgate Moor	Miller Homes
The Orchard / Beacon Avenue, Sedgefield	Shenstone Properties
Whitehouse Road, Spennymoor	Persimmon

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
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