



Cabinet

Date **Wednesday 11 June 2014**
Time **9.30 am**
Venue **The Music Hall, The Witham, 3 Horse Market, Barnard Castle,
Co Durham, DL12 8LY**

Public Question and Answer Session

9.30 a.m. to 10.00 a.m.

An opportunity for local people to have a 30 minute 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. Minutes of the meeting held on 7 May 2014 (Pages 1 - 4)
2. Declarations of interest

Ordinary Decisions:

3. Quarter 4 2013/14 Performance Management Report - Report of Assistant Chief Executive (Pages 5 - 98)
4. Update on the delivery of the Medium Term Financial Plan 3 - Report of Assistant Chief Executive (Pages 99 - 106)
5. Durham Social Value Taskforce Report - Joint Report of Corporate Director, Regeneration and Economic Development and Corporate Director, Resources (Pages 107 - 130)
6. Update on Proposed ICT Services Collaboration between Durham and Sunderland - Report of Corporate Director, Resources (Pages 131 - 136)
7. NEPO Transformation - Introduction of New Arrangements for the Leadership and Governance of the NEPO Service and Regional Collaborative Procurement - Report of Corporate Director, Resources (Pages 137 - 142)

8. Safe Durham Partnership Plan 2014-17 - Report of Corporate Director, Children and Adults Services (Pages 143 - 166)
9. Children, Young People and Families Plan 2014 - 2017 - Report of Corporate Director, Children and Adults Services (Pages 167 - 218)
10. Local Authority Inspections: School Improvement - Report of Corporate Director, Children and Adults Services (Pages 219 - 222)
11. Proposal for a consultation to make play parks/area in County Durham smoke free - Report of Corporate Director, Children and Adults Services (Pages 223 - 230)
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. Durham Villages Regeneration Limited - Update and Forward Programme - Report of Corporate Director, Resources (Pages 231 - 246)
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
3 June 2014

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 Hovvels, O Johnson, M Nicholls, M Plews, B Stephens and E Tomlinson

Contact: Ros Layfield

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DURHAM COUNTY COUNCIL

At a Meeting of **Cabinet** held in Committee Room 2, County Hall, Durham on **Wednesday 7 May 2014 at 10.00 am**

Present:

Councillor S Henig (Leader of the Council) in the Chair

Members of Cabinet:

Councillors J Brown, N Foster, O Johnson, A Napier, M Nicholls, M Plews, B Stephens, and E Tomlinson

Other Members

Councillors J Armstrong, J Blakey, J Clare, R Crute, K Dearden, M Dixon, J Gray, J Hart, K Hopper, A Surtees and R Todd

Apologies:

An apology for absence was received from Councillor L Hovvels

1 Minutes

The minutes of the meeting held on 16 April were confirmed as a correct record and signed by the Chairman.

2 Declarations of interest

Councillors Plews, and Tomlinson, declared an interest in items 3 and 4, due to their position on the Shadow Housing Board. They took no part in the discussion and withdrew for that part of the meeting.

**3 Housing Stock Transfer Offer Document
Key Decision R&ED/06/14**

The Cabinet considered a joint report of the Corporate Director, Regeneration and Economic Development and Corporate Director, Resources which sought approval of the Council's proposed Offer Document to begin formal consultation with the Council's secure and introductory tenants on the transfer proposals (for copy see file of minutes).

The Corporate Director, Regeneration and Economic Development advised of an amendment to recommendation 2 in that delegated authority be given to the Corporate Director for Regeneration and Economic Development in consultation with the Portfolio Holders for Resources, and Economic Regeneration.

Joyce Lovack (Chair of the Stock Transfer Customer Working Group), John Grantham (Vice Chair of the Stock Transfer Customer Working Group) and Sam Woodrow, a tenant and former Chairman of the Stock Transfer Steering Group, advised of their involvement in progressing with the proposed stock transfer, and support for the proposals.

Cabinet members asked that their thanks and appreciation of the work undertaken by the Stock Transfer Steering Group, and Stock Transfer Customer Working Group be relayed to those involved. They also expressed their thanks to Cllr E Tomlinson for progressing this, and to Clive Robson, former Cabinet portfolio holder for housing for the work he undertook while in his remit, and the officers who had been involved.

Resolved:

That the recommendations contained in the report, with the amendment to recommendation 2 as detailed above, be approved.

**4 Future of the Housing Repairs and Maintenance Direct Labour Organisation
Key Decision R&ED/05/14**

The Cabinet considered a joint report of the Corporate Director, Regeneration and Economic Development and Corporate Director, Neighbourhood Services which set out proposals for the transfer of the Council's Durham Housing Maintenance Direct Labour Organisation (DLO), currently providing the repairs and maintenance function to Durham City Homes (the Council's in-house provider), to the new County Durham Housing Group should the large scale voluntary transfer of the Council's housing stock take effect in March 2015 (for copy see file of minutes).

Resolved:

That the recommendations contained in the report be approved.

5 Hitachi Rail Europe

The Cabinet considered a report of the Corporate Director, Regeneration and Economic Development which provided background to the project's development and future plans, along with a context of other significant projects in strategic companies in County Durham, the contribution of inward investment to the County's economic prosperity, and potential issues in skills that might need to be addressed to ensure that County Durham is a top location for business (for copy see file of minutes).

Cabinet members welcomed the report, and that this development was good news for the county.

Resolved:

That the recommendations contained in the report be approved.

6 Non Residential Car Parking Standards

The Cabinet considered a report of the Corporate Director, Regeneration and Economic Development which set out the background to parking standards used by the County Council for non-residential development and proposed a change to the current guidance for developers. The new guidance would also be incorporated in to the emerging County Durham Plan together with residential parking standards approved in 2013 and adopted as Council Policy (for copy see file of minutes).

Resolved:

That the recommendation contained in the report be approved.

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

The Cabinet considered a report of the Assistant Chief Executive which provided an update on the major policy developments and announcements since then and analysed the implications for the council and County Durham (for copy see file of minutes).

Resolved:

That the report be noted.

8 County Durham Partnership Update

The Cabinet considered a report of the Assistant Chief Executive which provided an update on the issues being addressed by the County Durham Partnership (CDP) including key issues from the Board, the five thematic partnerships and all area action partnerships (AAPs). The report further included updates on other key initiatives being carried out in partnership across the county (for copy see file of minutes).

Resolved:

That the report be noted.

9 Impact of public sector funding and policy changes on the economy of County Durham

The Cabinet considered a report of the Assistant Chief Executive which presented the findings and recommendations of the Economy and Enterprise Overview and Scrutiny Committee Members' Reference Group looking at the impact of public sector funding and policy changes of the economy of County Durham (for copy see file of minutes).

Councillor R Crute, Chairman of the Chairman of the Economy and Enterprise Overview and Scrutiny Committee presented the report to Cabinet, and provided detail on the scope of the review and its findings.

Cabinet members thanked the scrutiny group for the review work, and would provide a response to their findings in line with the recommendations in the report.

Resolved:

That the recommendations contained in the report be approved.

10 NHS and Public Health Reform

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 recent developments related to NHS and public health reform since the last report which was presented on 22 January 2014 (for copy see file of minutes).

Resolved:

That the recommendations contained in the report be approved.

11 Ofsted Single Inspection Framework for Children's Services

The Cabinet considered a report of the Corporate Director, Children and Adult Services which provided details on the new Ofsted Single Inspection Framework (SIF) for Children Services (for copy see file of minutes).

Resolved:

That the recommendations contained in the report be approved.

Cabinet**11 June 2014****Quarter 4 2013/14****Performance Management Report**

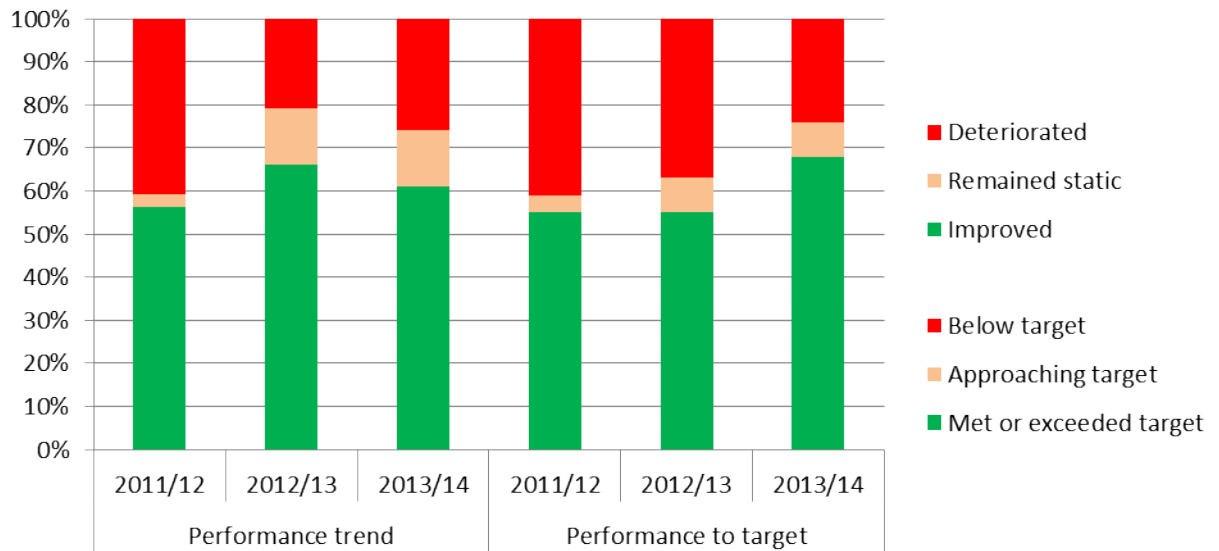
Report of Corporate Management Team
Lorraine O'Donnell, Assistant Chief Executive
Councillor Simon Henig, Leader

Purpose of the Report

1. To present a summary of the council's performance for the 2013/14 financial year.

Background

2. Since 2010, the council has been required to make significant financial savings following reductions in government grants. We have delivered just under £114million savings to date and have plans in place to make a further £23million of reductions in 2014/15.
3. At the same time, the council has also had to cope with a very changing environment over this period and manage the introduction of new legislation which has fundamentally changed the shape of public services in areas like health, policing and crime and welfare reform.
4. Demand over the previous year for key services such as children in need referrals, presentations to our housing solutions service, people requiring rehousing and residents using our customer access points have also increased.
5. It is critical that against this backdrop of reducing resources, increasing demand and level of change that we continue to actively manage performance and ensure that the difficult decisions we have had to make do not have a detrimental effect on the services that we provide and that we are focusing on what matters.
6. The following chart shows that we have improved or maintained performance in 74% of our key performance indicators over the last year. It is this strong focus on service performance that was a key factor that the judges highlighted when they awarded Durham County Council as LGC Council of the Year 2014.



7. 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.

8. 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.

9. Work has been carried out by officers and members on developing the proposed indicator set and targets for 2014/15 (see Appendix 5) to ensure that our performance management efforts continue to stay focused on the right areas.

Executive Summary

Overview

10. Throughout 2013/14 performance has been maintained or improved in the majority of services. 74% of our indicators have shown either an improvement or have maintained current performance and a similar number (78%) are approaching, meeting or exceeding target which is an improvement against last year.
11. The UK economy grew again in the fourth quarter of this year which means that in 2013 the economy showed its strongest growth since 2007. This quarter County Durham has seen an improvement in the employment rate (increased from 65.1% in quarter 4 last year to 66.1% this year) but this still remains worse than national (73.3%) and regional rates (66.7%). The youth unemployment level still remains high although this is continuing to decrease with the level improving from the same period last year. The claimant count for young people receiving Jobseekers Allowance (JSA) has fallen by over 15,000 in the 2013/14 financial year. The long-term unemployment level has improved from last quarter but with 34.7% of people claiming JSA, this remains higher than the corresponding period last year and national and regional rates, although actual numbers have fallen.
12. The level of housing development going on in the county is a good indicator of economic buoyancy. Both the number of new housing completions and the number of affordable homes have increased. The numbers of empty properties brought back into use and private sector properties improved by the council have both exceeded target. Decency levels in the council's housing stock have also improved in all three housing providers and homeless indicators continue to show a positive year on year trend in terms of levels of applications, acceptances and preventions.
13. Performance against key safeguarding targets has generally improved but there is a particular challenge for the council in relation to the rising number of children in need referrals. Provisional data for 2013/14 identifies that overall numbers of children in need referrals have increased significantly and that of these 28.5% occurred within 12 months of the previous referral, which did not meet target, declined in comparison to the previous year and was worse than the 2012/13 England, North East and statistical neighbour averages.
14. However, provisional data for 2013/14 shows that 96.8% of child protection cases were reviewed within timescale. Although this has not achieved target, it is a significant improvement from 2012/13 and better than 2012/13 averages for England, North East and statistical neighbours. Additionally there were no reviews completed outside of timescale during quarter four.
15. The council has made progress in working with troubled families achieving reductions in crime/anti-social behaviour, improved school attendance or moving back into employment. A total of 407 families achieved the government's results criteria to February 2014 which equates to 31% of County Durham's overall target of 1,320 families to turn around by May 2015.

16. Key health and adult care measures show that good progress has been made. The under 75 mortality rate from cardiovascular and respiratory disease and cancer has shown improving trends at a county, regional and national level. The mortality rate from liver disease has been gradually increasing nationally, however the County Durham rate although high has shown slight improvement.
17. The council has a range of policies to allow older people to stay in their own home for as long as possible. In pursuing this policy the council and partners have driven down permanent admissions to residential or nursing care for adults aged 65 by 12% from the same period last year and has achieved the profiled target.
18. We have also increased the percentage of social care service users in receipt of community services who had a personal budget to 59.3% which is an improvement from 56.7% at the same time last year and exceeds target (55%), England average (55.5%) and the North East rate (52%).
19. Older people still at home 91 days after discharge from hospital was 87.6%, which continues to exceed target (85%) and is a slight improvement from the same period last year (87%).
20. A larger proportion of service users require no on-going care following completion of their reablement package and this has exceeded target. The percentage of adults receiving secondary mental health services that were known to be in settled accommodation at the time of their last review/assessment exceeds target and national comparator group average. In addition, 94.5% of respondents to the local care survey responded that the help and support they received had improved their quality of life. This is above the target of 92%.
21. However, the number of smoking quitters has deteriorated from last year and the Stop Smoking Service has failed to achieve its target. There has been a national trend of decreasing quitters. It is suggested that the impact of e-cigarettes may be one factor in the declining numbers.
22. The percentage of eligible people who received an NHS health check failed to achieve target but performance has improved from the same period last year and is better than national and regional comparator group averages.
23. Low levels of successful drug treatment continue this quarter and remain below our target and national performance although people successfully completing alcohol treatment is achieving target and national performance levels.
24. Turning to crime and community safety, incidents of anti-social behaviour have fallen by 4.9% this year. We also continue to have low levels of repeat victims of domestic violence. The 2013/14 counter terrorism self-assessment achieved a Level 4 rating (out of 5), which is an improvement from Level 3 in 2012/13. The self-assessment has been identified as best practice by the North East Counter-Terrorist Unit.
25. However, overall crime rate has shown an increase of 9.7% in 2013/14. This reflects a national trend with the majority of constabulary areas throughout the country seeing similar increases. Despite the increase in crime, levels are still below the 2011/12 rates and County Durham Community Safety Partnership area

continues to see one of the lowest levels of crime per 1,000 population and has significantly lower rates than its most similar Community Safety Partnerships average. A major contributor to the increase in crime rates experienced this year is not seen in current crime but in the reporting of historic crimes of physical and sexual abuse, experienced across the country linked to publicity surrounding the Savile enquiry.

26. Key environmental indicators show that street and environmental cleanliness has improved with levels of litter and detritus better than the profiled target. The rate of waste sent to landfill is half of the rate recorded at the end of 2012/13 although the percentage of household waste re-used, recycled or composted has declined due to contamination. Fly-tipping incidents have seen further increases this period.
27. The council has improved its performance in a number of corporate areas measured by our Altogether Better Council basket of indicators. We have implemented new computer systems and put in place a new staffing structure which has resulted in improvements in processing of housing and council tax benefit claims. Council tax and business rates collected have also met or are close to targets. Tenant rent arrears have fallen for all three housing providers and targets have been met.
28. The level of staff sickness absence has reduced over the year and the council has met its annual target. Employee appraisals completed have shown improvement this year but have not met the annual target. Customer service indicators show improved telephone handling and waiting times at customer access points. Freedom of Information requests processed within statutory timescales has fallen significantly although this is against a backdrop of the highest volume of requests received in a quarter in the last three years.

Volume of Activity

29. The council has seen significant increases in demand for a number of key frontline services. This includes children in need referrals, fly tipping incidents reported, presentations to our housing solutions service and people requiring rehousing. The number of residents using our customer access points has also increased.
30. This information has been captured by the introduction of some volume measures into the basket of indicators that we monitor. Looking at these measures show that there is generally a direct link between workload volumes and performance. As the demand for a service increases then, given a fixed and in some cases reducing resource available to process this work, performance may be adversely affected unless business process efficiencies can be made. Conversely, where volumes fall, then it is expected that the effect on performance will be favourable. There are several areas where we see that performance deteriorates as volumes increase or performance improves as volumes decrease. This has been observed in:
 - *Children in need referrals within 12 months of previous referral* (Appendix 4, Chart 5)
The volume of children in need referrals has increased this year. There has been just under 50% more referrals compared to the previous year. However,

the performance in terms of re-referrals within 12 months has increased by 153.6%

- *Telephone calls answered* (Appendix 4, Chart 7)
The volume of telephone calls received in comparison with the same quarter from the previous year shows that calls are decreasing. There has been a substantial improvement in performance with 85% of calls being answered within one minute and 95% being answered within three minutes, which is well within target.
- *Face-to-face contact* (Appendix 4, Chart 8)
Comparing the number of customers seen at our customer access points with quarter 2 (quarter 3 is unrepresentative as it includes the Christmas closure) shows that demand for face-to-face contact has reduced and performance has improved. The number of contacts have increased compared to the same period last year with improved waiting times.
- *Benefits – new claims* (Appendix 4, Chart 9)
The volume of new claims for both housing benefit and council tax reduction has remained relatively static whilst processing times have remained similar to the previous quarter.
- *Requests for information under the Freedom of Information Act or Environmental Information Regulations* (Appendix 4, Chart 11)
There has been a significant deterioration in performance with only 70% of requests being answered within the guideline 20 day period. Demand has increased to its highest level in three years.

31. Services where the contrary trend has been observed is in:

- *Processing of planning applications* (Appendix 4, Chart 1)
Here, volumes of overall planning applications received by the authority have increased by over 15% compared to last quarter but performance has remained high and within target.
- *Benefits – Changes in circumstances* (Appendix 4, Chart 10)
The volume of changes in circumstances for both housing benefit and council tax reduction has increased by around 44% and the performance in terms of processing times has improved for both benefits. This is a reflection of the nature of the changes that are processed at this time of year with high volumes of welfare benefit income and rent increase changes that can be processed quickly.

32. The overall trend for presentations to the Housing Solutions Service, although demonstrating some seasonality is one of a steady increase (Appendix 4, Chart 2.) The number of people registered on the Durham Key Options service who have been rehoused has shown a continual increase over the last three years (Appendix 4, Chart 3). Welfare reforms will have an impact in this area.

33. The volume of fly-tipping incidents reported across the county has increased for the fourth quarter in succession.

Welfare Reform and Demand

34. Expectations that housing rent arrears and arrears in respect of under occupancy would increase have failed to materialise. We have experienced increased numbers of presentations to the housing solutions service but no increase in homeless levels. Increases in levels of stealing and in children in need referrals are likely to link to the wider economic position of which welfare reform is a contributor. Turning to our specific support schemes, at the end of 2013/14 the council had spent its full Discretionary Housing Payments (DHP) budget. Modelling for the 2014/15 budget was undertaken in April and early indications already show a run rate which if sustained would exceed the available funds. As a result further enquiries will be made with the Department for Work and Pensions (DWP) later this year to determine if additional DHP funds will be available for 2014/15. A revised DHP policy was agreed in April to include additional priority groups, the approach to backdating awards, and the extension of non-time related priority group awards. A commitment to continue with triage has been supported by the main housing providers and the housing workstream will progress further work required on training, sharing best practice and capturing and reporting outcomes. The retention of the temporary staff was agreed within Housing Solutions to continue to assist with the engagement of tenants and other priority work, and funding for these posts will be split between new burdens and service budgets.
35. Spend on the Welfare Assistance Scheme in March 2014 was up 39% when compared to spend during February and if the current levels continue spend would be over £1m per annum. Analysis is being carried out on the current run rate to determine where the increased demand has come from. Work is also underway on establishing a project approach for the Welfare Assistance Scheme 2015/16 proposals. The Social Justice Pilot in Crook held a start-up session in March. This is a joint pilot between the DWP and Durham County Council to lead on partnership working to improve the welfare and wellbeing of our customers, particularly those who are vulnerable or have complex needs. The session identified opportunities to improve the way that different organisations work in partnership together and to build on some of the good existing relationships that are already in place. An action plan is in place to take this work forward.

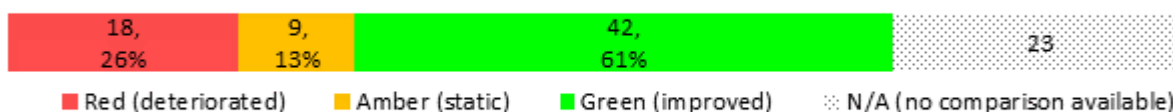
Overall Performance of the Council

Key Performance Indicators

Performance against targets



Direction of travel



Source: Service performance monitoring data

36. In 2013/14, 78% (65) of reported indicators approached, met or exceeded targets with 74% (51) of reported indicators that improved or remained static.

37. Areas where there has been improvement in performance in terms of direction of travel are:

- Number of affordable homes delivered
- Empty properties and private sector properties brought back into use
- Homes meeting decency criteria
- Employment rate
- JSA claimants aged 18-24
- Number of those registered on the Durham Key Options system who have been rehoused
- Homeless presentations, acceptances and applications
- First time entrants to the youth justice system
- Children becoming the subject of a Child Protection Plan for a second or subsequent time
- 16 to 18 year olds who are not in education, employment or training
- Under 18 conceptions
- Looked After Children per 10,000 population
- Emotional and behavioural health of looked after children
- Mortality rates for cardiovascular and respiratory disease
- Successful alcohol treatment completions
- Permanent admissions to residential or nursing care (aged 65+)
- Police reported incidents of anti-social behaviour

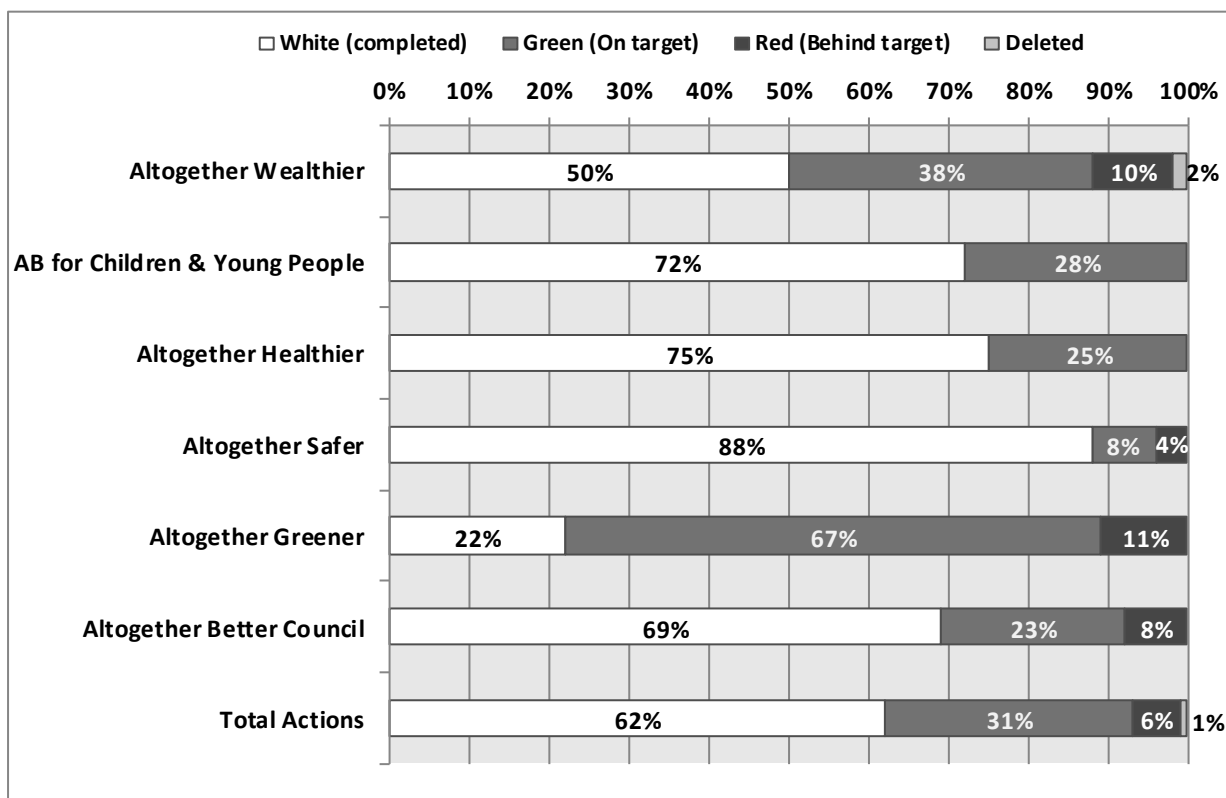
- Counter terrorism self-assessment
- Levels of litter and detritus
- Municipal waste landfilled
- Average waiting time at a customer access point
- Days/shifts lost to sickness absence – all services including school staff

38. Key issues in terms of areas where there has been a deterioration in performance in terms of direction of travel are:

- JSA claimants claiming for 1 year or more
- Children in Need referrals occurring within 12 months of previous referral
- Smoking quitters
- Number of people killed or seriously injured in road traffic accidents
- Overall crime rate
- Crimes categorised as stealing
- Serious or major crimes
- Alcohol related violent crime
- Household waste that is reused, recycled or composted
- Fly-tipping incidents reported
- ICT service desk incidents resolved on time
- Invoices paid in 30 days

Council Plan Actions

Progress against Council Plan by Altogether theme: Quarter 4 2013/14



39. 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 2013/14 with 62% (98 out of 159) of actions being achieved and 31% (50 actions) on target. 6% (10 actions) did not meet target. Detail of these actions is available throughout the report. The Altogether Safer theme has achieved the highest percentage of actions completed (88%) and the Altogether Greener theme has the highest percentage which did not meet target (11%), which amounts to five actions.

Service Plan Actions

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 or exceeded target	Number on target	% of actions on target	Number behind target	% of actions behind target	Deleted	% of actions deleted
ACE	73	59	81%	9	12%	5	7%	0	0%
CAS	178	145	81%	29	16%	3	2%	1	1%
NS	107	61	57%	37	35%	8	7%	1	1%
RED	95	33	35%	57	60%	5	5%		0%
RES	115	77	67%	29	25%	8	7%	1	1%
Total	568	375	66%	161	28%	29	5%	3	1%

Source: Service monitoring data

40. The table above shows that overall, 94% of service plan actions have either been achieved or are on target to be achieved by the deadline. Actions which did not meet target equate to 5%. There were three actions (1%) proposed to be deleted as they are no longer relevant. The Children and Adults Services grouping has the highest percentage of actions achieved or on target (97%). Three service groupings had 7% of their actions behind target: the Assistant Chief Executive (5 actions), Neighbourhood Services (8 actions) and Resources service groupings (8 actions).

41. 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

Carbon Reduction by the Council

42. In order to achieve the targets for reducing carbon emissions by the council, a set of three actions have been included in all service plans and progress monitored. One action was completed during quarter 1, which was to recruit a minimum of one eco-champion per tier 4 manager. The action relating to the office carbon reduction surveys has been completed in quarter 3. The remaining action to reduce car business mileage for each service grouping (by a minimum of 10% for 2013/14) is behind target and has been carried forward for monitoring during 2014/15.

Risk Management

43. Effective risk management is a vital component of the council's change agenda and forms an integral part of our efforts made to minimise them. The council's risk management process therefore sits alongside our change programme and is incorporated into all significant change and improvement projects.
44. The strategic risks to successfully achieving our objectives 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.
45. As at 31 March 2014, there were 31 strategic risks, a reduction of two since 31 December 2013. The following matrix categorises the strategic risks according to their net risk evaluation as at 31 March 2014. To highlight changes in each category during the last quarter, the number of risks as at 31 December 2013 is shown in brackets.

Figure 4: Corporate Risk Heat Map

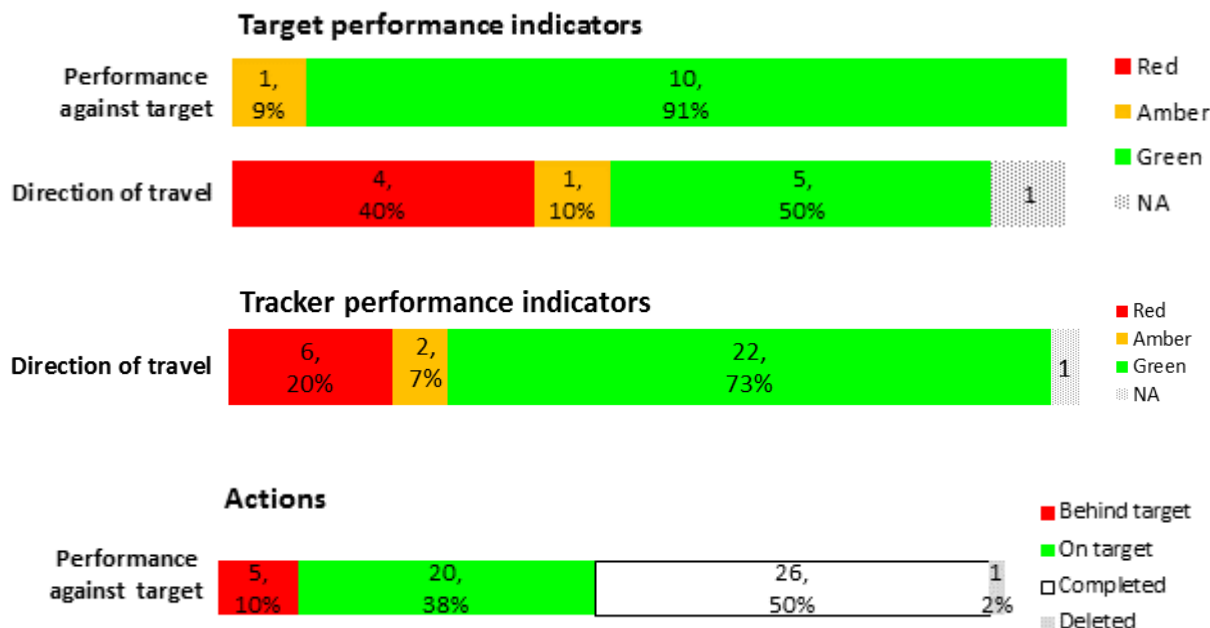
Impact					
Critical	2 (2)	1 (1)	3 (2)		1 (1)
Major		3 (3)	4 (4)	0 (1)	
Moderate			8 (9)	6 (4)	1 (1)
Minor				1 (2)	1 (2)
Insignificant					0 (1)
Likelihood	Remote	Unlikely	Possible	Probable	Highly Probable

Key risks 

46. At a corporate strategic level, key risks to draw attention to are:
- Ongoing government funding cuts, which now extend to at least 2017/18, will continue to have an increasing major impact on all council services (critical impact/highly probable likelihood).
 - If there was to be slippage in the delivery of the agreed Medium Term Financial Plan (MTFP) savings projects, this will require further savings to be made from other areas, which may result in further service reductions and job losses (critical impact/possible likelihood).

- c. Potential restitution of search fees going back to 2005 (moderate impact/highly probable likelihood).
 - d. The council could suffer significant adverse service delivery and financial impact if there are delays in the procurement and implementation of the new banking contract (critical impact/possible likelihood).
 - e. If we were to fail to comply with central government's Public Services Network Code of Connection criteria, this would put some of our core business processes at risk, such as revenues and benefits, which rely on secure transfer of personal data (critical impact/possible likelihood).
47. Five 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.
48. 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



Council Performance

49. Key achievements this quarter include:

- a. A further 301 private sector properties have been improved as a result of local authority intervention, bringing the total for 2013/14 to 984, exceeding the annual target of 893. Significant progress has been made in relation to the acquisition/demolition, group repair and facelift schemes through working with Area Action Partnerships, ward members and community safety enabling the identification of further funding sources.
- b. This quarter 30 additional empty properties have been brought back into use through the targeted approach and partnership work with registered providers and community/voluntary organisations. This brings the total for 2013/14 to 110, exceeding the target of 75 and performance for 2012/13 (56). Discussions with owners regarding their options for returning the properties back into use continue to be progressed.
- c. There has been a significant increase in the number of affordable homes this quarter with 316 homes delivered, exceeding the target of 88. Performance shows improvement from last quarter (176) and the corresponding quarter last year (172). Overall, 630 affordable homes were delivered during 2013/14 against a target of 350, representing an increase of 84% from 2012/13 when 387 were delivered. An affordable home includes new build, rented homes, empty homes brought back into use and assistance schemes such as homebuy.
- d. All three housing providers have met their annual targets for non-decent homes, with Durham City Homes and Dale and Valley Homes achieving 0%. East Durham Homes has improved from 41% at quarter 4 2012/13 to 18% this quarter (1,494 homes), against a target of 25%. Work will

- continue during 2014/15 to ensure that all stock meets the Decent Homes Standard by 31 March 2015.
- e. Between April 2013 and March 2014, 182 apprenticeships started through Durham County Council funded schemes, following change of the criteria and pro-active employer engagement. Performance has exceeded the target of 130.
 - f. The proportion of overall planning applications determined within deadline remain the same as last quarter, at 85%, achieving target, although performance is not as good as quarter 4 2012/13 (91.1%). The average outturn for 2013/14 (87.2%) has improved from 2012/13 (85.4%). The annual number of overall planning applications increased from 3,031 in 2012/13 to 3,091 in 2013/14 (see Appendix 4, Chart 1).
 - g. The proportion of major planning applications determined within 13 weeks also remains static at 72.7% this quarter. Performance exceeds the target of 71%, although it has declined from 94.3% for the corresponding period last year. The average outturn for 2013/14 is 72.3% compared to 75.6% last year. Performance is similar to national benchmarking (73%), however is worse than North East (81%) and nearest statistical neighbour (86%) averages. During 2013/14, 137 major planning applications were received compared to 119 in 2012/13.
 - h. Good progress has been made with the following Council Plan and service plan actions:
 - i. Developing the Durham Key Options and Choice Based Lettings scheme to increase the number of landlords operating within the scheme. The Durham Key Options Board has agreed to the expansion of the Durham Key Options Scheme through a pilot with a registered provider who is not currently a partner in the scheme following interest from three organisations. The board will run the pilot for three months starting in June/July 2014 and if successful, the registered provider will become a full partner. Work is also ongoing to expand the scheme to include a greater number of low cost home ownership properties.
 - ii. Development of the County Durham Plan and supporting supplementary planning documents. The submission documents for the County Durham Plan are complete and have been submitted to the Planning Inspectorate. The Planning Inspectorate will soon confirm the start date of the examination in public. This is the largest and most significant suite of policy documents created since the council was set up and will make Durham County Council one of the first in the country to have a plan adopted.
 - iii. Pursuing the preferred option for the future of council housing across County Durham. The housing transfer application was approved by Government. Work continues with the offer document with regular updates given to the Homes and Communities Agency. A new governance structure has been agreed and the shadow parent board held its inaugural meeting on 14 January 2014.

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

- a. At March 2014, 73.9% of council owned business floor space was occupied. This is slightly below the target of 75%, although it is above the same period last year (73%). Business Durham continues to implement improvements in the way in which it interacts and manages its clients and stock, for example through pro-active debt management.
- b. Key Council Plan actions which have not achieved target in this theme include:
 - i. Sector specific pre-employment training to prepare clients for employment and meet employers needs and requirements, due to be developed by March 2014, has been delayed until June 2014 as a decision for potential Youth Contract funding is awaited from Job Centre Plus Flexible Support Fund.
 - ii. Opportunities for funding and work with employers to develop and deliver sector specific qualifications within the workplace, due to be sought by March 2014, has been delayed until June 2014 as there has been lack of time and resources due to meeting other contractual requirements on other externally funded contracts.
 - iii. A co-ordinated events programme for the county, providing cultural engagement and encourage participation in sport and leisure, was due to be developed by March 2014. The development of this programme is now reliant on National Portfolio Organisation funding, which replaces our regular funding programme. A bid has been submitted for three years funding however the outcome will not be known until July 2014.
 - iv. Delivery of a programme of transport capital works across the county:
 - Bishop Auckland rail station, due for completion by February 2014 will not be completed until May 2014 due to problems with the installation of the fibre optic cable. An alternative option is now being sought.
 - Transit 15 bus priority improvements on key transport corridors, initial consultation has been completed and following discussions with Cabinet Members it was agreed that this action be deleted.

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

- a. The employment rate has improved from 65.7% last quarter to 66.1% this quarter, with the number of people employed increasing by 200 to 224,700. The employment rate remains better than the corresponding period last year when 65.1% of the working age population were employed. The rate however remains worse than national (73.3%), regional (66.7%) and nearest statistical neighbour (69.3%) rates.
- b. The proportion of the working age population not in work who want a job has worsened from 14.39% reported last quarter to 14.58% this period

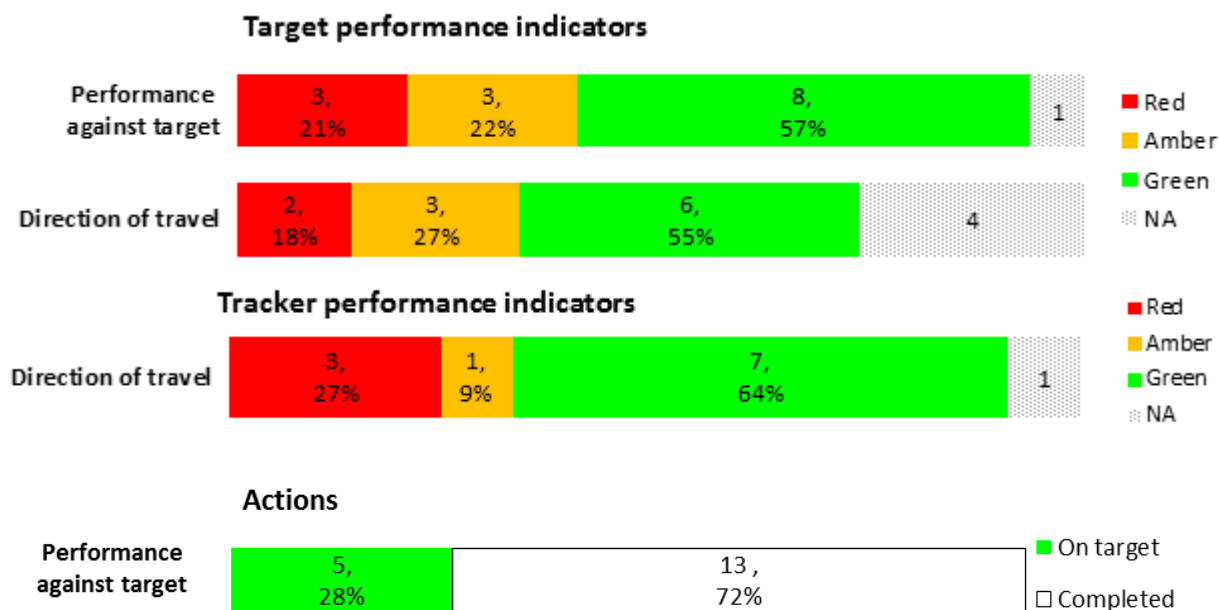
- (January to December 2013). This represents 48,000 people. Although this is better than the corresponding period last year (16.45%), the County Durham figure is worse than national (11.17%), North East (13.66%) and nearest statistical neighbour (11.91%) rates.
- c. The proportion of Job Seekers Allowance (JSA) claimants claiming for one year or more has fallen slightly from 36.35% last quarter to 34.75% this quarter, although the actual number of long term claimants has improved significantly, from 5,055 in March 2013 to 3,980 in March 2014. The rate remains higher than at the corresponding period last year (32.33%) and national (25.5%), regional (34.5%) and nearest statistical neighbour (31.6%) rates in spite of the reduction in numbers.
 - d. The number of 18 to 24 year olds claiming JSA has also improved, falling from 3,525 last quarter to 3,415 in March 2014. Youth unemployment has fallen 31% from March 2013, when there were 4,955 18 to 24 year olds claiming JSA.
 - e. Homeless indicators generally show a positive year on year trend.
 - Homeless presentations have decreased from 1,761 at the corresponding period last year to 1,646 this quarter (see Appendix 4, Chart 2). The triage is having an impact on the number of presentations to Housing Solutions, as housing providers are doing more pro-active work.
 - In relation to statutory applications, the proportion has improved from 14.03% (247 applications) at quarter 4 last year to 13.79% (227 applications) this year.
 - The level of acceptances of a statutory duty has also improved, falling to 2.61% (43 acceptances) this quarter from 3.69% for the corresponding period last year.
 - The level of preventions has fallen slightly to 18.17% (299 preventions) this quarter from 19.53% at quarter 4 2012/13, although there were more preventions during 2013/14 than there were in 2012/13. Links with appropriate services have been created to improve support for clients, enabling them to be assisted into alternative/appropriate accommodation and ensure access to financial support services.
 - f. There has been a significant increase in the annual number of people rehoused from 3,983 in 2012/13 compared to 5,045 in 2013/14. This quarter, 1,363 people registered on the Durham Key Options scheme have been rehoused compared to 1,024 in quarter 4 2012/13 (see Appendix 4, Chart 3).
 - g. During quarter 4 there have been 179 net new homes completed bringing the total for 2013/14 to 986. Although this is lower than last quarter (352 homes) and same period last year (354 homes), the annual number of completions is higher than last year, when 852 homes were completed. In Durham City the number of completions fell from 18 last quarter to 8 this quarter to give an annual total of 51, which is higher than last year's figure of 27. The proportion of homes completed near major settlements (108 homes) increased from 44.86% last quarter to 48.86% this period. Between

April 2013 and March 2014, 52.62% of homes completed were in and around major settlements which is a decrease of 14.43% from the previous year (67.05%). Although net completions have increased, permissions have been implemented in smaller settlements, with sites in larger settlements beginning to be implemented in quarter 4 this year.

- h. The percentage of children in poverty at November 2013 has improved slightly, falling from 24.1% last quarter to 23.5%. The rate remains worse than the national rate (18.5%) but is better than the regional rate of 24.4%.

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

Altogether Better for Children and Young People: Overview



Council Performance

53. Key achievements this quarter include:

- Provisional data for 2013/14 show 14.7% (97 of 660) of children who became subject to a child protection plan had previously been the subject of a plan, achieving the annual target of 15%. Performance improved from 16.9% during the previous year and is better than 2012/13 outturn for England (14.9%) and the North East (15%), but worse than the statistical neighbour average of 13.3%.
- The Stronger families programme aims to assist individual(s) in a family achieve reductions in crime/anti-social behaviour, improved school attendance or moving back into employment as set out in the Department for Communities and Local Government's Troubled Families Programme Financial Framework (March 2012). A total of 407 families achieved the results criteria to February 2014. A payment by results claim of £242,600 has been made. Overall performance equates to 31% of County Durham's target of 1,320 families.
- Provisional data for April 2013 to March 2014 indicates that there were 210 first time entrants (FTEs) to the Youth Justice System. This performance has achieved the 2013/14 target of 340 FTEs and is an improvement from the 2012/13 final FTEs figure of 251.

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

- Between October and December 2013, 18.7% of mothers smoked at the time of delivery in County Durham. This equates to 251 mothers. Performance has improved from the same period of 2012 (21.1%, 276 mothers) and is achieving target (20.6%) but is worse than the England average (12%). During July to September 2013, eight County Durham & Darlington Foundation Trust midwives completed their babyClear training and started

delivering stop smoking support to pregnant women at their 20 week appointments.

- b. Provisional data for 2013/14 identify that 2,042 out of 7,163 children in need referrals occurred within 12 months of the previous referral, which equates to 28.5% of referrals. Performance has not met the target of 21%, declined in comparison to the previous year (16.8%), and is worse than the 2012/13 England average of 24.9% and the North East and statistical neighbour averages of 22.5%. The volume of children in need shows a significant increase in the number of referrals from 4,792 in 2012/13 to 7,163 in 2013/14 (see Appendix 4, Chart 5). A detailed analysis of this trend is being produced. As part of the Transformation of Children's Services, the new First Contact Service came into operation on the 7th April 2014. This service provides a single point of contact, which will mean: more consistent decision making on need; an appropriate response proportionate to need; a reduction in inappropriate referrals to social care services; and more effective action being taken resulting in fewer cases being re-referred. Performance over the first six weeks shows a reduction in referrals of 26% compared to the same period in 2012/13.
- c. Provisional data for 2013/14 show that 304 out of 314 child protection cases were reviewed within timescale, which equals 96.8%. Performance is below the target of 100% but is a significant improvement from 91% during the previous year. During quarter 4 there were no reviews out of timescale. Durham's performance is better than the 2012/13 averages for England (96.2%), North East (96.6%) and statistical neighbours (94.8%). Systems have been put in place to ensure that reviews are rearranged within timescales and any proposals to cancel reviews need to be agreed by senior managers.
- d. There are no Council Plan actions behind target in this theme.

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

- a. The latest quarterly data for October to December 2012 show the County Durham under 18 conception rate was 26.7 per 1,000 (58 conceptions), which is an improvement from 35.3 during the same period of the previous year. This is significantly better than the North East rate (31.5) and similar to the England average (26.3). The full year data for 2012 show 291 conceptions, which equates to a conception rate of 33.7 per 1,000 girls aged 15-17 years. Performance improved in comparison to the previous year (37.4). The annual rate in County Durham is better than the North East (35.5) and statistical neighbour (36.9) averages but worse than the England rate of 27.9.
- b. Data for 2012 show the under 16 conception rate was 8.9 per 1,000 girls aged 13-15 years, which is worse than 7.7 in the previous year. The annual rate in County Durham is worse than England (5.6), the North East (8.4) and statistical neighbours (8.3). Although the rate for under 16 teenage conceptions has increased in 2012, the actual number of conceptions remains low at 76. A two year social norms marketing campaign is currently being delivered within secondary schools across County Durham. This work aims to correct identified misperceptions

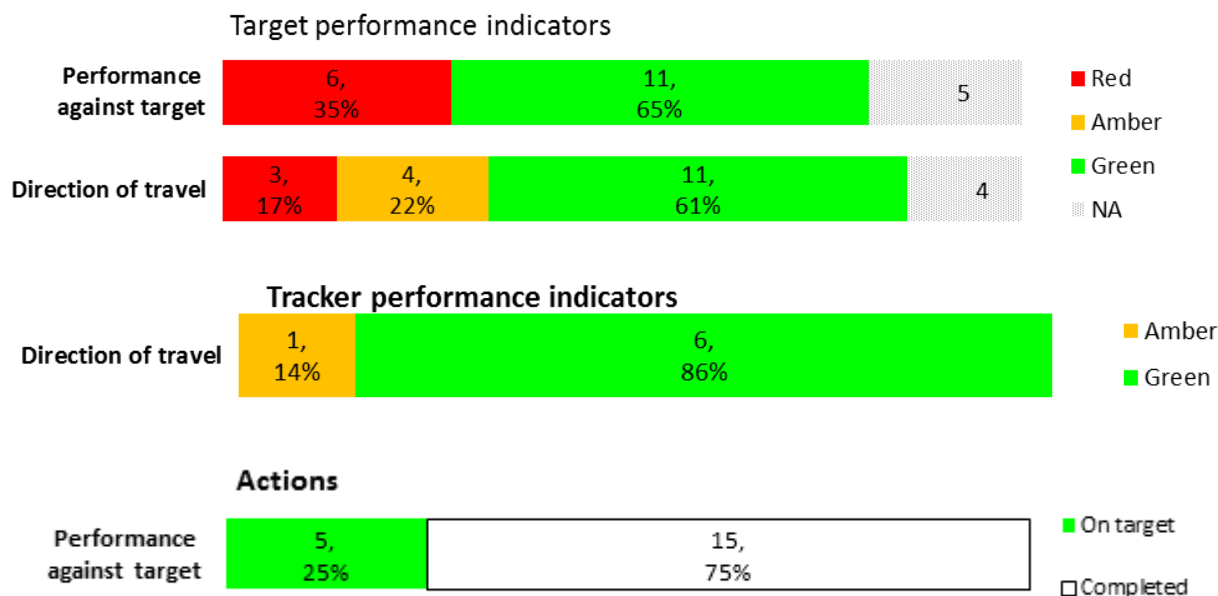
- around sex and relationships, alcohol and smoking to drive behaviour change of individuals.
- c. Provisional data show that at the end of March 2014 there were 607 looked after children, which equates to a rate of 60.6 per 10,000 population. This is an improvement from 63.4 per 10,000 at the same point of the previous year and is better than the latest available comparative data (31 March 2013) for the North East (80) and statistical neighbours (81). The national rate was 60 per 10,000 (see Appendix 4, Chart 4).
- d. Between April 2013 and March 2014, 27.1% of mothers (1,495 of 5,514) were breastfeeding at 6-8 weeks. This is a decrease from 28.1% in 2012/13 and is worse than the national rate (47.2%) in 2012/13 and North East average (31.2%). Actions being taken to increase breastfeeding include:
- Telecontact has been rolled out across the county. This is a daily telephone call to new mothers, up to and including 10 days following birth.
 - 18 Baby Cafes have been set up across County Durham.
 - 110 mothers who have previously breastfed have been trained as peers to provide support to new mothers who choose to breastfeed.
 - Businesses and other organisations are being approached to sign up to the Breastfeeding Friendly Scheme in order to provide a welcoming venue to mothers to breastfeed and to promote behaviour change within the population. There are 107 organisations/venues in County Durham signed up to the scheme.
- e. Data for November 2013 to January 2014 show 7.1% of 16 to 18 year olds were not in education, employment or training (NEET), 1,167 young people. Durham's performance is better than the North East average (7.6%) but worse than the national rate of 5.3% and the statistical neighbour average of 6.6%. The Improving Progression Team and One Point Service are continuing to implement the action plan that was developed following the Peer Review by Wakefield. Actions undertaken include:
- Implementation of risk of NEET indicators across schools so that measures can be put in place to support young people at key transition points.
 - Enhanced information about NEET and not known performance is shared on a monthly basis to key partners e.g. schools, colleges and other learning providers.
 - Information about young people who are eligible for support from the Youth Contract is shared with the provider on a monthly basis in order to engage with those NEETs and help overcome barriers to progression.
- f. The percentage of 16-18 year olds whose status in relation to education, employment or training is not known was 7.5% for November 2013 to

January 2014, which relates to approximately 1,316 young people. Durham's performance was better than the England average of 9.2% and the North East and statistical neighbour averages of 6.4%.

- g. Between April and December 2013, 155 offences were committed by the 151 young people in the 2013 cohort within 9 months of inclusion in the cohort. This equates to a re-offending rate of 1.03 offences per young offender. This was worse than 0.89 reported at the equivalent period of the previous year. Actions taken by County Durham Youth Offending Service (CDYOS) to reduce reoffending include: targeting resources on high risk young people; robust risk management planning processes; implementation of CDYOS Offending Behaviour Programmes; expansion of restorative justice across all orders; increased focus on young people's speech, language and communication needs as well as barriers to engagement.

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

Altogether Healthier: Overview



Council Performance

57. Key achievements this quarter include:

- a. The under 75 mortality rate per 100,000 population from cardiovascular and respiratory diseases and cancer has shown improving trends at a county, regional and national level.
 - i. Mortality from cardiovascular diseases (including heart disease and stroke) in County Durham has improved from 169.9 (2001-03) to 91.3 (2010-12), which equates to 813 fewer deaths in the three-year period and a decrease of 46%. This is a greater reduction than nationally (42% decrease). The rate in County Durham is better than the North East (92.4) but worse than the England rate of 81.1.
 - ii. Mortality from respiratory diseases in County Durham has improved from 53.3 (2001-03) to 40.1 (2010-12), which equates to 101 fewer deaths in the three-year period and a decrease of 25%. The rate in County Durham is better than the North East (42.2) but worse than the England rate of 33.5.
 - iii. Mortality from cancer in County Durham has improved from 191.2 (2001-03) to 164.2 (2010-12), however, in comparison to the previous time period (2009-11) the rate increased slightly from 163.5. The rate in County Durham is better than the North East (171.4) but worse than the England rate of 146.5.
 - iv. Mortality from liver disease has however been gradually increasing nationally. Compared to 2001-03 the County Durham rate has increased by 21%, which is similar to the rise in the North East (20%) but higher than the increase seen in England as a whole (14%). The County Durham rate for 2010-12 (21.7) was a slight improvement from

22.1 for 2009-11 and is better than the North East rate of 22.3 but worse than the England rate of 18.0.

- b. Provisional 2013/14 data for adults aged 65+ per 100,000 population admitted on a permanent basis in the year to residential or nursing care show 711 over 65 year olds were admitted on a permanent basis to residential or nursing care. This equates to 736.2 per 100,000 and has achieved the annual target of 850 per 100,000. Performance is also better than the previous year (840.7 per 100,000).
- c. The proportion of people using social care who receive self-directed support, and those receiving direct payments, provisional data for 2013/14 show 59.3% (10,548 of 17,785) of service users in receipt of social care services had a personal budget, which is an improvement from 56.7% at the same time last year and exceeded the 2013/14 target of 55%. Performance is better than the 2012/13 England average of 55.5% and the North East rate of 52%.
- d. Between April 2013 and February 2014, 94.5% (775 of 820) of service users reported that the help and support they receive has made their quality of life better. This is above the target of 92%.
- e. Local provisional data show that of those older people discharged from hospital into reablement/rehabilitation services between January and December 2013, 87.6% (1,225 of 1,398) remained at home 3 months later. Performance is exceeding the 2013/14 target of 85% and is above the same period last year (87%). The national measure from the Adult Social Care Outcomes Framework is recorded only for the months October to December. Performance is 89.4%, which is an improvement from 85.4% in 2012/13 and is better than the 2012/13 comparator group average of 84.9% and the England average of 81.4% (provisional figures).
- f. Data for April 2013 to March 2014 show 62.3% of service users (837 of 1343) required no ongoing care following completion of their reablement package. Performance is better than 60.3% in 2012/13 and exceeded the 2013/14 target of 55%.
- g. In the year-ending March 2014, 2,590 of 2,925 adults (88.5%) receiving secondary mental health services were known to be in settled accommodation at the time of their last review/assessment. This achieved the 2013/14 target of 85% and is better than the 2012/13 national average (58.5%).

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

- a. Latest provisional figures show that the Stop Smoking Service achieved 2,875 smoking quitters between April and December 2013, which equates to 675 quitters per 100,000 population. This is below the target of 749 per 100,000 and is less than the 816 per 100,000 during the same period of the previous year. Benchmarking data for this period is not currently available. There has been a national trend of decreasing quitters. It is suggested that the impact of e-cigarettes may be one factor in the declining numbers. Latest Public Health England data (January to December 2012) shows an estimated smoking prevalence for persons aged 18 and over of 22.2% in

County Durham. This is an increase from 21.2% in 2011 and is worse than the national average of 19.5% and similar to the North East rate of 22.1%. Fresh, the regional tobacco programme funded by all North East Local Authorities, launched the 'Don't Be the 1' campaign with a TV advert and website on 11 February 2014 followed by radio and cinema adverts. The campaign features stories of local people and highlights how one in two long term smokers will die prematurely.

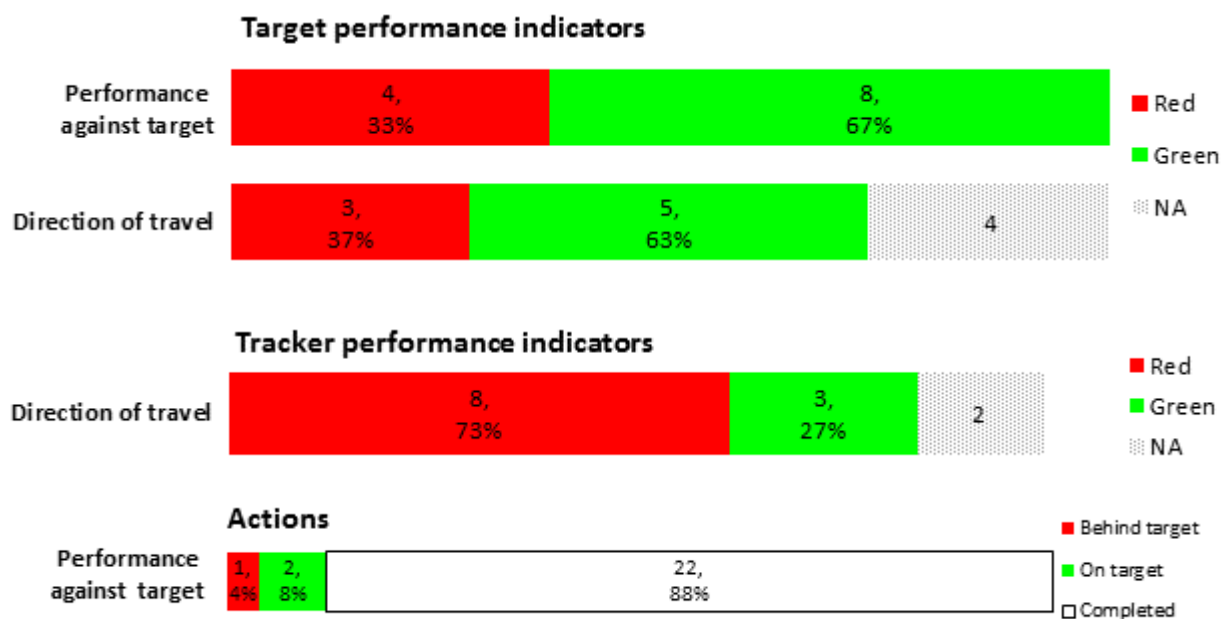
- b. Between April and December 2013, 7.9% of eligible people (12,799) received a NHS health check, which is below the quarterly target of 15%. This is better than the same period of 2012 where 6.8% of eligible people (8,126) had received a health check. Performance is better than the regional average of 7.5% and the England rate of 6.4%. Public Health is changing the focus of health checks from a universal to a targeted approach at those with a high prevalence of cardiovascular disease (CVD) risk factors. 20 GP practices have been identified to take part in the pilot programme and training has been provided to staff in these practices. The Check4Life bus visited various locations across the county from October 2013 to March 2014, including County Hall, and enabled people to attend on the day for their health check and discuss the results with a Check4Life Health Advisor.
- c. There are no Council Plan actions behind target in this theme.

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

- a. Latest data for 2009-12 show that in County Durham there were 16.8% more deaths (an additional 820) in winter months than non-winter months, which was an improvement from 18.1% (891 more deaths) for 2008-11. County Durham's rate is similar to the England average (16.5%) but worse than the North East (13.7%). The longer term trend from 2006-09 to 2009-12 shows that excess winter deaths have reduced by 22.9% in County Durham, which is significantly better than the national decrease of 8.8%. The North East displayed a 25.9% reduction.
- b. Delayed transfers of care from hospital in the 11 sample days in April 2013 to February 2014 show there were 491 delays, which equates to a rate of 10.8 per 100,000 population per day. This is consistent with 10.8 per 100,000 in the equivalent period in the previous year. Performance is worse than the England average for the period of 9.2 delays per 100,000 per day. Delayed transfers of care from hospital which are fully or partly attributable to adult social care show there were 40 delays, which equates to a rate of 0.9 per 100,000 population. Performance has improved from 1.76 per 100,000 in the equivalent period in the previous year and is better than the national figure for the period of 3.0 per 100,000 per day. (data to be included re wider delays)

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

Altogether Safer: Overview



Council Performance

61. Key achievements this quarter include:

- Between April 2013 and March 2014, 8.9% (25 of 282) of victims of domestic violence who presented at the Durham Multi Agency Risk Assessment Conference (MARAC) were repeat referrals. Latest research from Coordinated Action Against Domestic Abuse identifies the England average repeat rate of 24%, and the North East rate of 28% (January to December 2013).
- Between April 2013 and February 2014, 93% (882 of 948) of adult social care users who responded to the local survey programme reported that the care and support services they received helped them to feel safe and secure. This exceeds the 2013/14 target of 75% and national (78.1%) and regional (80.1%) averages.
- The total number of offences committed in 2012/13 by the 238 offenders in the Integrated Offender Management (IOM) cohort was 1,173. In 2013/14 the full year figure is 416 offences which gives a 65% reduction on the 2012/13 final figure. This exceeds the 2013/14 target of a 40% reduction and 2012/13 equivalent period performance of a 58% reduction.
- The number of people in alcohol treatment with the Community Alcohol Service between January and December 2013 was 1,533, with 552 successfully completing treatment. This equates to a 36% successful completion rate, which has achieved the target of 36% and is consistent with national performance.
- The 2013/14 counter terrorism self-assessment achieved a Level 4 rating (out of 5), which is an improvement from Level 3 in 2012/13. The self-assessment has been identified as best practice by the North East Counter Terrorist Unit.

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

- a. The number of people in drug treatment with the Community Drugs Service (CDS) for opiate use between July 2012 and June 2013 was 1,433, with 103 successfully completing treatment, i.e. they did not re-present to the CDS between July and December 2013. This equates to a 7.2% successful completion rate, which is below the annual target of 11%, and slightly below national performance of 8%. The successful completion rate for those in drug treatment for non-opiate use was 36.9% (166 of 450). This is below the annual target of 48%, and below the national performance of 40%. Three performance clinics were held in December 2013 to address key areas of underperformance, including successful completions. An action plan is in place and has been signed off by the Provider Partnership Board. Actions will be performance managed via the same group.
- b. The number of people killed or seriously injured in road traffic accidents between January and December 2013 was 201 which missed the target of 167 and is worse than same point in 2012/13 (196). Of the 201 incidents, 22 were fatalities. The number of children killed or seriously injured was 24 which missed the target of 16 and is worse than same point in 2012/13 (19). None of the incidents were fatal. Of the 24 child casualties, 19 were pedestrians and 5 cyclists with 10 of the 24 aged between 11 to 16 years.
- c. The Council Plan action which has not achieved target in this theme is to identify trends and install appropriate engineering solutions to reduce road casualties and implement a programme of engineering improvements by March 2014. This has been delayed until May 2014.

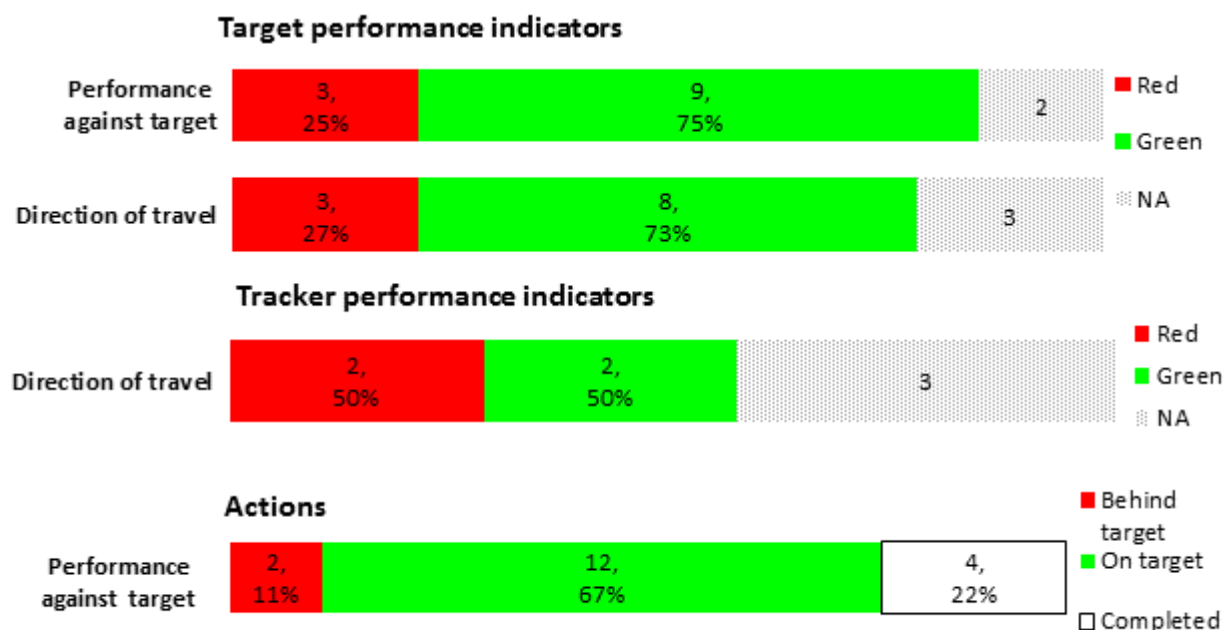
63. Tracker indicators for this priority theme (see Appendix 3, table 2) show:

- a. During April 2013 to March 2014 there were 24,234 incidents of anti-social behaviour (ASB) reported to Durham Constabulary. This equates to a 4.9% decrease (1,262 incidents) from the 2012/13 revised figure of 25,496. Decreases in the number of police reported incidents have been observed across both the personal (-6%) and nuisance (-5.5%) ASB categories when compared with 2012/13. There is a marginal increase in the number of reported incidents of environmental ASB (+0.7%). Durham County Council, in partnership with Durham Constabulary and the Environment Agency, ran a campaign in December 2013 targeting people who dump waste illegally.
- b. In the period April 2013 to March 2014 there were 25,210 crimes, equating to a rate of 49.1 per 1,000 population. This is an increase from 22,987 crimes in 2012/13 and equates to a 9.7% rise in overall crime. Analysis has highlighted that this rise is primarily due to increases in specific offence categories; theft, violence against the person, sexual offences, criminal damage and arson. Whilst the trend is cause for concern, crime levels are below 2011/12 rates and the County Durham Community Safety Partnership (CSP) area continues to see one of the lowest levels of crime per 1,000 population and has a significantly lower rate than its most similar CSP average of 62 per 1,000 population (rolling year to February 2014). A significant element of the increase was to a rise in reported historic physical and sexual offences linked to the Savile enquiry.

- c. Between April 2013 and March 2014 there were 22,401 victim based crimes, which is a 10.7% increase (2,172 more victims of crime) when comparing to revised figures for the same period in 2012/13 (20,229). Despite this increase, the rate of victim based crimes per 1,000 population in the Durham Community Safety Partnership (CSP) area (43.1) continues to be significantly lower than its most similar CSP average of 55.5 per 1,000 (rolling year to February 2014).
- d. Between April 2013 and March 2014 there were 3,701 incidents of alcohol related anti-social behaviour (ASB). This equates to 15% of total ASB reported to the police, a one percentage point increase on 2012/13. Between April 2013 and March 2014 there were 4,681 violent crimes reported to the police, of these 34.8% were recorded as alcohol related (1,629). This is a 2.8 percentage point increase on 2012/13. Actions are being taken by Durham Constabulary and the 4Real Service which include:
- Reducing alcohol related ASB and criminal damage through increased use of the Alcohol Seizure Policy and increased referrals to the 4Real service.
 - Alcohol harm education is delivered jointly with 4Real in schools and colleges and addresses ASB and criminal damage.
 - A training package is being developed by 4Real that will provide an opportunity for neighbourhood teams to receive training.
- e. In the period April 2013 to March 2014, there were 11,745 stealing offences. This is an increase of 7.4% (810 offences) when comparing to 2012/13. Increases have been observed across most theft categories, except dwelling burglary which have decreased. Durham Constabulary has introduced a number of initiatives in response to the increases in crime, including Operation Relentless, with the aim of reducing volume crime (including burglary and shoplifting). Operation Spoke is a Durham Constabulary led operation with other partners to significantly reduce cycle crime by uniquely marking and registering cycles. Durham Constabulary has also had a major success with reducing metal theft.
- f. The number of hate incidents reported to Durham Constabulary in 2013/14 was 282, this is an increase of 27% from 2012/13 (222 incidents). The Safe Durham Partnership has in place a hate crime action plan, which contains a number of objectives to target this issue.
- g. The Police Crime Survey (including County Durham and Darlington) shows that between January and December 2013 the percentage of people that agree with the statement that the police and local authority are dealing with ASB and crime was 57.3%, which is a decrease from 59% in the corresponding period of the previous year.

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

Altogether Greener: Overview



Council Performance

65. Key achievements this quarter include:

- a. Street and environmental cleanliness has improved this period. The results of the third survey relate to the period December 2013 to March 2014 and indicate that of relevant land and highways assessed as having deposits of litter, 5.33% fell below an acceptable level. Performance is better than the target of 7% and has improved from 10% reported at quarter 4 2012/13. Of relevant land and highways assessed as having deposits of detritus, 8.78% fell below an acceptable level. Performance is better than the target of 10% and has improved from 12% reported at quarter 4 2012/13.
- b. The percentage of waste sent to landfill is decreasing significantly and the rate is now half what it was at the end of 2012/13. This is due to the increased diversion of waste to energy generation. The percentage of municipal waste landfilled for the 12 month period to February 2014 was estimated as 18.7% which decreased from 25.5% reported at previous quarter and from 42.3% reported 12 months earlier. Performance is better than the 35% target.
- c. There were 1,170 feed in tariff installations registered and approved, including 1,168 solar PV and 2 wind installations equating to installed capacity of 4.359MW. The year-end target of 1,000 installations was achieved. There has been an increase of 4% in renewable energy generation this quarter compared to the same period last year. The installed or installed/approved capacity within County Durham was 206.33MW in quarter 4; 177.99MW operational and 28.344MW approved (Wind - 128.83 operational and 6.51 approved).

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

- a. During the 12 months ending February 2014, 42.4% of household waste was re-used, recycled or composted. Performance is below the 44% target and has deteriorated from 44.9% reported 12 months earlier. The 2.5 percentage point decrease can be attributed to an increase in the amount of recyclate rejected due to contamination. Between April 2013 and March 2014, 805 additional tonnes of recyclate were rejected due to contamination, 21% more than during the same period last year. In April 2014, a new campaign (Bin it right) started and it focuses on reducing the level of contamination of recyclable materials, particularly food waste, nappies and pet waste. Leaflets, bin stickers and posters will be used to remind residents of what goes in each bin, and recycling assistants will be carrying out home visits in hotspot areas.
- b. There were 8,999 fly-tipping incidents reported in the 12 month rolling period from April 2013 to March 2014. This is an increase of 40.1% compared to 12 months earlier (see Appendix 4, chart 6). The situation surrounding fly-tipping is very complex and is influenced by many different and often changing factors.

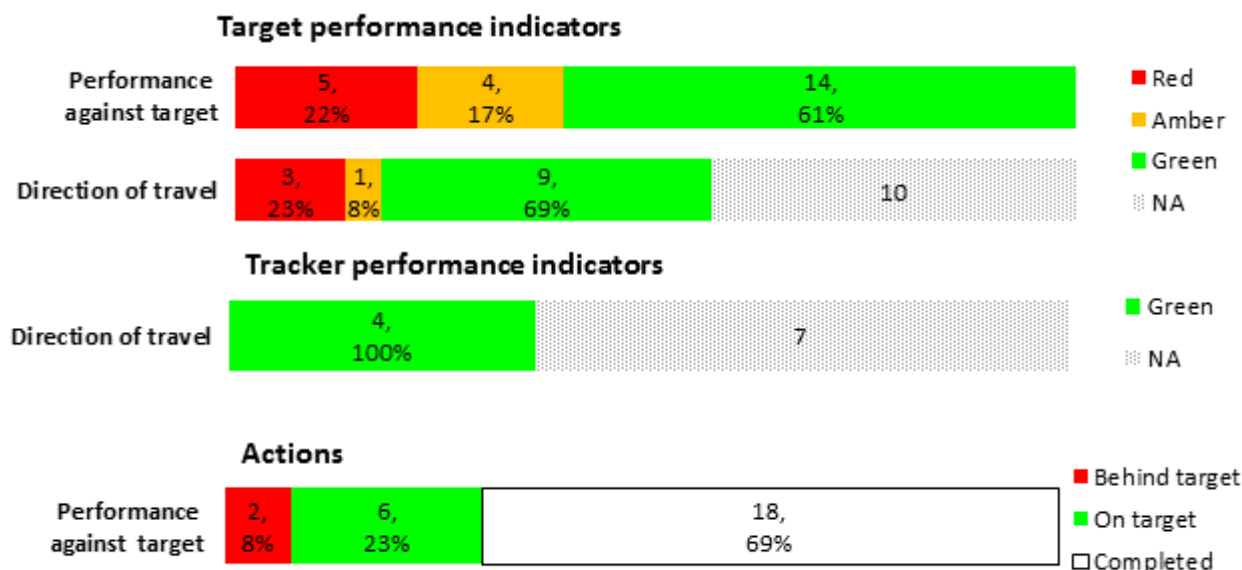
Work continues to address this issue through a multi-agency approach which uses a range of intelligence and data to identify hot spot areas and inform targeted approaches. Currently 22 investigations are taking place in hotspot areas across the county; seven in Durham, seven in Peterlee and eight in Seaham. A range of interventions are put in place to address the issue of fly-tipping, including installing both covert and overt CCTV, warning signs and increased patrols. Neighbourhood Wardens service and the Clean and Green Teams are working together more closely to improve the collection and exchange of information.

In partnership with the Police and the Environment Agency, a three week campaign was carried out between 2 December and 20 December. Its purpose was to clamp down on those who dump waste illegally. As a result of this campaign there were 502 incidents reported, 100 suspected incidents investigated, two fixed penalty notices issued, four prosecutions and five cases are waiting for court dates. During 2013/14, 11 prosecutions have been carried out in relation to fly-tipping offences.

- c. Key Council Plan actions that have not achieved target in this theme include:
 - i. To coordinate the development and implementation of a re-charging network for electric vehicles to provide 35 electric charging points across the county by March 2014 has been delayed until March 2015. There have been delays in the review of the existing electric charging points but this has been completed and the next stage is the implementation of the findings from the plan.
 - ii. To produce a new Waste Strategy for Durham County Council by April 2014, will now be delayed until June 2014.

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

Altogether Better Council: Overview



Council Performance

68. Key achievements this quarter include:

- a. Despite higher volumes of calls during the quarter 4 period, resulting from demand associated with council tax annual billing, performance has continued to improve. Between January and March 2014, 246,312 telephone calls were answered which is 96% of all calls received compared to 91% at quarter 3. During quarter 4, 95% were answered within three minutes against a target of 80%, an improvement on quarter 3, when 87% were answered within three minutes. Telephone calls answered within one minute also shows improved performance with 85% of calls answered in one minute compared with 56% at same period last year. The volume of telephone calls shows a 9.4% increase in calls received this quarter (257,158) when compared with quarter 3 (235,064) but slight reduction compared to same period last year (264,908) (see Appendix 4, Chart 7). This is due to a combination of better planning of resource allocation during this time; support from the Fraud, Benefits and Revenues Teams; improved skills as a result of training and a strengthened performance monitoring framework.
- b. During quarter 4, the average waiting time at a Customer Access Point (CAP) was 3 minutes 45 seconds, which is well within the 15 minutes target. Footfall in our CAPs increased from 78,729 in quarter 3 to 88,745 in quarter 4. An additional 10,148 customers visited our CAPs during quarter 4, 2013/14 compared to the same period last year. Even though there has been greater demand, the average wait time at CAPs has improved from 4 minutes 34 seconds during quarter 4, 2012/13 to 3 minutes 45 seconds during quarter 4, 2013/14. This is partly due to the introduction of an appointment system at one CAP, changes to service delivery processes and the introduction of a more intensive performance monitoring process (see Appendix 4, Chart 8).

- c. During 2013/14, new housing benefit (HB) claims were processed in 22.39 days on average while new council tax reduction (CTR) claims were processed in 24.21 days on average. The end of year performance is better than the 25 day target and it has significantly improved, compared to the end of year performance of 38.5 days for 2012/13.

The volume of new HB claims processed has slightly decreased from 3,453 in quarter 3 to 3,407 this quarter. The volume of new CTR claims processed has slightly decreased from 3,801 in quarter 3 to 3,787 this quarter (see Appendix 4, Chart 9). There were 13,156 new HB claims and 14,799 new CTR claims processed during 2013/14.

- d. Processing rates for changes of circumstances improved significantly in 2013/14 with monthly performance exceeding target particularly during the latter half of 2013/14. However, performance when averaged out over the year did not quite achieve the yearend target of 12 days (12.14 days for HB claims and 13.28 days for CTR claims). This is as a result of a period at the beginning of 2013/14 when processing was affected by increased volume of work arising from welfare reform issues, and backlogs that arose when annual billing for 2013/14 took longer than anticipated.

The volume of change of circumstances for HB claims processed has increased from 22,873 in quarter 3 to 33,015 this quarter. The volume of change of circumstances for CTR claims processed has increased from 24,319 in quarter 3 to 30,707 this quarter (see Appendix 4, chart 10). There were 113,614 changes of circumstances for HB claims and 112,567 changes of circumstances for CTR claims processed during 2013/14.

- e. The average days lost to sickness absence per full time equivalent (including school based employees) increased by 0.89% from 8.92 days in quarter 3 (January to December 2013) to 9.00 days this quarter (April 2013 to March 2014). Current performance is better than the 9.05 days corporate target for the second consecutive quarter. Improving the management of attendance and reducing incidences of sickness absence is a priority for the council. From quarter 1 2014/15 a broader suite of measures will be provided.
- f. The percentage of council tax collected during 2013/14 was 95.44%, an improvement of 0.44 percentage points over the previous year performance of 95%. Whilst marginally short of the 95.5% target, the collection of over 95% of council tax owing is a good outcome after taking into account the large increase in collectable debt (c £10m) during 2013/14 arising from changes to empty property discounts, increases in precepts and tax base growth from new build developments.

Analysis revealed that when additional empty property charges and council tax reduction claimants are excluded from the calculation, the collection rate increases to 97.3%. A detailed review is to be undertaken in 2014/15 with the aim of improving the 85.6% empty property charge collection rate.

- g. The 96.42% collection rate for business rates in 2013/14 equates to payments of £112m. Performance is better than target of 96.2%, and an improvement from 95.9% in 2012/13. The continued improvement is

welcome given the change in localised business rates funding that splits the income 50/50 between the council and central government.

- h. Tenant rent arrears have fallen for Durham City Homes from 2.86% in 2011/12 and 2.50% in 2012/13 to 2.07% this quarter and the target of 2.5% has been met. Arrears level at year-end stand at £499,771. Dale and Valley Homes performance of 1.21% at year-end is well within target of 3% and it has significantly improved from 1.63% reported in 2012/13 and from 20.7% reported in 2011/12. Arrears currently stand at £199,520. Arrears for East Durham Homes have fallen from 3.24% in 2011/12 and 3.02% in 2012/13 to 2.72% this quarter and the target of 3% has been achieved. Arrears currently stand at £771,498. Performance at year-end is testament to the additional resource invested in welfare services and advice given to tenants by all three housing providers to address the difficulties faced in light of welfare reform and increasing living costs.
- i. Good progress has been made in increasing availability of technology across the county by developing the Digital Durham programme which has seen significant progress throughout 2013/14 and delivery is ahead of plan at this point. South Tyneside Council has now joined Digital Durham so the programme now covers nine north-east councils of the twelve in total. Additional funds have been secured through the approval of a combined Durham and Tees Valley Rural Community Broadband Fund application (£1.053m to cover 3,545 premises – British Telecom added £300K to this amount); the Government has also allocated an additional £3.9m to address the remaining premises which will not have access to a superfast broadband service (to be fully matched by councils). The BDUK Broadband Assurance Board recently reviewed Digital Durham and agreed that there was a high level of confidence that the required level of contract management is in place, concrete evidence of sustained assurance activity, and excellent levels of knowledge and compliance with contractual mechanisms.

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

- a. Despite renewed focus on paying supplier invoices on time, performance in quarter 4 was 89%, 3 percentage points below the 92% target. Just over 35,000 out of more than 370,000 supplier invoices were paid beyond the 30 day target during 2013/14. This equates to annual outturn of 90.5%, which is below the target. January performance of 86% had an adverse impact on both quarter 4 and outturn performance due to a software issue that slowed down the invoice payment process. Monthly improvement meetings, attended by representatives from all service groupings, are being held to discuss process changes and system enhancements. In addition, supervisors from the Accounts Payable Team are meeting monthly with each service to discuss service-specific issues and developments. Discussions are ongoing with ICT and Oracle System Support to improve the responsiveness of the DbCapture software and thereby improve automated invoice processing speed and performance.
- b. Employee appraisal activity across the council, whilst increasing significantly to 68.9% at the end of 2013/14, has not achieved target of 80%, and continues to require further and sustained effort by managers

and supervisors to ensure that all relevant employees have undergone an appropriate appraisal event in the last 12 months, and that this is recorded on the MyView system. The council average deteriorated over the last two quarters of 2013/14 from the 75% achieved in quarter 2. All service groupings now have access to the appraisal module within MyView. It is anticipated that this will continue to increase appraisal recording and ensure that any data produced is more reflective of appraisals undertaken. Managers are notified of non-compliance with the appraisal process and all Heads of Service are receiving a monthly summary of employees in their service area who have not had appropriate appraisal activity in the rolling year period so that appraisal performance can be actively managed from a senior level.

- c. The percentage of Freedom of Information (FOI) and Environmental Information Regulations (EIR) requests responded to within 20 days was 70% this quarter which is significantly below the national target of 85%. Performance has dropped by 10 percentage points from the previous quarter. Current performance reflects the highest volume of requests received in any quarter (see Appendix 4, chart 11).
- d. Key Council Plan actions which have not achieved target in this theme include:
 - i. Re-launching the council's website as a principal service channel by April 2014. The project has been subject to delay for technical reasons and will launch this summer.
 - ii. Significant progress has been made to implement the Community Buildings Strategy, which is on track to ensure at least 94 will remain in community usage. 75 community buildings have been asset transferred to community management groups, passed to housing providers or declared as surplus and a further 30 are on track to be asset transferred by October 2014, which has allowed additional time to ensure that each centre is viable and has a sustainable future. Of the remaining 15 centres 12 are on track to be either transferred or closed by March 2015, two were given Cabinet approval to have their transfer extended to July 2015 and one will require further work to establish a way forward as the Council is the tenant of this building.

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

- a. *Ongoing government funding cuts which now extend to at least 2017/18 will continue to have an increasing major impact on all council services.* Management consider it highly probable that this risk could occur, and to mitigate the risk, sound financial forecasting is in place based on thorough examination of the government's 'red book' plans.
- b. *If there was to be slippage in delivery of the agreed MTFP savings projects, this will require further savings to be made from other areas, which may result in further service reductions and job losses.* 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 the Assistant Chief Executive team is closely monitored by Corporate Management Team and

Cabinet as described above. It should be recognised that this will be a significant risk for at least the next 4 years.

- c. *Potential restitution of search fee income going 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. *The council could suffer significant adverse service delivery and financial impact if there are delays in the procurement and implementation of the new banking contract.* Pre-procurement meetings will be held with alternative providers to establish what services can and cannot be provided. Awareness-raising will take place at Tier 4 manager level that banking arrangements are due to change. The new contract is expected to be in place by September 2015 to ensure a smooth transition.
- e. *If we were to fail to comply with central government's Public Services Network (PSN) Code of Connection criteria, this would put some of our core business processes, such as revenues and benefits, at risk.* An ongoing project is in place to maintain compliance.

Conclusions

71. A major impact on the council continues to be performance of the UK economy with it affecting a number of tracker and target indicators. Alongside this, the ongoing impact of welfare reforms is also affecting household income, whilst public sector and local council spending reductions are increasingly affecting support available locally. Despite the UK economy showing its strongest growth since 2007, issues linked to unemployment 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 housing development, decency levels of council housing, effective care of older people and vulnerable residents, anti-social behaviour and domestic violence and tenant arrears and council tax and business rates collected.
72. Performance has been maintained in many areas and improvements achieved in some services against a backdrop of the council achieving £113m savings to date and increased volume in some key areas such as fly tipping incidents, people rehoused through the Durham Key Options system, overall planning applications and face-to-face customer contacts and those relating to vulnerable or potentially vulnerable residents such as increased referrals of children in need, and new claims for council tax support and housing benefit. 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

Recommendations and Reasons

73. Cabinet is recommended to:

- a. Note the performance of the council at 2013/14 and the actions to remedy under performance.
- b. Agree the new performance indicator set and targets proposed for corporate reporting in 2014/15 (Appendix 5).
- c. Agree all changes to the Council Plan outlined below:

Altogether Wealthier

- i. Develop sector specific pre-employment training to prepare clients for employment and meet employer's needs and requirements by March 2014. Revised date: June 2014.
- ii. Seek opportunities for funding and work with employers to develop and deliver sector specific qualifications within the workplace by March 2014. Revised date: June 2014.
- iii. Develop and deliver a co-ordinated events programme for the county by March 2014. Revised date: July 2104.
- iv. Delivery of a programme of transport capital works across the county: Bishop Auckland rail station by February 2014. Revised date: May 2014.

Altogether Safer

- v. Identify trends and install appropriate engineering solutions to reduce road casualties and implement a programme of engineering improvements by March 2014. Revised date: May 2014.

Altogether Greener

- vi. Coordinate the development and implementation of a re-charging network for electric vehicles to provide 35 electric charging points across the county by March 2014. Revised date: March 2015.
- vii. Produce a new Waste Strategy for Durham County Council by April 2014. Revised date: June 2014.

Altogether Better Council

- viii. Re-launch the council's website as a principal service channel by April 2014. Revised date: Summer 2014.
- ix. Implementation of Community Buildings Strategy by June 2014. Revised date: October 2014.

Deleted Actions

Altogether Wealthier

- x. Deliver a programme of transport capital works across the county which relates to the Transit 15 bus priority improvements on key transport corridors.

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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

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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	Apprenticeships started through Durham County Council funded schemes	182	Apr 2013 - Mar 2014	130	GREEN	New indicator	Not comparable [1]			
2	Percentage achievement rate of all enrolments on adult learning courses	92	2012/13 ac yr	92.0	GREEN	96.5	RED	91.7 GREEN		2010/11 ac yr
3	Number of affordable homes delivered	316	Jan - Mar 2014	88	GREEN	172	GREEN			
4	Number of private sector properties improved as a direct consequence of local authority intervention	984	Apr 2013 - Mar 2014	893	GREEN	1183	RED			
5	Number of empty properties brought back into use as a result of local authority intervention	110	Apr 2013 - Mar 2014	75	GREEN	56	GREEN			
6	Proportion of Dale and Valley Homes properties currently not meeting decency criteria	0.0	As at Mar 2014	0.0	GREEN	0.6	GREEN	36.4 GREEN	4.4** GREEN	2011/12
7	Proportion of Durham City Homes properties currently not meeting decency criteria	0.0	As at Mar 2014	0.0	GREEN	0.0	AMBER	36.4 GREEN	4.4** GREEN	2011/12
8	Proportion of East Durham Homes properties currently not meeting decency criteria	18.0	As at Mar 2014	25.0	GREEN	41.0	GREEN	36.4 GREEN	4.4** RED	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
9	Percentage of council owned factories and business support centre floorspace that is occupied	73.9	As at Mar 2014	75.0	AMBER	73.0	GREEN			
10	Percentage of major planning applications determined within 13 weeks	72.7	Jan - Mar 2014	71.0	GREEN	94.3	RED	73.0	86**	Oct - Dec 2013
11	Overall proportion of planning applications determined within deadline	85	Jan - Mar 2014	85.0	GREEN	91.1	RED			
Altogether Better for Children and Young People										
12	Percentage of looked after children achieving 5 A*-C GCSEs (or equivalent) at KS 4 (including English and maths)	20	2012/13 ac yr	25.0	RED	17.4	GREEN	15.3	16.3*	2012/13 ac Yr
13	Percentage of 16-18 year olds whose status is 'not known'	7.5	Nov 2013 - Jan 2014	8.5	GREEN	Not comparable	Not comparable [1]	9.2	6.4**	Nov 2013 - Jan 2014
14	Percentage of pupils achieving 5 or more A*-C grades at GCSE or equivalent including English and Maths	63.1	2012/13 ac yr	63.0	GREEN	62.5	GREEN	59.2	60.1**	2012/13 ac yr
15	Percentage of pupils on Level 3 programmes in community secondary schools achieving 2 A levels at grade A*-E or equivalent	98.9	2012/13 ac yr	98.1	GREEN	99.1	AMBER	97.9	98.6**	2012/13 ac yr
Page 45/7	Achievement gap between pupils eligible for free school meals and their peers (Key Stage 2) (% pts)	21.0	2012/13 ac yr	Not set	GREEN	20.0	Not comparable [1]	19	21**	2012/13 ac yr
	Achievement gap between pupils	30.5	2012/13	30.0	AMBER	30.3	RED	26.4	31.6**	2011/12

Page 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
	eligible for free school meals and their peers (Key Stage 4) (% pts)		ac yr					RED	GREEN	ac yr
18	Percentage of mothers smoking at time of delivery	18.7	Oct - Dec 2013	21	GREEN	21.1	GREEN	12 RED	19.7* GREEN	England Oct - Dec 2013 North East 2012/13
19	First time entrants to the Youth Justice System aged 10 - 17 (per 100,000 population of 10-17 year olds) (Also in Altogether Safer)	461	Apr 2013 - Mar 2014	729	GREEN	538	GREEN			
20	Percentage of Children In Need (CIN) referrals occurring within 12 months of previous referral	28.5	2013/14	21.0	RED	16.8	RED	24.9 RED	22.5** RED	2012/13
21	Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time	14.7	Apr 2013 - Mar 2014	15.0	GREEN	16.9	GREEN	14.9 GREEN	13.3** RED	2012/13
22	Percentage of looked after children cases which were reviewed within required timescales	95.7	Apr 2013 - Mar 2014	97.6	AMBER	96.5	AMBER	90.5 GREEN	93.7** GREEN	2009/10
23	Percentage of child protection cases which were reviewed within required timescales	96.8	Apr 2013 - Mar 2014	100.0	RED	91.0	GREEN	96.2 GREEN	94.8** GREEN	2012/13
24	Parent/carer satisfaction with the help they received from Children and Young People's Services	66.7	Apr - Dec 2013	72	AMBER	67.90	AMBER			
25	Percentage of successful interventions via the Stronger	59.9	Apr 2012 - Dec	37.5	GREEN	NA	NA	7.1		Jan 2013

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
	Families Programme		2013					GREEN		
26	Percentage of children in the Early Years Foundation Stage meeting or exceeding expected levels of development in the prime areas of learning	41.90	2012/13 ac yr	Not set for 2012/13	NA	NA	NA	52 RED		2012/13 ac yr
Altogether Healthier										
27	Four week smoking quitters per 100,000	675	Apr - Dec 2013	749	RED	816	RED	316 GREEN	488* GREEN	Apr - Sep 2013
28	Percentage of eligible people who receive an NHS health check	7.9	Apr - Dec 2013	15.0	RED	6.8	GREEN	6.4 GREEN	7.5* GREEN	Apr - Dec 2013
29	Percentage of people eligible for bowel cancer screening who were screened adequately within a specified period (new definition under development)	No data recorded	NA	NA	NA	NA	NA			
30	Percentage of women eligible for cervical screening who were screened adequately within a specified period	77.7	2013	80.0	RED	78.8	RED	73.9 GREEN	75.9* GREEN	2013
31	Under 75 all cause mortality rate per 100,000 population	294.6	2012	288	RED	307	GREEN	256.4 RED	298.3* GREEN	2012
32	Under 75 mortality rate from cardiovascular diseases (including heart disease and stroke) per 100,000 population	91.3	2010/12	Not set for 2010/12	NA	96.6	GREEN	81.1 RED	92.4* GREEN	2010/12
33	Under 75 mortality rate from cancer per 100,000 population	164.2	2010/12	Not set for	NA	163.5	AMBER	146.5	171.4*	2010/12

Page 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
				2010/12				RED	GREEN	
34	Under 75 mortality rate from liver disease per 100,000 population	21.7	2010/12	Not set for 2010/12	NA	22.1	GREEN	18	22.3*	2010/12
								RED	GREEN	
35	Under 75 mortality rate from respiratory disease per 100,000 population	40.1	2010/12	Not set for 2010/12	NA	42.1	GREEN	33.5	42.2*	2010/12
								RED	GREEN	
36	Percentage of women eligible for breast screening who were screened adequately within a specified period	78.6	2013	70	GREEN	79.3	AMBER	76.3	77.9*	2013
								GREEN	GREEN	
37	Percentage of exits from alcohol treatment (Community Alcohol Service) that are planned discharges (Also in Altogether Safer) <i>This indicator is no longer reported, please see indicator below.</i>	73	Apr 2012 - Mar 2013	64	GREEN	64	GREEN	68		Apr 2012 - Mar 2013
								GREEN		
38	Percentage of successful completions of those in alcohol treatment (Also in Altogether Safer)	36	Jan - Dec 2013	36	GREEN	New indicator	NA	36		Oct 2012 - Sep 2013
								AMBER		
39	Percentage of successful completions of those in drug treatment - opiates (Also in Altogether Safer)	7	Jul 2012 - Jun 2013	11	RED	New indicator	NA	8		2012/13
								RED		
40	Percentage of successful completions of those in drug treatment - non-opiates (Also in Altogether Safer)	36.9	Jul 2012 - Jun 2013	48	RED	New indicator	NA	40		2012/13
								RED		
41	Number of adult community health checks / appraisals completed	3,489	Apr 2013 - Mar	2,500	GREEN	4,420	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
			2014							
42	Adults aged 65+ per 100,000 population admitted on a permanent basis in the year to residential or nursing care	736.2	Apr 2013 - Mar 2014	850	GREEN	840.7	GREEN	709	759**	2012/13 (provisional)
43	Proportion of people using social care who receive self-directed support, and those receiving direct payments	59.3	Apr 2013 - Mar 2014	55.0	GREEN	56.7	GREEN	55.5	52.6**	2012/13
44	Percentage of service users reporting that the help and support they receive has made their quality of life better	94.5	Apr - Feb 2014	92.0	GREEN	94.9	AMBER	88.2		Apr 2011 - Mar 2012
45	Proportion of older people who were still at home 91 days after discharge from hospital into reablement/ rehabilitation services	87.6	Jan - Dec 2013 (provisional data)	85.0	GREEN	87.0	GREEN	81.4	84.9**	2012/13
46	Percentage of people who have no ongoing care needs following completion of provision of a reablement package	62.3	Apr 2013 - Mar 2014	55.0	GREEN	60.3	GREEN		60.2*	Jul - Sept 2013
47	Percentage of adults receiving secondary mental health services known to be in settled accommodation	88.5	Apr 2013 - Mar 2014	85.0	GREEN	89.16	AMBER	58.5	57.4**	2012/13
48	Patient experience of community mental health services (scored on a scale of 0-100)	89.4	2013	87	GREEN	88.4	GREEN	85.8		2013
Altogether Safer										
49	Repeat incidents of domestic abuse	8.9	Apr 2013	25.0	GREEN	12.6	GREEN	24.0	28*	Jan -

Page 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
	(referrals to Multi-Agency Risk Assessment Conferences (MARAC))		- Mar 2014					GREEN	GREEN	Dec 2013
50	Percentage of adult safeguarding investigations completed within 28 days	77.9	Apr 2013 - Mar 2014	75.0	GREEN	81.6	RED			
51	Proportion of people who use adult social care services who say that those services have made them feel safe and secure	93	Apr 2013 - Feb 2014	75.0	GREEN	New indicator	NA	78.1 GREEN	80.1* GREEN	2012/13
52	Percentage reduction in detected crimes for offenders in the Integrated Offender Management (IOM) cohort	65	Jan - Mar 2014	40	GREEN	58	GREEN			
53	First time entrants to the Youth Justice System aged 10 - 17 (per 100,000 population of 10-17 year olds) (Also in Altogether better for Children & Young People)	461	Apr 2013 - Mar 2014	729	GREEN	538	GREEN			
54	Percentage of exits from alcohol treatment (Community Alcohol Service) that are planned discharges (Also in Altogether Healthier) <i>This indicator is no longer reported, please see indicator below.</i>	73	Apr 2012 - Mar 2013	64	GREEN	64	GREEN	68 GREEN		Apr 2012 - Mar 2013
55	Percentage of successful completions of those in alcohol treatment (Also in Altogether Healthier)	36	Jan - Dec 2013	36	GREEN	New indicator	NA	36 AMBER		Oct 2012 - Sep 2013
56	Percentage of successful completions of those in drug treatment - opiates (Also in Altogether Healthier)	7	Jul 2012 - Jun 2013	11	RED	New indicator	NA	8 RED		2012/13

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	Percentage of successful completions of those in drug treatment - non-opiates (Also in Altogether Healthier)	36.9	Jul 2012 - Jun 2013	48	RED	New indicator	NA	40 RED		2012/13
58	Building resilience to terrorism (self assessment)	4	Apr 2013 - Mar 2014	3	GREEN	3	GREEN	2.34 GREEN	2.88** GREEN	2009/10
59	Number of people killed or seriously injured in road traffic accidents	201	Jan - Dec 2013	187	RED	196	RED			
	Number of fatalities	22				29				
	Number of seriously injured	179				167				
60	Number of children killed or seriously injured in road traffic accidents	24	Jan - Dec 2013	16	RED	19	RED			
	Number of fatalities	0				1				
	Number of seriously injured	24				18				
Altogether Greener										
61	Reduction in CO ₂ emissions from local authority operations	5.5	2012/13	9	RED	6.3	RED			
62	The number of properties within the private sector made energy efficient with the use of Green Deal loans as part of the Warm Up North consortium	Not available	NA	95	NA [2]	5,356	NA			
63	Number of registered and approved Feed In Tariff (FIT) installations	1,170	Apr 2013 - Mar 2014	1,000	GREEN	1,096	GREEN			
64	Value of bids to Environment Agency for Local Levy Scheme	520,000	Apr 2013 - Mar 2014	400,000	GREEN	New Indicator	NA			

Page 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	Percentage of relevant land and highways assessed (LEQSPRO survey) as having deposits of litter that fall below an acceptable level	5.33	Dec 2013 - Mar 2014	7	GREEN	10.00	GREEN	11 GREEN		2011/12
66	Percentage of relevant land and highways assessed (LEQSPRO survey) as having deposits of detritus that fall below an acceptable level	8.78	Dec 2013 - Mar 2014	10	GREEN	12.00	GREEN	11 GREEN		2011/12
67	Percentage of the 378 local sites (geological and wildlife) that have an up to date management plan in place	20.63	Apr 2013 - Mar 2014	19.5	GREEN	18.3	GREEN			
68	Area of council owned woodland brought into positive management (ha)	Data not available	NA	50	NA [3]	New indicator	NA			
69	Percentage of conservation areas in the county that have an up to date character appraisal.	39	As at Mar 2014	37	GREEN	35	GREEN			
70	Number of additional heritage assets that are open for Heritage Open Days	20	As at Sep 2013	30	RED	34	RED			
71	Percentage of household waste that is re-used, recycled or composted	42.4	Mar 2013 - Feb 2014	44.0	RED	44.9	RED	41.59 GREEN	35.89* GREEN	2012/13
72	Percentage of household waste collected from the kerbside - recycling	21.4	Mar 2013 - Feb 2014	19.0	GREEN	21.0	GREEN			
73	Percentage of household waste collected from the kerbside -	10.3	Mar 2013 -	10.1	GREEN	10.2	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
	composting		Feb 2014							
74	Percentage of municipal waste landfilled	18.7	Mar 2013 - Feb 2014	35.0	GREEN	42.3	GREEN	30.3 GREEN	28.33* GREEN	2012/13
Altogether Better Council										
75	Percentage of calls answered within 3 minutes	95	Jan - Mar 2014	80	GREEN	New indicator	NA			
76	Average waiting time at a customer access point (mins:secs)	03:45	Jan - Mar 2014	15:00	GREEN	04:34	GREEN			
77	Percentage all ICT Service Desk incidents resolved on time	90.25	Apr 2013 - Mar 2014	90	GREEN	95	RED			
78	Average time taken to process new housing benefit claims (days)	22.39	Apr 2013 - Mar 2014	25.0	GREEN	New indicator	NA	22 RED	24** GREEN	Oct - Dec 2013
79	Average time taken to process new council tax reduction claims (days)	24.21	Apr 2013 - Mar 2014	25.0	GREEN	New indicator	NA			
80	Average time taken to process change of circumstances for housing benefit claims (days)	12.14	Apr 2013 - Mar 2014	12.0	AMBER	New indicator	NA	12 RED	13** GREEN	Oct - Dec 2013
81	Average time taken to process change of circumstances for council tax reduction claims (days)	13.28	Apr 2013 - Mar 2014	12.0	RED	New indicator	NA			
82	Percentage of council tax recovered for all years excluding the current year	99.36	As at Mar 2014	98.5	GREEN	NA	NA			

Page 54	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
83	Percentage of business rates recovered for all years excluding the current year	99.28	As at Mar 2014	98.5	GREEN	NA	NA			
84	Savings delivered against the MTFP (£m)	19.3	16 Apr 2014	20.9	RED	NA	NA			
85	Percentage of council tax collected in-year	95.44	Apr 2013 - Mar 2014	95.5	AMBER	95	GREEN	97.4	96.7*	2012/13
86	Percentage of business rates collected in-year	96.42	Apr 2013 - Mar 2014	96.2	GREEN	95.9	GREEN	97.7	96.7*	2012/13
87	Percentage of accounts paid to the council within 30 days (debtors)	75.2	Jan - Mar 2014	73.0	GREEN	72.8	GREEN			
88	Income generated from council owned business space (£)	2,513,000	Apr 2013 - Mar 2014	2,420,000	GREEN	2,845,000	RED			
89	Percentage of local authority tenant satisfaction with landlord services	86	As at Apr 2013	87	AMBER	New indicator	NA			
90	Current tenant arrears as a percentage of the annual rent debit - Dale & Valley Homes	1.21	As at Mar 2014	3.0	GREEN	1.63	GREEN			
91	Current tenant arrears as a percentage of the annual rent debit - Durham City Homes	2.07	As at Mar 2014	2.5	GREEN	2.5	GREEN			
92	Current tenant arrears as a percentage of the annual rent debit - East Durham Homes	2.72	As at Mar 2014	3	GREEN	3.02	GREEN			

<i>Ref</i>	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
93	Average asset rating of Display Energy Certificates (DECs) in county council buildings	97.7	As at Mar 2014	96.0	AMBER	99.7	GREEN			
94	Percentage of Freedom of Information (FOI) and Environmental Information Regulations (EIR) requests responded to within statutory deadlines	70	Jan - Mar 2013	85	RED	70	AMBER			
95	Percentage of undisputed invoices paid within 30 days to our suppliers	89	Jan - Mar 2014	92	RED	90	RED			
96	Percentage of performance appraisals completed	68.9	Apr 2013 - Mar 2014	80.0	RED	NA	NA			
97	Days / shifts lost to sickness absence – all services including school staff	9	Apr 2013 - Mar 2014	9.05	GREEN	9.08	GREEN			

[\[1\] Due to changes to the indicator previous year's data is not comparable](#)

[\[2\] Information has been forwarded to residents and the impact will be measured next quarter](#)

[\[3\] Contracts have been awarded but work has not yet commenced](#)

Table 2: Key Tracker Indicators

Page 56 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										
98	Number of the top retailers represented in Durham City	13	As at Mar 2013	13	AMBER	13	AMBER			
99	Percentage 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	73.76	As at Mar 2014	71.08	GREEN	76.35	RED			
100	Number of visitors to the main tourist attractions in Durham City.	298,698	Jul - Sep 2013	99,687	<u>Not comparable [4]</u>	121,626	GREEN			
101	Number of passenger journeys recorded by the operator of the 3 Durham City Park and Ride sites	258,703	Jan - Mar 2014	317,904	RED	251,925	GREEN			
102	Number of all new homes completed in Durham City	8	Jan - Mar 2014	18	RED	2	GREEN			
103	All homes completed in and near all major settlements, as defined in the County Durham Plan, as a proportion of total completions	48.86	Jan - Mar 2014	44.80	GREEN	45.40	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
104	Proportion of properties within the county that are within council tax band D and above as provided by the District Valuation Office	14.89	As at Dec 2013	14.86	GREEN	14.79	GREEN			
105	Total number of planning applications received against all categories	819	Jan - Mar 2014	712	GREEN	712	GREEN			
106	Total number of major planning applications received	22	Jan - Mar 2014	33	RED	35	RED			
107	Number of apprenticeships started by young people resident in County Durham as recorded by the National Apprenticeship Service	1,372	2012/13 ac yr	1,659	RED	1,659	RED			
108	Proportion of the working age population defined as in employment	66.1	Jan - Dec 2013	65.7	GREEN	65.1	GREEN	73.3 RED	66.7* RED	Jan - Dec 2013
109	Number of Jobseeker's Allowance (JSA) claimants aged 18-24	3,415	As at 13 Mar 2014	3,525	GREEN	4,955	GREEN			
110	Proportion of all Jobseeker's Allowance (JSA) claimants that have claimed for one year or more	34.75	As at 13 Mar 2014	36.35	GREEN	32.33	RED	25.50 RED	34.5* RED	As at Mar 2014
Page 57	Percentage of children in poverty (quarterly proxy measure) (Also in Altogether Better for Children and Young People)	23.5	As at Nov 2013	24.1	GREEN	24.6	GREEN	18.5 RED	24.4* GREEN	As at Nov 2013

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
112	Percentage of children in poverty (national annual measure) (Also in Altogether Better for Children and Young People)	23.0	2011	23.0	AMBER	23.0	AMBER	20.6 RED	24.5* GREEN	2011
113	Proportion of the working age population currently not in work who want a job	14.58	Jan - Dec 2013	14.39	RED	16.45	GREEN	11.17 RED	13.66* RED	Jan - Dec 2013
114	Proportion of the working age population who are qualified to NVQ Level 3 or equivalent	47.4	2012	46.5	GREEN	46.5	GREEN	56.9 RED	50.9* RED	2012
115	Number of net homes completed	179	Jan - Mar 2014	352	RED	354	RED			
116	Total number of those registered on the Durham Key Options system who have been rehoused (includes existing tenants and new tenants)	1,363	Jan - Mar 2014	1,370	RED	1,024	GREEN			
117	Number of preventions as a proportion of the total number of housing solutions presentations	18.17	Jan - Mar 2014	25.29	RED	19.53	RED			
118	Number of statutory homeless applications as a proportion of the total number of housing solutions presentations	13.79	Jan - Mar 2014	13.1	RED	14.03	GREEN			
119	Number of homeless acceptances (of a statutory	2.61	Jan - Mar	3.4	GREEN	3.69	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
	duty) as a proportion of the total number of housing solutions presentations		2014							
120	Total number of housing solutions presentations	1,646	Jan - Mar 2014	1,443	RED	1,761	GREEN			
121	Number of passenger journeys made by concessionary bus pass holders	3,074,807	Jan - Mar 2014	2,513,309	GREEN	3,052,279	GREEN			
122	Number of passenger journeys made on the Link2 service	8,167	Jan - Mar 2014	8,351	RED	7,773	GREEN			
123	Number of trips made using council funded community transport	10,000	Jan - Mar 2014	10,500	RED	24,515	Not comparable [1]			
124	Number of local passenger journeys on the bus network	5,932,007	Jan - Mar 2014	6,210,395	RED	5,923,981	GREEN			
125	Number of visitors to the main attractions in County Durham	1,665,324	Jul - Sep 2013	1,326,220	Not comparable [4]	1,433,272	GREEN			
126	Number of tourism businesses actively engaged with Visit County Durham	Not reported	Not reported	89	NA	47	GREEN			
127	Businesses engaged with/assisted (all sectors)	111	Jan - Mar 2014	77	GREEN	104	GREEN			
128	Number of new business start-ups as a result of receiving business assistance	11	Oct - Dec 2013	9	GREEN	3	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
Altogether Better for Children and Young People										
129	Percentage of 16 to 18 year olds who are not in education, employment or training (NEET)	7.1	Nov 2013 - Jan 2014	10.4	GREEN	10.4	GREEN	5.3 RED	6.6** RED	Nov 2013 - Jan 2014
130	Percentage of 16 to 18 year olds who are not in education, employment or training (NEET) - comparison against corresponding quarter of previous year	7	Jan - Mar 2014	7	AMBER	Not comparable	Not comparable [1]	6 RED		Sept - Nov 2013
131	Percentage of children in reception with height and weight recorded who have excess weight	21.9	2012/13 ac yr	23.6	GREEN	23.6	GREEN	22.2 GREEN	22.8** GREEN	2012/13 ac yr
132	Percentage of children in year 6 with height and weight recorded who have excess weight	35.9	2012/13 ac yr	38.4	GREEN	38.4	GREEN	33.3 RED	34.7** RED	2012/13 ac yr
133	Under 18 conception rate per 1,000 girls aged 15-17	26.7	Oct - Dec 2012	31.8	GREEN	35.3	GREEN	27.9 GREEN	36.9** GREEN	2012
134	Under 16 conception rate per 1,000 girls aged 13 - 15	8.9	Jan - Dec 2012	7.7	RED	7.7	RED	5.6 RED	8.3** RED	Jan - Dec 2012
135	Rate of proven re-offending by young offenders	1.03	Apr - Dec 2013	0.93	Not comparable [5]	0.89	RED			
136	Emotional and behavioural health of Looked After Children	15.5	Apr 2013 - Mar 2014	16.1	GREEN	16.1	GREEN	14.0 RED	13.5** RED	2012/13
137	Rate of Looked After Children per 10,000	60.6	As at 31 Mar	59.8	RED	63.4	GREEN	60.0	81**	As at Mar

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
	population		2014					RED	GREEN	2013
138	Prevalence of breastfeeding at 6-8 weeks from birth	26.2	Jan - Mar 2014	27.3	RED	26.9	RED	47.2 RED	31.2* RED	Jan - Mar 2013
139	Percentage of children in poverty (quarterly proxy measure)(Also in Altogether Wealthier)	23.5	As at Nov 2013	24.1	GREEN	24.6	GREEN	18.5 RED	24.4* GREEN	As at Aug 2013
140	Percentage of children in poverty (national annual measure) (Also in Altogether Wealthier)	23.0	2011	23.0	AMBER	23.0	AMBER	20.6 RED	24.5* GREEN	2011
Altogether Healthier										
141	Male life expectancy at birth (years)	77.9	2010/12	77.5	GREEN	77.5	GREEN	79.2 RED	77.8* GREEN	2010/12
142	Female life expectancy at birth (years)	81.5	2010/12	81.4	GREEN	81.4	GREEN	83.0 RED	81.6* RED	2010/12
143	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	29.8	Oct 2011 - Oct 2013	24.3	GREEN	24	GREEN	22.6 GREEN	22.1* GREEN	Jan - Dec 2012
144	Excess winter deaths (3 year pooled)	16.8	2009/12	18.1	GREEN	18.1	GREEN	16.5 RED	13.7* RED	2009/12
145	Delayed transfers of care from hospital per 100,000 population	10.8	Apr 2013 - Feb 2014	11.3	GREEN	10.8	AMBER	9.2 RED	7.6* RED	2012-13 (provisional data)

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
146	Delayed transfers of care from hospital, which are attributable to adult social care, per 100,000 population	0.9	Apr 2013 - Feb 2014	0.9	AMBER	1.8	GREEN	3.0 GREEN	2.2* GREEN	2012-13 (provisional data)
147	Suicide rate per 100,000 population (Also in Altogether Safer)	11.3	2010/12	12	GREEN	12	GREEN	8.5 RED	9.8* RED	2010/12
Altogether Safer										
148	Recorded level of victim based crimes	22,401	Apr 2013 - Mar 2014	16,666	Not comparable [5]	20,270	RED			
149	Perceptions that the police and local council are dealing with concerns of anti social behaviour and crime	57.3	Jan - Dec 2013	58.3	RED	59.0	RED		55.3** GREEN	Apr 2012 - Mar 2013
150	Overall crime rate (per 1,000 population)	49.1	Apr 2013 - Mar 2014	36.6	Not comparable [5]	44.9	RED	71 GREEN		Apr 2011 - Mar 2012
151	Perceptions of anti-social behaviour	30.5	Aug 2013 - Mar 2014	35.3	Not comparable [7]	37.7	Not comparable [7]			
152	Number of serious or major crimes	840	Apr 2013 - Mar 2014	557	Not comparable [5]	461	RED			
153	Number of police reported incidents of anti-social behaviour	24,234	Apr 2013 - Mar 2014	19,011	Not comparable [5]	25,496	GREEN			
154	Number of reported crimes categorised as stealing	11,745	Apr 2014 - Mar	8,905	Not comparable [5]	10,935	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
			2014							
155	Number of adult safeguarding referrals fully or partially substantiated	221	Apr 2013 - Mar 2014	161	RED	New indicator	NA			
156	Proportion of offenders who re-offend in a 12-month period	29.2	Jan - Dec 2011	29.7	GREEN	29.3	GREEN	26.8 RED		Jan - Dec 2011
157	Percentage of alcohol related anti-social behaviour incidents	15	Apr 2013 - Mar 2014	16	GREEN	13.7	RED			
158	Percentage of alcohol related violent crime	34.8	Apr 2013 - Mar 2014	34.4	RED	32	RED			
159	Percentage of families where a successful intervention for crime/anti-social behaviour is achieved	50.1	Apr 2012 - Jan 2014	33.6	GREEN	New indicator	NA			
160	Suicide rate per 100,000 population (Also in Altogether Healthier)	11.3	2010/12	12	GREEN	12	GREEN	8.5 RED	9.8* RED	2010/12
161	Number of hate incidents	282	Apr 2013 - Mar 2014	224	Not comparable [5]	222	RED			
Altogether Greener										
162	Reduction in CO ₂ emissions in County Durham by 40% by 2020	41.2	As at Dec 2011	25.1	GREEN	25.1	GREEN	6 GREEN	18* GREEN	2009
163	Renewable energy generation -MwE installed or installed/ approved capacity within County Durham	206.33	As at Mar 2014	205.13	Not comparable [6]	198.35	Not comparable			

Page 64 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
164	Number of fly-tipping incidents reported	8,999	Apr 2013 - Mar 2014	7,889	RED	6,390	RED			
165	Percentage of fly tipping incidents that have been investigated	87	Oct - Dec 2013	92	RED	New indicator	NA			
166	Number of prosecutions by Durham County Council in response to fly tipping	2	Oct - Dec 2013	1	GREEN	New indicator	NA			
167	Net change in the number of sites on the Heritage at Risk Register	4	2012/13	0	RED	0	RED			
168	Net change in the number of sites at 'high risk' on previous years Heritage at Risk register	-1	2012	0	GREEN	0	GREEN			
Altogether Better Council										
169	Staff aged under 25 as percentage of post count	5.59	As at Mar 2014	5.45	NA	4.52	NA			
170	Staff aged over 50 as a percentage of post count	38.34	As at Mar 2014	37.79	NA	38.04	NA			
171	Women in the top 5 percent of earners	51.02	As at Mar 2014	52.11	NA	50.20	NA			
172	BME as a percentage of post count	1.42	As at Mar 2014	1.4	NA	1.55	NA			
173	Staff with disability (DDA definition) as a percentage of post count	2.85	As at Mar 2014	2.9	NA	3.14	NA			

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
174	Percentage of abandoned calls	4	Jan - Mar 2014	9	GREEN	17	GREEN			
175	Percentage of calls answered within 1 minute	85	Jan - Mar 2014	76	GREEN	56	GREEN			
176	Staff - total headcount (ONS return)	17,581	As at Mar 2014	17,577	NA	17,724	NA			
177	Staff - total full time equivalent (FTE) (ONS return)	14,225	As at Mar 2014	14,211	NA	14,316	NA			
178	Number of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) incidents reported to the Health and Safety Executive (HSE)	10	Jan - Mar 2014	20	Not comparable [5]	16	GREEN			
179	Percentage of posts with no absence (excluding SCHOOLS)	72.81	Jan - Mar 2014	73	RED	72.10	GREEN			

[1] [Due to changes to the indicator previous year's data is not comparable](#)

[4] [Due to seasonal changes data is not comparable with the previous quarter](#)

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

[6] [This data is cumulative year on year](#)

[7] [Due to changes in the local police confidence survey the data is not comparable](#)

Appendix 4: Volume Measures

Chart 1 – Planning applications

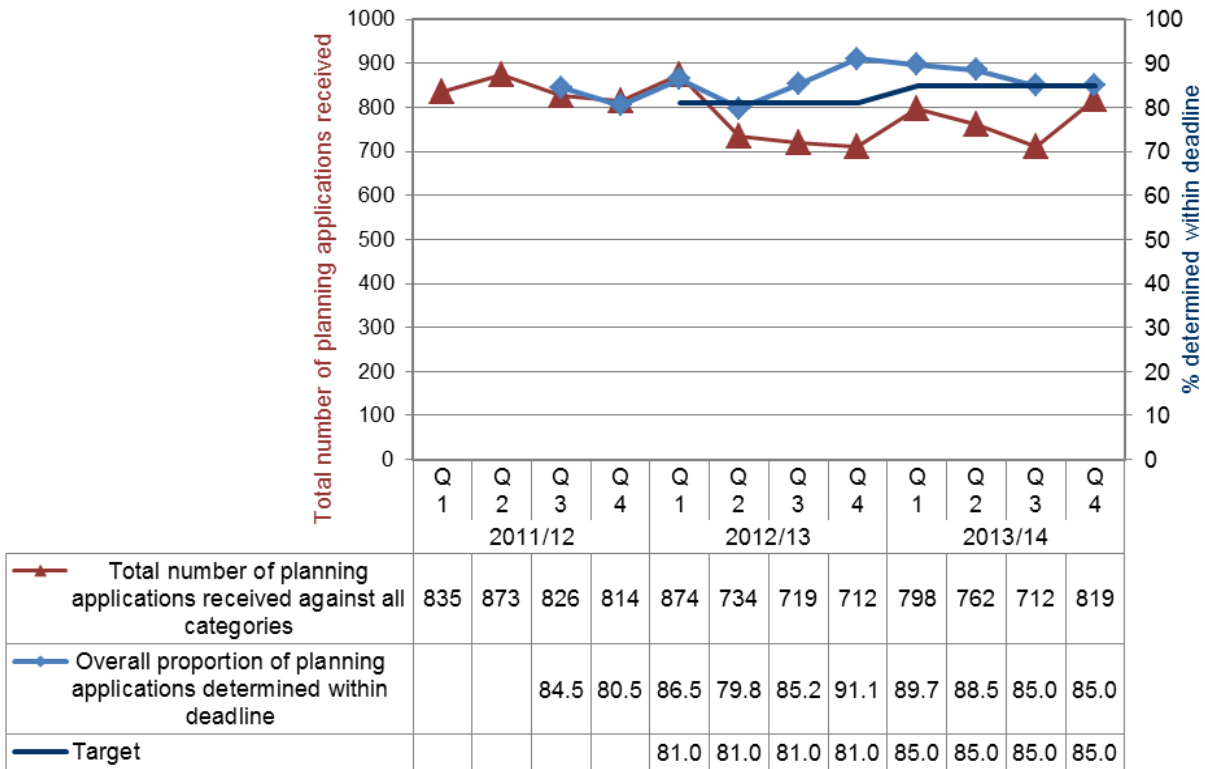


Chart 2 – Housing Solutions presentations

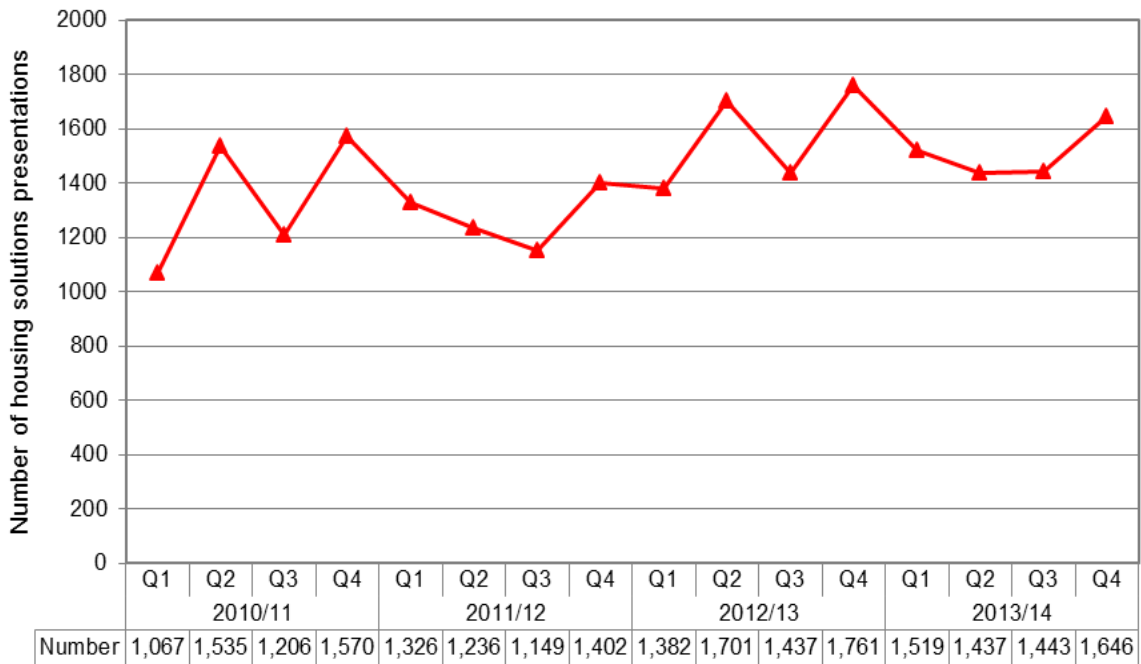


Chart 3 – Durham Key Options - total number of those registered on the Durham Key Options system who have been rehoused (includes existing tenants and new tenants)

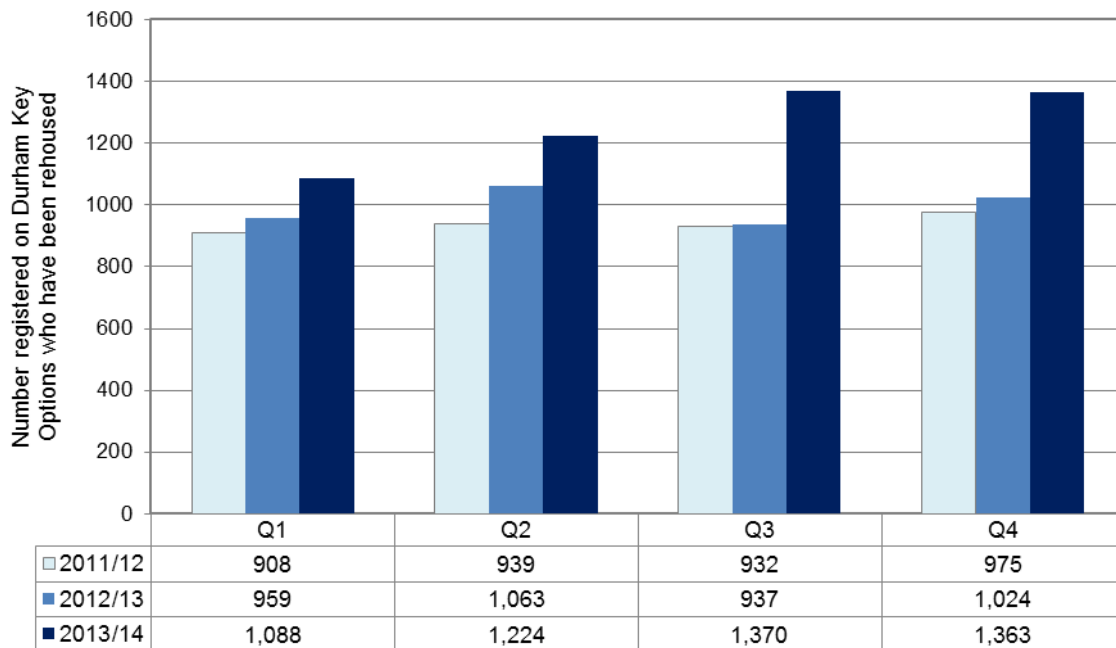


Chart 4 - Number of looked after children cases

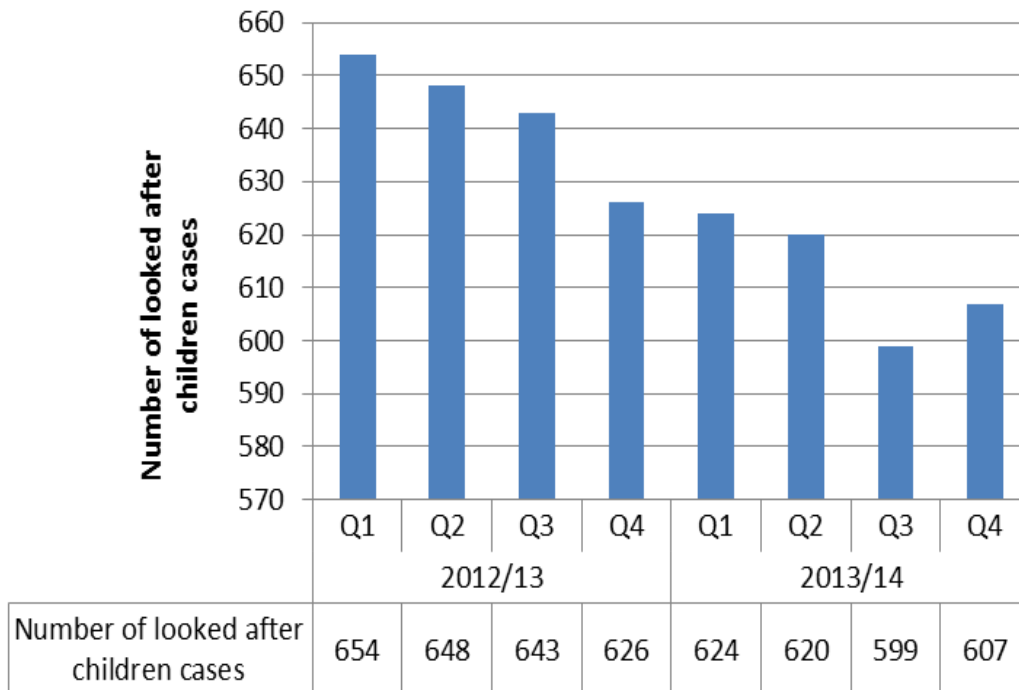


Chart 5 - Children in need referrals within 12 months of previous referral

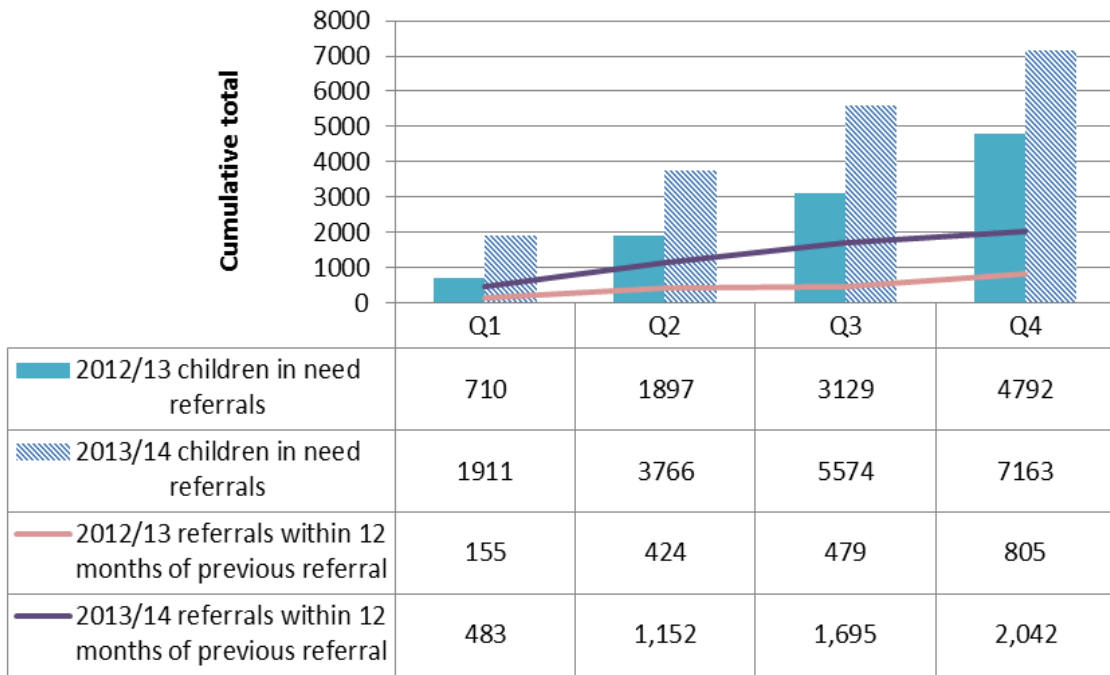


Chart 6 – Fly-tipping incidents

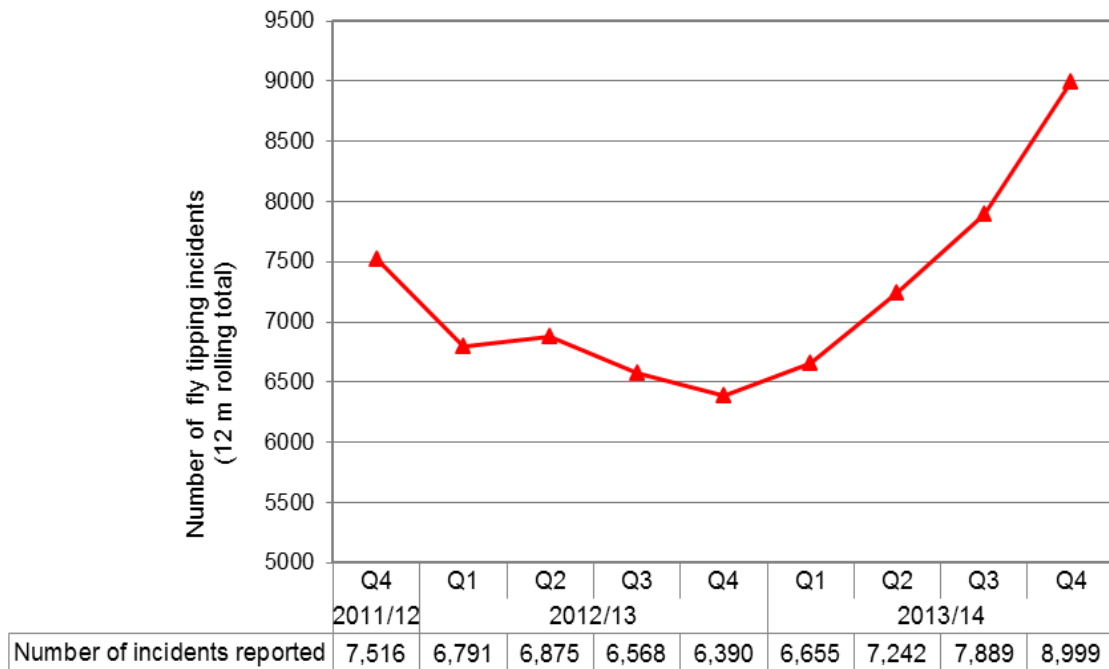


Chart 7 - Telephone calls

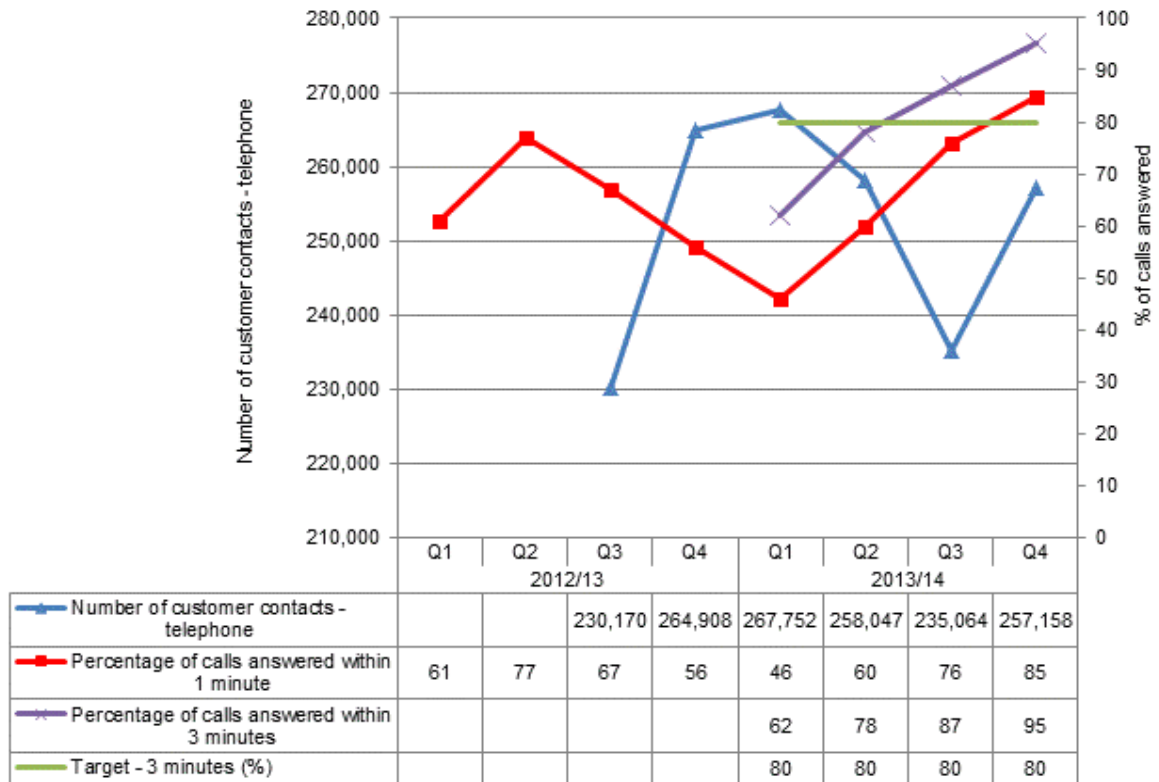


Chart 8 – Face to face contacts

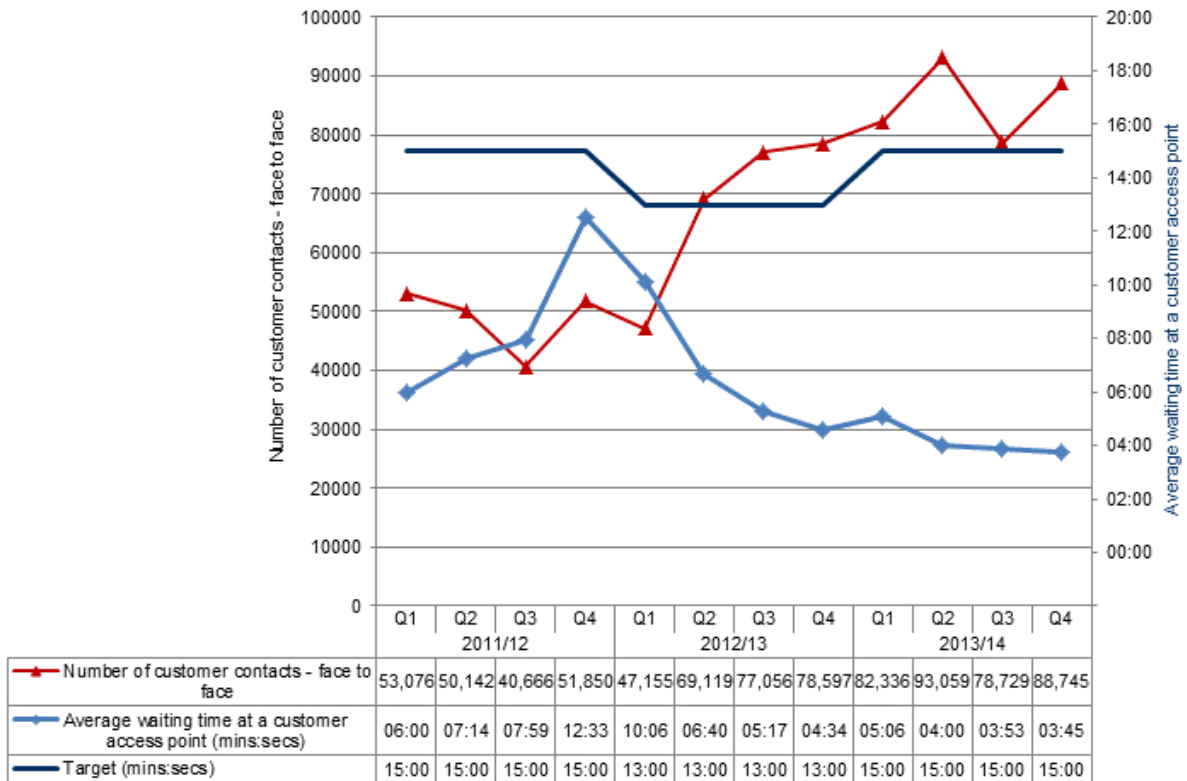


Chart 9 – Benefits – new claims

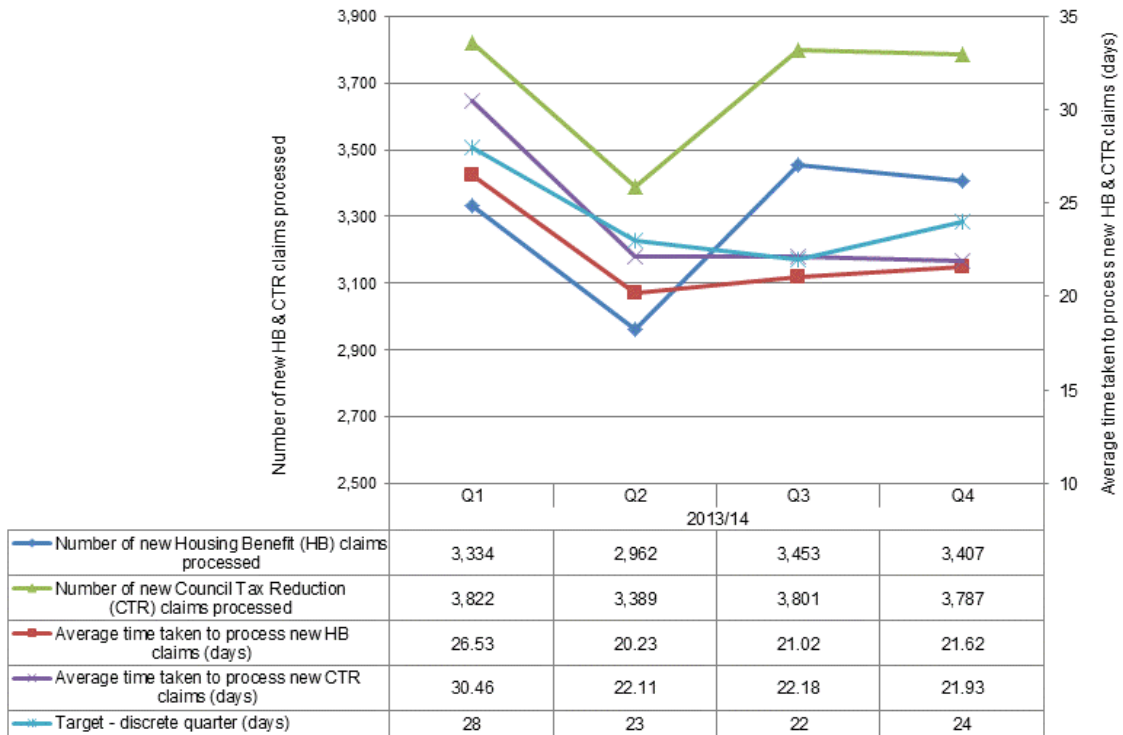


Chart 10 – Benefits – changes of circumstances

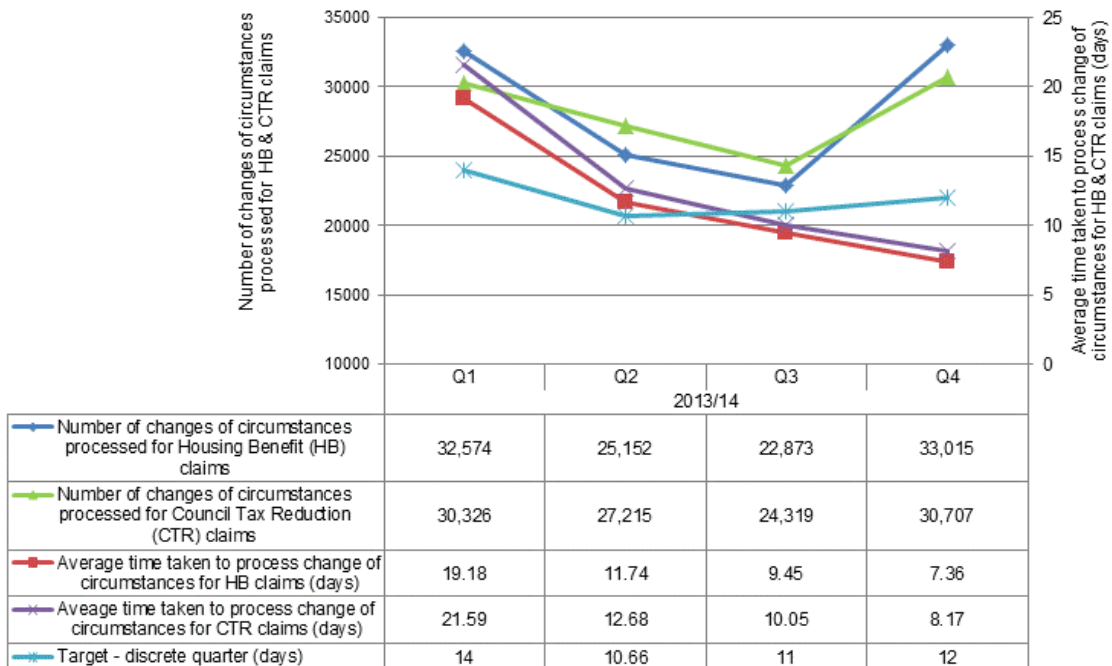
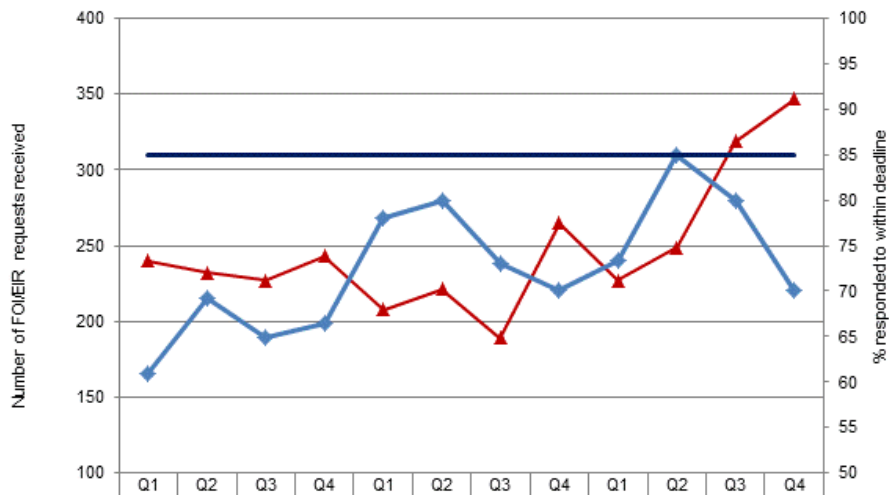


Chart 11 – Freedom of Information (FOI) requests



	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	2011/12				2012/13				2013/14			
Number of FOI/EIR requests received	240	232	227	243	208	221	189	265	227	249	319	347
% of FOI/EIR requests responded to within statutory deadlines	61	69	65	66	78	80	73	70	73	85	80	70
Target (%)	85	85	85	85	85	85	85	85	85	85	85	85

Appendix 5: Proposed 2014/15 Corporate Indicator set

Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2013/14 Target	Proposed targets			National Comparison
						2012/13	2013/14 Q3		2014/15	2015/16	2016/17	
Altogether Wealthier												
Tracker	REDPI3	Number of all new homes completed in Durham City	RED	Quarterly		27	43					
Tracker	REDPI22	Percentage 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	Quarterly		76.35%	71.08%					
Tracker	REDPI38	Number of passenger journeys recorded by the operator of the 3 Durham City Park and Ride sites	RED	Quarterly		1,113,937	317,904					
Tracker	REDPI80	Percentage annual change in the traffic flow through Durham	RED	Quarterly		New indicator	New indicator					
Tracker	NS01	Number of visitors to theatres	NS	Quarterly		New indicator	New indicator					
Tracker	NS02	Number of visitors to museums	NS	Quarterly		New indicator	New indicator					
Tracker	NS03	Number of visitors to leisure centres	NS	Quarterly		New indicator	New indicator					
Tracker	NS12	Percentage of food establishments rated as 3 star or above (Food Hygiene Rating System)	NS	Quarterly		New indicator	New indicator					

Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2013/14 Target	Proposed targets			National Comparison
						2012/13	2013/14 Q3		2014/15	2015/16	2016/17	
Tracker	REDPI97 a	Occupancy rates for retail units in town centres – Barnard Castle	RED	Annual		93%		NA				
Tracker	REDPI97 b	Occupancy rates for retail units in town centres – Bishop Auckland	RED	Annual		91%		NA				
Tracker	REDPI97 c	Occupancy rates for retail units in town centres – Chester-le-Street	RED	Annual		89%		NA				
Tracker	REDPI97 d	Occupancy rates for retail units in town centres – Consett	RED	Annual		88%		NA				
Tracker	REDPI97 e	Occupancy rates for retail units in town centres – Crook	RED	Annual		95%		NA				
Tracker	REDPI97 f	Occupancy rates for retail units in town centres – Durham City	RED	Annual		90%		NA				
Tracker	REDPI97 g	Occupancy rates for retail units in town centres – Newton Aycliffe	RED	Annual		80%		NA				
Tracker	REDPI97 h	Occupancy rates for retail units in town centres – Peterlee	RED	Annual		87%		NA				
Tracker	REDPI97 i	Occupancy rates for retail units in town centres – Seaham	RED	Annual		87%		NA				
Tracker	REDPI97 j	Occupancy rates for retail units in town centres – Shildon	RED	Annual		88%		NA				

Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2013/14 Target	Proposed targets			National Comparison
						2012/13	2013/14 Q3		2014/15	2015/16	2016/17	
Tracker	REDPI97k	Occupancy rates for retail units in town centres – Spennymoor	RED	Annual		89%		NA				
Tracker	REDPI97l	Occupancy rates for retail units in town centres – Barnard Castle	RED	Annual		91%		NA				
Target	REDPI75a	Overall proportion of planning applications determined within deadline	RED	Quarterly 12 month rolling total		88.60%	88.4%	85%	85%	85%	85%	
Target	REDPI10a	Number of affordable homes delivered	RED	Quarterly		387	176	350	300	300	300	
Tracker	REDPI10b	Number of net homes completed	RED	Quarterly		852	807					
Target	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		67.05%	44.80%	Tracker	70%	70%	70%	
Target	REDPI29	Number of private sector properties improved as a direct consequence of local authority intervention	RED	Quarterly		1,183	215	893	525	510	510	
Target	REDPI30	Number of empty properties brought back into use as a result of local authority intervention	RED	Quarterly		56	28	75	120	Not set	Not set	

Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2013/14 Target	Proposed targets			National Comparison
						2012/13	2013/14 Q3		2014/15	2015/16	2016/17	
Tracker	REDPI34	Total number of those registered on the Durham Key Options system who have been rehoused (includes existing tenants and new tenants)	RED	Quarterly	Y	3,983	1,370					
Tracker	REDPI36 a	Number of preventions as a proportion of the total number of presentations to the Housing Solutions Service.	RED	Quarterly	Y	18.45%	25.29%					
Tracker	REDPI36 b	Number of statutory applications as a proportion of the total number of presentations to the Housing Solutions Service	RED	Quarterly	Y	16.83%	13.10%					
Tracker	REDPI36 c	Number of acceptances (of a statutory duty) as a proportion of the total number of presentations to the Housing Solutions Service	RED	Quarterly	Y	5.40%	3.40%					
Tracker	REDPI36 d	Total number of presentations to the Housing Solutions Service	RED	Quarterly	Y	6,281	1,443					
Tracker	REDPI96	The number of people in reasonable preference groups on the housing register	RED	Quarterly		TBC New indicator	TBC New indicator					
Tracker	REDPI82	Proportion of council owned housing that are empty	RED	Quarterly	Y	New indicator	1.84%					

Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2013/14 Target	Proposed targets			National Comparison
						2012/13	2013/14 Q3		2014/15	2015/16	2016/17	
Tracker	REDPI82a	Proportion of council owned housing that have been empty for six months	RED	Quarterly	Y	New indicator	0.20%					
Target	REDPI95	Proportion of council owned properties currently meeting decency criteria	RED	Quarterly		DVH 99.41% DCH 100% EDH 59%	DVH 93.16% DCH 95.5% EDH 74%	DVH 100% DCH 100% EDH 75%	100%	100%	100%	
Tracker	REDPI28	Number of apprenticeships started by young people resident in County Durham as recorded by the National Apprenticeship Service	RED	Quarterly		1,659 (2011/12 ac yr)	1,372 (2012/13 ac yr)					
Tracker	REDPI40	Proportion of the working age population defined as in employment	RED	Quarterly	Y	65.8	65.7					
Target	REDPI62	Apprenticeships started through County Council funded schemes	RED	Quarterly		188	38	130	180	200	220	
Tracker	REDPI73	The proportion of the working age population currently not in work who want a job	RED	Quarterly	Y	16.45	14.39					
Tracker	REDPI7a	Number of Jobseeker's Allowance (JSA) claimants aged 18-24	RED	Quarterly	Y	4,955	3,525					
Tracker	REDPI88	Per capita household disposable income	RED	Annual Q1		New indicator	£14,522					
Tracker	REDPI8b	Proportion of all Jobseeker's Allowance (JSA) claimants that have claimed for one year or more	RED	Quarterly	Y	32.33	36.35					

Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2013/14 Target	Proposed targets			National Comparison
						2012/13	2013/14 Q3		2014/15	2015/16	2016/17	
Tracker	REDPI87	GVA per capita in County Durham	RED	Annual Q3		New indicator	£12,661					
Target	CAS AW2	Overall success rate of Adult Skills Funded Provision	CAS	Annual		New indicator	86.0% (2012/13 Ac yr)	Not set	86.0% (2013/14 Ac yr)	87.5% (2014/15 Ac yr)	89.0% (2015/16 Ac yr)	
Tracker	ACE018	County Durham residents starting a first degree in an academic year (per 100,000 population aged 18+)	ACE	Annual		155.4 (2010/11 Ac yr)	161.4 (2011/12 Ac yr)					
Target	REDPI64	Number of passenger journeys made on the Link2 service	RED	Quarterly		31,619	24,959		33000	Not set	Not set	
Tracker	REDPI72	Number of local passenger journeys on the bus network	RED	Quarterly		23903428	6210395					
Target	REDPI81	Percentage of timetabled bus services that are on time	RED	Quarterly		89%	86.50%	80%	85%	87%	89%	
Target	REDPI41c	Percentage of major planning applications determined within 13 weeks	RED	Quarterly 12 month rolling total		76.70%	77.3%	71.0%	71%	71%	71%	
Tracker	REDPI89	Number of registered businesses in County Durham	RED	Annual Q4		New indicator	14,785					
Target	REDPI93	Number of business enquiries handled	RED	Quarterly		New indicator	747		1200	Not set	Not set	
Target	REDPI94	Number of inward investment successes	RED	Annual Q4		New indicator	New indicator		10	Not set	Not set	

Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2013/14 Target	Proposed targets			National Comparison
						2012/13	2013/14 Q3		2014/15	2015/16	2016/17	
Tracker	REDPI32	Percentage of tourism businesses actively engaged with Visit County Durham	RED	Twice a year - Q3 and Q4		New indicator	New indicator					
Target	REDPI66	Number of businesses engaged	RED	Quarterly		New indicator	New indicator	New indicator	720	Not set	Not set	
Tracker	REDPI90	Percentage change in the number of visitors to the core attractions in County Durham compared to the previous year	RED	Annual Q2		New indicator	New indicator					
Tracker	REDPI91	Number of unique visitors to the thisisdurham website	RED	Quarterly		New indicator	624,943					
Target	REDPI92	Number of gross jobs created and safeguarded	RED	Quarterly		New indicator	New indicator		2,400	Not set	Not set	
Altogether Better for Children and Young People												
Tracker	ACE016	Percentage of children in poverty (quarterly proxy measure) (Also in Altogether Better Council)	ACE	Quarterly	Y	24.7%	23.5% (at Nov 2013)	NA	NA	NA	NA	18.5% (Nov 2013) (England)
Tracker	ACE017	Percentage of children in poverty (national annual measure) (Also in Altogether Better Council)	ACE	Annual	Y	23% (2011)	23% (2011)	NA	NA	NA	NA	20.6% (2011) (England)
Target	CAS CYP15	Percentage of children in the Early Years Foundation Stage (EYFS) achieving a good level of development	CAS	Annual		New indicator	42% (2012/13 Ac yr)	Not set	48% (2013/14 Ac yr)	52% (2014/15 Ac yr)	56% (2015/16 Ac yr)	52% (2012/13 Ac yr)

Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2013/14 Target	Proposed targets			National Comparison
						2012/13	2013/14 Q3		2014/15	2015/16	2016/17	
Target	CAS CYP4	Percentage of pupils achieving 5 or more A*-C grades at GCSE or equivalent including English and Maths	CAS	Annual		62.5% (2011/12 Ac yr)	63.1% (2012/13 Ac yr)	63.0% (2012/13 Ac yr)	63% (2013/14 Ac yr)	61% (2014/15 Ac yr)	Not set	59.2% (2012/13 Ac yr)
Target	CAS CYP6	Achievement gap between Durham pupils eligible for Pupil Premium and Durham pupils not eligible for Pupil Premium funding achieving Level 4 in Reading, Writing and Maths at Key Stage 2	CAS	Annual		21ppts (2011/12 Ac yr)	21ppts (2012/13 Ac yr)	N/A	20.5ppts (2013/14 Ac yr)	20.0ppts (2014/15 Ac yr)	19.5ppts (2015/16 Ac yr)	18ppts (2012/13 Ac yr)
Target	CAS CYP7	Achievement gap between Durham pupils eligible for Pupil Premium and Durham pupils not eligible for Pupil Premium funding achieving 5 A*-C GCSE's including English and Maths at Key Stage 4	CAS	Annual		32.4ppts (2011/12 Ac yr)	30.6ppts	N/A	29.5ppts (2013/14 Ac yr)	28.0ppts (2014/15 Ac yr)	26.5ppts (2015/16 Ac yr)	26.9ppts (2012/13 Ac yr)
Tracker	CAS CYP16	Percentage of 16 to 18 year olds who are not in education, employment or training (NEET)	CAS	National measure (Nov-Jan average) reported Q4. Quarterly averages reported Q1 to Q3.	Y	10.4% (Nov 12-Jan 13)	7.0% (Oct-Dec 2013)					5.8% (Nov 12-Jan 13)

Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2013/14 Target	Proposed targets			National Comparison
						2012/13	2013/14 Q3		2014/15	2015/16	2016/17	
Target Page 30	CAS CYP5	Percentage of pupils on level 3 programmes in community secondary schools achieving 2 A levels at Grade A*-E or equivalent	CAS	Annual		99.1% (2011/12 Ac yr)	98.7% (2012/13 Ac yr)	98.1% (2012/13 Ac yr)	98.5% (2013/14 Ac yr)	98.9% (2014/15 Ac yr)	99.0% (2015/16 Ac yr)	97.7% (2012/13 Ac yr)
Tracker	ACE016	Percentage of children in poverty (quarterly proxy measure) (Also in Altogether Better Council)	ACE	Quarterly	Y	24.7%	23.5% (at Nov 2013)	NA	NA	NA	NA	18.5% (Nov 2013) (England)
Tracker	ACE017	Percentage of children in poverty (national annual measure) (Also in Altogether Better Council)	ACE	Annual	Y	23% (2011)	23% (2011)					20.6% (2011) (England)
Target	CAS CYP2	Percentage of looked after children achieving 5 A*-C GCSEs (or equivalent) at KS 4 (with English and Maths)	CAS	Annual		17.4% (2011/12 Ac yr)	20.0% (2012/13 Ac yr)	25.0% (2012/13 Ac yr)	20.9% (2013/14 Ac yr)	23.3% (2014/15 Ac yr)	26.7% (2015/16 Ac yr)	14.6% (2011/12 Ac yr)
Target	CAS AS5	First time entrants to the Youth Justice System aged 10 - 17 (per 100,000 population of 10-17 year olds) (Also in Altogether Safer)	CAS	Quarterly	Y	538 (251 FTE's)	351 (160 FTE's) (Apr - Dec 2013)	729 (340 FTE's)	681 (310 FTEs)	681 (310 FTEs)	681 (310 FTEs)	514 (2012/13 [PNC Data])
Tracker	CAS CYP18	Percentage of children aged 4-5 classified as overweight or obese (Also in Altogether Healthier)	CAS	Annual		23.6% (2011/12 Ac yr)	21.9% (2012/13 Ac yr)					22.2% (2012/13 Ac yr)

Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2013/14 Target	Proposed targets			National Comparison
						2012/13	2013/14 Q3		2014/15	2015/16	2016/17	
Tracker	CAS CYP19	Percentage of children aged 10-11 classified as overweight or obese (Also in Altogether Healthier)	CAS	Annual		38.4% (2011/12 Ac yr)	35.9% (2012/13 Ac yr)					33.3% (2012/13 Ac yr)
Tracker	CAS CYP20	Under 16 conception rate per 1,000 girls aged 15-17	CAS	Annual		7.7 (Jan-Dec 2011)	Reported Q4					6.1 (Jan-Dec 2011)
Tracker	CAS CYP21	Under 18 conception rate per 1,000 girls aged 13 - 15	CAS	Quarterly		37.4 (Jan-Dec 2011)	31.8 (Jul-Sep 2012)					26.2 (Jul-Sep 2012)
Tracker	CAS CYP29	Rate of proven re-offending by young offenders	CAS	Quarterly		New indicator	New indicator					1.36 (Jan-Dec 2011)
Target	CAS CYP8	Percentage of mothers smoking at time of delivery	CAS	Quarterly		19.9%	19.1% (Jul-Sep 2013)	20.6%	20.5%	20.4%	20.3%	11.8% (Jul-Sep 2013)
Tracker	CAS CYP23	Emotional and behavioural health of Looked After Children	CAS	Annual		16.3	Reported Q4					14.0 (2012/13)
Tracker	CAS CYP26	Young people aged 10-24 years admitted to hospital as a result of self-harm (rate per 100,000 population aged 10-24 years)	CAS	Annual		228 (2011/12)	Reported Q4					116 (2011/12)
Tracker	CAS CYP27	Number of new referrals to Child and Adolescent Mental Health Services (CAMHS)	CAS	Annual		2150	1,903 (Apr-Dec 2013)					
Target	CAS CYP12	Percentage of child protection cases which were reviewed within required timescales	CAS	Quarterly		91%	95.5% (Apr-Dec 2013)	100%	100%	100%	100%	96.2% (2012/13)

Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2013/14 Target	Proposed targets			National Comparison
						2012/13	2013/14 Q3		2014/15	2015/16	2016/17	
Target	CAS CYP13	Parent/carer satisfaction with the help they received from Children's Services	CAS	Biannually Q2 and Q4		67.90%	72% (Apr-Sep 2013)	72%	72%	72%	72%	
Tracker	CAS CYP28	Rate of Children with a Child Protection Plan per 10,000 population	CAS	Quarterly		40.7 (March 2013)	44.9 (Dec 2013)					37.9 (March 2013)
Target	CAS CYP9	Percentage of Children in Need referrals occurring within 12 months of previous referral	CAS	Quarterly		16.80%	30.4% (Apr-Dec 2013)	21%	28%	26%	24%	24.9% (2012/13)
Target	CAS CYP14	Percentage of successful interventions via the Stronger Families Programme	CAS	Quarterly		40% (Jan 2013)	42% (Oct 2013)	50%	70%	Not set	Not set	19% (Oct 2013)
Tracker	CAS CYP25	Prevalence of breastfeeding at 6-8 weeks from birth	CAS	Quarterly		28.10%	27.3% (Oct-Dec 2013)					47.2% (2012/13)
Target	CAS CYP11	Percentage of looked after children cases which were reviewed within required timescales	CAS	Quarterly		96.5%	96.6% (Apr-Dec 2013)	97.6%	97.8%	98.0%	98.2%	90.5% (2009/10)
Tracker	CAS CYP24	Rate of Looked After Children per 10,000 population	CAS	Quarterly		63.4 (March 2013)	59.8 (Dec 2013)					60 (March 2013)
Altogether Healthier												
Tracker	CAS CYP18	Percentage of children aged 4-5 classified as overweight or obese (Also in Altogether Better for Children and Young People)	CAS	Annual		23.6% (2011/12 Ac yr)	21.9% (2012/13 Ac yr)					22.2% (2012/13 Ac yr)

Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2013/14 Target	Proposed targets			National Comparison
						2012/13	2013/14 Q3		2014/15	2015/16	2016/17	
Tracker	CAS CYP19	Percentage of children aged 10-11 classified as overweight or obese (Also in Altogether Better for Children and Young People)	CAS	Annual		38.4% (2011/12 Ac yr)	35.9% (2012/13 Ac yr)					33.3% (2012/13 Ac yr)
Target	CAS AH1	Four week smoking quitters per 100,000 population	CAS	Quarterly		165 per 100,000 (4949 quitters)	475 per 100,000 (2,023 quitters) (Apr-Sep 2013)	1193 per 100,000 (5,066 quitters)	1,133 per 100,000 (4813)	Not set	Not set	316 per 100,000 (Apr-Sep 2013)
Target	CAS AH22	Estimated smoking prevalence of persons aged 18 and over	CAS	Annual		20.9% (2011/12)	22.2% (2012)	Not set	21.1%	20.1%	19.1%	19.5% (2012)
Target	CAS AH10	Percentage of women eligible for breast screening who were screened adequately within a specified period	CAS	Quarterly		79.3% (2012)	78.6% (2013)	70%	70%	70%	70%	76.3% (2013)
Tracker	CAS AH18	Male life expectancy at birth (years)	CAS	Annual		77 (2008/10)	77.5 (2009/11)					78.9 (2009/11)
Tracker	CAS AH19	Female life expectancy at birth (years)	CAS	Annual		81 (2008/10)	81.4 (2009/11)					82.9 (2009/11)
Target	CAS AH2	Percentage of eligible people who receive an NHS health check	CAS	Quarterly		14.2% (2012/13)	4.8% (Apr-Sep 2013)	20%	8%	8%	8%	4.2% (Apr-Sep 2013)
	CAS AH3	Percentage of people eligible for bowel cancer screening who were screened adequately within a specified period	CAS	Quarterly								

Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2013/14 Target	Proposed targets			National Comparison
						2012/13	2013/14 Q3		2014/15	2015/16	2016/17	
Target	CAS AH4	Percentage of women eligible for cervical screening who were screened adequately within a specified period	CAS	Quarterly		78.8% (2012)	77.7% (2013)	80%	80%	80%	80%	73.9% (2013)
Tracker	CAS AH5	Under 75 all cause mortality rate per 100,000 population	CAS	Annual		307.0 (2011)	294.6 (2012)					256.4 (2012)
Tracker	CAS AH6	Under 75 mortality rate from cardiovascular diseases (including heart disease and stroke) per 100,000 population	CAS	Annual		70.6 (2011)	Reported Q4					58 (2011)
Tracker	CAS AH7	Under 75 mortality rate from cancer per 100,000 population	CAS	Annual		120.7 (2011)	Reported Q4					107.0 (2011)
Tracker	CAS AH8	Under 75 mortality rate from liver disease per 100,000 population	CAS	Annual		17.9 (2009/11)	Reported Q4					14.4 (2009/11)
Tracker	CAS AH9	Under 75 mortality rate from respiratory diseases per 100,000 population	CAS	Annual		28.5 (2009/11)	Reported Q4					23.4 (2009/11)
Target	CAS AS23	Percentage of successful completions of those in alcohol treatment (Also in Altogether Safer)	CAS	Quarterly		42% (Oct 11 - Sept 12)	36.3% (Oct 12 - Sep 13)	36%	36.6%	Not set	Not set	36%
Target	CAS AS7	Percentage of successful completions of those in drug treatment - opiates (Also in Altogether Safer)	CAS	Quarterly		8% (Oct 11- Sep 12)	7.4% (Apr12- Mar13)	11%	7.9%	Not set	Not set	8% (Apr12- Mar13)

Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2013/14 Target	Proposed targets			National Comparison
						2012/13	2013/14 Q3		2014/15	2015/16	2016/17	
Target	CAS AS8	Percentage of successful completions of those in drug treatment - non opiates (Also in Altogether Safer)	CAS	Quarterly		33% (Oct 11 - Sep 12)	35.3% (Apr 12 - Mar 13)	48%	40.4%	Not set	Not set	40% (Apr 12-Mar13)
Tracker	CAS AH23	The gap between the actual recorded prevalence of diabetes and expected prevalence	CAS	Annual		TBC New indicator	TBC New indicator					
Tracker	CAS AH20	Excess winter deaths	CAS	Annual		18.1 (2008/11)	Reported @ Q1 2014/15	Tracker	40.4%			19.1 (2008/11)
Target	CAS AH11	Adults aged 65+ per 100,000 population admitted on a permanent basis in the year to residential or nursing care	CAS	Quarterly		840.7 (782 admissions)	538.4 (520 admissions) (Apr-Dec 2013)	850 per 100,000	766 (740 admissions)	Not set	Not set	708 (2012/13)
Target	CAS AH12	Proportion of people using social care who receive self-directed support	CAS	Quarterly		60.0%	59.5% (YE Dec 2013)	55.0%	56.5%	58.0%	59.5%	55.6% (2012/13)
Target	CAS AH13	Percentage of service users reporting that the help and support they receive has made their quality of life better	CAS	Annual		94.9%	94.7% (Apr-Dec 2013)	92%	93%	93%	93%	
Target	CAS AH14	Proportion of older people who were still at home 91 days after discharge from hospital into reablement/ rehabilitation services	CAS	Quarterly		85.2%	87.1% (Jan-Sep 2013)	85%	85.4%	Not set	Not set	81.5% (2012/13)

Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2013/14 Target	Proposed targets			National Comparison
						2012/13	2013/14 Q3		2014/15	2015/16	2016/17	
Target	CAS AH15	Percentage of people who have no ongoing care needs following completion of provision of a reablement package	CAS	Quarterly		60.3%	74.6% (Apr-Dec 2013)	55%	55%	55%	55%	
Tracker	CAS AH20i	Delayed transfers of care from hospital per 100,000 population	CAS	Quarterly		10.7	11.3 (Apr-Nov 2013)					9.5 (2012/13)
Tracker	CAS AH20ii	Delayed transfers of care from hospital, which are fully or partly attributable to adult social care, per 100,000 population	CAS	Quarterly		1.76	0.9 (Apr-Nov 2013)					3.3 (2012/13)
Target	CAS AH16	Proportion of adults in contact with secondary mental health services living independently, with or without support	CAS	Quarterly		89.2%	88.3% (YE Dec 2013)	85%	88.5%	88.5%	88.5%	59.3% (2012/13)
Tracker	CAS AH17	Patient experience of community mental health services (scored on a scale of 0-100)	CAS	Annual		88.4 (2012)	89.4 (2013)	87				85.8 (2013)
Tracker	CAS AS26	Suicide rate (deaths from suicide and injury of undetermined intent) per 100,000 population (Also in Altogether Safer)	CAS	Annual	Y	11.5 (2009/11)	Reported Q4					7.9 (2009/11)

Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2013/14 Target	Proposed targets			National Comparison
						2012/13	2013/14 Q3		2014/15	2015/16	2016/17	
Tracker	NS11	Percentage of the adult population (aged 16+) 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)	NS	6 monthly		24	29.81					
Altogether Safer												
Tracker	CAS AS11	Perceptions that the police and local council are dealing with concerns of anti-social behaviour and crime	CAS	Quarterly		59.5%	58.3%					56.7% (Most Similar Group)
Tracker	CAS AS12	Overall crime rate (per 1,000 population)	CAS	Quarterly	Y	44.9	36.9 (Apr-Dec 2013)					31.3
Tracker	CAS AS13	Perceptions of anti-social behaviour	CAS	Quarterly		N/A	35.3% (Aug-Nov 2013)					
Tracker	CAS AS14	Number of serious or major crimes	CAS	Quarterly		458	557 (Apr-Dec 2013)					
Tracker	CAS AS24	Rate of theft offences (per 1,000 population)	CAS	Quarterly	Y	21.7	11.3 (Apr-Sep 2013)					16.2 (Most similar group, Apr - Sep 2013)
Tracker	CAS AS25	Rate of Robberies (per 1,000 population)	CAS	Quarterly		0.16 per 1000 pop	0.06 per 1000 (Apr-Sep 2013)					0.18 (Most Similar Group, Apr-Sep 2013)

Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2013/14 Target	Proposed targets			National Comparison
						2012/13	2013/14 Q3		2014/15	2015/16	2016/17	
Target	CAS AS3	Proportion of people who use services who say that those services have made them feel safe and secure	CAS	Quarterly		81.7% (National Survey)	91.3% (Local Survey)	75%	85%	85%	85%	78.1% (2012/13)
Target	CAS AS9	Building resilience to terrorism (self assessment)	CAS	Annual		Level 3	Reported Q4	Level 3	Level 4	Level 4	Level 4	
Tracker	CAS AS15	Number of police reported incidents of anti-social behaviour	CAS	Quarterly		25,474	19,011 (Apr - Dec 2013)					
Target	CAS AS1	Repeat incidents of domestic violence (referrals to Multi-Agency Risk Assessment Conferences [MARAC])	CAS	Quarterly	Y	12.60%	8.2% (Apr-Dec 2013)	Less than 25%	Less than 25%	Less than 25%	Less than 25%	24.4% (Oct 12 - Sep 13)
Tracker	CAS AS10	Recorded level of victim based crimes	CAS	Quarterly		20,270	16,666 (32.5 per 1,000) (Apr-Dec 2013)					27.8 (per 1,000)
Tracker	CAS AS17	Number of adult safeguarding referrals fully or partially substantiated	CAS	Quarterly		N/A	161 (Apr-Dec 2013)					
Tracker	CAS AS22	Number of hate incidents	CAS	Quarterly		222	224 (Apr-Dec 2013)					
Tracker	CAS AS26	Suicide rate (deaths from suicide and injury of undetermined intent) per 100,000 population (Also in Altogether Healthier)	CAS	Annual	Y	11.5 (2009/11)	Reported Q4					7.9 (2009/11)

Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2013/14 Target	Proposed targets			National Comparison
						2012/13	2013/14 Q3		2014/15	2015/16	2016/17	
Tracker	REDPI44	Number of people killed or seriously injured in road traffic accidents	RED	Quarterly		196	140					
Tracker	REDPI45	Number of children killed or seriously injured in road traffic accidents	RED	Quarterly		19	19					
Tracker	CAS AS18	Proportion of offenders who re-offend in a 12-month period	CAS	Annual		29.4% (2010/11)	29.2% (Jan-Dec 2011)					26.9% (Oct10-Sept11)
Target	CAS AS4	Percentage change in detected crimes for offenders in the Integrated Offender Management (IOM) cohort	CAS	Quarterly		58% reduction	46% reduction (Oct-Dec 2013)	40%	40%	40%	40%	
Target	CAS AS5	First time entrants to the Youth Justice System aged 10 - 17 (per 100,000 population of 10-17 year olds) (Also in Altogether Better for Children and Young People)	CAS	Quarterly	Y	538 (251 FTE's)	347 (158 FTE's) (Apr-Dec 2013)	729 (340 FTE's)	681 (310 FTEs)	681 (310 FTEs)	681 (310 FTEs)	514 (2012/13 [PNC Data])
Tracker	CAS AS19	Percentage of alcohol related ASB incidents	CAS	Quarterly		14%	16% (Apr-Dec 2013)					
Tracker	CAS AS20	Percentage of alcohol related violent crime	CAS	Quarterly		32%	34% (Apr-Dec 2013)					
Target	CAS AS23	Percentage of successful completions of those in alcohol treatment (Also in Altogether Healthier)	CAS	Quarterly		42% (Oct 11 - Sept 12)	36.3% (Oct 12- Sep 13)	36%	36.6%	Not set	Not set	36%

Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2013/14 Target	Proposed targets			National Comparison
						2012/13	2013/14 Q3		2014/15	2015/16	2016/17	
Target	CAS AS7	Percentage of successful completions of those in drug treatment - opiates (Also in Altogether Healthier)	CAS	Quarterly		8% (Oct 11-Sep 12)	7.4% (Apr12-Mar13)	11%	7.9%	Not set	Not set	8% (Apr12-Mar13)
Target	CAS AS8	Percentage of successful completions of those in drug treatment - non opiates (Also in Altogether Healthier)	CAS	Quarterly		33% (Oct 11 - Sep 12)	35.3% (Apr 12 - Mar 13)	48%	40.4%	Not set	Not set	40% (Apr 12-Mar13)
Tracker	CAS AS21	Percentage of families where a successful intervention for crime/anti-social behaviour is achieved	CAS	Quarterly		New indicator	33.6% (Apr 12 - Oct 13)					
Altogether Greener												
Target	NS14a	Percentage of relevant land and highways assessed as having deposits of litter that fall below an acceptable level.	NS	3 times a year		7.26	5.91	7	7	7	7	
Target	NS14b	Percentage of relevant land and highways assessed as having deposits of detritus that fall below an acceptable level.	NS	3 times a year		8.8	7.33	10	10	10	10	
Tracker	NS14c	Percentage of relevant land and highways assessed as having deposits of dog fouling that fall below an acceptable level	NS	3 times a year		TBC	TBC					

Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2013/14 Target	Proposed targets			National Comparison
						2012/13	2013/14 Q3		2014/15	2015/16	2016/17	
Tracker	NS15	Number of fly-tipping incidents reported	NS	Quarterly		6,390	7,889					
Tracker	NS16	Number of fly-tipping incidents cleared	NS	Quarterly		TBC	TBC					
Tracker	NS09	Megawatt hours (MWh) of energy produced from municipal waste sent to Sita's 'Energy from Waste' plant	NS	New indicator		New indicator	New indicator					
Target	NS10	Percentage of municipal waste diverted from landfill	NS	Quarterly		62.5	TBC	65	85	85	86	
Tracker	NS17a	Percentage of household waste collected from the kerbside – recycling	NS	Quarterly		21.5	TBC	19				
Tracker	NS17b	Percentage of household waste collected from the kerbside – composting	NS	Quarterly		10.4	TBC	10.1				
Target	NS19	Percentage of household waste that is reused, recycled or composted	NS	Quarterly		44.9	TBC	44	45	46	47	
Target	REDPI53	Percentage of the conservation areas in the County that have an up to date character appraisal	RED	6 monthly Q2 and Q4		35%	39%	37%	42%	43%	45%	
Target	NS07	Average annual electricity consumption per street light (KwH)	NS	Annually		TBC New indicator	TBC New indicator	NA	TBC	TBC	TBC	
Target	NS08	Percentage reduction in CO2 emissions from the DCC fleet	NS	Annually		TBC New indicator	TBC New indicator	NA	TBC	TBC	TBC	

Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2013/14 Target	Proposed targets			National Comparison
						2012/13	2013/14 Q3		2014/15	2015/16	2016/17	
Tracker	REDPI46	Reduction in CO ₂ emissions in County Durham by 40% by 2020 and 55% by 2031 – March 2017	RED	Annual Q2		25.1 (2010/11)	41.2 (2011/12)					
Tracker	REDPI47	The amount of renewable energy generation (MwE) installed or installed/approved capacity within County Durham	RED	Quarterly		198.35	205.13					
Target	REDPI48	Reduction in CO ₂ emissions from local authority operations	RED	Annual Q2		6.25%	Not due	9%	5%	5%	5%	
Target	REDPI49	Number of new registered and approved Feed In Tariff (FIT) installations	RED	Quarterly		1,096	374	1,000	500	250	250	
Target	NS04	Percentage of recorded actionable defects repaired within 24 hours (CAT1)	NS	Quarterly		75	96	N/A	90	90	90	
Target	NS05	% of recorded actionable defects repaired with 14 working days (CAT2.1)	NS	Quarterly		TBC	TBC	N/A	90	90	90	
Altogether Better Council												
Tracker	NS43a	Number of customer contacts- face to face	NS	Quarterly		N/A	78,729					
Tracker	NS43b	Number of customer contacts-telephone	NS	Quarterly		N/A	235,064					
Tracker	NS43c	Number of customer contacts- web forms	NS	Quarterly		N/A	4,196					

Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2013/14 Target	Proposed targets			National Comparison
						2012/13	2013/14 Q3		2014/15	2015/16	2016/17	
Tracker	NS43d	Number of customer contacts- emails	NS	Quarterly		N/A	13,290					
Tracker	NS20	Percentage of abandoned calls	NS	Quarterly		17	9					
Target	NS22	Percentage of calls answered within 3 minutes	NS	Quarterly		N/A	87	80	80	80	80	
Target	NS24	Percentage of customers seen within 15 minutes at a CAP	NS	Quarterly		TBC	TBC	TBC	95	95	95	
Target	RES/038	Percentage of all ICT Service Desk incidents resolved on time	RES	Quarterly		95%	91%	90%	90%	90%	90%	
Tracker	NS100	Number of complaints recorded on the CRM	NS	Quarterly		3,634	2,610					
Tracker	RES/013	Staff aged under 25 as a headcount	RES	Quarterly		4.52%	5.45%					
Tracker	RES/014	Staff aged over 50 as a headcount	RES	Quarterly		38.04%	37.79%					
Tracker	RES/LPI/011a	Women in the top 5% of earners	RES	Quarterly		50.20%	52.11%					
Tracker	RES/LPI/011b(i)	BME as a percentage of headcount	RES	Quarterly		1.55%	1.40%					
Tracker	RES/LPI/011c(i)	Staff with disability (DDA definition) as a percentage of headcount	RES	Quarterly		3.14%	2.90%					
Tracker	REDPI79	Number of tenants of the seven main housing providers seen through the triage process	RED	Quarterly	Y	New indicator	485					

Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2013/14 Target	Proposed targets			National Comparison
						2012/13	2013/14 Q3		2014/15	2015/16	2016/17	
Tracker Page 24	REDPI79 a	Percentage of triaged tenants of the seven main housing providers who were given employability advice	RED	Quarterly	Y	New indicator	44% [214]					
Tracker	REDPI79 b	Percentage of triaged tenants of the seven main housing providers who were given debt advice	RED	Quarterly	Y	New indicator	55% [269]					
Tracker	REDPI79 c	Percentage of triaged tenants of the seven main housing providers who were given income advice	RED	Quarterly	Y	New indicator	65% [317]					
Tracker	REDPI79 d	Percentage of triaged tenants of the seven main housing providers that have been rehoused	RED	Quarterly	Y	New indicator	6% [27]					
Tracker	RES/028	Discretionary Housing Payments - number/value for customers affected by social sector size criteria	RES	Quarterly	Y	New indicator	951 £353,417					
Tracker	RES/029	Discretionary Housing Payments - number/value for customers affected by Local Housing Allowance Reforms	RES	Quarterly	Y	New indicator	115 £369,433					
Target	RES/NI/181a1	Time taken to process new Housing Benefit claims year to date and (discreet quarter)	RES	Quarterly			27.44 Days 21.02 Days	25 Days	23 Days	21 Days	21 Days	

Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2013/14 Target	Proposed targets			National Comparison
						2012/13	2013/14 Q3		2014/15	2015/16	2016/17	
Target	RES/NI/181a2	Time taken to process new Council Tax Reduction claims year to date and (discreet quarter)	RES	Quarterly		N/A	22.18 Days	25 Days	23 Days	21 Days	21 Days	
Target	RES/NI/181b1	Time taken to process change of circumstances for housing benefit claims	RES	Quarterly		9.63 Days	9.45 Days	12 Days	11 Days	10 Days	10 Days	
Target	RES/NI/181b2	Time taken to process change of circumstances for Council Tax Reduction claims year to date and (discreet quarter)	RES	Quarterly		9.63 Days	10.05 Days	12 Days	11 Days	10 Days	10 Days	
Target	RES/001	Savings delivered against the Medium Term Financial Plan (MTFP)	RES	Quarterly		100% £26.6m	£18.7m (96%)	£20.9m	£23.0 25m	£39.0 42m	£47.7 12m	
Target	RES/002	Percentage of Council Tax Collected In-Year	RES	Quarterly/ Cumulative		94.9%	82.9%	95.5%	96.0%	96.4%	96.8%	
Target	RES/003	Percentage of business rates collected in-year	RES	Quarterly/ Cumulative		95.2%	85.4%	96.2%	96.5%	97.0%	97.3%	
Tracker	RES/034	Staff - total headcount (ONS Return)	RES	Quarterly		17,724	17,577					
Tracker	RES/035	Staff - total full time equivalents (ONS Return)	RES	Quarterly		14,316	14,211					
Target	RES/129	Percentage of council tax recovered for all years excluding the current year	RES	Yearly		New indicator	99.1%	98.5%	98.5%	98.5%	98.5%	
Target	RES/130	Percentage of business rates recovered for all years excluding the current year	RES	Yearly		New indicator	99.2%	98.5%	98.5%	98.5%	98.5%	

Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2013/14 Target	Proposed targets			National Comparison
						2012/13	2013/14 Q3		2014/15	2015/16	2016/17	
Target	REDPI33	Percentage of Council owned business floor space that is occupied	RED	Quarterly		73%	76.5%	75%	77%	79%	81%	
Target	REDPI39	Current tenant arrears as a percentage of the annual rent debit	RED	Quarterly	Y	DVH 1.62% DCH 2.50% EDH 3.02%	DVH 1.58% DCH 2.05% EDH 2.85%	DVH 3% DCH 2.5% EDH 3%	2.45%	Not set	Not set	
Target	REDPI49b	£ saved from solar installations on council owned buildings	RED	Quarterly		New indicator	£214,000	£242,000	£242,000	Not set	Not set	
Target	REDPI68	Average asset rating of Display Energy Certificates in County Council buildings	RED	Quarterly		99.7	Not due	96	98	97	96	
Target	REDPI76	Income generated from Council owned business space (£)	RED	Quarterly		2,845,000	715,991	2.57m	3.03m	Not set	Not set	
Target	REDPI78	Percentage of capital receipts received	RED	Quarterly		New indicator	21.5%	100%	100% (£8.5m)	100% (£9m)	100% (£9m)	
Target	ACE006	Percentage of Freedom of Information (FOI) and Environmental Information Regulations (EIR) requests responded to within statutory deadlines (20 working days)	ACE	Quarterly		70%	80%	85%	85%	85%	85%	
Target	RES/LPI/010	Percentage of undisputed invoices paid within 30 days to our suppliers	RES	Quarterly		90%	91%	92%	92%	93%	94%	

Indicator type	PI Ref	Performance Indicator Definition	Service Grouping	Frequency	Welfare Reform	Performance		2013/14 Target	Proposed targets			National Comparison
						2012/13	2013/14 Q3		2014/15	2015/16	2016/17	
Tracker	RES/020	Percentage of time lost to sickness in rolling year	RES	Quarterly (Rolling Year Figure)		New indicator						
Target	RES/011	Percentage of performance appraisals completed	RES	Quarterly (Rolling Year Figure)		47.82%	73.27%	80%	85%	95%	95%	
Tracker	RES/036	Number of RIDDOR Incidents reported to the Health and Safety Executive	RES	Quarterly/ Cumulative		20	17					
Tracker	RES/052	Percentage posts with no absence (excluding schools) rolling year	RES	Quarterly		72.10%	73%					
Target	RES/LPI/012	Days/shifts lost to sickness absence - all services including school staff	RES	Quarterly (Rolling Year Figure)		9.08 Days	8.92 Days	9.05 Days	8.7 Days	8.5 Days	8.2 Days	
Target	RES/LPI/012(a)	Days/Shifts lost to sickness absence - all services excluding school staff	RES	Quarterly (Rolling Year Figure)		12.55 Days	12.03 Days	Tracker	11.8 Days	11.5 Days	11.2 Days	

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Cabinet

11th June 2014



**Update on the delivery of the
Medium Term Financial Plan 3**

Report of Corporate Management Team

Lorraine O'Donnell, Assistant Chief Executive

**Councillor Simon Henig, Leader of the Council and all Cabinet
collectively**

Purpose of the Report

- 1 This report provides an update on the progress made at the end of March 2014 on the delivery of the 2013/14 to 2016/17 Medium Term Financial Plan (MTFP 3), and provides a summary over the past three 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 and 2 which covered the period 2011/12 to 2015/16 and within MTFP 3 which covers the period 2013/14 to 2016/17. 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 4 has now been agreed by Council and the overall savings target for the period from 2011/12 to 2016/17 is now estimated at around £224m.

Progress to date

- 4 Delivery of the MTFP programme continues to be very challenging for the Council. We have however continued to meet the savings targets set so far and the target for 2013/14 has now been fully delivered with a total of £20.87m being saved during this period. Together with the savings made since April 2011 we have now made over £113m of savings. To put this in context however it is only just over 50% of the savings target we estimate will be required by the end of 2017, so we have the same amount to save again over the next three years.

- 5 During the last quarter of 2013/14 the small amount of savings required to meet the target were delivered through initiatives which had already been introduced previously alongside continuing staffing restructures.
- 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;

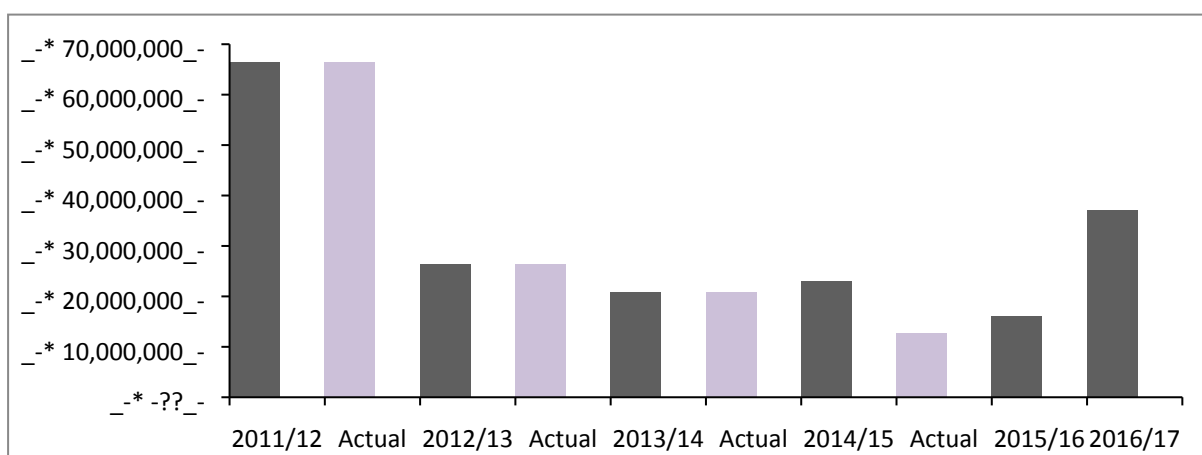


Figure1. MTFP 1, 2 and 3 savings targets and achievements

- 7 The graph shows that we have already delivered over 50% of the savings required for 2014/15, in part through early delivery. Ensuring we deliver on time and in a controlled manner is critical as any slippage would mean that the Council would have to deliver higher savings over time.
- 8 The importance of delivering savings early if practicable cannot be over emphasised. The generation of reserves in the form of cash limits has been essential in ensuring delivery of the savings, enabling a 'smoothing' of implementation from year to year.
- 9 During the last three years there have been over 300 individual projects identified during the planning for MTFP savings.
- 10 The strategy the Council has deployed to date has been to seek savings from management, support services, efficiencies and increase income from fees and charges to minimise the impact of reductions on frontline services.
- 11 To date the Council has implemented the agreed strategy very effectively:
 - 64% of savings to date have been from non-frontline services, exceeding our initial aspiration that at least half would be from non-frontline services.

- By the midpoint of 2013/14, the number of employees earning over £40k had been reduced by 29%. This has significantly reduced management costs.
- Proportionally more than three times as many manager posts have been removed than frontline staff.
- Whilst income from fees and charges has been increased, this has not taken the Council to a position of having the highest levels of fees and charges in the region or nationally which is important given the socioeconomic make-up of the county.

Consultation

- 12 The Council has a strong track record of involving the public in setting its budget and in considering the individual proposals identified as part of the MTFP. Alongside two significant public consultations on the budget in 2010 and last year we have undertaken over 20 public consultations on individual proposals including changes to refuse collection, library opening hours and adult care.
- 13 This approach was further endorsed with an additional consultation undertaken in 2012 on how the Council was delivering 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
- 14 As has been mentioned in previous updates over the three years of the MTFP we have revised our proposals to take into account the feedback received from public consultations. These include leisure centres where we transferred several into local ownership, libraries where we used the consultation to determine the revised opening hours which helped avoid closures and household waste recycling centres where the final recommendation was to close only two instead of the six proposed initially.
- 15 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.
- 16 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.
- 17 We have also identified overwhelming support to continuing to engage the public in our decision making process and through the approach we have taken in delivering the MTFP, we will ensure this very important public engagement continues where appropriate.

HR implications

- 18 During 2013/14 we accepted a total of 164 ER/VR applications, deleted 78 vacant posts and regretfully made 45 employees redundant as a result of the MTFP proposals.
- 19 With these figures the total impact on the workforce through reduced posts during the first three years of the MTFP remains in line with the original projections of 1,950 posts being removed by the end of 2014/15.
- 20 In total over the three years of the MTFP a total of 915 ER/VR applications have been accepted, 367 vacant posts deleted and 345 compulsory redundancies made.
- 21 Management of change policies and HR support have ensured that this degree of change has been managed effectively and this has been recently recognised as the Council's approach has been shortlisted for a major industry award.
- 22 Through these policies the Council has continued to support staff affected by the MTFP and we have found over 357 staff alternative employment through the Council's redeployment process.
- 23 Staff are also continuing to apply for ER/VR and to date we have 216 expressions of interest which we are actively monitoring to try and support where we can.
- 24 The gender balance of those leaving through voluntary redundancy, early retirement and ER/VR during Quarter 4 showed that just over 70% were female and 29% male. Just under 4% (less than five employees) had a disability and 11.5% were not disabled while the remainder had not disclosed whether or not they had a disability.
- 25 All were from a white background except for just over 15% who had not disclosed their ethnicity. The majority (61.5%) were full-time workers. The profile of those leaving through compulsory redundancies showed that over 82% were female and over 76% were part-time workers. All were white British and none had disclosed a disability.
- 26 During 2013/14 the cumulative totals for employees leaving through voluntary redundancy, early retirement and ER/VR showed that 61.6% were female and 38.4% male. Less than twenty employees (5.6%) had a disability and almost 80% had not disclosed whether or not they had a disability.
- 27 The majority (88%) were from a white background, just over 11% had not disclosed their ethnicity and less than 1% were from a black or minority ethnic background. The majority (69%) were full-time workers. The profile of those leaving through compulsory redundancies showed that almost 69% were female, less than five employees (7%) had disclosed a disability and almost 98% were white British. There was no significant overall difference between full-time workers (49%) and part-time workers (51%).

- 28 Comparing this cumulative profile against the overall workforce shows that:
- A greater proportion of females left through compulsory redundancy (69%) than females in the overall workforce profile (62.7%);
 - Both voluntary leavers and compulsory redundancies showed higher percentages for disabled employees than the overall workforce (2.9%), however the total number of disabled leavers is less than 25; and
 - There was no significant difference in terms of ethnicity.

Equality Impact Assessments

- 29 The Equality Impact Assessments (EIA) for 2014/15 savings were made available to Members in January ahead of the final budget decision. Our EIA process ensures that proposals for savings are subject to robust yet proportionate analysis with initial screenings for new savings or those likely to have minimal impact and more detailed EIAs for ongoing savings with a greater level of impact. Proposals which have the potential for a disproportionate impact on any of the protected equality characteristics have a full detailed assessment ahead of the final decision.
- 30 The EIA process is intended to protect the authority from legal challenge and ensure that mitigating actions are considered as part of the final decision making. In general legal challenges to other authorities have focussed on lack of evidence that equality duties were considered and were based on flawed consultation processes. Our impact assessment and consultation processes work together to ensure that decision makers are made aware of their legal duties, have sight of evidence and consider the views of relevant equality groups.
- 31 In the last quarter of 2013/14 the Cabinet report on residential care homes included a full impact assessment which included evidence about current service users and from the consultation exercise. The potential impacts related to the health and wellbeing of service users, additional travel or reduced opportunity to visit for family and friends, loss of local provision and employment. The impacts were most likely in relation to age, gender and disability. The mitigating actions included taking account of individual needs in any move, aiming to move residents together if this was their choice and following corporate HR procedures to ensure fair treatment for staff.
- 32 Examples from previous quarters have demonstrated the importance of our ongoing EIA process which is clearly linked to decision making.
- The initial EIA relating to the non-residential charging policy was considered by Cabinet in October 2013 and was updated again in November 2013 to include further mitigating actions to take account of financial hardship.
 - The EIA of changes to leisure centres was originally considered by Members in 2011. It included plans for the relocation of existing multi-

sensory facilities from Deerness leisure centre which has now been completed at Spennymoor Leisure Centre. The move of day services into leisure centres has also been completed with Changing Place facilities installed to support the move and improve services for the wider disabled community.

- Changes to stairlift maintenance arrangements were first subject to an EIA as part of the 2011/12 proposals , this has been updated during the decision making process and the changes were implemented from April 2014.

Conclusions

- 33 The Council is in a strong position to continue to meet the financial challenges ahead through accurately forecasting the level of savings required, developing strong plans and robustly managing implementation including high volumes of consultation and communication. This position is further enhanced by the approach of planning and delivering MTFP proposals early where we can.
- 34 The Council has now delivered the savings for 2013/14 which amount to over £113m in savings made since 2011.
- 35 MTFP4 has now been agreed which brings the total level of savings for the period from 2011/12 to 2016/17 to over £224m.
- 36 The focus of the planning activity is now looking to the savings required in 2014/5, 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 the MTFP.

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Appendix 1: Implications

Finance – The delivery of the MTFP involves cumulative saving of approximately £224m over the period from 2011 to 2017 of which just over £113m has been delivered in 2011/12, 2012/13 and 2013/14.

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 proposals which have been identified for MTFP 2 and 3, together with 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 1950 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 and again in 2013. 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

11 June 2014

Durham Social Value Taskforce Report



Report of Corporate Management Team

Ian Thompson, Corporate Director Regeneration and Economic Development

Don McLure, Corporate Director Resources

Councillor Neil Foster, Cabinet Portfolio Holder for Economic Regeneration

Purpose of the Report

1. The purpose of this report is to inform Cabinet of the work of the Durham Social Value Taskforce, the first of its kind in the North East, and to recommend that the County Council approves the report and action plan produced by the Taskforce.

Background

2. In Summer 2013, Durham County Council and the Federation of Small Businesses (FSB) agreed to launch a Durham Social Value Taskforce to look at ways to help small businesses and social enterprises win more contract opportunities, whilst at the same time delivering better value to the local authority. Chaired by Councillor Neil Foster, Portfolio-holder for Economic Regeneration, it was agreed that the Taskforce would run from September 2013 to January 2014 to consider and recommend ways that the Public Services (Social Value) Act 2012 might be used to help grow the local economy.
3. The Social Value Act came into force in January 2013 and places a duty on public bodies to consider social value before procuring goods and services. This means that public bodies must consider how what is being procured can help improve the economic, social and environmental well-being of the area.
4. The County Council has already made good progress in helping businesses in the County to access contract opportunities. In 2012/13, 54.4% of the Council's spend was with County Durham suppliers, and 55.6% of this amount was paid to SMEs in the County (a total value of £286.6m spent in the local economy of which £159m was spent with SMEs).

5. Establishing the Durham Social Value Taskforce provided an opportunity to build upon the good work the Council has already done and to learn from best practice elsewhere in the country to further improve opportunities for businesses in County Durham.
6. As well as representatives from Corporate Procurement, Business Durham, Economic Development, and Children and Adults Service, the Taskforce also included representatives from the Federation of Small Businesses, NEPO, County Durham Economic Partnership, Social Enterprise UK, PwC and experts on social accounting.
7. A copy of the report produced by the Taskforce is attached as Appendix 2. The report, which includes a number of case studies (highlighted) summarises the progress that the County Council has made so far in implementing the Social Value Act, identifies key points from best practice elsewhere, and includes an action plan setting out what the Council will do next to further embed social value and improve opportunities for small businesses.
8. The recommendations in the report are as follows:
 - i) Durham County Council to approve the report and agree to the implementation of the action plan
 - ii) Durham County Council to share the report with members of the County Durham Partnership, and encourage other public bodies in the County to look at how their approach to social value can help to stimulate economic and business growth
 - iii) Social Value Taskforce to continue to meet during the next 12 months to monitor progress in implementing the action plan, and continue to identify best practice to inform this work.
 - iv) Durham County Council to publish case studies to share examples of approaches being taken with partners and stakeholders.
 - v) Social Value Task Force to produce annual report of progress made and actions taken, and communicate this to partners including representatives of the public, private, social enterprise, voluntary and community sectors. This will be led by Corporate Procurement.
9. The action plan identifies a series of detailed actions, many of which will be delivered as 'business as usual' by Corporate Procurement, working closely with Business Durham where appropriate.
10. Subject to Cabinet consideration, the Taskforce proposes to hold an event in late June to launch the report. The FSB and NEPO have approached the County Council regarding the possibility of a business briefing event for businesses and social enterprises to raise awareness around the Social Value Act, to be held jointly with Sunderland City Council. Discussions are at an early stage but such an event could provide an

appropriate platform to launch the report and achieve a high profile for the work the Taskforce has undertaken.

Recommendations and reasons

11. Durham County Council was the first Council in the North East to establish a Social Value Taskforce in conjunction with the Federation of Small Businesses, and is recognised as one of the leaders in the region on this agenda. The report that the Durham Social Value Taskforce has produced identifies actions that the Council can take to further improve opportunities for small businesses whilst also delivering better value for the County Council. Approval and launch of the Taskforce's report will provide an opportunity to keep the Council at the forefront of this important agenda.
12. It is recommended that:
 - a) Cabinet approves the report and action plan produced by the Durham Social Value Taskforce.
 - b) Cabinet approves the proposal for an event to be held to formally launch the report.
 - c) An update on progress will be provided in 12 months' time.

Background papers

Appendix 2 - Durham Social Value Taskforce Report

Contact:

Sarah Slaven, Business Development Director, Business Durham

Tel: 03000 261258

Appendix 1: Implications

Finance –

Delivery of the actions identified within the report will have no impact on the MTFP and will be met from within existing approved budgets.

Staffing –

No impact.

Risk –

No impact.

Equality and Diversity/Public Sector Equality Duty –

The Social Value Task Force will promote equality and diversity.

Accommodation –

Not applicable.

Crime and Disorder –

Not applicable.

Human Rights –

Not applicable.

Consultation –

Internal consultation has taken place with the Corporate Procurement Manager, the Head of Commissioning - Children and Adults Service, the Economic Development Manager, and the Portfolio Holder for Economic Regeneration, all of whom have been involved on the Social Value Taskforce.

Procurement –

The Public Services (Social Value) Act 2012 came into force in January 2013 and places a duty on public bodies to consider social value before procuring goods and services. The work which is the subject of this report will help the County Council to meet its duty under the Act whilst also to helping to grow the local economy.

Disability Issues –

Not applicable.

Legal Implications –

None specific with this report.



Durham Social Value Taskforce Report



Durham Social Value Taskforce Report

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Foreword

Durham County Council and the Federation of Small Businesses are delighted to have established the first Social Value Taskforce of its kind in the North East, bringing together the biggest council and the largest representative of small businesses in the North East to work on growing the local economy.

Durham County Council has already made good progress in helping businesses in the County to access contract opportunities. Establishing a Taskforce approach has enabled us to bring together small businesses, social enterprises, the Council and other experts to truly embed the potential of the Social Value Act.

Building upon the good work we have already done and learning from best practice elsewhere in the country, the Taskforce has developed an ambitious action plan to further improve opportunities for businesses in County Durham, which will continue to evolve.

The Taskforce report contains clear recommendations for the County Council and partner organisations, and we hope to see them implemented not just across County Durham, but also within the wider North East region.

Cllr Neil Foster, Portfolioholder for Economic Regeneration, Durham County Council

Ted Salmon, North East Regional Chairman, Federation of Small Businesses

1. Introduction

- 1.1 One of Durham County Council's strategic priorities is to support and develop the local and regional economy. In Summer 2013, Durham County Council and the Federation of Small Businesses agreed to launch a Durham Social Value Taskforce to deliver better value (in all its aspects) to the local authority, whilst at the same time to help small businesses and social enterprises win more contract opportunities. Chaired by Councillor Neil Foster, Portfolio-holder for Economic Development and Regeneration, it was agreed that the Taskforce would run from September 2013 to May 2014 to consider and recommend ways that the Public Services (Social Value) Act 2012 (hereinafter referred to as Social Value Act) might be used to help grow the local economy.
- 1.2 As part of the Taskforce's work, Durham County Council was keen to look at ways in which it could embed the principles of the Act across everything the Council does. The County Council has already made good progress in helping businesses in the County to access contract opportunities. In 2012/13, 54.4% of the Council's spend was with County Durham suppliers, and 55.6% of this amount was paid to SMEs in the County (a total value of £286.6m spent in the local economy of which £159m was spent with SMEs). Establishing a Social Value Taskforce provided an opportunity to build upon the good work the Council has already done and to learn from best practice elsewhere in the country to further improve opportunities for businesses in County Durham.
- 1.3 The members of the Taskforce included representatives from Business Durham (the Council's economic development company), Durham County Council's Corporate Procurement, Economic Development, and Children and Adults Commissioning departments, the Federation of Small Businesses, NEPO (the North East Procurement Organisation), County Durham Economic Partnership, Social Enterprise UK, PwC, and The Social Return Company. See Appendix 1 for details of the individual members of the Taskforce.

Case Study 1: Added social value through a timber-framed buildings contract

During 2013 the Council tendered for a contractor to fabricate and erect timber-framed buildings on Gypsy/Roma Traveller Sites around the County.

*As the buildings are timber framed, it was made an essential requirement of the contract that all timber used would meet the requirements of the Council's **Sustainable Timber Procurement Policy**. At shortlisting stage, bidders were required to evidence the sustainable timber chain of custody they had in place.*

*At the pre-procurement stage, an assessment was undertaken to identify any barriers which might be faced by smaller or local potential bidders, to ensure that the tender process was not too onerous for small firms. The winning contractor, **Karlin Timber Frame**, is a local small business based in Newton Aycliffe, County Durham.*

As a further measure to support the local economy, a commitment was obtained from Karlin that any job vacancies arising during the duration of the contract would be notified to the Council's employability team, and long-term unemployed or otherwise disadvantaged candidates sought where possible.

2. Background to Social Value Act

- 2.1 The Social Value Act came into force on 31st January 2013 and places a duty on public bodies to consider social value before procuring goods and services. This means that public bodies must consider how what is being procured can help improve economic, social and environmental well-being. In combination with the Localism Act 2011, it permits public bodies to focus on the Gross Value Added (GVA) locally. As well as local authorities, the Act applies to government departments, NHS Trusts, NHS Commissioners, fire and rescue services, and housing associations. No definition of “economic, social and environmental well-being” is provided by the Act – this is left up to each public body to determine.
- 2.2 The Act applies only to **services** contracts above the relevant EU threshold (£172,512). However, Durham County Council has taken the decision to apply the principles of the Act to **goods** and **works** contracts as well, and to apply the principles, and in many cases the practice, of the act to procurement of much lower contract value than the EU threshold.
- 2.3 The Social Value Act allows considerable local interpretation. Social Value can be measured in terms of economic, social and/or environmental impacts, and may be qualitative or quantitative or both. Therefore Durham County Council is keen to ensure that its application of the legislation can make a real difference locally. Durham County Council is the first local authority in the North East to work with the Federation of Small Businesses in this way, and the Durham Social Value Taskforce could establish principles for other local authorities to follow.

Case Study 2: Added social value through a housing works contract

*In 2012-13 the Council tendered for a framework for capital works to housing stock owned by the Council and two partner housing associations. The contract, worth around £100m, was awarded to three contractors, **Wates Construction**, **Keepmoat** and local contractor **Esh Construction**.*

*The construction sector has a strong track record in supporting apprenticeships, and the Council looked to harness this by making bidders' experience in delivering apprenticeships and other training outcomes an important part of the shortlisting criteria used to select which bidders would proceed to the final tender stage. At final tender stage, the three winning bidders committed to create and support a minimum of **37 new apprenticeships**.*

*In addition, a commitment was obtained from all three contractors that they would support **community recycling** initiatives by offering them waste furniture and materials, arising from the works, which would be of use to them. All three contractors are now actively supporting the work of the **County Durham Furniture Help Scheme**, a non-profit community group based in Chilton.*

In terms of further environmental sustainability, the works will involve the use of timber materials, and all three bidders have committed to using only certified sustainable timber that can be traced back to the forest where it was harvested.

3. **Council Priorities & Policy Context**

- 3.1 The council has a vision and priorities which are shared together with partners and which are based on consultation with local people and Area Action Partnerships. This vision developed by the council reflects the views and aspirations of the community and opportunities for improvement. It focuses around an altogether better Durham and comprises two components; to have an altogether better place which is altogether better for people.
- 3.2 This vision provides a framework which guides all of the Council's detailed plans and programmes, and is set out in the County's Sustainable Community Strategy, achieved through organising improvement actions into a structure comprised of five priority themes:

Altogether wealthier - focusing on creating a vibrant economy and putting regeneration and economic development at the heart of all our plans

Altogether better for children and young people - ensuring children and young people are kept safe from harm and that they can 'believe, achieve and succeed'

Altogether healthier - improving health and wellbeing

Altogether safer - creating a safer and more cohesive county

Altogether greener - ensuring an attractive and 'liveable' local environment, and contributing to tackling global environmental challenges

- 3.3 The County Council's strategic plans were already in place before the Social Value Act came into force. However, the Council's five priorities fit well with the aims of the Social Value Act.
- 3.4 The Council has a clear focus on economic growth and this is recognised as a priority within its plan for 2014-2017. The Council's top priority is to drive forward the economy of the County in order to create 23,000 new jobs by 2030. 96% of County Durham businesses currently employ less than 50 people, and creating opportunities for more of these businesses to supply the Council, either directly or through supply chain opportunities will have a significant impact on the economy.

Case Study 3: Added social value through a school meals contract

In 2013 the Council tendered for a contractor to provide school meals in over 200 primary schools.

Key to the tender process was an assessment of the added value that could be offered by bidders – over and above the core provision of healthy meals for pupils at a competitive price. There was a particular focus on seeking commitments to use local produce, reduce food waste, and create and support targeted employment and training opportunities.

*The successful contractor, **Taylor Shaw**, committed to several added social value initiatives including:*

- *Subsidising the cost of **meals for nursery pupils**, and working with schools to increase school meal uptake, seeking to ensure that all young children sit down to a healthy, cooked meal during their school day.*
- *Supporting a minimum of **12 apprenticeships** and a large number of shorter **work placements**, and working with the Council's Employability Team to increase this number.*
- *Setting a target for **30%** of all **job vacancies** to be filled by a candidate from a disadvantaged group (including people with disabilities, long term unemployed, and young people in the NEET category)*
- *A requirement that all meals would be based on **fresh** food from raw ingredients, cooked daily on site.*
- *A commitment to a year-on-year increase in the proportion of **local produce** being used.*
- *Establishing and implementing a clear **carbon reduction plan** to reduce the CO2 impact of the contract.*
- *A commitment to reduce the amount of **waste** sent to landfill by 60% over the lifetime of the contract.*

*The Council has also recently tendered for a framework contract for school meals in our **secondary schools**, incorporating a similar approach to social value.*

4. What has been done so far?

- 4.1 In 2011, Durham County Council introduced a 'Buy Local, Buy Durham' scheme to demonstrate its commitment to creating opportunities for SMEs and local suppliers, and address concerns from the business community that the Council's procurement procedures disadvantages smaller businesses. The scheme includes a quotation based system 'Quick Quote', which ensures that all buyers within Durham County Council seek two quotations from companies based in County Durham when the procurement has an estimated value between £5,001 and £50,000. One-off purchases below £5,000 in value, where the Council does not have a corporate contract arrangement in place, are entirely at the discretion of the purchasing Service Area. One of the main drivers for this is to enable small one-off items of spend to be channelled directly to local SMEs, where appropriate, without forcing them to negotiate a formal electronic tender or quotation process.
- 4.2 Following the implementation of the Social Value Act in January 2013, Durham County Council took the decision that the "social value" test would be applied to all contracts over its £50,000 tender threshold¹ – including contracts for works and goods as well as services.
- 4.3 This decision provided an opportunity for the Council to further embed the work it had already been doing under its Sustainable Commissioning and Procurement Policy. Examples of social, economic and environmental considerations covered in Council contracts are:
- Creating and supporting employment and training opportunities for young people, the long-term unemployed, people with disabilities and ex-offenders.
 - Increasing opportunities for local SMEs to be part of the supply chain.
 - Increasing recycling and diverting waste from landfill.
 - Reducing the carbon emissions associated with contracts.
- 4.4 The Council's Corporate Procurement service also developed a Social Value Options Appraisal which came into use in April 2013 and is now a requirement for all tenders over £50,000 in likely value. This ensures that the delivery of social value is made a part of all major contracts, over and above the delivery of the specified goods, services or works.
- 4.5 Durham County Council has also been taking steps to increase opportunities for local SMEs, voluntary and community organisations and social enterprises to win business from the Council. As part of the introduction of the 'Buy Local, Buy Durham' scheme, other actions to date have included:
- Holding supplier engagement workshops to help potential suppliers understand the procurement process and how to bid effectively.

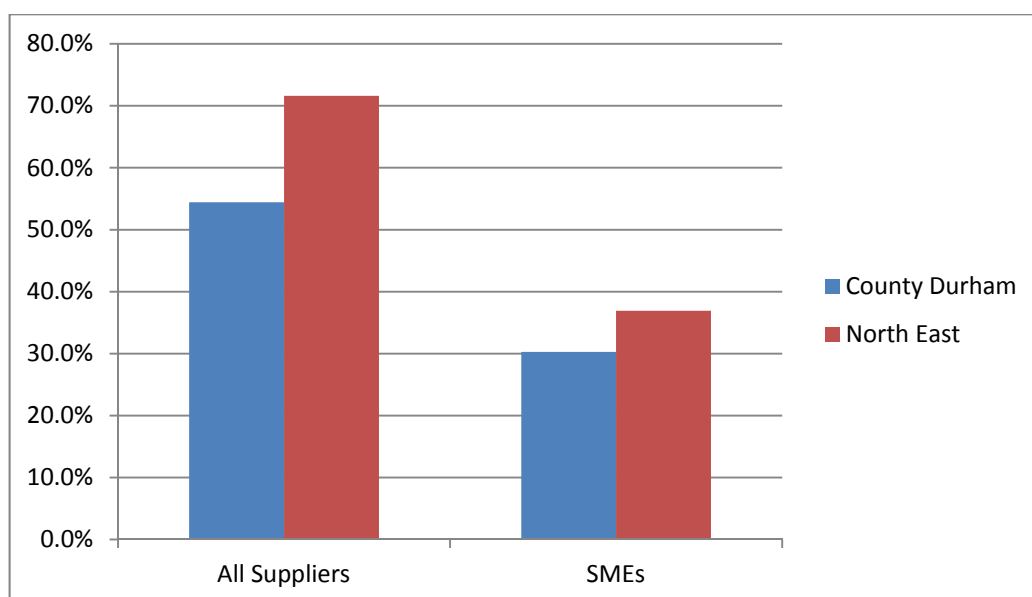
¹ As set out in the Council's Standing Orders

- Carrying out market testing ahead of major procurements to make sure the Council takes on board the views of potential providers and is open to any innovative approaches they may offer.
- Making it easier for small organisations to come together to bid in consortia or in partnership, through the provision of information and practical advice.

4.6 The Council analyses all spend in order to monitor the level of expenditure with local and regional suppliers. In 2012/13, 71.6% of the Council’s total expenditure was with North East suppliers and 54.4% was with County Durham suppliers (see Table 1).

Table 1: Percentage of Spend in 2012/13²

Location	All Suppliers		SMEs	
	Spend	%	Spend	%
County Durham	£286,647,715	54.4%	£159,447,272	30.3%
North East	£377,228,999	71.6%	£194,407,013	36.9%

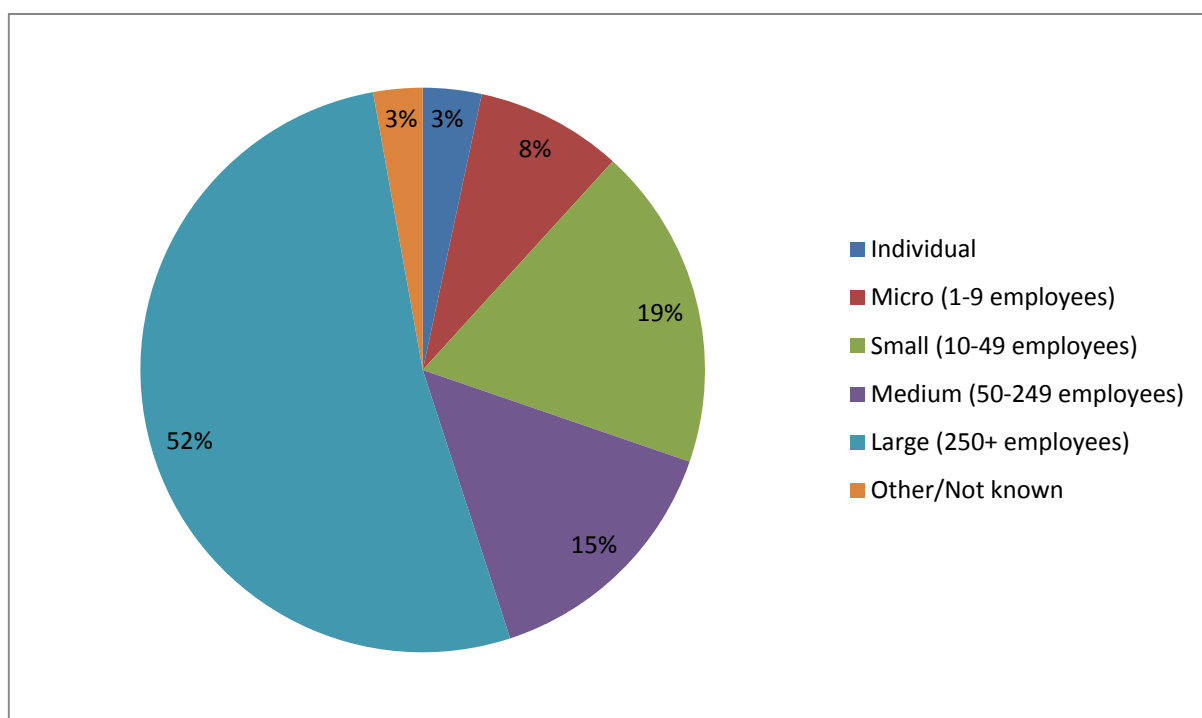


4.7 With regard to supplier size, SMEs made up 45% of the total spend in 2012/13, with 19% of the spend going to small businesses (10-49 employees) and 8% of total spend being with micro businesses (1-9 employees) (see Table 2).

² Source: Keeping it Local, DCC Corporate Procurement

Table 2: Breakdown of Supplier Size in 2012/13³

Supplier Size	Spend	Percentage
Individual	£17,707,666	3%
Micro (1-9 employees)	£44,241,745	8%
Small (10-49 employees)	£97,495,158	19%
Medium (50-249 employees)	£77,495,419	15%
Large (250+ employees)	£274,929,771	52%
Other/Not known	£14,845,111	3%
Total	£526,714,870	100%

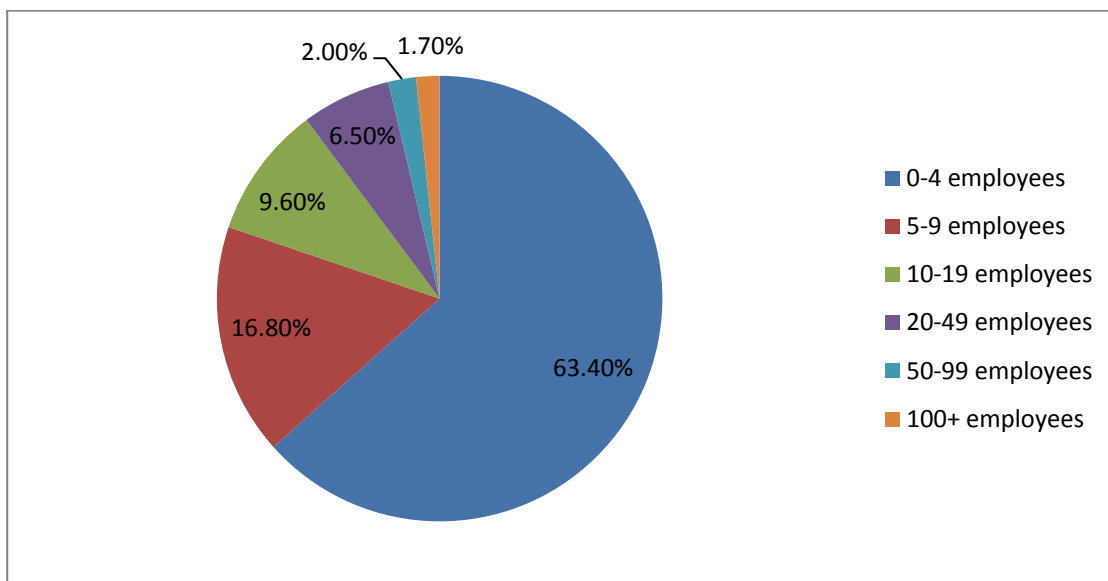


4.8 Whilst these figures represent good progress, 96% of County Durham businesses currently employ less than 50 people (see Table 3). Therefore, the Council is keen to use the Social Value Act to create opportunities to further increase spend with local suppliers, small businesses and social enterprises, and to learn from the experience of other places and public bodies to explore how innovative approaches to implementing social value during the specification and procurement process can help to achieve this.

³ Source: Keeping it Local, DCC Corporate Procurement

Table 3: Breakdown of Business Size in County Durham⁴

Business Size	Percentage
0-4 employees	63.4%
5-9 employees	16.8%
10-19 employees	9.6%
20-49 employees	6.5%
50-99 employees	2.0%
100+ employees	1.7%
Total	100%



⁴ Source: ONS

5. Purpose of Taskforce and work undertaken

5.1 The Terms of Reference agreed for the Taskforce were as follows:

1. To understand what the Social Value Act can do to help stimulate local economic and business growth
2. To identify best practice from other parts of the UK which might be applied in County Durham
3. To develop an action plan to address the following points:
 - a. Embed the principles of the Social Value Act within the County's economic, procurement and provider strategies.
 - b. Provide better guidance on how social value will be measured and how small businesses and social enterprises can meet this
 - c. Encourage small businesses and social enterprises to compete for work in the public sector through a variety of models.
 - d. Include more social enterprises in supply chain opportunities
 - e. Improve market engagement with small business
 - f. Improve economic, social and environmental well-being in County Durham
 - g. Learn from and share our experience.
4. To prepare a report and action plan for consideration by the County Council's Corporate Management Team and Cabinet.

5.2 The Taskforce met on four occasions between September 2013 and January 2014. Members of the Taskforce shared their knowledge of approaches being taken in other areas, and reviewed the various reports and guidance which have been produced to help public bodies implement the Social Value Act.

5.3 Key points arising from this include:

- The Council needs to make it a clear priority to incorporate the delivery of additional social value in all of its activities and procurement.
- Measuring social value is more straightforward if the Council is clear about the outcomes it wants to achieve across a range of priorities.
- Social value offered at the tender stage of procurement won't be delivered unless it is explicitly measured and monitored during contract delivery – contracts need to be explicit that the additional value is a part of the service delivery.
- Best value can be obtained by building strong relationships with local suppliers and undertaking robust engagement, being prepared to listen and learn.
- Support from senior management and political leaders is critical
- On one hand, potential suppliers seek clarity – a 'hot list' of priority areas where they can contribute to social value creation in addition to the specified

goods/services/works. On the other hand, the specification and procurement stages need a mechanism to put a value on imaginative and innovative solutions which are not on the 'hot list'.

- Recognition that the County Durham business base is primarily made up of small businesses, and even within that cohort, the preponderance is at the very small end of the business base. Therefore, measures to increase the number and value of contracts awarded to more closely reflect this business demography, will be extremely important in delivering additional social value.

Case Study 4: Added social value through a community learning contract

The Council recently tendered for the provision of community-based learning for adults who were finding it difficult to engage with mainstream forms of education.

The service has social and economic value for the community at its heart, supporting the local skills base, promoting social renewal, and seeking to maximise the community benefit of learning and achievement.

*To make the tender accessible to smaller organisations, which may specialise in particular forms of training and education, the contract was split into **lots**, allowing organisations to bid only for those elements of the contract they were interested in or felt best suited them.*

In another step to ensure smaller organisations had the best possible opportunity to bid, the Council opted not to apply a financial turnover threshold or credit score to this tender, as this is often a barrier to small firms and newly-formed social enterprises.

*To harness the benefits which can be offered by third sector organisations and social enterprises, the award criteria for this tender included an evaluation of the bidders' approaches to **promoting equality and diversity** and engagement with **local stakeholders**.*

As a result of the Council's approach, of the 13 successful organisations, the majority were small local organisations, community groups and social enterprises, including:

- **Northern Rights CIC** - a local social enterprise.
- **Cornforth Partnership** - a local third sector organisation
- **Coundon & Leeholme Community Partnership** - a local third sector organisation
- **Northern Learning Trust** – a North East third sector organisation
- **Nigel Brough Bespoke Training** – a local SME
- **FANE Ltd** – a local SME
- **SkillShare North East** – a North East social enterprise.
- **TIN Arts** – a local social enterprise.

6. Proposed Action Plan

6.1 Based on the key points listed above, the Taskforce has developed a detailed action plan, attached as Appendix 2, with actions identified to address each of the following seven areas:

- a. Embed the principles of the Social Value Act within the County’s economic, procurement and provider strategies.
- b. Provide better guidance on how social value will be measured and how small businesses, social enterprises and VCS organisations can meet this.
- c. Encourage small businesses, social enterprises and VCS organisations to compete for work in the public sector through a variety of models.
- d. Include more social enterprises in supply chain opportunities
- e. Improve market engagement with small businesses, social enterprises, and VCS organisations.
- f. Improve economic, social and environmental well-being in County Durham
- g. Learn from and share our experience.

6.2 The action plan identifies what the Council will do and also identifies what it needs other partners in the County to do, in order to implement these actions, in effect a ‘call to action’ for other partners to engage in this agenda.

Case Study 5: Added social value through a bus service contract

The Council has recently re-tendered for the provision of the “Cathedral Bus” service, linking Durham Cathedral and Castle with the rail station, coach park, market place and other locations.

*Environmental sustainability is at the heart of the contract, with the Council specifying that the buses used must be **electric vehicles**, reducing both emissions and noise pollution.*

In addition, feedback from previous public transport tenders suggested that smaller, local transport firms often felt excluded by overly complex tender processes. In this exercise, the Council took steps to make the tender documents as simple as possible, and took the decision not to apply a financial turnover threshold or credit score, to make the opportunity more accessible to smaller firms.

*The contract was subsequently won by **Stanley Taxis**, a local SME.*

7. Recommendations for taking forward

- i) Durham County Council to approve the report and agree to the implementation of the action plan
- ii) Durham County Council to share the report with members of the County Durham Partnership, and encourage other public bodies in the County to look at how their approach to social value can help to stimulate economic and business growth
- iii) Social Value Taskforce to continue to meet during the next 12 months to monitor progress in implementing the action plan, and continue to identify best practice to inform this work.
- iv) Durham County Council to publish case studies to share examples of approaches being taken with partners and stakeholders.
- v) Social Value Task Force to produce annual report of progress made and actions taken, and communicate this to partners including representatives of the public, private, social enterprise, voluntary and community sectors.

Appendix 1

Durham Social Value Taskforce Members

Councillor Neil Foster	Durham County Council (Chair)
Simon Hanson	Federation of Small Businesses
Ted Salmon	Federation of Small Businesses
Martin McTague	Federation of Small Businesses
Sarah Slaven	Business Durham
Andrea McGuigan	Business Durham
Peter Fail	DCC Corporate Procurement
Darren Knowd	DCC Corporate Procurement
Nick Whitton	DCC Head of Commissioning, CAS
Graham Wood	DCC Economic Development
Diane Nielson	NEPO
Peter Holbrook	Social Enterprise UK
Sue Parkinson	Chair, CDEP Business Enterprise & Skills Working Group
Dr Hugo Minney	The Social Return Company
David Smith	PWC, Social Enterprise & Local Government

Action	What we will do	What we need others to do
<p>A. Embed the principles of the Social Value Act within the County's economic, procurement and provider strategies.</p>	<ol style="list-style-type: none"> 1. Prepare an executive summary to the DCC Sustainable Commissioning and Procurement Policy to highlight the Council's approach to Social Value 2. Publish the Council's definition of Social Value 3. Review the Regeneration Strategy to ensure that it reflects the Council's agreed definition of social value 4. Develop an awareness raising programme to engage with heads of service and service managers throughout the Council about the principles of social value and their role in implementing the Council's approach. 	<ul style="list-style-type: none"> • Encourage members of the County Durham Partnership to embed the principles of the Social Value Act in their economic, procurement and provider strategies
<p>B. Provide better guidance on how social value will be measured and how small businesses, social enterprises, and VCS organisations can meet this.</p>	<ol style="list-style-type: none"> 1. Work with partners to develop practical and proportionate methods to enable providers to evidence the social value outcomes they have achieved and to ensure that these methods are cost-effective for both providers and the Council as purchaser 2. Identify 'hot topics' (key strategic intentions) which can apply to any procurement exercise, with contributions to the hot topics by potential suppliers scoring points as part of the evaluation 3. Monitor actual value delivered on a hot topic in the course of delivering the contracted services, goods or works, with failure to deliver being construed as failure to deliver part of the contract 4. Consider how to measure contributed value in a consistent manner to achieve repeatable results, and consider appointing an independent arbiter 5. Routinely ask questions within procurement exercises as a 'signal of intent' to gather information about social value offered and develop benchmarks/baselines 	<ul style="list-style-type: none"> • Market test the effectiveness of the guidance provided • Small businesses, social enterprises and VCS organisations to provide feedback on how the guidance might be improved • Engage with the Council in suggesting ways in which social value can be demonstrated and measured

Action	What we will do	What we need others to do
<p>C. Encourage small businesses, social enterprises and VCS organisations to compete for work in the public sector through a variety of models.</p>	<ol style="list-style-type: none"> 1. Identify blocks which prevent SMEs, social enterprises and VCS organisations from tendering for work, and review processes which can remove these blocks 2. Build on the current VCS provider engagement opportunities and Compact arrangements to encourage collaborative tendering. 3. Encourage SMEs, social enterprises and VCS organisations to understand what they can provide and what their limits are, and consider the specification of requirements so as to make it possible for individual SMEs or small consortia to tender. 4. Support SMEs to build consortia and to participate in frameworks. This is often difficult and can be daunting, as well as raising issues of partnering versus being competitive. However, these issues have been addressed by successful consortia, and this learning could be shared. 5. Continue providing awareness and training events to encourage SMEs, social enterprises and VCS organisations to register and respond to local authority procurement opportunities, and create opportunities for suppliers to network. 6. Explore the opportunities provided by the new EU regulations to encourage different models, such as mutuals and the community right to challenge. 	<ul style="list-style-type: none"> • Engage with the Council to provide feedback on blocks in current processes and ways in which these might be removed • Utilise their networks to promote tender opportunities to small businesses, social enterprises and VCS organisations, and encourage participation in training events, awareness raising sessions and networking. • Share and publicise examples of successful consortia & collaborative tendering.
<p>D. Include more social enterprises in supply chain opportunities</p>	<ol style="list-style-type: none"> 1. Provide structured opportunities for SMEs and social enterprises to network with prime contractors / larger organisations which may include them in the supply chain. 2. Include criteria in the evaluation process to recognise the additional value that Social Enterprises can bring, recognising their Asset Locks, where applicable, and contribution to social value according to their authorised Terms of Reference. 3. Develop links with the social enterprise sector in order to improve market intelligence. 4. Build upon model developed for targeted recruitment and training in order to identify supply chain opportunities. 	<ul style="list-style-type: none"> • Engage with the Council to share market intelligence and supply chain opportunities

Action	What we will do	What we need others to do
<p>E. Improve market engagement with small businesses, social enterprises and VCS organisations</p>	<ol style="list-style-type: none"> 1. Make more effective use of existing networks which engage with SMEs, social enterprises & VCS organisations on daily basis, e.g. Business Durham, enterprise agencies, engineering forums, business clubs & networks, Visit County Durham, membership organisations such as FSB, NECC, and Community Action Durham/local CVS. 2. Exploit scope to increase local suppliers for procurement of items under £5k – what is the value of this in (say) a month, and what percentage of that value goes to (a) County Durham companies and (b) SMEs. 3. Provide better & more useful feedback to unsuccessful tenderers, and develop a process to capture market intelligence from this, such as sectors or activities where the business base is strong and those where it is less so, in order to help inform where our business interventions could best be applied. 4. Publish statistics on the procurement process to raise confidence in SME, social enterprise and VCS suppliers that they are being treated fairly. 5. Work with partners to develop a greater understanding of the County’s business community, and use this to guide goods, services and works to be procured. 6. Specifically highlight opportunities to SMEs, social enterprises & VCS organisations, in addition to the NEPO portal, for example through the business support network in the County. 7. Develop and maintain a Market Position Statement (MPS) for Children and Adult Services (CAS) which identifies the direction of travel enabling providers to build their business accordingly. 8. Share information and best practice through regular dialogue with provider i.e. CAS provider forum model. 9. Develop the opportunity for an E- marketplace to open up the market, expand personalisation and deliver the requirements of the Care Bill. 10. Identify and publicise a single point of contact for businesses wanting to find out about doing business with the Council. 	<ul style="list-style-type: none"> • Utilise their networks to share information on the procurement process, statistics, and to highlight opportunities to small businesses, social enterprises and VCS organisations. • Actively engage with the Council to increase knowledge and understanding of the County’s business base.

Action	What we will do	What we need others to do
<p>F. Improve economic, social and environmental well-being in County Durham</p>	<ol style="list-style-type: none"> 1. Continue to analyse and monitor the level of Council spend with local suppliers, SMEs, social enterprises and VCS organisations. 2. Monitor and report on Social Value created on all contracts of £50k and over. 3. Report a summary of the social value outcomes achieved through commissioning and procurement activities across the authority quarterly and annually. 	<ul style="list-style-type: none"> • Encourage members of the County Durham Partnership to monitor and report on their level of spend with local suppliers, SMEs, social enterprises and voluntary & community organisations.
<p>G. Learn from and share our experience.</p>	<ol style="list-style-type: none"> 1. Publish case studies of successful approaches taken by the County Council. 2. Document the changes to processes and the resulting processes for specification, inclusion of social value creation, procurement and monitoring, and make these available to other public bodies. 3. Continue to monitor what other Councils are doing, and to learn from best practice. 4. Review and learn from cases where measures taken or approaches to social value creation didn't work. 	<ul style="list-style-type: none"> • Share examples of best practice and case studies of successful approaches, and make these widely available to other public bodies and organisations in County Durham.

Cabinet

11 June 2014

**Update on Proposed ICT Services
Collaboration between Durham and
Sunderland**



**Report of Corporate Management Team
Don McLure, Corporate Director Resources
Councillor Jane Brown, Cabinet Portfolio Holder for Corporate
Services**

Purpose of the Report

- 1 To advise Cabinet of how after a lot of good work undertaken to determine a business case to implement a collaborative ICT service for Durham County Council and Sunderland City Council, it has proven to be not practicable at this stage in time.

Background

- 2 In October 2012, the Corporate Directors of Resources in Durham and Sunderland Councils agreed to develop a proposal to work in collaboration to provide a joint ICT service for both Councils.
- 3 Cabinets of both Councils agreed on 24 June 2013 to support the proposal and authorised the management of the respective ICT Services of Durham County Council and Sunderland City Council to develop a full business case to create a single ICT Service to provide services to both authorities.
- 4 Since then, the management teams worked with KPMG who were appointed to assist in the development of the business case through an existing procurement framework agreement under the direction of a Strategic Board comprising of Durham County Council's Corporate Director Resources, Sunderland City Council's Executive Director of Commercial and Corporate Services and the two Heads of ICT Services.
- 5 The aims of the combined service approach was:
 - (a) A significant reduction in overall cost, ensure sustainability and deliver better value for money ICT services in both authorities;
 - (b) A retention of the necessary skills to support ICT across the authorities and the ability to respond to change to support transformation, maintain operational performance levels and respond to new service requirements;
 - (c) To retain public sector ownership of their ICT Service by each authority;

- (d) To provide a common platform to support new models of public service delivery including future shared services between the participating councils;
- (e) A common regional ICT infrastructure strategy, including networks and data centres;
- (f) A review of how applications are licensed and supported across the councils with a view to driving down costs;
- (g) Economies of scale in infrastructure provision not only for local public services but potentially also for small businesses, mutuals, community groups and other emerging service delivery models.

Progress to date

- 6 Working groups carried out a lot of good work looking at joint working in the areas of:
- Providing ICT support to schools including remaining new capital schemes within the Building Schools for the Future programme (BSF);
 - Digital inclusion;
 - Business continuity planning (BCP);
 - Server storage;
 - Networks;
 - Security;
 - European funding opportunities;
 - Customer relationship management (CRM) and
 - ICT procurement.
- 7 During this process a considerable amount of beneficial work was put in place as part of the preparation of the full business case. This includes:
- (a) Defining the project fully with project management arrangements, work streams, defined stages, benefits realisation and project plans etc;
 - (b) Baseline the two services to get a true picture of the financial positions, assets, key technologies, skills etc;
 - (c) Consider people and culture issues and identify plans and processes to address these;
 - (d) Define the overall required outcomes of the combined ICT Services and the two authorities;
 - (e) Consider the options for future governance and a business operating model;

- (f) Define the role and requirements for a potential external commercial partner within the final organisational delivery model;
 - (g) Plan joint communications, consultation and engagement plan to prepare both organisations for this strategic change.
- 8 The combined delivery approach highlighted some key challenges in areas including: technology; leadership; governance; people; assets; processes; culture; customer; growth.

Outcomes

- 9 Throughout the process, both organisations were fully committed to the strategic outcomes of the combined ICT Services and demonstrated the willingness and ability to deliver the necessary changes.
- 10 Whilst there is an existing mismatch between the size of the two organisations, both were confident that the recommended governance arrangements reflected this and would allow decision making to be equitable, consistent and reflect the financial positions of both organisations.
- 11 However, as the business case developed, it became apparent that both Councils were at different stages in areas such as:
- (a) The pace of change;
 - (b) Sunderland's plans to adopt alternative service delivery models including mutualisation of services;
- 12 A considerable amount of good has come out of the joint working plans, that will not be lost and could be called on at any stage in the future, but it has proven problematical to define a common approach that will overcome these differences. Joint work between the two authorities is continuing in some areas including:
- (a) The provision of resilient ICT sites with each authority locating hardware in each other's data centres;
 - (b) The working up of a common regional ICT infrastructure strategy, including networks;
 - (c) An overall cost reduction, sustainability and better value for money in both ICT services;
 - (d) A retention of the necessary skills to support ICT across the authorities;
 - (e) Digital inclusion to improve the ICT skills of the residents as part of the Digital Durham programme.

Recommendations and Reasons

13 Cabinet is requested to:

- (a) Agree to close down the proposed collaborative ICT Programme with Sunderland for the reasons as outlined in the report.
- (b) Note the beneficial work undertaken in an attempt to establish a collaborative ICT service for Durham County Council and Sunderland Council that will be of practical use in any future collaboration project
- (c) Support the continued joint working between the two authorities in any areas where there may be a mutual benefit to do so;

Contact: Phil Jackman 07775 025096

Appendix 1: Implications

Finance – Apart from officer time, the total cost of the collaborative work has been £50k which has been met from within existing budgets in the ICT Service.

Staffing – The intention is to use this document to communicate the outcomes of this joint initiative.

Risk – None

Equality and Diversity / Public Sector Equality Duty – None

Accommodation - None

Crime and Disorder - None

Human Rights - None

Consultation - None

Procurement - None

Disability Issues - None

Legal Implications - None

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Cabinet**11 June 2014**

**NEPO Transformation – Introduction of
New Arrangements for the Leadership &
Governance of the NEPO Service and
Regional Collaborative Procurement**

Report of Corporate Management Team**Don McLure, Corporate Director Resources****Councillor Alan Napier, Cabinet Portfolio Holder for Finance****Purpose of the Report**

- 1 To obtain Cabinet agreement for the revised arrangements for the leadership and management of the NEPO Service and Regional Collaborative Procurement.

Background

- 2 The North East Procurement Organisation (NEPO) is responsible for organising collaborative contracts through which councils procure goods, services and works. It is governed through a Shared Services Arrangement entered into on 28th October 2010 (following Cabinet agreement 6 October 2010) by the 12 local authorities in the North East (the “LA12”). Gateshead Council is currently the host authority for NEPO (i.e. employing the NEPO staff and holding its financial assets) and supports its work with the provision of a range professional and support services. The LA12 pay an annual subscription to contribute to NEPO’s costs.
- 3 Following an extensive review during 2013, and subsequent reports to the Regional Chief Executives’ Group, the Executive Subcommittee of NEPO, and to the ANEC Leader’s and Elected Mayors’ Board it was resolved to take steps to improve its efficiency and effectiveness, including exploring options, and then to set up arrangements, for the purpose of transforming the way in which regional procurement will be delivered in future.
- 4 Consequently it was agreed to:-
 - create a revised accountability structure and strengthen member involvement with the NEPO Service via ANEC (the Association of North East Councils Ltd)
 - clarify strategic leadership through ANEC’s management structure and governance
 - improve the operational relationships between NEPO and the LA12

- improve credibility for NEPO and provide clarity about its new role and agree areas of common purpose managing delivery and harnessing collaboration
- apply a flexible approach to local sub regional and regional procurement using NEPO or alternatives within or outside the region
- clarify what activities and procurements should be led under the NEPO branding for the LA12
- create sustainability for the NEPO Service via appropriate funding arrangements and business plans.

Governance and Funding Arrangements Proposals

- 5 At its meeting on 9th April 2014 the Executive Subcommittee of NEPO approved a detailed report outlining new and revised functions and objectives for the NEPO Service and future collaborative procurement activity ;it proposed establishing a new arrangement for the governance of the NEPO Service and for regional collaborative procurement generally via ANEC.
- 6 It was agreed that the NEPO Joint Committee should be disestablished by the LA12 and new governance and delivery arrangements for the collaborative procurement service be created under ANEC. Decisions are yet to be considered formally by ANEC and a final meeting of NEPO's Joint Committee will be convened.
- 7 These changes will require the LA12 to terminate the current Joint Committee arrangement and, through ANEC, agree a new arrangement under the Leaders and Elected Mayors' Group (as ANEC's Member Management Board) with strategic direction and advice available through the proposed member-led Collaborative Procurement Subcommittee advised by two lead Directors of Resources on behalf of the Directors of Resources Group. Under this proposal issues can if necessary be referred to the Regional Chief Executives' Group.
- 8 Local Authorities will appoint members to the NEPO Collaborative Procurement Subcommittee at Cabinet/Annual Council as appropriate.
- 9 The Leaders and Elected Mayors' Group of ANEC will have the following responsibilities:-
 - overarching responsibility for North East collaborative procurement activity and the NEPO Service
 - on the recommendation of the Collaborative Procurement Subcommittee, approval of the annual business plan, annual report and work programme

- receive regular six monthly updates from the NEPO Collaborative Procurement Subcommittee and
- receive reports on other relevant issues where necessary for decision.

10 The Collaborative Procurement Subcommittee will have the following responsibilities:-

- develop an annual business plan and work programme for North East collaborative procurement activity including the existing regional service known as NEPO and to prepare and agree an annual report for approval by the Leaders and Elected Mayors' Group
- monitor and scrutinise the provision of collaborative procurement services and their budget
- monitor the range and effectiveness of collaborative procurement activity being undertaken generally
- provide the Leaders and Elected Mayors' Group with assurance on all aspects of internal controls and risk management
- keep under review appropriate strategic plans, a regional procurement strategy and an appropriate performance management framework
- ensure that there are appropriate and effective arrangements for stakeholder engagement in the NEPO service and
- ensure appropriate protocols and procedures are in place to secure the effective operation of the service and collaborative procurement across the north east.

Staffing

11 Following completion of a staffing review staff transfer arrangements will be undertaken in accordance with TUPE regulations and all existing assets and contracts will be passed to ANEC Ltd under the terms of an agreement to be entered into between the 12 constituent authorities of NEPO and ANEC Ltd. The intention is for the new structure and governance to come into effect on 1 July 2014 and for TUPE to apply from 1 August 2014.

Support Services

12 Gateshead Council currently provides the legal and financial support services to NEPO. ANEC Ltd has indicated that, subject to formal approval, it wishes to continue with those arrangements going forward, at least for an initial period to support a smooth transition to the new governance and service delivery model. Accordingly, and for that purpose, it is envisaged that a further agreement will be entered into between ANEC Ltd and Gateshead Council under which those support services arrangements will continue to be provided on similar terms.

- 13 Cabinet has power under Article 10.02 of the Council's Constitution to establish joint committees and, in this case, under Article 10.03 to make appointments of members as representatives of the Council on the new committee.

Recommendations and Reasons

- 14 It is recommended that Cabinet:
- (i) Approves, subject to ANEC's formal agreement, the revised governance structure and staffing arrangements as outlined above for the administration of the NEPO Service and future collaborative procurement on behalf of the LA12.
 - (ii) Appoints one member to serve on the Collaborative Procurement Subcommittee of ANEC.
 - (iii) Recommends to Full Council that it makes any consequential changes to its Constitution to give effect to these revised arrangements.
 - (iv) Authorises the Corporate Director Resources, following consultation with the Leader of the Council or Cabinet Portfolio Holder for Finance (where required), to approve such further changes to the agreements envisaged by this report as he may determine and to complete them on behalf of the Council.

For the following reason:

These proposals will serve to improve the capacity and capability of the LA12 collectively and the Council individually to maximise the benefits of engagement in collaborative procurement both regionally and locally.

Background Papers

None

Contact: Jeff Garfoot Tel: 03000 261946

Appendix 1: Implications

Finance – The revised governance structure and staffing arrangements will provide more transparency and accountability to charges incurred by the LA12 in the funding of NEPO. The funding model is yet to be finalised although there is expected to be a saving achieved on the overall costs of NEPO which will be passed on to each of the member authorities.

Staffing – There are no implications for Council staff, however existing NEPO staff would transfer from Gateshead Council to ANEC Ltd and it is acknowledged that implications will arise in connection with the transfer of staff under the Transfer of Undertakings (Protection of Employment) Regulations 2006.

Risk – The Strategic Review of Procurement project and associated risks has been led by a Transition Steering Group (Chaired by the Chief Executive of Redcar & Cleveland Borough Council)

Equality and Diversity / Public Sector Equality Duty – None

Accommodation – None for the Council but NEPO staff have recently transferred to the Guild Hall Newcastle to be co-located with ANEC.

Crime and Disorder - None

Human Rights - None

Consultation - The Cabinet Member for Finance (who is also the current Chair of NEPO) has been consulted in the preparation of this report and has attended relevant meetings leading to the proposals that are contained in this Report. All Member Authorities have been consulted. Formal decisions are yet to be considered and made by ANEC. A final meeting of the NEPO Joint Committee is to be arranged.

Procurement – Collaborative procurement projects will continue to operate on a hub and spoke basis and revised protocols will need to be developed and updated on an ongoing basis.

Disability Issues – None

Legal Implications – The Council will be required to enter into a Collaborative Procurement Services Agreement together with all other Member Authorities once it has been established.

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Cabinet

11 June 2014

Safe Durham Partnership Plan 2014-17



Report of Corporate Management Team

Rachael Shimmin, Corporate Director for Children and Adults Services

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

Purpose of the Report

1. The purpose of this report is to present Cabinet with the Safe Durham Partnership Plan 2014-17 for agreement (attached as Appendix 2).

Background

2. The development and implementation of the Safe Durham Partnership Plan is a statutory requirement for Durham County Council and other responsible authorities.
3. The Crime and Disorder Reduction Strategy (known in County Durham as the Safe Durham Partnership Plan) is part of the Policy Framework in the Council's Constitution.
4. The purpose of the Plan is to demonstrate how the responsible authorities will work together to reduce crime and disorder across County Durham. It has informed the development of the refreshed Sustainable Community Strategy 2010-30 and is aligned to the "Altogether Safer" section of the Strategy.
5. Following the completion of the 2013 Strategic Assessment in November 2013, no change was made to existing strategic objectives.
6. In January 2014 the Safe Durham Partnership strategic objectives and outcomes were agreed by the Safe Durham Partnership Board.
7. Overview and Scrutiny Committee supported the strategic objectives in the Plan, but within the context of current resource and funding implications.

Safe Durham Partnership Plan

8. The Safe Durham Partnership Plan has been informed by the Community Safety Strategic Assessment 2013, local views collated through Police and Community Together (PACT) meetings and national policy developments; including Transforming Rehabilitation which is the government's programme for reforming

the delivery of offender services in the community to reduce reoffending rates whilst delivering improved value for money.

9. The Partnership Plan 2014-17 describes the progress and achievements of the Safe Durham Partnership over the lifetime of the previous 2011-14 Partnership Plan and demonstrates how the Safe Durham Partnership will continue to deliver sustainable improvements. The Plan describes why the objectives have been prioritised, the key challenges to meeting the objectives, an understanding of how the objectives will be delivered and how we will know if we have been successful.

Strategic Objectives and Outcomes Framework

10. The Strategic Objectives and Outcomes Framework for the Safe Durham Partnership Plan is provided below:

Strategic Objective: Reduce anti-social behaviour

- ❖ Increase public confidence in the ability of partners to deal with crime and anti-social behaviour issues that matter to communities
- ❖ Reduce anti-social behaviour - including low level crime and secondary deliberate fires
- ❖ Create high quality, clean, green, attractive, accessible environment

Strategic Objective: Protecting vulnerable people from harm

- ❖ Provide protection and support to improve outcomes for victims of domestic abuse and their children - whilst working towards preventing its occurrence within County Durham
- ❖ Tackle sexual violence and the negative impact it has on individuals and families.
- ❖ Reduce the impact of Hate Crime

Strategic Objective: Reducing re-offending

- ❖ Prevent inter-generational offending
- ❖ Prevent repeat offending

Strategic Objective: Alcohol and substance misuse harm reduction

- ❖ Reduce the harm caused by alcohol to individuals, families and communities
- ❖ Reduce the harm caused by drugs / substances - through prevention, restricting supply and building recovery

Strategic Objective: Embed the Think Family approach

- ❖ Embed 'Think Family' and 'Stronger Families' into offender and victim services as part of the prevention and early help approach

Strategic Objective: Counter terrorism and prevention of violent extremism

- ❖ Implement CONTEST (national strategy)
- ❖ Challenge extremism and intolerance

Strategic Objective: Road Casualty reduction

- ❖ Improve education and raise awareness
- ❖ Improve health and wellbeing of communities through road casualty reduction
- ❖ Develop a safer road environment

11. Thematic groups of the Safe Durham Partnership are engaged in the refresh of their thematic strategies.

12. The current program of refreshing Strategy's and Plans will result in:

- Drug Strategy 2014-17
- Anti-Social Behaviour Strategy 2014-17
- Contest Delivery Plan 2014-17
- Reducing Reoffending Strategy 2014-17

13. At the end of the 2014-15 period, the Domestic Abuse Strategy will be refreshed and will cover the period 2015-17

14. Thematic groups are also in the process of developing their action plans to support the delivery of thematic strategies.

Recommendations and reasons

15. Cabinet is recommended to:

- a) Note the content of the report and agree to sign off the Safe Durham Partnership Plan 2014-17.
- b) Agree to present the Safe Durham Partnership Plan to Full Council on 17th September 2014.
- c) Note the Safe Durham Partnership Plan will be publicised on the Durham County Council website following sign off from Durham County Council.

Contact: Peter Appleton, Head of Planning & Service Strategy
Children and Adults Services
Tel: 03000 267381

Appendix 1: Implications

Finance

Delivery/Action Plans will be 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 as part of the development of the Partnership Plan.

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 Strategic Assessment process.

Procurement

No adverse implications.

Disability Issues

No direct adverse implications. An impact assessment will be undertaken on the Safe Durham Partnership Plan.

Legal Implications

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.



Safe Durham Partnership

Safe Durham Partnership Plan 2014 - 2017



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1. Foreword

Welcome to the Safe Durham Partnership Plan for 2014-17.

Our vision is for a county where every adult and child will be, and will feel, safe. Working in partnership is essential to achieving our vision.

Partnership working across County Durham continues to go from strength to strength. When introducing our previous Partnership Plan in 2011, we explained how our commitment to working in partnership had ensured real and tangible improvements to the quality of life of our communities; so much so that in 2011 crime in County Durham was at its lowest since 1983.

Crime levels continued to reduce in County Durham between 2012-13, however, in line with the national picture we experienced an increase in recorded crime in County Durham during 2013-14. Despite this increase we continue to have one of the lowest crime rates in the country and during the last three years we have built upon our previous success and experienced further reductions in anti-social behaviour, fewer young people in the criminal justice system and reduced rates of re-offending. We continue to strengthen the support for victims of domestic abuse and provide more opportunities for offenders to recover from drug and alcohol misuse.

Working in partnership is crucial if we are to meet existing and emerging challenges and work towards achieving our vision in this time of significant change in the public sector. The Safe Durham Partnership Plan for 2014-17 demonstrates how partner organisations will work together to tackle those issues that are of most concern to the people of County Durham, in order that our communities feel safe and have confidence in those agencies delivering services to them.

We will involve a wide range of agencies, members of our communities, voluntary and community sector, social enterprises and charities in our Partnership working and respond to the challenges and opportunities highlighted in this Plan in order to deliver an 'Altogether Safer' and 'Altogether Better' Durham.



Rachael Shimmin
Chair of the Safe Durham Partnership Board and Corporate Director of Children and Adults Services, Durham County Council



Councillor Lucy Hovvels
Vice Chair of the Safe Durham Partnership Board and Portfolio Holder for Safer and Healthier Communities, Durham County Council

2. Introduction

The Safe Durham Partnership has a statutory duty to develop and implement a Partnership Plan which describes how responsible authorities will work together to tackle crime and disorder. The Plan is refreshed at the beginning of each financial year and as part of that 'refresh', the Safe Durham Partnership will demonstrate its progress over the previous year.

The Plan describes the 'Altogether Safer' priority objectives outlined in the Sustainable Community Strategy, which provides the vision for the local area and is the umbrella strategy for all the other strategies devised for County Durham. It is the Safe Durham Partnership's strategy for tackling crime and disorder and responding to those priorities, outlined within the Safe Durham Partnership Strategic Assessment.

The Plan provides a clear picture of how the Safe Durham Partnership will continue to work towards creating a safer and more socially cohesive county and contribute to an 'Altogether Better' Durham.

The purpose of the Safe Durham Partnership Plan is to build on the significant achievements of the last five years since the Partnership was formed as part of Local Government Review. It will continue to demonstrate new and innovative approaches as we respond to an ever changing and more challenging landscape. In this way, we will provide ourselves with the best opportunity to maintain our history of strong performance and deliver the outcomes needed to achieve our vision.

The Safe Durham Partnership Plan demonstrates how strong strategic leadership, planning, performance management and problem solving will result in action plans which aim to deliver positive outcomes for our communities.

The Plan also identifies how the partnership will respond to the impact of national policy changes and new and emerging risks, such as the impact of Welfare Reforms and austerity measures. Despite significant reductions in crime and disorder since 2009, levels of crime in the county have increased during 2013-14, with a particular increase in theft, violence against the person, sexual offences and criminal damage offences.

An annual refresh of the Plan will take place to ensure that any new and emerging policies, risks and consultation feedback are identified and responded to. This will also provide the opportunity to keep the people of County Durham up to date with our progress and identify new government requirements and new opportunities identified within the previous year.



Safe Durham Partnership

3. National Policy Context

Since 2010 the Safe Durham Partnership has operated in a time of significant change in the public sector. Key statutory partners who make up the Safe Durham Partnership Board have faced reductions in expenditure and resources. Home Office grants to the Safe Durham Partnership have also significantly reduced.

In 2011 some legislation and performance requirements relating to the Safe Durham Partnership were repealed, however, many of the statutory requirements placed on the responsible authorities remain. The Partnership no longer operates in the context of a National Community Safety Strategy but there are key thematic policy drivers which influence our strategic direction.

Key Policy Drivers

Anti-Social Behaviour, Crime and Policing Act 2014

The Act introduces new powers to tackle anti-social behaviour that provide better protection for victims and communities. The new Community Trigger and Community Remedy will empower victims and communities, giving them a greater say in how agencies respond to complaints of anti-social behaviour and in out-of-court sanctions for offenders. The Safe Durham Partnership is working with the Police and Crime Commissioner to implement the new measures contained within the Act which commence in Autumn 2014.

Transforming Rehabilitation: A Strategy for Reform

The Transforming Rehabilitation Programme sets out the Government's plans to transform the way in which offenders are managed in the community, in order to bring down re-offending rates.

The key aspects of the reforms are:

- The creation of a new public sector National Probation Service to manage high risk offenders
- Every offender released from custody will receive statutory supervision and rehabilitation in the community
- A nationwide 'through the prison gate' resettlement service will be put in place, meaning most offenders are given continuous support by one provider from custody into the community. Offenders are held in a prison designated to their area for at least three months before release
- The market will be opened up to a diverse range of new rehabilitation providers (Community Rehabilitation Companies)
- New payment by results incentives for market providers to focus on reforming offenders will be introduced

Police and Crime Commissioners

In November 2012 the first Police and Crime Commissioner for Durham and Darlington was elected, replacing Police Authorities who were a responsible authority on the Safe Durham Partnership. A range of funding streams were transferred from the Safe Durham Partnership to the Police and Crime Commissioner in April 2013. The Safe Durham Partnership and the Police and Crime Commissioner work collaboratively on shared strategic objectives within the Police and Crime Plan including domestic abuse, hate crime, anti-social behaviour, tackling the harm caused to individuals by alcohol and drugs and improving road safety.

4. The Safe Durham Partnership

The Safe Durham Partnership was formed in April 2009 following Local Government Reorganisation to a single unitary local authority for County Durham. There are currently six 'responsible authorities' on the Safe Durham Partnership, who have a legal duty to work in partnership to tackle crime, disorder, substance misuse, anti-social behaviour and other behaviour adversely affecting the environment, and to reduce re-offending.

The six responsible authorities are:

- Durham County Council
- Durham Constabulary
- County Durham and Darlington Fire and Rescue Authority
- National Probation Service (from June 2014)
- Community Rehabilitation Company (from June 2014)
- Clinical Commissioning Groups

The Safe Durham Partnership also brings together a range of interested parties from the public, private, community and voluntary sectors to help deliver the outcomes in the Safe Durham Partnership Plan through our strategic and operational structures.

The Safe Durham Partnership has a duty to develop an annual strategic assessment of the risks and threats that crime and disorder poses to the communities of County Durham. The purpose of this assessment is to:

- Identify its priorities for the forthcoming year
- Highlight performance, progress and achievements against the commitments made in the 2011-14 Partnership Plan
- Identify key crime and disorder risks and threats to the community

As part of the strategic assessment process we consult with stakeholders and communities on community safety issues that matter to them. Community priorities have been fed into this Plan through the Police and Communities Together (PACT) meetings, public confidence surveys and through consultation with bodies such as the Safer and Stronger Overview and Scrutiny Committee.



5. Progress and Achievements

Reduced levels of crime

Since the Safe Durham Partnership was formed in 2009 there have been reductions in overall crime. At the end of March 2014 the Safe Durham Partnership reported that the number of crimes was 25,210, a reduction of 20% compared to 2009-10. However, the period 2013-14 showed a 9.7% rise compared to the previous year. This is in the context of a rise nationally and rates per 1,000 population remain lower than other areas of the region and nationally.

Fewer complaints of anti-social behaviour

Anti-social behaviour incidents reported to Durham Constabulary reduced from 25,496 in 2012-13 to 24,234 in 2013-14. This represents a 4.9% reduction.

81% reduction in first time entrants to the youth justice system

There has been a continuous reduction, year on year, in first time entrants into the youth justice system in County Durham. Since 2007-08 we have achieved an 81.4% reduction from 1,129 young people in 2007-08 to 210 in 2013-14.

Reduced re-offending by young people

Data from the Ministry of Justice shows we have reduced re-offending by young people by 15.6% (frequency rate) in 2011-12 compared to the same period the previous year. This includes all offences and all young people offending (pre and post court).

Reduced the number of young people offending and offences committed

We have achieved a 47.7% reduction in the number of offences committed by young people (from 2,464 offences in 2010-11 to 1,289 in 2013-14) and a 50.5% reduction in the number of young people offending (from 1,270 in 2010-11 to 629 in 2013-14).

65% reduction in the rate of adult re-offending

In 2013-14 the Partnership experienced a reduction in re-offending of 65%, for those offenders managed within the Integrated Offender Management programme, compared to their offending in 2012-13. The total number of offences committed in 2012-13 by 238 offenders identified for Integrated Offender Management was 1,173. The number of offences committed by the same cohort once receiving Integrated Offender Management intervention in 2013-14 was 416 offences.

Repeat cases of domestic abuse is half that of the national target

Domestic abuse is under-reported and part of our work involves encouraging victims to seek support. This means that we will not target a reduction in the number of reports of domestic abuse. However, when victims are encouraged to seek help we are able to work towards preventing those victims suffering a repeat of their experience. 8.9% of domestic abuse victims at Multi-Agency Risk Assessment Conference were repeat victims of domestic abuse against a national target of 25%.

7% reduction in road casualties in County Durham

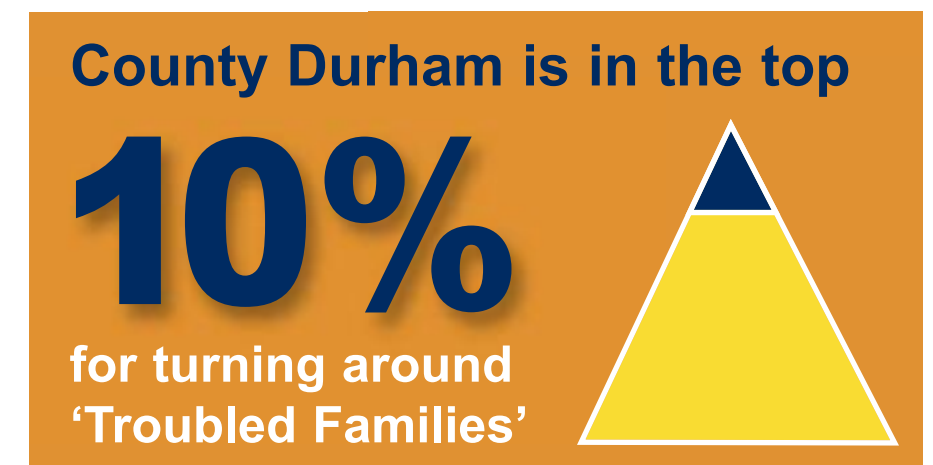
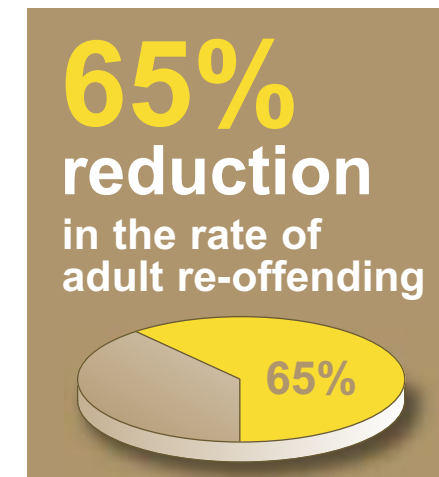
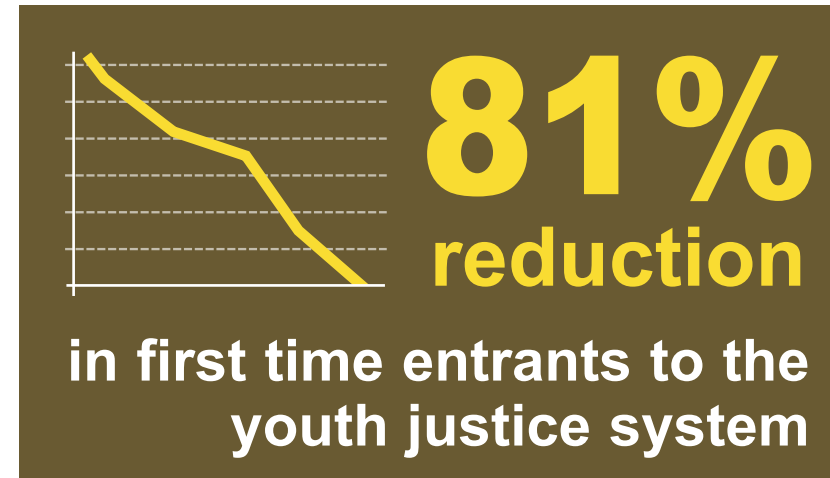
In 2012 the number of casualties on County Durham roads reduced by 7% and in 2013 reduced by a further 11%. This means that the total number of road casualties has reduced from 2,011 to 1,868. This represents a long term reduction of 32%. The number of children aged 0-15 reduced at an even greater rate; by 44%.

821 people successfully left drug and alcohol treatment

269 people successfully left drug treatment in the 12 months up to June 2013, while, in the 12 months up to December 2013, 552 people successfully left alcohol treatment in County Durham.

County Durham is in the top 10% for turning around 'Troubled Families'

Troubled Families are those that have problems and cause problems to the community around them, putting high costs on the public sector. In October 2013 County Durham was currently ranked 15th highest, of 152 Troubled Families programmes nationally, based on the total number of families 'turned around' at 312. By May 2014, that number rose to 676.

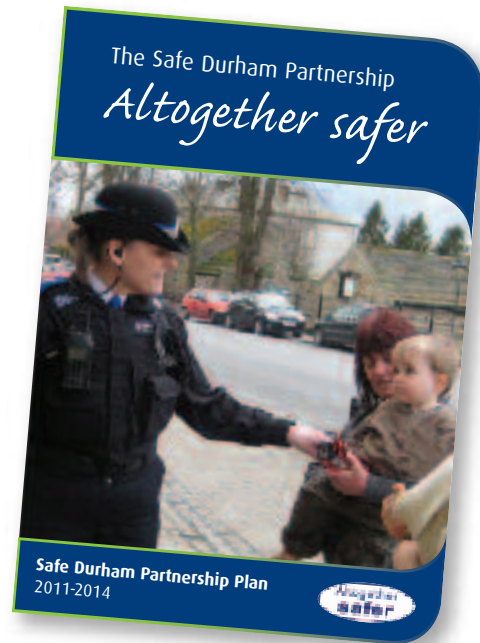


6. Safe Durham Partnership Initiatives

The 2011-14 Safe Durham Partnership Plan demonstrated an approach aimed at maintaining strong performance. Key improvement areas included an early intervention approach to tackling problem families and locations, tackling the harm caused by alcohol and supporting our police service in its drive to disrupt and bring to justice organised criminals. This approach proved successful. For example, after two years of targeting areas of the county that presented the greatest challenges, anti-social behaviour was reduced by 47% in those areas.

In a rapidly transforming landscape, built around reform, sustaining such strong performance will become increasingly challenging. The Safe Durham Partnership continues to anticipate and shape its response in a way that mitigates potential risk and takes full advantage of new opportunities. Our approach to the transforming rehabilitation programme and our vision for a restorative County Durham are examples of our proactive approach to change and opportunity. Reshaping our multi-agency problem solving model means we will be able to take a ‘whole family’ approach and apply ‘Think Family’ principles.

Between 2011 and 2014 the Safe Durham Partnership delivered an extensive programme of initiatives, including:



Restorative approaches

In 2012 the Safe Durham Partnership Board proposed a framework for the introduction of partnership integrated restorative practice, with the aim of creating a culture of restorative approaches throughout our communities and within partner agencies and services. A restorative approach brings people harmed by crime or conflict and those responsible for the harm together, enabling everyone affected by the incident to play a part in repairing the harm and finding a positive way forward.

The willingness of partners to adopt restorative approaches into working practices was clear; however there was a need to co-ordinate practice into an overarching strategy. The Partnership convened a task and finish group to bring about whole systems change, connect existing work, align working practice and terminology, use efficiencies and best practice to expand the reach and scope of restorative approaches and to do this within existing funding and resources.



Today, some of our schools are using this approach to improve the learning environment and developing important skills for learning; reducing exclusions and improving attendance. Neighbourhood police teams are applying restorative approaches to every day policing and our Youth Offending Service has expanded restorative justice across all orders within existing resources. Restorative approaches now underpins everything the Youth Offending Service does.

A comprehensive training programme is being delivered across a number of agencies to embed restorative approaches in an ever widening range of services. Our approach means fewer victims, fewer crimes and reduced demand on the criminal justice system.

‘Looked After Children’ Services have used restorative approaches for some time as it has proved to contribute to placement stability (consistently around 98%), low staff turnover, dealing with conflict without damage to individuals and promoting wellbeing. From a starting point of being three times more likely than other children or young people in County Durham to offend, they are now only marginally more likely to offend than children and young people not living in care.

Reducing re-offending

In 2011 the Safe Durham Partnership Plan described how the Partnership had developed and implemented the ‘Integrated Offender Management’ programme (known as the Castle Project) for adult offenders. The programme provides all agencies engaged in local criminal justice with a single coherent structure for the management of repeat adult offenders. Development and refinement of the programme is continuous and the Safe Durham Partnership consistently explores new ways to manage offenders.

New resources and projects have been introduced with some positive results. They include mentoring, drug intervention, volunteering, diverting women offenders from prison and restorative approaches.

Fully integrated pre-court system for young people who offend

County Durham continues to be lower than the North East region, and its statistical neighbours, for first time entrants to the youth justice system. Two programmes have been crucial in delivering sustainable reductions in the number of young people entering the youth justice system in County Durham. The award winning fully integrated pre-court/out of court system provides early assessment of need and intervention. The Pre-Caution Disposal provides an alternative to a formal sanction.

It improves young people’s life chances by ensuring that their needs are identified and met and that they avoid being criminalised. It has reduced first time entrants by 81.4% and reduced re-offending – resulting in a 47.7% reduction in offences committed and a 50.5% reduction in the number of young people offending (2010-11 – 2013-14).



Alcohol seizure project

In 2011 we developed a multi-agency alcohol seizure procedure which was highlighted as national good practice by the Home Office Alcohol Team. Our aim was to reduce anti-social behaviour, understand more about how children and young people access alcohol and engage them in early intervention services.

The benefits of this approach are clear when examining the outcome for a 12 year old child who was referred to the 'Brief Interventions Team' (who provide advice and support) after being found with alcohol. The child was found to be living with a grandmother. During the intervention it became apparent that the child was consuming strong cider on a regular basis. The child admitted a pattern of drinking and it was clear that the grandmother was in desperate need of support. The child was referred to the County Durham young people's drug and alcohol service, 4Real. The child received specialist support while additional support was provided to the grandmother and the wider family.



Such cases may raise safeguarding issues. The Safeguarding Adults Board and the Local Safeguarding Children Board are committed to ensuring that children and young people are kept safe and feel safe at all times, no matter what their background.

Building Recovery

Our 'Building Recovery' objective demonstrates our aim to deliver effective treatment and recovery services to help individuals achieve abstinence from illicit drugs, to ensure that recovery is sustained and to help people successfully re-integrate into their communities and wider society. A range of services are used to deliver this approach, including the 'Recovery Academy Durham'. The total abstinence based recovery service delivers a proven comprehensive 12-step model to enable recovery from drug and alcohol addiction. The Recovery Academy works with a maximum of 14 clients, 24 hours a day, seven days a week. The model includes a course of intensive 12-step study, on a one-to-one and group basis with trained peer therapists who have had similar experiences. It offers a secondary programme after graduation to help with education, employment, training and ongoing recovery support. Since opening in December 2011, 22 individuals have successfully graduated from the academy and have been involved in shaping the new County Durham Drug Strategy.

Neighbourhood Watch

In June 2011 the Safe Durham Partnership developed and implemented a strategy to modernise Neighbourhood Watch in County Durham, which was later developed across the Durham Constabulary Force area. Our aim was for a bigger, stronger and more active movement; contributing to increased feelings of safety. Today, Durham Constabulary Force area has a higher percentage of households in a Neighbourhood Watch scheme than any other Force area in England and Wales. A range of initiatives have been put in place by Neighbourhood Watch Co-ordinators, achieving demonstrable success.



Home Safety

The Total Home Safety project played an important part in our drive to reduce house burglaries and house fires across County Durham. The project drew external funding of £300,000 to deliver safety and security measures to over 4,000 risk assessed households. Over the period of the project the Safe Durham Partnership experienced a reduction of 398 house burglaries and 21 house fires generating savings of £832,000. 93% of clients reported that they felt safer, 88% felt more independent in their home and 36% said they were referred to other services as a result of their referral to Total Home Safety.



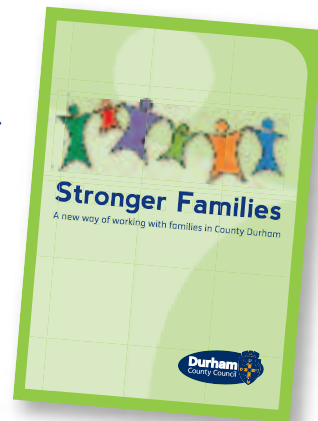
The Safer Homes Scheme was established in 2013. Funded and supported by Durham County Council and Durham Constabulary, it is delivered by volunteer Neighbourhood Watch Co-ordinators. Our 19 volunteers are trained to deliver crime prevention advice to provide reassurance to those who need it in their community. Volunteers are able to provide safety and security equipment such as lighting and locks and specialist packs when householders are away from home. Our co-ordinators have given 452 volunteer hours and visited 213 homes. One volunteer raised £2,500 for the scheme operating in Billy Row, Crook. The total number of homes receiving support has now reached 4,563.

Children and road safety education

County Durham's children and young people benefited from a wide range of education and awareness raising as part of a series of initiatives delivered in 2013/14. A total of 10,000 accessed courses in driver, pedestrian and cycle training along with education in schools, colleges, children's centres and nurseries.

Stronger Families

Our Stronger Families programme focuses on a particular group of families who will receive targeted help, support and intervention delivered with a 'Think Family', multi-agency approach. A Single Lead Professional/Key Worker is assigned from a service across the Partnership and a 'team around the family' is put in place to coordinate the support. The Programme is a payment by results scheme and has nationally set identifiers and targets.



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. The intention is for Durham County Council to work with and turn around 1320 families by 31 March 2015 who:

- have children who don't attend school or who are excluded
- are involved in anti-social behaviour or crime (including Domestic Abuse)
- are not in work
- have locally identified problems that result in high cost services

The aim is to ensure the children in these families have the chance of a better life, and at the same time bring down the cost to the taxpayer. By formally embedding this programme within the activities of the Safe Durham Partnership we will work with families to ensure they achieve the required 60% reduction in anti-social behaviour and a reduction of 33% in the offending rate by all minors. As of May 2014, the Stronger Families Programme has 'turned around' 676 families, equating to 51.2% of our target 1,320 by May 2015.

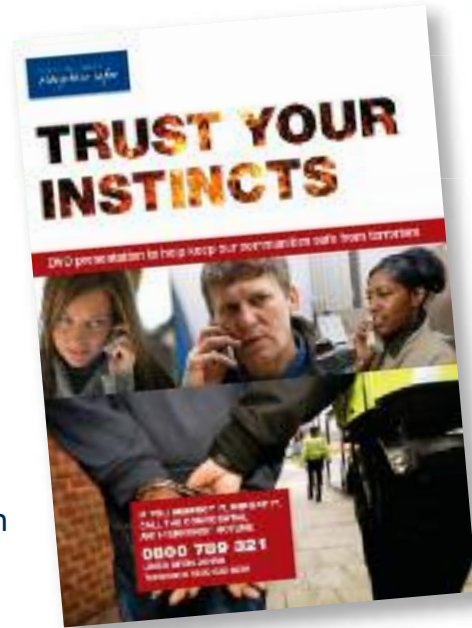
Building resilience to terrorism and extremism

In addition to being one of the safest places to live in England, County Durham has benefited from resources and expertise used to build our local resilience against terrorism.

Since 2008 partner organisations have been working together to prevent people from becoming a terrorist or supporting terrorism; strengthen our overall protection against any form of terrorist attack and prepare to mitigate the impact of a future incident.

Our university, colleges, health services, prisons, council, police, fire service and many other agencies work to the national strategy CONTEST and understand how their work connects with regional, national and international efforts.

Our local plans reflect the national strategy which requires us to deliver a response proportionate to the risks we face and to only engage in activity which is necessary to address those risks. Our most recent self-assessment scores the Partnership as 4 out of 5 for building resilience to terrorism.



Organised crime

Organised crime is serious crime planned, co-ordinated and conducted by people working together on a continuing basis. Their motivation is often, but not always, financial gain.

In 2012 the Safe Durham Partnership began work to build upon the achievements of Durham Constabulary which included establishing an Organised Crime Disruption and Intervention Panel. This work resulted in the involvement of a range of services, making available new resources and legal powers. The scope of the panel increased and it now provides interventions, such as raising community awareness of issues such as loan sharks through our Area Action Partnerships.

The publication of the new national Serious and Organised Crime Strategy demonstrates how County Durham is at an advanced stage of development, with Durham Constabulary already providing advice to other areas of the country in terms of 'lessons learnt'.

Education and awareness continues to be a key part of the work of the Safe Durham Partnership; helping people recognise serious and organised crime and encouraging them to report it. Staff and service awareness programmes have been put in place and specialist training provided to Fire Officers in terms of the dangers presented by the cultivation of cannabis in dwelling houses.



Area Multi-Agency Problem-Solving Groups (MAPS)

In 2013 we changed our approach to local problem-solving, at a geographical level, and rationalised our meetings structure from 11 Local Multi-Agency Problem Solving Groups to three groups across County Durham.

The groups operate a Tasking and Coordinating approach. This involves reviewing recent intelligence and performance, examining key issues raised by partners and multi-agency problem solving. Our approach is driven by intelligence from partner agencies, the community and 'Police and Community Together' meetings. Our Area Action Partnerships also have an opportunity to feed information in to the three groups.

The Safe Durham Partnership will work closely with Elected Members to ensure that community intelligence is fed into the multi-agency problem solving approach and to provide local leadership involvement in any neighbourhood problem-solving activity.

Multi-Agency Intervention Service (MAIS)

The Safe Durham Partnership has developed a new and innovative Multi-Agency Intervention Service. The full implementation of the new model will take place across the county using a phased approach and will be completed in October 2014.

The purpose of the service is to enhance partnership working and problem solving through an efficient and consistent approach that ensures crime and disorder interventions occur at an early stage. This involves improving the capture and sharing of information so that issues can be prevented from turning into a crisis. It includes improved analysis, a new model of case management and alignment with the 'First Contact Service' model which makes it easier for people to report issues of concern and ensures more children will be helped at an early stage.

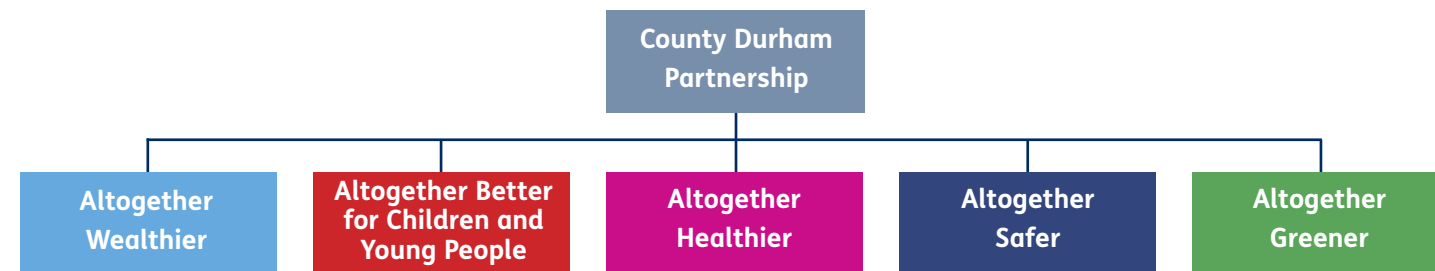
A centrally based multi-agency team will respond to individuals and households who have been identified as being in need of a partnership response due to being victims or perpetrators of a range of crime and disorder issues. In addition, staff from any agency will be able to refer individuals and families who require a multi-agency approach into the team so that an assessment can be made in terms of implementing a case management approach or referring to a specialist service.

This service also provides another example of the way in which the Safe Durham Partnership is embedding the 'Think Family' approach. Think Family is an approach that requires all agencies to consider the needs of the whole family when working with individual members of it. It encourages a broader view of need than that normally adopted. So, for example, the employment and housing needs of parents may be the key to unlocking improvements in mental health or parenting capacity. Social workers, health professionals, employment advisors and housing services will need to co-ordinate their efforts in order to secure long term improvements.

7. Cross-Cutting Themes

Altogether Better Durham

The Safe Durham Partnership contributes to the vision of an ‘Altogether Better Durham’. The Safe Durham Partnership is an integral part of this wider vision and is responsible for delivering an ‘Altogether Safer’ Durham. As such it sits alongside four other thematic partnerships, represented in the diagram below. Their combined efforts, described within the Sustainable Community Strategy for County Durham, demonstrate how this wider vision will be achieved.



The County Durham Partnership has identified six key cross-cutting areas for all the ‘Altogether’ thematic partnerships and the Area Action Partnerships to jointly focus on to shape and deliver cross-cutting issues. These cross-cutting issues already feature in thematic plans but partners recognise that a more collective approach will have a bigger impact, bring about lasting change that could not otherwise be achieved. We believe that this work will bring added value in the longer term.

These are:

- Job creation
- Volunteering
- Mental wellbeing
- Stronger Families
- Alcohol
- Reducing inequalities

This section describes some of the key cross-cutting issues and how the Safe Durham Partnership will contribute to these six themes and shared priorities of the other Thematic Partnerships.

Altogether Wealthier

The focus for the County Durham Economic Partnership is improving the county’s economy. The ambition is to create sustainable places where people want to live, work, invest and visit. This ambition requires a vision and commitment to the fundamental transformation of place, shared across public and private stakeholders and supported by residents. The Altogether Wealthier Delivery Plan illustrates the County Durham Economic Partnership’s collective effort, responsibilities and key activities to deliver a step change toward its long term vision.

Increased employment

Increased employment is a recurring intended long term impact of the Altogether Wealthier delivery plan. It is also an important issue in terms of offenders and job creation is a cross-cutting issue for the County Durham Partnership. We know that unemployment is a key risk factor to offending and re-offending and that increasing employment is a protective factor, particularly for those who re-offend. Therefore, helping offenders into employment is an important part of their rehabilitation. Exactly the same scenario exists for those in drug and alcohol recovery.



Not being in education, employment or training is a future predictor of later unemployment, involvement in crime and poor mental health for young people. Our Youth Offending Service’s Intensive Employability Programme has exceeded its targets to get young people who offend (some with extensive offending histories) into training and employment, and helped to reduce their re-offending. The success of the programme was recognised by a national award – winning the Youth Justice Award, Children and Young People Now Awards 2013.

As part of a Neighbourhood Watch regeneration project, designed to reduce anti-social behaviour in Chilton, a local company was selected to carry out the work because it provides apprenticeships to young people ‘Not in Education Employment or Training’. Twelve young people, local to Chilton and its surrounding areas learnt new skills and the Local Area Action Partnership presented the young people with the tools to deliver the regeneration work and help them in their pursuit of employment in the building trade.

Altogether Healthier

The Health and Social Care Act 2012 places a duty on local authorities and Clinical Commissioning Groups to develop a Joint Health and Wellbeing Strategy to meet the needs identified in the local Joint Strategic Needs Assessment. The vision for the Joint Health and Wellbeing Strategy is to ‘improve the health and wellbeing of the people of County Durham and reduce health inequalities.’

One of the objectives in the strategy is to ensure that children and young people make healthy choices and have the best start in life. This includes reducing the availability of illicit tobacco and alcohol to children and young people and reducing negative risk-taking such as smoking and drinking alcohol.

This work will have a clear impact on the objectives of the Safe Durham Partnership in terms of alcohol related offending by young people, negative public perception about underage drinking and alcohol related anti-social behaviour; ultimately contributing to fewer children and young people entering the Criminal Justice System. County Durham Youth Offending Service has achieved a 53.3% reduction in the number of alcohol related offences committed and a 39.4% reduction in the number of young people committing them (2010-11 to 2013-14).

Illicit Tobacco

More children and young people are being offered illegal tobacco than adults. Dealers encourage young people to visit 'tab houses', putting them in risky situations with people who may also sell drugs and alcohol. Illegal tobacco has strong links to organised crime, so many of the people smuggling, distributing and selling it are involved in drug dealing, money laundering and other crime. The work of the Organised Crime Disruption and Intervention Panel will support actions linked to the 'Smoke Free County Durham Tobacco Control Action Plan'.

Drugs and Alcohol

The Health and Wellbeing Board recognises the need to work together to reduce the number of people who misuse drugs and alcohol'. Both the County Durham Alcohol Strategy 2012-15 and the County Durham Drug Strategy 2014-17 have been jointly developed between the Healthier and Safer agendas. Alcohol is a key cross-cutting theme for the County Durham Partnership.

Mental Health

The Mental Health Crisis Care Concordat is a commitment from organisations to prevent crises through prevention and early intervention. National organisations who have signed the concordat include NHS England, the Association of Directors of Adults Social Services, the Association of Directors of Children's Social Services, the Association of Police and Crime Commissioners and the Home Office.

In County Durham this work will be delivered through the Mental Health Framework Implementation Plan and is currently being developed by the Mental Health Partnership, a sub group of the Health and Wellbeing Board.

The Mental Health Framework Implementation Plan is the overarching mental health strategy for children and adults in County Durham and includes the County Durham Public Mental Health Strategy 2013-17. The Mental Health Framework Implementation Plan is also the local implementation plan of the national No Health without Mental Health strategy.

Reducing risk factors that are directly associated with crimes and their causal factors is a key part of the Mental Health Implementation Plan. Cross-cutting issues include drugs, alcohol, violence, child abuse, homelessness and unemployment. Safe Durham Partnership analysis of offender and victim mental health has taken place to improve understanding of the impact of mental health on offending and pathways through the criminal justice system.

The Mental Health Crisis Care Concordat is a commitment from organisations to prevent crises through prevention and early intervention. National organisations who have signed the concordat include NHS England, the Association of Directors of Adults Social Services, the Association of Directors of Children's Social Services, the Association of Police and Crime Commissioners and the Home Office.

Dual Diagnosis is defined within the County Durham and Darlington Dual Diagnosis Strategy as people with concurrent mental health, learning disabilities, behavioural diagnosis and substance misuse problems. The County Durham Dual Diagnosis Strategy has identified that 'Offenders' is one of its priority groups.

Autism is a condition which is characterised by impaired social and communication skill. The County Durham Adult Autism Strategy: 2014/15 Action Plan aims to ensure adults with autism are dealt with appropriately and effectively in the local criminal justice service.

Vulnerable people suffering from mental health and/or alcohol issues with hoarding behaviours pose a specific fire death risk and a multi-agency approach is becoming increasingly important in tackling such issues within local communities. The Vulnerability Group will work with Housing providers and other agencies to strengthen policies, identify key points of contact and establish clear roles and responsibilities in relation to accidental fire prevention.

The Joint Health and Wellbeing Strategy recognises that all adults should be able to live free from fear and harm and have their rights and choices respected. Safeguarding Adults is a key priority for Durham County Council and partner agencies. The Joint Health and Wellbeing Strategy describes how the Safeguarding Adults Board and the Local Safeguarding Children Board are committed to ensuring that children and young people are kept safe and feel safe at all times. Both the Health and Wellbeing Board and the Safe Durham Partnership work in alignment and have a joint strategic objective to Protect Vulnerable People from Harm.

Suicide Prevention

The development of effective strategies across partnerships to reduce the incidence of suicide in the general population is a priority in County Durham. The Health and Wellbeing Board will oversee the progress of suicide prevention and we will strengthen links to the Safe Durham Partnership Vulnerability Group to monitor the effectiveness of interventions in relation to vulnerable groups.

Altogether Better for Children and Young People

The Children, Young People and Families Plan 2014-17 is the single overarching, multi-agency plan for the delivery of priorities for children and young people in County Durham. It is therefore important that the Safe Durham Partnership aligns its own outcomes with those of the Children and Families Partnership. Examples of issues that contribute to those outcomes include education and awareness in terms of risk taking, keeping children and young people out of the criminal justice system, reducing their re-offending, protecting them from drugs, alcohol and illicit tobacco, protection against child sexual exploitation, and early intervention and help through the Think Family approach.

The Early Help Strategy for Families demonstrates the importance of offering help to families at the earliest opportunity and as soon as needs are identified. It refers to help both in the early years of a child's life (including prenatal interventions) and early in the emergence of a problem at any stage in their lives. It incorporates the concept of 'prevention' and the importance of anticipating problems and taking action to prevent them.



Early help must include the concept of building resilience in families so that they are able to meet their own needs in the longer term and are not reliant on services. Help must include reinforcing a family's own skills and strengths and empowering them. It also means harnessing community resources as this will help to break cycles of dependency and improve outcomes in the long term for families, as well as ultimately reducing costs.

This is an important strategy for the Safe Durham Partnership as it relies upon all partners and rather than being targeted at a single problem or issue it is designed around delivering the best outcome for the family. This model is already being integrated into the new Multi-Agency Intervention Service for Safer Communities.



Altogether Greener

The 2013 Safe Durham Partnership Strategic Assessment identifies that ‘Dog fouling’ and ‘Rubbish and litter’ are two of the top four issues affecting public confidence across County Durham. The top four categories of environmental anti-social behaviour complaints, recorded by Durham County Council, are fly-tipping, dog fouling, stray dogs and litter. In 2013-14 these four issues accounted for 80% (17,188) of all recorded anti-social behaviour complaints received by Durham County Council. Rubbish/litter is a significant cause of secondary deliberate fires which provides additional concerns in terms of public safety. Such cases of anti-social behaviour are detrimental to health and to the environment.

The Altogether Greener Action Plan directly contributes to the Safe Durham Partnership’s objective to ‘Reduce anti-social behaviour, low level crime and secondary deliberate fires.’ It also directly contributes to tackling Organised Crime by addressing illegal waste activity. The two plans also share an objective that includes a desire for a cleaner, greener environment.

Gypsy, Roma, Traveller Communities

Gypsy, Roma, Traveller communities are one of the biggest ethnic minority groups in County Durham. Durham County Council's vision is to provide a co-ordinated approach to the provision of services to Gypsy, Roma, Traveller communities and to tackle inequalities and ensure good community relations for all residents across County Durham.

The Gypsy, Roma, Traveller Strategic Action Plan 2014-17 has been developed across a range of services within Durham County Council in co-operation with key partners such as Durham Constabulary, with the aim of embedding a cohesive, partnership approach. The GRT Strategic Action Plan outcomes align with 5 of the County Durham Partnership's Thematic Partnerships: Altogether Wealthier; Altogether Healthier; Altogether Better for Children and Young People; Altogether Greener and Altogether Safer.

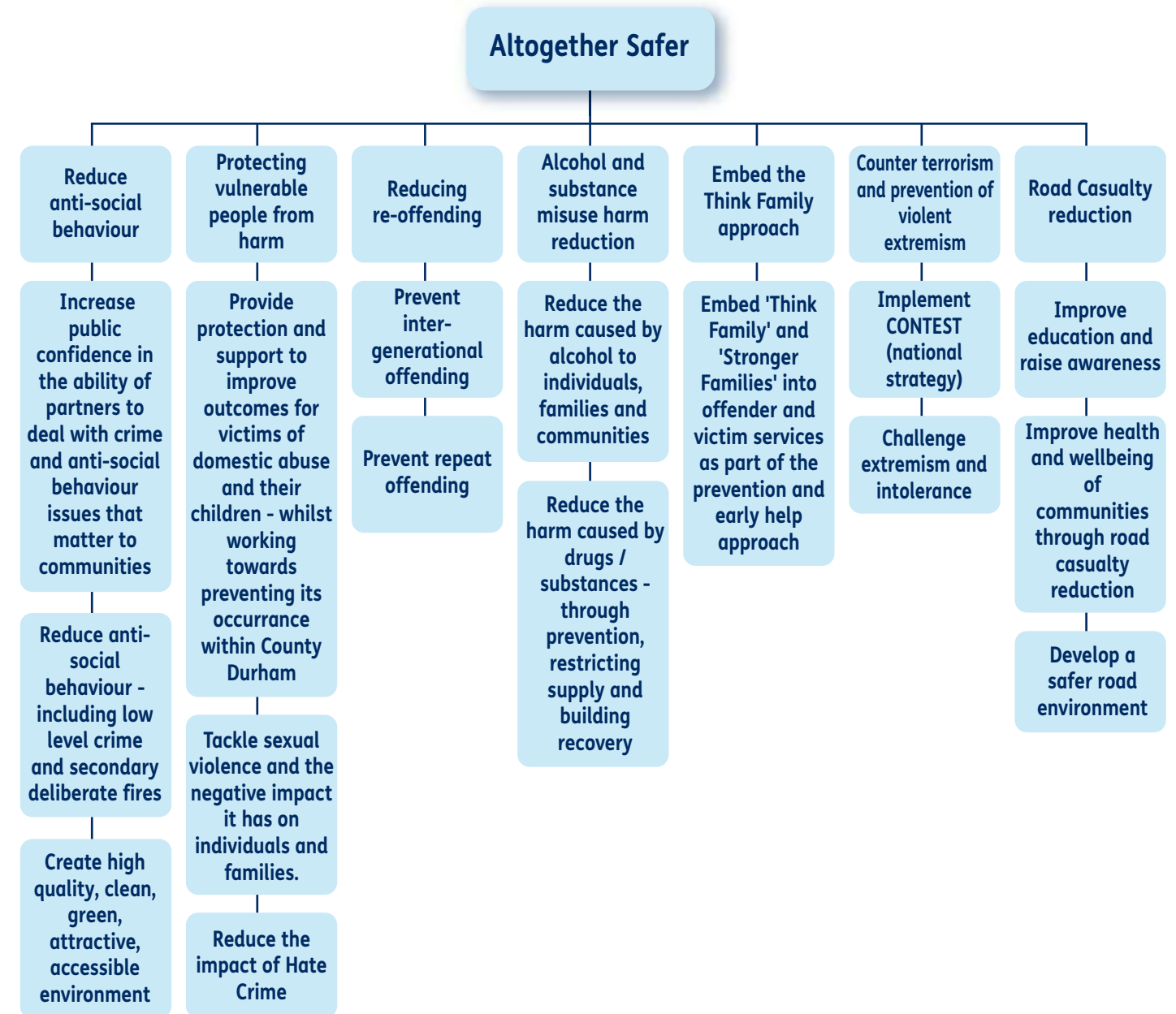
The work undertaken against the Altogether Safer Priority Theme - Creating a safer and more cohesive County - is supported by the Safe Durham Partnership as follows:

- Improve community cohesion by increasing awareness and understanding between Gypsy, Roma, Traveller communities and residents of County Durham
- Tackling Hate Crime against Gypsy, Roma, Traveller communities
- Breaking down cultural barriers in order to improve access to services such as police and community safety services.
- Ensure the effective management of Unauthorised Encampments and events, including the increase of Temporary Stop Over Areas.
- Ensure the effective management of Gypsy, Roma, Traveller events in County Durham

By working in partnership we will continue to celebrate the diversity and richness of all communities and support a co-ordinated approach to deliver a high level of service to the Gypsy, Roma, Traveller communities.

8. Summary of Altogether Safer Objectives and Outcomes

The Safe Durham Partnership Board has agreed the priority objectives that will deliver an Altogether Safer County Durham. These objectives and outcomes are designed to help focus on the key issues facing County Durham and be problem oriented in structure (i.e. focusing on how offending can be reduced, victims made less vulnerable and how places can be made safer).



9. Delivering Altogether Safer Objectives and Outcomes

Reduce anti-social behaviour

Why this is a priority objective

Since forming in 2009, the Safe Durham Partnership has reported a reduction in reported anti-social behaviour incidents each year. However, anti-social behaviour is a key issue in terms of public confidence and is still the issue that the people of County Durham most want the police and partners to tackle.

Our key challenges

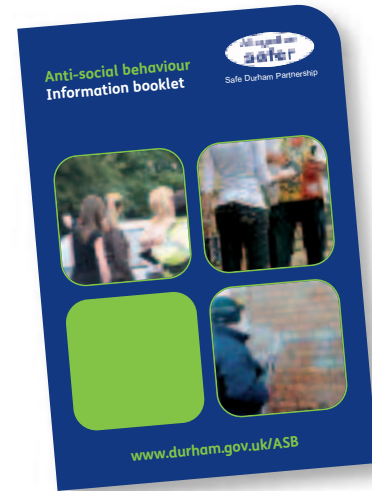
Evidence from the Safe Durham Partnership Strategic Assessment shows a significant number of incidents are reported to the council.

Despite reductions in levels of reported anti-social behaviour to the police, the public still perceive anti-social behaviour to be a problem. Latest figures (Q1 2014-15) show that 43.7% of people perceive anti-social behaviour as a problem in their area.

Specific issues which the public have raised include dog fouling, speeding traffic and rubbish lying around. Dog fouling was the third highest category of anti-social behaviour recorded by Durham County Council. Fly-tipping accounts for about a third of all incidents; street litter is also problematic with over 2,397 complaints to the council in 2013-14.

'Underage drinking' and 'using and dealing drugs' are two issues that have also been identified as issues the public would most like the police to tackle.

Our key focus over the next three years will be to tackle those issues of greatest concern to the public, reduce public perception of anti-social behaviour and increase confidence in the police and partners to deal with anti-social behaviour.



Our outcomes and how we will deliver them

Increase public confidence in the ability of partners to deal with crime and anti-social behaviour issues that matter to communities

- Develop awareness of, and increase community involvement in the Police/Partners and Community Together (PACT) meetings
- Deliver awareness raising campaigns through positive messages about how Police/Partners are working with the community on issues of concern to them
- Raise public awareness of opportunities, and benefits from, getting involved in improving their area through initiatives such as Neighbourhood Watch
- Reassure the public about issues of underage drinking, drug use and drug dealing by informing them of action taken and outcomes of those actions
- Examine anti-social behaviour and crime issues compounded by deprivation, worklessness and other issues within targeted areas of the county



Reduce anti-social behaviour, low level crime – including secondary deliberate fires

- Utilise intelligence and analysis to target measured reductions in anti-social behaviour, low level crime and secondary deliberate fires
- Target increases in the number of families referred to, and turned around by, the 'Stronger Families' programme
- Deliver a partnership approach to reducing the number of secondary deliberate fires during targeted periods such as Bonfire Night

Create a high quality clean, green, attractive and accessible environment

- Deliver a range of campaigns targeting issues that are of most concern to the public; namely 'dog fouling', 'fly-tipping' and 'rubbish/litter lying around'
- Work with the Road Casualty Reduction Forum to tackle public concern about those who drive at inappropriate speeds

How we will measure success

- Perceptions of anti-social behaviour (Police confidence survey)
- Dealing with local concerns about anti-social behaviour and crime issues by the local council and police
- Total number of secondary fires
- Total number of deliberate and 'not known' secondary fires
- Total number of criminal damage and arson offences
- Number of police and council reported incidents of anti-social behaviour

Protect vulnerable people from harm

Why this is a priority objective

Vulnerability has been identified as a priority as it covers a range of important issues in relation to protecting vulnerable people from harm, including domestic abuse, sexual violence and hate crime. Other cross-cutting issues such as suicide prevention and hoarding and the risk of accidental dwelling fires are covered by this priority objective.

‘Violence against Women and Girls’ is a key national priority. The Government has highlighted that it is determined to support victims to report crimes of this type and bring perpetrators to justice. The Government has also identified the need to do more to prevent violence against women and girls.

The Government has set a clear strategic direction for hate crime. Victims of hate crime must be encouraged to report hate crime so that we can target our work more effectively and provide protection and support. The national Hate Crime Action Plan identifies under-reporting by Gypsy, Roma Traveller communities and the Safe Durham Partnership will support the Gypsy, Roma Traveller Action Plan in tackling this issue.

Our key challenges

The detection rate for serious sexual offences was 36% in 2012-13 compared to 45.8% the previous year.

Accidental dwelling fires in County Durham increased from 220 in 2010-11 to 227 in 2011-12, however there were no accidental deaths from fires in 2012-13. During this period practitioners made 208 referrals to the Fire Service in line with the Fire Death Protocol.

Levels of domestic abuse related incidents reported to the police have seen a continuous but small increase since 2009-10. Protecting vulnerable people from harm presents some complex challenges. Domestic abuse remains under-reported and the Safe Durham Partnership works towards increasing the number of victims who contact both the police and outreach support services. It will be important that victims have the confidence to report domestic abuse so that they can benefit from effective support.

The Government has identified that more needs to be done to prevent violence against women and girls. Our focus will need to be on men as well as women through ‘Provision, Prevention and Protection’; in line with national plans.

Under-reporting of hate crime is significant. In order to meet this challenge the Safe Durham Partnership will support the Police and Crime Commissioner’s Hate Crime Action Plan and target increases in hate crime reporting. Addressing the under-reporting of hate crime will remain at the heart of our approach. However, the long term goal is to see evidence of a reduction in the actual incidence of hate crime in County Durham.



Our outcomes and how we will deliver them

Provide protection and support to improve outcomes for victims of domestic abuse and their children - whilst working towards preventing its occurrence within County Durham

- Prevent abuse from happening by challenging the attitudes and behaviours which foster it and intervening early to prevent it
- Take action to reduce the risk to people who are victims of these crimes and ensure that perpetrators are brought to justice
- Provide adequate support where abuse does occur and work in partnership to obtain the best outcome for victims and their families

Tackle sexual violence and the negative impact it has on individuals and families

- Prevent sexual violence and sexual exploitation and reduce the associated harm
- Ensure that all victims of sexual violence have the access to the right help and support throughout the criminal justice process and that services are available to address their needs
- Improve the criminal justice response to tackling sexual violence and sexual exploitation

Reduce the impact of hate crime

- Improve confidence to report
- Provide support for victims of hate crime and incidents
- Raise awareness of the issue across organisations and the general public

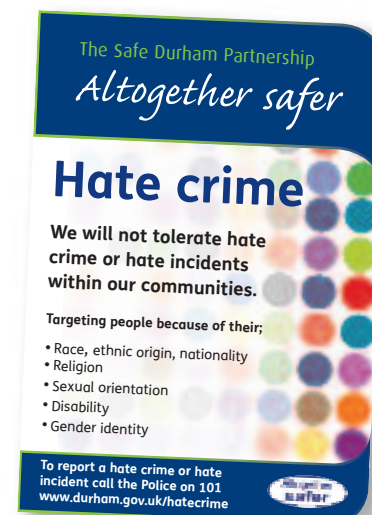
How we will measure success

Domestic Abuse

- Percentage of domestic abuse victims at Multi-Agency Risk Assessment Conference who are repeat victims

Vulnerability

- Number of deaths in accidental dwelling fires identified as being within a vulnerable area
- The number of adult safeguarding referrals fully or partially substantiated
- Proportion of people who use services who say that those services have made them feel safe and secure
- Number of hate motivated incidents reported
- Suicide rate per 100,000 population
- Detection rate for serious sexual offences



Reduce re-offending**Why this is a priority objective**

The Government objective for reducing crime and reducing the number of victims shows a continued focus on re-offending.

For adult offenders it is necessary to continue our approach to prioritise the effective management of the most difficult, chaotic and persistent offenders. We will expand our integrated offender management principles to a wider cohort and for those young people who offend we will continue to reduce the number of children and young people entering the criminal justice system.

There is still more to be done to address the needs of offenders before they become prolific and fixed in their attitudes and behaviours. With reducing resources and ongoing reforms, more emphasis must be placed on joining up service delivery to provide more robust support.

Our key challenges

Adult offender health assessments show mental health has become the issue of greatest need, while a recent assessment of young people who offend has identified a range of health needs and in particular that of Speech, Language and Communication.

The Strategic Assessment described how nationally identified risks associated to women offenders are reflected locally. These include abuse, anxiety and depression, substance misuse, safe accommodation, vulnerability from male offenders and leaving behind dependent children when entering prison.



The Strategic Assessment also raised a concern about the potential impact of Welfare Reform on offending, with the recent increase in theft offences a possible early indication of this.

Although County Durham has the lowest rate across the region for the national 'all proven offending' measure it remains higher than the national average. The task to provide an offender profile is challenging. Most offenders in this cohort are not managed by any formal offender management.

The Safe Durham Partnership will continue to provide strategic level co-ordination of partnership issues relating to the Ministry of Justice 'Transforming Rehabilitation' programme during the transition of probation services across County Durham. A Task and Finish group will work through 2014-15 to mitigate risks and issues that include the speed of change for planned reforms, reduced funding, offender access in resettlement prisons, management of the Community Rehabilitation Company contract post award and the working arrangements for statutory and non-statutory partnership responsibilities.

Our outcomes and how we will deliver them**Prevent intergenerational offending**

- Maintain and develop pre-court assessments and interventions for young people
- Reduce First Time Entrants to the youth justice system
- Reduce alcohol related offending by young people
- Improve exit strategies after statutory supervision and pathways into mainstream services, particularly for young people aged 16 to 18 years
- Develop pathways and access for identified health needs of young people who offend (with a focus on Speech, Language and Communication needs)
- Continue to improve and develop our 'Think Family' approach for identified offenders (both adults and young people who offend) and their families

Prevent repeat offending

- Manage offence related needs (critical pathways*) of prolific adult offenders in order to stop their offending
- Expand our integrated offender management approach to lower level offending using alternatives to custody
- Maintain and develop support for women offenders and women vulnerable to offending
- Conduct further mental health research to enhance our understanding and ability to respond to offender needs and links to health support services
- Ensure adult offenders are retained in effective drug treatment, drug recovery and abstinence
- Develop and promote victim involvement within restorative practices
- Reduce the impact of offending behaviour on public confidence
- Improve partnership performance of the single re-offending measure
- Continue to provide strategic level co-ordination for Safe Durham Partnership issues relating to Governments Transforming Rehabilitation programme to improve the management of offenders
- Continue to implement Association of North East Councils and National Offender Management Service recommendations on 'Reducing Re-offending in the North East: Improving joint working between local authorities and prisons'
- Analyse the impact of Welfare Reform; monitor this in the Force Threat and Risk Group and assess against regional neighbours and most similar Forces

* The critical pathways for adults are: Accommodation; Drug and Alcohol Misuse; Financial Management and Income; Education, Training and Employability; Children and Families; Health; Attitudes, Thinking and Behaviour, Sexual Exploitation and Domestic Violence.

How we will measure success

- Percentage change in detected crimes for offenders in the Integrated Offender Management (IOM) cohort over the last 12 months
- Local Adult Re-offending rate
- First Time Entrants into the Youth Justice System

Alcohol and substance misuse harm reduction

Why this is a priority objective

The cost of dealing with alcohol harm in County Durham is estimated at £211.72m each year.

Alcohol and substance misuse contribute to a significant proportion of crime and anti-social behaviour, especially violent crime, and is a cross-cutting theme in the Sustainable Community Strategy. Alcohol is a contributory factor in many incidents of domestic abuse and sexual violence and has strong links to child sexual exploitation in the county. It is also a significant factor in child neglect and child protection. Alcohol consumption plays a substantial part in homicides and domestic homicides in County Durham. Alcohol misuse causes harm to people's health, mental health and can impact on the ability of individuals to access or sustain employment.

Drug misuse is a serious issue not only to the health and wellbeing of the individual that is affected by it, but that of their families and the wider community. Tackling drug misuse requires a co-ordinated approach involving a whole range of partners. It is not just the responsibility of organisations however; individuals and the wider community all have a role to play in reducing and preventing drug misuse.

People in County Durham have told us that underage drinking and drug use/abuse are two of the top three issues they want the police and partners to tackle.

Our key challenges

County Durham experiences significantly higher alcohol specific admission rates than England for men and women.

County Durham is well below the national rate in terms of alcohol related crime with 8.7% of crime and 14% of anti-social behaviour being alcohol-related in 2012-13. The challenge is to ensure alcohol related crime is recorded effectively as this will be an important part of delivering our outcomes. Alcohol related crime and disorder is now less focused around our town and city centres and is more dispersed in its nature, this has significant implications for how we control and prevent alcohol related harm.



Alcohol related crime and disorder is problematic and our ability to make a significant impact is compounded by national factors such as Welfare Reform, changes in commissioning structures and limited resources. Increasing opposition from the alcohol industry to any form of initiative to control the availability and affordability of alcohol, such as 'Early Morning Restriction Orders', and the failure to secure a minimum unit price for alcohol are two additional barriers to achieving our outcomes.

The Safe Durham Partnership and Health and Wellbeing Board are in the process of developing a Drugs Strategy aimed at preventing harm, restricting supply and sustaining a future for individuals to live a drug free and healthy life, whilst minimising the impact on communities and families. The development and implementation of the strategy, and its action plans, will be a key focus for the two partnerships over the life time of this Plan.

Our outcomes and how we will deliver them

Reduce the harm caused by alcohol to individuals, families and communities

- Raise public awareness of alcohol related harm in County Durham
- Carry out training and education to support individuals, professionals and the community
- Engage with children and young people to develop information, activities, services and education
- Increase intelligence to reduce the number of alcohol related incidents and offending
- Engage with licensees and ensure licensed premises are managed responsibly
- Co-ordinated approach to policy development, planning and adoption of legislation
- Commission and deliver effective treatment and recovery services and undertake work to identify the needs of particular groups
- Involve and support young people, families and carers living with alcohol related issues to break the cycle of alcohol misuse

Reduce the harm caused by drugs/substances - through prevention, restricting supply and building recovery

- Increase awareness and understanding of drugs in order to reduce drug misuse across the population
- Have fewer people taking up drug use and break the inter-generational path to drug use and dependency
- Reduce the supply of drugs and number of drug related incidents impacting upon communities and families.
- Ensure recovery is understood and visible in the community
- Support people to successfully recover from their dependency, addressing both their health and social needs arising from their drug misuse
- Involve and support families and carers living with drug related issues



How we will measure success

- Rate of hospital admissions per 100,000 for alcohol related harm
- Percentage of successful completions of those in alcohol treatment
- Percentage of alcohol related anti-social behaviour incidents
- Percentage of alcohol related violent crime
- Percentage of successful completions of those in drug treatment – opiates
- Percentage of successful completions of those in drug treatment – non opiates

Embed the 'Think Family' approach

Why this is a priority objective

This is a joint priority objective with the Children and Families Partnership.

A small number of families require a disproportionate amount of support. In the case of families facing multiple challenges, they often receive services from several separate agencies in response to a range of needs. Think Family focuses specifically on the needs of these families.

Think Family is an approach that requires all agencies to consider the needs of the whole family when working with individual members of it. It encourages a broader view of need than that normally adopted. To 'Think Family' is to understand that children's problems do not sit in isolation from their parents, and that parents' problems impact on their children. This approach ensures that all family members are able to get the support they need, at the right time, to help their children achieve good outcomes. All agencies are encouraged to 'Think Family' and to coordinate their efforts. This means making sure that families receive co-ordinated, multi-agency, solution focused support.

For many families their complex needs can result in offending behaviour or victimisation and so it is important that Think Family is embedded and integrated into the service models used by the Safe Durham Partnership. Equally, this approach can have a significant impact on crime and disorder outcomes and presents an opportunity to improve performance.

The 'Think Family' approach is intrinsically linked to our Stronger Families Programme. This programme is known nationally as 'The Troubled Families Programme' and the Government estimates County Durham has around 1320 'Troubled Families' with a range of multiple and complex needs. These are not new families but families who have been known to services, often for many years, and despite numerous interventions their problems persist, and are in many cases intergenerational, leading to cycles of disadvantage for such families.

Our key challenges

It will be important to ensure offender management service staff utilise Think Family as part of their mainstream role.

The process of integrating Think Family into Multi Agency Problem Solving comes at a time when Multi Agency Problem Solving is undergoing significant transformation. It will be important to ensure that national targets for nominations into the Stronger Families programme are met and that the number of referrals are increased.

Think Family Worker
Supporting the whole family to overcome difficulties together

“ We provide early help to families who are experiencing a range of issues which place outcomes for their children at risk, these include, but are not limited to: worklessness, crime, anti-social behaviour, poor school attendance, domestic abuse and substance misuse. ”

Our outcome and how we will deliver it

Embed Think Family into offender and victim services as part of the prevention and 'early help' approach

- Integrated Think Family into Multi-Agency Problem Solving
- Build and develop the 'Stronger Families' programme into the anti-social behaviour interventions protocol
- Continue to improve and develop our 'Think Family' approach to identified offenders and their families
- Increase the whole family approach to the delivery of drug recovery services
- Integrate Think Family into Domestic Abuse services in order that existing services providing intensive family support draw upon additional support networks
- Work with the Organised Crime Disruption and Intervention panel to support those vulnerable to the influence of organised crime

How we will measure success

- Percentage of families where a successful intervention for crime/anti-social behaviour is achieved (of those allocated a Lead Professional).

Youth Worker
Supporting young people to develop through enjoyment, challenge and learning

“ Youth workers work with young people to enable them to enjoy, achieve and realise their potential by providing opportunities for personal and social development. ”

Counter terrorism and prevention of 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.

There is a clear structure in place that supports the delivery of the CONTEST Strategy which provides oversight of a multi-agency agenda and performance. Gold (Chief Executive), Silver (Strategic Delivery) and Bronze (Operational) multi-agency groups are in place and are represented by all key sectors that understand the risk of radicalisation and their obligation to ensure terrorist ideologies, and those that promote them, do not go uncontested. It will be important to maintain such a response in order to align with all elements of the national CONTEST strategy.

Our key challenges

Maintaining a strong understanding of the 'Prevent' objectives, the drivers of terrorism and a strong, tried and tested Safeguarding Referral Programme, called 'Channel', will be the three important elements of stopping people becoming terrorists or supporting terrorism.

It will be important that all key sectors are delivering a range of tools to ensure key members of staff, and others, have a good understanding of how to recognise those vulnerable, or subject, to radicalisation and know how to respond. These challenges have formed part of a wider review to be implemented over the life of this plan. Key sectors include: Schools, Further and Higher Education, Prisons, Probation, Health, Youth Offending, Faith Establishments and the Internet.

Our outcomes and how we will deliver them

Implement the 'CONTEST' (national strategy)

- Respond to the ideological challenge of terrorism and the threat we face from those who promote it
- Prevent people from being drawn into terrorism and ensure that they are given appropriate advice and support
- Work with key sectors and institutions where there are risks of radicalisation which we need to address
- Improve Preparedness for the highest risks in the national risk assessment
- Deliver Griffin events to professional security operatives and forward facing security employees within all business sectors in County Durham

Challenge extremism and intolerance

- Implement a cohesion action plan in cases where a community presents risks from extremist groups

How we will measure success

- Building Resilience to Terrorism Self-Assessment Score (The PREVENT Self-Assessment is the formal mechanism through which the Safe Durham Partnership will manage performance. The self-assessment is a qualitative measure for each of the three PREVENT objectives and enables the partnership to arrive at a score for each criterion that is a fair reflection of where local partners are in terms of delivery on the basis of clear evidence. A self-assessment matrix is used to assess the level of performance of the Safe Durham Partnership against position statements that progress from 1 to 5; where 5 is a high score.)

Road casualty reduction

Why this is a priority

Although there has been a considerable reduction in the number of road casualties over the last 10 years, the county still has a higher than average rate of child casualties; 166 in 2012. However, County Durham has a significant roads network which present risks that many other areas do not have to contend with.

Speeding vehicles has been of particular concern to people in County Durham for many years and opportunities exist to reduce that concern as this issue cuts across both the anti-social behaviour and road casualty objectives.

Our key challenges

The county still has a higher rate of child casualties than most other English local authorities. However, this is offset by higher levels of vehicle traffic. There are peak times in the day for child road casualties and these will be targeted by the Safe Durham Partnership. Over 50% of people surveyed had a high perception of speeding vehicles and raising public confidence is an issue.

Our outcomes and how we will deliver them

Improve education and raise awareness of road safety

- Deliver road safety education in schools, colleges, youth centres, children's centres and nurseries
- Deliver road safety training including child pedestrian training, Bikeability Training and EXCELeRATE young driver training in schools and colleges
- Produce and deliver a partnership road safety publicity campaign
- Continue to deliver driver training courses for business drivers, young drivers and older drivers
- Deliver a rider training programme for motorcycle riders
- Undertake an audit to ensure that children and young people in high prevalence areas are receiving road safety education

Improve health and wellbeing of communities through casualty reduction

- Deliver road safety initiatives and events linked to road safety themed weeks
- Develop road safety standards through Road Safety GB and the National Staff Training group
- Deliver a programme of car seat checking clinics across all major conurbations

Develop a safer road environment

- Deliver community speed watch and camera enforcement programme
- Develop road safety action plans in response to PACT priorities
- Develop and implement a Speed Management Strategy to address both excess and inappropriate speed
- Implement physical changes to the road environment in response to road casualty data
- Target the problem of inappropriate speed as part of public confidence plans led by the anti-social behaviour thematic group
- Target a reduction in Child Road Casualties

How we will measure success

- Number of people killed or seriously injured in road traffic collisions on our roads.
- Number of children killed or seriously injured in road traffic collisions on our roads.

10. Monitoring Success of the Safe Durham Partnership Plan

The Safe Durham Partnership Board has put in place a Performance Management Framework structured around the strategic objectives. In addition to performance measures linked to the strategic objectives, the framework includes key indicators of crime for the Safe Durham Partnership Board to monitor activity trends in this area. This includes:

- The overall crime rate per 1,000 population
- The number of reported crimes categorised as stealing
- The recorded level of victim based crime
- The number of serious or major crimes

Selected indicators from the Performance Framework are reported to the Durham County Council Cabinet, Safer and Stronger Communities Overview and Scrutiny Committee and the County Durham Partnership to help monitor performance against the Sustainable Community Strategy and Council Plan.

The Performance Management Framework is refreshed on an annual basis ensuring it is relevant to the objectives and outcomes in the Partnership Plan, thematic strategies and action plans. On a quarterly basis an escalation report is submitted to the Safe Durham Partnership Board highlighting achievements and areas for improvement.

Performance management arrangements of the Safe Durham Partnership Plan will be incorporated into the Safe Durham Partnership Performance Management Framework. This will ensure responsibility and accountability of the strategic actions within the Plan. A supporting delivery plan will be implemented and monitored on a quarterly basis by the Safe Durham Partnership Board.



Safe Durham Partnership

Safe Durham Partnership Plan 2014 - 2017

Partnership working across County Durham continues to go from strength to strength. When introducing our previous Partnership Plan in 2011, we explained how our commitment to working in partnership had ensured real and tangible improvements to the quality of life of our communities.

The Safe Durham Partnership Plan 2014-17 will continue to demonstrate new and innovative approaches as we respond to an ever changing and more challenging landscape. Working in partnership is crucial if we are to meet existing and emerging challenges and work towards achieving our vision where every adult and child in county Durham will be, and will feel, safe.

Partners across the community, voluntary sector and statutory agencies are committed to working together and responding to the challenges and opportunities highlighted in this Plan in order to deliver an 'Altogether Safer' and 'Altogether Better' Durham.

If you have any questions or comments about this document please contact us:

E-mail: community.safety@durham.gov.uk

Telephone: 03000 265 436

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

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Cabinet

11 June 2014

Children, Young People and Families Plan 2014-2017



Report of Corporate Management Team

Rachael Shimmin, Corporate Director of Children and Adults Services

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

Purpose of Report

1. The purpose of this report is to present Cabinet with the Children, Young People and Families Plan (CYPFP) 2014-17 (attached at Appendix 2).

Background

2. In March 2013, it was agreed that a review of the Children and Families Trust would be undertaken to take into account new policy developments. This included changes to the NHS landscape, Troubled Families Programme, Welfare Reform Act, Children and Families Act and new inspection frameworks and proposed educational reforms.
3. Following this review it was agreed that the name of the Children and Families Trust would be changed to the Children and Families Partnership (CFP) to reflect its role as the thematic partnership of the County Durham Partnership with responsibility for Altogether Better for Children and Young People.
4. To support the revised focus of the CFP, a new Children, Young People and Families Plan (CYPFP) 2014-17 has been developed to support the work of the Partnership.
5. The Joint Strategic Needs Assessment and Annual Report of the Director of Public Health 2012/13 have influenced the development of the Children, Young People and Families Plan 2014-17.
6. In addition, a number of policy drivers have influenced the development of the Plan. Key messages from the JSNA relating to children and young people and further information on the key policy drivers are provided in Appendix 3.
7. The Children, Young People and Families Plan 2014-17 has informed the development of the refreshed Sustainable Community Strategy 2010-30 and is aligned to the "Altogether Better for Children and Young People" section of the Strategy.
8. An Equality Impact Assessment has been undertaken as part of the process for developing the Children, Young People and Families Plan.

Consultation

9. A robust consultation process has been undertaken in relation to the development of the Children, Young People and Families Plan, with comments from a wide range of stakeholders including children, young people and their families, colleagues from the local authority, Public Health, Head Teachers networks, NHS and the voluntary and community sector.
10. A presentation on the CYPFP was also provided to Children and Young People's Overview and Scrutiny Committee. It was agreed that an update on the CYPFP is brought back to the committee in 6 months to monitor progress.
11. The involvement and contribution of children, young people and families has been central throughout the development and shaping of the CYPFP 2014-17. A number of consultation events have taken place which began with four Investing in Children 'Agenda Days' attended by 62 young people, aged 10-16 years.
12. These young people identified a number of issues which were important to them which included:
 - support in schools to achieve GCSEs
 - concerns about alcohol and drugs
 - access to sports centres
 - more things to do in the community
 - concerns about mental health and self-harm
13. Specific consultation has also taken place with Investing in Children groups (including disabled children through the eXtreme group) and with the parents of children with disabilities through the Making Changes Together group.
14. A Children and Young People's Survey was undertaken in January 2014 to gather the views of a sample of primary school children aged 10-11 and secondary school children aged 13-14. Feedback from this survey has been used to inform the CYPFP.
15. Young people also attend each CFP meeting to raise issues that affect them and in December 2013 the Partnership was awarded Investing in Children status to recognise its contribution to improving outcomes for children and young people.

Review of the Children Young People and Families Plan 2014-17

16. The CYPFP outlines the vision of the Partnership, and includes a number of strategic objectives and outcomes to deliver the objectives. These have been aligned with the Sustainable Community Strategy and Council Plan.

Vision

17. The vision for the CYPFP is '**All children, young people and families believe, achieve and succeed**' to reflect the focus of a "Think Family" approach,

which is a way of thinking and working that encourages staff to consider the whole family when carrying out work with individual children or adults.

Strategic Objectives and Outcomes Framework

18. The Strategic Objectives and Outcomes Framework for the Children, Young People and Families Plan 2014-17 is provided below:

- **Strategic Objective 1: Children and young people realise and maximise their potential**
 - ❖ Children are supported to achieve and develop during their Early Years
 - ❖ Children and young people are supported to achieve and attain during school years to prepare them for adulthood
 - ❖ Young People are supported to progress and achieve in education, employment and training to achieve their potential
 - ❖ Children with additional needs are supported to achieve and attain

- **Strategic Objective 2: Children and Young People make healthy choices and have the best start in life**
 - ❖ Negative risk taking behaviour is reduced
 - ❖ Children and young people are more resilient
 - ❖ A range of positive activities are available for children and young people

- **Strategic Objective 3: A think family approach is embedded in our support to families**
 - ❖ Children are safeguarded and protected from harm
 - ❖ Early intervention and prevention services improve outcomes for families
 - ❖ Children who cannot live with their families achieve permanence and stability

Delivery Plan

19. A delivery plan has been developed with actions that will support the delivery of the objectives and outcomes in the Children, Young People and Families Plan. Where appropriate, these actions have been mapped to the Better Care Fund, Clinical Commissioning Group commissioning intentions and the Council Plan.

Recommendations

20. Cabinet is requested to:

- Note the key messages relating to children and young people in the Joint Strategic Needs Assessment (Appendix 3) and receive and endorse the Children, Young People and Families Plan 2014/17 (Appendix 2).

Contact: Peter Appleton, Head of Planning and Service Strategy, Children and Adults Service Tel: 03000 267 381

Appendix 1: Implications

Finance - There are no financial implications.

Staffing - There are no staffing implications.

Risk – There are no risk implications

Equality and Diversity / Public Sector Equality Duty - The CYPFP has engaged with and consulted with children, young people and families across all backgrounds, ages and equality strands. The CYPFP has ensured that the voice of all children and young people is heard, shared and reflected within the plan. An Equality Impact Assessments has been completed and will be available on the DCC website in June 2014.

Accommodation - There are no accommodation implications.

Crime and Disorder – The CYPFP is aligned with and contributes to the current priorities within the Youth Justice Plan and Safe Durham Partnership Plan.

Human Rights – Human rights have been considered in the production of this plan. Children and young people have been central to the development of this strategic plan and the plan has ensured that their voices are heard.

Consultation – Extensive consultation has been carried out in the development and approval of this plan. Partners, parents, families, children and young people have all been provided an opportunity to shape the direction and the content of this plan at each stage.

Procurement - There are no procurement implications.

Disability Issues – The views and needs of families and children with disabilities have been considered and reflected in the plan and the needs of children with disabilities remains paramount to the work of the Children and Families Partnership.

Legal Implications – There are no legal implications.

Appendix 2

Children, Young People and Families Plan 2014-17 attached as a separate document

Appendix 3 – Key Policy Developments and Evidence from the Joint Strategic Needs Assessment

Key Policy developments

- ❖ The government has committed to **extending early years provision for 2 year olds** to around 20% of the least advantaged children from September 2013. In addition, early years providers will be subject to a tougher early years inspection framework which makes it clear that only provision which is good or outstanding is good enough for young children.
- ❖ Educational policy reform will lead to a **new curriculum** being taught in all maintained primary and secondary schools from September 2014, with **changes to GCSE's** in specific subjects for first teaching from September 2015 with changes to other subjects to follow.
- ❖ As part of **raising the age of participation**, from 2013 young people will be required to stay in education or training until the end of the academic year in which they turn 17, which will increase to their 18th birthday in 2015.
- ❖ The government's "**troubled families**" programme which is known as Stronger Families in County Durham, will be extended to help a further 400,000 households who have financial and social problems.
- ❖ The **Children and Families Act 2014** outlines a number of key policy developments to ensure that fostering and adoption services for children and young people are progressed as quickly as possible. Helping children maintain a permanent, stable environment is high on the government's agenda.

In addition, Special Educational Needs and Disability (SEND) Reforms have meant a radical shift to the way children and young people who previously had a Statement of Educational Needs are dealt with in future with the introduction of Education, Health and Care Plans and the requirement of the Council to develop a local offer for services to children and young people with SEND.

- ❖ In June 2013, the Government announced that it would be allocating £3.8 billion to a pooled budget, initially called the Integration Transformation Fund, now called the **Better Care Fund** (BCF). The budget will be deployed locally on health and social care initiatives through pooled budget arrangements from 2015/16. The BCF will support the aim of providing people with the right care, in the right place, at the right time, including a significant emphasis upon care in community settings, with the express aim of reducing admissions and readmissions to secondary care and alleviating pressures on the acute sector. The Better Care Fund includes initiatives which will impact on children and young people.

Evidence from the Joint Strategic Needs Assessment 2013

Analysis of the JSNA 2013 has identified the following key messages in relation to children and young people:

- The proportion of pupils in the Early Years Foundation Stage in the 2012/13 Academic Year achieving a good level of development was 42% in County Durham, which is lower than nationally (52%).
- Performance for the 2012/13 Academic Year identifies that in County Durham 63.1% of pupils achieved 5 or more A*-C GCSEs including English and Maths, which is an increase from 62.5% in the previous year. This is exceeding the national performance of 59.2% and is the 11th year in a row where pass rates in the county have increased.
- At 'A' Level 49.8% of pupils achieved 2 or more A-B's, which was better than the national figure of 45.3%, whilst 98.9% of pupils achieved 2 or more A-E's, which was higher than the national average of 97.9% (data relates to pupils at local authority maintained sixth forms and doesn't include further education colleges) (NCER 'National' dataset).
- In 2013/14, 7.1% of 16 to 18 year olds were not in employment, education or training (NEET). This was better in County Durham than the North East as a whole (7.6%) but was worse than the national average of 5.3%.
- 19.9% of mothers were smoking at the time of delivery compared to 19.7% regionally and 12.7% nationally.
- The number of women who start to breastfeed (58.5%) continues to rise but remains lower than the England average (73.9%).
- The proportion of women who still breastfeed at 6 to 8 weeks has risen from 25.4% in 2008/09 to 28.1% in 2012/13. This remains lower than the England average (47.2%).
- Obesity prevalence in age 10-11 year olds (21.6%) is higher than the England average (19%).
- The under 18 conception rate for January to December 2012 is lower (33.7) than the North East region (35.5) but greater than the England average (27.9 per 1,000).
- Alcohol-related hospital admission rates for children and young people under 18 (81.5 per 100,000) are higher than the regional and national rate (72.2 and 44.9 per 100,000 population) for the period 2010/11 to 2012/13. Durham is ranked 19th worst out of 326 Local Authority Areas.
- Admission rates to hospital due to self-harm for 0-17 year olds in 2011/12 (228 per 100,000) was significantly higher than England (116 per 100,000).

- The rate of children and young people (0-17) in receipt of Disability Living Allowance is higher in County Durham (44.6) than regionally (36.7) and nationally (31.4 per 1000 population).
- County Durham continues to have a lower proportion of first time entrants to the Youth Justice System (FTEs) per 100,000 population (553) than the North East (721) and its statistical neighbours (607). This is a 23% reduction since 2009/10.
- 61% of young people who offend that received a health assessment (122 of 200) identified mental health issues as a risk for re-offending, with 13.1% (16 of 122) of these identifying it as a serious risk for re-offending.
- Around 10% of children and young people suffer from a classifiable mental disorder requiring intervention.
- Domestic abuse features in over half of all Initial Child Protection conferences and continues to be the most common factor across all localities.
- During the year 2012/13 as in previous years, the majority of children who became subject to a child protection plan were aged under four and unborn – making up 52% of all plans.
- The proportion of children living in poverty in County Durham as at November 2013 is 23.5%. Whilst it is lower than the North East at 24.4%, it continues to be greater than the England average at 18.5%.

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Children, Young People and Families Plan

2014/2017

Altogether better
for **children** and
young people

County Durham Children
and Families Partnership



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Foreword

The Children and Families Partnership works to ensure effective services are delivered in the most efficient way to improve the lives of children, young people and families in County Durham.

The Children, Young People and Families Plan (CYPFP), is the single overarching, multi-agency plan for the delivery of priorities for children and young people in County Durham. Over recent months, consultations have taken place with key partners and organisations, both face-to-face and through surveys to inform a review of the CYPFP.

Our work will include the development of an Early Help Strategy which will ensure that we target resources at families as this is the most effective and efficient way to make a difference to those who require support.

We will also continue to support children and young people from their early years in the education system through to gaining employment, training or apprenticeships.

Helping children and young people to make the right choices is a key focus for the partnership. We recognise that this needs to include the views of children and young people so that we work collectively to make improvements.

There is a strong commitment from the Children and Families Partnership to improve the lives of the children and young people of County Durham to ensure that:

‘All children, young people and families believe, achieve and succeed’.



Rachael Shimmin
Chair
Corporate Director of Children and Adult Services



Anna Lynch
Vice Chair
Director of Public Health
County Durham



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

Background

The last Children, Young People and Families Plan (CYFPF) was developed in 2012. Since then a review of the membership, governance arrangements and priorities for the Children and Families Partnership (CFP) has taken place alongside the review of the CYFPF.

The Children and Young People's Survey provides a means to gather the views of children to help develop priorities for the Partnership.

The priorities are shown on page 9. The work of the CFP will have a specific focus on:

- Early years provision.
- Improving progression, including those young people who are not in education, employment or training (NEET).
- Looked after children through the Multi Agency Looked After Partnership (MALAP).

There will also be a stronger relationship with education, and a wider commissioning perspective for children and young people with special and complex needs. There is also a streamlined governance approach for the Think Family Partnership, focussing on early help for families.

Consultation

Consultation on the CYFPF began with four Agenda Days attended by 62 young people, aged 10-16 years, who identified a number of issues important to them including:

- Support in schools to achieve GCSEs.
- Concerns about alcohol and drugs.
- Access to sports centres.
- More things to do in the community.
- Concerns about mental health.

Consultation has taken place with parents of children with disabilities through the Making Changes Together group, as well as with young people through Investing in Children groups (including disabled children through the eXtreme group), focusing specifically on the objective 'Children and young people make healthy choices and have the best start in life'. This is a shared objective included in both the Joint Health and Wellbeing Strategy and CYFPF.

This objective was also considered at a Health and Wellbeing Board engagement event which was attended by 134 people from various groups.

Young people have also identified the health issues affecting them and presented these to members of the Health and Wellbeing Board.

Young People attend each meeting of the CFP to raise issues that affect them. In December 2013, the CFP was awarded Investing in Children status to recognise its contribution to improving outcomes for children and young people.

Delivery Plan

A delivery plan has been developed to take forward the CYFPF which is included from page 17.



National Policy Context

Various policy drivers influence the decisions we make. Below is a summary of those over the last 2 years:

Children and young people realise and maximise their potential



Early Education and Childcare

(September 2013): The government has committed to extending early years provision for 2-year olds to around 20% of the least advantaged children from September 2013. From September 2014 Local Authorities will receive £755 million of government funding, which will further increase the number of children eligible for free early learning. It sets out a changed role for local authorities, to enable them to focus on identifying and supporting disadvantaged children to take up their early education place.

Early Years Inspections (October 2013):

Early years providers are subject to a tougher early years inspection framework, which makes it clear that only provision which is 'good' or 'outstanding' is good enough for young children.

The Ofsted rating of 'satisfactory' is replaced with 'requires improvement' to make it clear that anything less than 'good' is not good enough for young children.

National Curriculum Reform (September 2013):

The government will reform GCSEs and A levels from 2015, to be more rigorous so to prepare students properly for life after school. The new curriculum will be taught in all maintained primary and secondary schools from September 2014.

GCSE (KS4) Reforms (February 2013):

GCSEs will be comprehensively reformed, to ensure that pupils have access to qualifications that set expectations which match and exceed those in the highest-performing jurisdictions.

The changes will apply to GCSEs in English language, English literature, Mathematics, physics, chemistry, biology, combined science (double award), history and geography for first teaching from 2015. Changes to other subjects will follow, with the aim that new qualifications are in place for teaching from September 2016.

The New Framework for School Inspections (January 2013):

The new inspection framework will focus more clearly on the most important aspects of a school's work. Inspectors will be making a new judgment about the effectiveness of the school's leadership and management. They will also make a judgment about the school's overall effectiveness.

Inspection of Local Authority Education Support Services (June 2013):

The re-introduction of inspection aims to assist local authorities in their duty to promote high standards and fulfilment of potential in schools and other education and training providers so that all children and young people benefit from, at least, a 'good' education.

Raising Participation Age (March 2013):

From 2013, young people will be required to continue in education or training until the end of the academic year in which they turn 17. In 2015, they will be required to continue until their 18th birthday.

Future of Apprenticeships in England (October 2013):

The government's reforms will ensure that the quality of apprenticeships will be improved and become more rigorous and responsive to the needs of employers.

Children and Families Act 2014:

The government is radically reforming the Special Educational Needs system so that it extends from birth to 25, giving children, young people and their parents greater control and choice in decisions and ensuring needs are properly met. From September 2014 Local Authorities must publish a 'local offer' to ensure that parents and young people have access to a single source of coherent and complete information to manage their choices with regard to services. Old statements will also be replaced with a new birth-to-25 education, health and care plan, offering families personal budgets and improving cooperation between all the services that support children and their families, particularly requiring local authorities and health authorities to work together.

Children and young people make healthy choices and have the best start in life

**Statutory guidance and regulations on exclusion (September 2012):**

Under the new arrangements, the process for challenging a school's decision to permanently exclude a pupil has changed. The previous system of independent appeal panels has been replaced by independent review panels.

A framework of outcomes for young people (July 2012): The framework aims to support providers, and commissioners to reducing negative outcomes with an equal or stronger focus on commissioning for positive and sustained personal and social development, which is fundamental to young people's current and future wellbeing and success.

Revised Statutory Guidance for Local Authorities on Services and Activities to Improve Young People's Well-being (June 2012):

This guidance focuses strongly on the essential principles which local authorities should follow in planning and commissioning services for young people, and promotes transparency and local accountability.

Creating a sporting habit for life – a new youth sport strategy (January 2012):

Published by the Department for Culture, Media and Sport the central aim of the government's new strategy for youth sport is to increase the number of 14-25 year olds playing sport ensuring that participation continues beyond school years into adulthood.

Positive for Youth (April 2012):

The government will retain the duty on local authorities to secure sufficient educational and recreational leisure-time activities for the improvement of the wellbeing of 13 to 19 year olds, so far as is reasonably practicable.

A Think Family approach is embedded in our support for families



Working Together to Safeguard Children

(April 2013): This sets out how organisations and individuals should work together to safeguard and promote the welfare of children and how practitioners should conduct the assessment of children.

Single Inspection Framework for child protection and services for looked after children (Nov 2013):

This is a single framework for inspecting local authority child protection and services for looked after children, including those leaving or who have left care and for local authority fostering and adoption services. The inspection framework will judge the overall effectiveness of services including a number of key judgement areas.

Children who run away or go missing from home or care (January 2014):

Statutory guidance setting out the steps Local Authorities and their partners should take to stop children from going missing and to protect those who do.

Troubled Families (July 2013): The government's "troubled families" project (known in County Durham as Stronger Families) is to be extended to help a further 400,000 households who have financial and social problems. An additional £200m will be made available in 2015/16 (over 5 years) to help "high-risk" families address challenges of worklessness, anti-social behaviour and truancy.

An Action Plan for Adoption: Tackling Delay (March 2012):

Outlines what the government intends to do to accelerate the whole adoption process so that more children benefit from adoption and more rapidly.

Children and Families Act 2014:

The Act will reform the systems for adoption, looked after children and family justice:

- Children in Care: Every Council is required to have a 'virtual school head' to champion the education of children in the authority's care.
- Adoption Reform: will ensure children can benefit more quickly from being adopted into a loving home.
- Family Justice: Delays will be removed, ensuring that children's best interests are at the heart of decision making.
- Statutory rights to leave and pay for parents and adopters.

Care Leavers Strategy (October 2013):

This sets out in one place the steps the government is taking to support care leavers to live independently once they have left their placement. It includes a wide range of commitments from government to improve the help and support available to young people leaving care across all areas of life.

Foster care extended until 21 (December 2013):

Local authorities will be legally obliged to support every young person who wants to stay in foster care until their 21st birthday. The government will give councils £40m funding over the next three years to put the support arrangements in place. The new legal duty has been added to the Children and Families Act.

Wider and cross cutting issues

The County Durham Partnership (CDP) is the overarching partnership for County Durham and is supported by five thematic Partnerships, each of which has a specific focus:

- **Economic Partnership** - ‘altogether wealthier’ - creating a vibrant economy and putting regeneration and economic development at the heart of all our plans.
- **Children and Families Partnership** - ‘altogether better for children and young people’ - enabling children and young people to develop, achieve their aspirations and maximise their potential.
- **Health and Wellbeing Board** - ‘altogether healthier’ - improving health and wellbeing.
- **Safe Durham Partnership** - ‘altogether safer’ - creating a safer and more cohesive county.
- **Environment Partnership** - ‘altogether greener’ - ensuring an attractive and ‘liveable’ local environment and contributing to tackling global environmental challenges.



The Sustainable Community Strategy (SCS) is the over-arching strategic document of the County Durham Partnership. The revised SCS has a stronger focus on issues that cut across more than one thematic priority, particularly those that will have a significant impact on the high level objectives of more than one thematic partnership. The SCS, therefore, has links to other plans such as the Joint Health and Wellbeing Strategy, Regeneration Statement, the County Durham Plan, the Local Transport Plan and the Housing Strategy.

The SCS will provide particular focus on:

- Job creation
- Mental wellbeing
- Stronger families
- Volunteering
- Alcohol
- Reducing inequalities

It is also recognised that poverty has a significant impact on children and young people both during their childhood and beyond. The actions in the Children, Young People and Families Plan support the work of the County Durham Child Poverty Strategy.

The following objective from the Children, Young People and Families Plan is shared with the Health and Wellbeing Board and is included in the Joint Health and Wellbeing Strategy:

‘Children and young people make healthy choices and have the best start in life’

Issues such as self-harm by young people are included under this objective and will be dealt with jointly by the Children and Families Partnership and Health and Wellbeing Board.

Vision

The vision for the Children, Young People and Families Plan is that:

‘All children, young people and families believe, achieve and succeed’.

The vision has been revised to ensure it reflects the focus on families in addition to children and young people.

Objectives

The following objectives were agreed by the Children and Families Partnership in September 2013:

- Children and young people realise and maximise their potential.
- Children and young people make healthy choices and have the best start in life.
- A Think Family Approach is embedded in our support of families.

Outcomes

A number of outcomes have been developed to reflect the work of the Children and Families Partnership. For example, ‘Children are supported to achieve and develop during their Early Years’ reflects the work of the Early Years Strategy.

‘Early intervention and prevention services improve outcomes for families’ reflects the work of the Early Help Strategy and the Stronger Families Programme. A full list of Objectives and Outcomes of the Children, Young People and Families Plan is illustrated on the next page.

Stakeholders

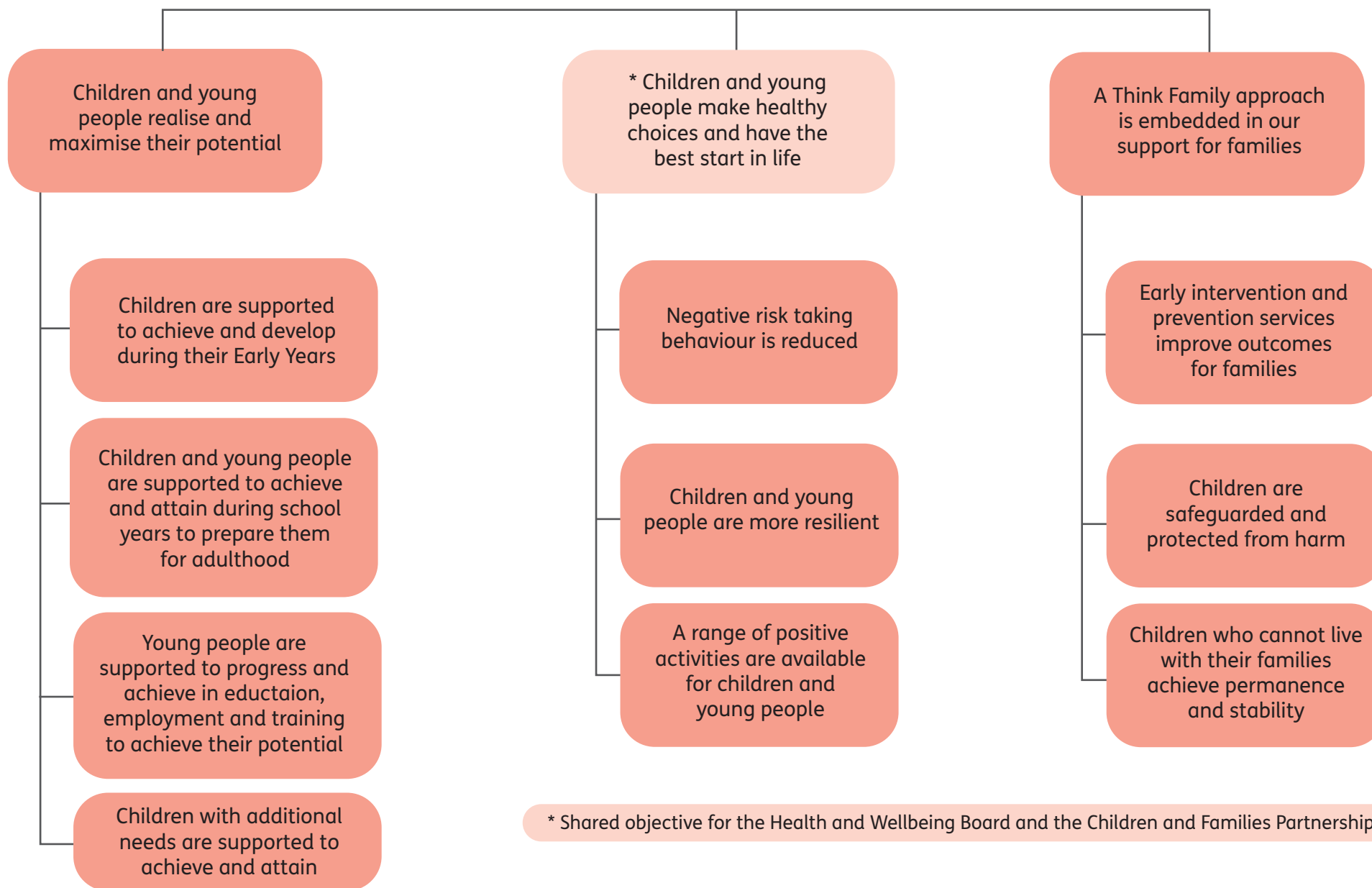
The Corporate Director of Children and Adults Services is chair of the Children and Families Partnership and the Director of Public Health is vice-chair.

The following organisations are represented on the partnership:

- Durham County Council, Children and Adults Services
- Durham County Council, Regeneration & Economic Development
- Durham County Council, Portfolio Holder and Cabinet Support for Children and Young People’s Services

- Durham County Council, Neighbourhoods
- North Durham Clinical Commissioning Group
- Durham Dales, Easington and Sedgefield Clinical Commissioning Group
- Tees, Esk and Wear Valley, NHS Foundation Trust, CAMHS
- County Durham and Darlington NHS Foundation Trust
- Durham Constabulary
- National Probation Service
- Special Schools
- Durham Association of Secondary Heads (DASH)
- Durham Association for Primary Headteachers (DAPH)
- East Durham College
- Voluntary Community Sector, Community of Interest
- Local Safeguarding Children’s Board
- NHS England, Durham, Darlington, Tees Area Team.

Objectives and outcomes for the Children Young People and Families Plan



The CYPFP objectives are underpinned by local evidence as outlined below.

1. Children and young people realise and maximise their potential

Why this remains a priority

It is widely recognised that the early years of a child's life have a powerful influence on the rest of their lives. This will be addressed by the CFP through the Early Years Strategy.

Educational achievement and attainment also remains a key priority for the government and the Children and Families Partnership and is reflected in the government's educational reforms.

“My education is important to me”

Source: Children and Young People's Survey

Increasing the number of young people in education, employment and training is a key priority for the government and the Children and Families Partnership and will be addressed through the 'Believe, Achieve and Succeed' Partnership Plan.



“It's important to me to go to university or college”

Source: Children and Young People's Survey

In addition, the needs of children with a disability are reflected in the priorities of the Children and Families Partnership through the strategic review of commissioning arrangements for children with a disability and their families.

“All schools should be disability friendly”

Source: Investing in Children Agenda Day

The evidence

- Durham is within the bottom 10% for Early Years provision as determined by the Ofsted Early Years 2012/13 Annual Report.
- The proportion of pupils in the Early Years Foundation Stage in the 2012/13 Academic Year achieving a good level of development was 42% in County Durham, which is lower than nationally (52%).
- Performance for the 2012/13 Academic Year identifies that in County Durham 63.1% of pupils achieved 5 or more A*-C GCSEs including English and Maths, which is an increase from 62.5% in the previous year. This was the 11th year in a row where pass rates in the county have increased. The national rate in all schools fell in 2012/13, though state-funded schools improved. County Durham is exceeding the national performance of 59.2%.

- At 'A' Level 49.8% of pupils achieved 2 or more A-B's, which was better than the national figure of 45.3%, whilst 98.9% of pupils achieved 2 or more A-E's, which was higher than the national average of 97.9% (data relates to pupils at local authority maintained sixth forms and doesn't include further education colleges) (NCER 'National' dataset).
- At Key Stage 2, 77.8% of pupils achieved Level 4 or above in reading, writing and Maths, which was better than the national average of 74.8%.
- The achievement gap between pupils eligible for free school meals (FSM) and their peers achieving 5 A*-C GCSE grades or equivalent, including English and Maths at Key Stage 4, improved from 32.2 percentage points in the 2011/12 Academic Year to 30.5 percentage points in 2012/13.
- 20.0% of Looked After Children who were in care for at least one year achieved the equivalent of at least 5 A*-C GCSEs, including English and Mathematics, which was an increase from 17.4% in the previous year. This is better than the national achievement of 15.3%.
- 28% of pupils with Special Educational Needs (SEN) achieved 5 A*-C GCSEs, including English and Mathematics, which was higher than the national average of 26.6%.
- In 2013/14, 7.1% of 16 to 18 year olds were not in employment, education or training (NEET). This was better in County Durham than the North East as a whole (7.6%) but was worse than the national average of 5.3%.
- In March 2011, the Government published the Green Paper on special educational needs and disability entitled 'Support and Aspiration: A new approach to special educational needs and disability.' This was informed by national enquiries into Speech and Language Therapy and Parental Confidence. The proposals addressed concerns within central Government that the current system had significant failings including:
 - Children with special educational needs or disability sometimes do not get the help they need to do well.
 - It can take too long to find out that a child needs help.
- Sometimes children with special educational needs or a disability do not do well at school because people do not expect them to.
- Parents do not have enough information about what help and which schools are best for their child.

Achievements

Some of our achievements are detailed below:

County Durham achieved the 6th highest proportion of pupils achieving 5 A* to C GCSEs or equivalent in the country at 91.4%

A 'Start Today' project information booklet was launched in early 2014 to signpost young people between the ages of 16-19 not in education employment or training, to local training and apprenticeship opportunities in the county.

As part of the 'September Guarantee' to ensure 16 and 17 year olds receive an appropriate place in education or training, 97.3% of 16 year old school leavers received an offer of education or training in a school, college, work based training provider, or an apprenticeship (up from 96% in 2012). The proportion of 17 year olds who received an offer was 90.3% (up from 89.4% in 2012).

Tracking work across the Improving Progression Team and One Point Service reduced the percentage of 16-18 year olds whose status in relation to education, employment or training was not known from 20.6% in 2011/12 to 7.5% at the end of 2013/14.

The challenges ahead

Further work is required to improve early years provision in County Durham. This will be addressed through the implementation of the Early Years Strategy which will provide a framework on which to build to improve early years in County Durham.

The government plan to make GCSEs and A level subjects more stringent from 2015 in order to better prepare students for higher education and the workplace. Education Development Services will need to respond to this and continue work to narrow the attainment gap for looked after children and those on free school meals with those of their peers.

All young people aged 16 (from 2013) and 17 (from 2015) will be under a duty to participate in education or training until the end of the academic year they turn 17. From 2015, this will rise to their 18th birthday. Partner agencies will need to ensure that additional provision is available.

NHS and local authority partner agencies will need to respond to the government's changes to the Special Educational Needs system and ensure that by September 2014 new birth-to-25 education, health and care plans and access to personal budgets are in place as well as a local offer of services available.

Case study

After completing her college course in Equestrian Studies, N found that there were no suitable job opportunities. After a number of apprenticeships N discovered she had a passion for hotel work. With the support from One Point personal advisors and S&D Training (who provide a vocational training service for adults and young people), N found employment at a café and is now doing an Advanced Apprenticeship in Customer Service.

When N is not working at the café, she maintains her interest in horses. She recently achieved a Stage 1 qualification via the British Horse Society and is currently working towards a Stage 2 qualification. Upon completion, N will be qualified to teach horse riding.

2. Children and young people make healthy choices and have the best start in life

Why this remains a priority

This is a shared priority with the Health and Wellbeing Board. The objective is aimed at ensuring that young people reduce negative and sexual health risk-taking behaviours e.g. offending, smoking, drinking alcohol, teenage conceptions.

“It is easy to get hold of cigarettes”

“It’s more likely that people will stop smoking if you help them stop at a younger age”

Source: Investing in Children Agenda Day

“If I didn’t have this, I would have re-offended. I would have ended up getting drunk, fighting with someone and be back in prison. Now I’m looking forward to finding a job”

Source: 17 year old male on the County Durham Youth Offending Service Intensive Employability Programme

It also aims to make children and young people more resilient.

“More learning and awareness of mental health issues could be done in schools”

Source: Investing in Children Agenda Day

This objective also addresses feedback from young people that they require activities to be made available to them.

“Keeping fit can be harder when you have a disability either because of your disability or because what is on offer isn’t as good”

Source: Investing in Children Agenda Day

The evidence

- The under 18 conception rate for January to December 2012 is lower (33.7) than the North East region (35.5) but greater than the England average (27.9 per 1,000).
- Alcohol-related hospital admission rates for children and young people under 18 (81.5 per 100,000) are higher than the regional and national rate (72.2 and 44.9 per 100,000 population) for the period 2010/11 to 2012/13.

Durham is ranked 19th worst out of 326 Local Authority Areas.

- In 2012/13, the rate of young people admitted to hospital as a result of self-harm was 410.5 per 100,000 10-24 years population. This was higher than the national rate of 346.3 per 100,000.
- County Durham continues to have a lower proportion of first time entrants to the Youth Justice System (FTEs) per 100,000 population (553) than the North East (721) and its statistical neighbours (607). This is a 23% reduction since 2009/10.
- 61% of young people who offend that received a health assessment (122 of 200) identified mental health issues as a risk for re-offending, with 13.1% (16 of 122) of these identifying it as a serious risk for re-offending.
- Around 10% of children and young people suffer from a classifiable mental disorder requiring intervention.

Achievements

Some of our achievements are detailed below:

County Durham Youth Offending Service has won the Children and Young People Now Youth Justice Award 3 times in 4 years (2010, 2012, 2013).

The Pre Reprimand Disposal (2010) and Fully Integrated Pre-Court System (2012) won the award for their impact on diverting young people from the youth justice system and reducing re-offending. The Fully Integrated Pre-court System is also included as national Best Practice in the statutory 'Out of Court Disposals Guidance' (Ministry of Justice /Youth Justice Board, February 2013). The system provides pre court/out of court assessment and intervention for all young people and their families to reduce first time entrants and re-offending. The work has resulted in a 78% reduction in first time entrants (2007/8 - 2012/13); and a 40% reduction in the number of offences committed and 39.6% reduction in the number of young people offending (2010/11 - 2012/13). It is fully supported by all partners.

CDYOS' Intensive Employability Programme won the award in 2013. This provides an intensive package of wraparound support for more than 50 young people per year aged 16-18, including prolific offenders, high crime causers, and young people who have been

in custody. With evidenced success in reducing re-offending and increasing participation in training and employment, it provides excellent value for money, saving the criminal justice system in excess of £300,000 per year.

A service has been developed in North Durham to support young people who self-harm.

The challenges ahead

We will continue to reduce re-offending, first time entrants to the youth justice system and custody levels for young people by reviewing strategies and implementing new ways of working.

Work needs to be undertaken to implement a programme of engagement in schools to tackle perceptions of risk-taking behaviour e.g. smoking, alcohol use, and sexual health.

One of the key areas to address is the emotional wellbeing of children and young people, including those from ethnic minority communities and young people who are lesbian, gay, bisexual or transgender. We will do this through the Emotional Wellbeing Strategy and Public Mental Health Strategy in order to provide effective, high quality mental health services and ensure that levels of self-harm by young people are reduced.

A Youth Support Strategy needs to be implemented and Community Partnerships for Youth developed with the third sector which will be targeted at those children and young people who are most in need.

Case study

A group of young people highlighted that internet safety is very important, especially meeting people online. The group successfully raised £250 to hold an awareness day called '#be safe' to increase young people and parent's knowledge on internet safety. A wide range of activities and resources were used to highlight what is safe and how young people can stay safe online. A local Police Community Safety Officer (PCSO) attended to address the dangers online and inform young people how they can stay safe and report crimes. Information was circulated detailing services to help young people when online. These young people are now safe online, able to make informed choices and have the knowledge of reporting online crime. They are aware of the dangers and have updated their relevant privacy settings accordingly.

3. A Think Family approach is embedded in our support to families

Why this remains a priority

Think Family is an approach that requires all agencies to consider the needs of the whole family when working with individual members of it. It encourages a broader view of need than that normally adopted. To 'Think Family' is to understand that children's problems do not sit in isolation from their parents, and that parents' problems impact on their children. This approach ensures that all family members are able to get the support they need, at the right time, to help their children achieve good outcomes.

All agencies are encouraged to 'Think Family' and to coordinate their efforts. This means making sure that families receive co-ordinated, multi-agency, solution focused support.

The Think Family objective is also aimed at ensuring that children are safeguarded and protected from harm and that early intervention and prevention services are in place offering help and support under a 'Think Family' ethos. We are doing this by ensuring all agencies working with these families work effectively together using a 'Think Family' multi-agency approach to meet the needs of whole families which is in line with the transformation of Children's Care.

"It's important to have a safe, friendly environment"

Source: Children and Young People's Survey

The objective also aims to address the adoption reforms outlined in the Children and Families Act to ensure that more children can benefit more quickly from being adopted into a loving home.

The 'Think Family' approach is intrinsically linked to our Stronger Families Programme. This programme is known nationally as 'The Troubled Families Programme' and the Government estimates County Durham has around 1320 'Troubled Families' with a range of multiple and complex needs. These are not new families but families who have been known to services, often for many years, and despite numerous interventions their problems persist, and are in many cases intergenerational, leading to cycles of disadvantage for such families.

Our Stronger Families programme focuses on a particular group of families who will receive targeted help, support and intervention delivered with a Think Family, multi-agency approach. A Single Lead Professional/Key Worker is assigned from a service across the Partnership and a 'team around the family' is put in place to coordinate the support.

The Programme is a payment by results scheme and has nationally set identifiers and targets.

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. The intention is for Durham County Council to work with and turn around 1320 families over the next three years who:

- have children who don't attend school or who are excluded;
- are involved in antisocial behaviour or crime (including Domestic Abuse);
- are not in work; and
- have locally identified problems that result in high cost services.

"Young people need to develop better relationships with the police"

Source: Investing in Children Agenda Day

The evidence

County Durham's Stronger Families programme had identified and worked with 1,255 families as of March 2014, and 676 of these families have been claimed as 'turned around' through the Stronger Families programme (May 2014).

During 2013/14 domestic abuse was a key parental risk factor in just over half (53.4%) of all initial child protection case conferences (196).

Achievements

Some of our achievements are detailed below:

Think Family Partnership Mentors and Think Family Senior Practitioners have been appointed to drive and imbed the 'Think Family' ethos across our services and our partnerships.

A single point of access called 'First Contact' has been implemented to ensure that referrers and families can access early help services quickly, avoiding unnecessary referrals to Children's Services and ensuring children young people and their families receive the right service at the right time.

New Duty Officer posts have been created in the One Point Service which provide a link between First Contact and the One Point Service to support the response to requests for early help.

A single assessment tool has been developed that replaces the previous Common Assessment Framework (CAF) Pre-CAF and CAF assessments, the initial assessment and the core assessment processes. This will reduce repetition for the referrer, children and families and ensure they receive a seamless service.

The Pre-Birth Intervention Service won three awards at the Children and Young People Now Awards. This pioneering service intervenes before children are born, to ensure that they get the best start in life, working with highly vulnerable families who have previously had children taken into care.

The challenges ahead

The key challenges currently being addressed are:

Implement the revised Working Together to Safeguard Children guidance.

Implement the Early Help Strategy to ensure those in need receive the relevant services as soon as possible to reduce the need of costly high level intervention at a later date.

Implement the Transformation of Children's Care in response to the Munro child protection recommendations. This transformation is in line with the Early Help Strategy and is taking a fresh look at how services are provided to ensure we work together to meet the needs of vulnerable children and families.

Ensure an effective joint agency response to child sexual exploitation / sexual violence and children who go missing from care and home.

Deliver the adoption reforms. The government wants to see more children being adopted by loving families with less delay, The Children and Families Act supports the reforms that include improving support for adoptive families.

Case study

Child A was involved in anti-social behaviour, frequently coming to the attention of the local police and had 28% unauthorised absence from school across three consecutive terms. Child A was diagnosed with Attention Deficit Hyperactivity Disorder (ADHD) affecting behaviour in school and culminating in verbal and physical abuse of others in school and at home. Mum was out of work, claiming benefits.

A Parent Support Adviser met with the family to undertake a whole family assessment. A support plan was drawn up and a 'Team around the Family' convened. An action plan was devised which included practical actions to improve school attendance and behaviour, as well as work to address the consequences and the impact on the family. Grandparents provided additional family support and strategies were devised with relevant agencies to support mum to manage behaviours and emotions. The 'Team around the family' met regularly to support the family and monitor progress. As a result, school attendance improved to 89% and improved behaviour was recognised in school. No further anti-social behaviour incidents were reported over a six month period.

Children, Young People and Families Plan

2014/2017



Delivery Plan

OBJECTIVE 1: CHILDREN AND YOUNG PEOPLE REALISE AND MAXIMISE THEIR POTENTIAL

Strategic Actions/Sub-Actions	Lead	Timescale	Link to Relevant Plan
Outcome 1: Children are supported to achieve and develop during their early years			
<p>Implement the Early Years Strategy.</p> <ul style="list-style-type: none"> Review the service delivery model to ensure effective joined up practice between early years practitioners and services in each of the Children’s Centre localities Work in an integrated way to share information to identify needs and inform the delivery of good practice so that children are supported through their early years to be ready for school and so that the gap in outcomes for children is narrowed. Support Children’s Centres to improve early years inspection outcomes through increased support from Education Development Advisers. Invest in early years to ensure readiness for school by creating sufficient nursery places for disadvantaged two year olds, based on Department of Education information on eligibility. 	<p>DCC (CAS – Children’s Services)</p> <p>DCC (CAS – Children’s Services)</p> <p>DCC (CAS - Education)</p> <p>DCC (CAS - Education)</p>	<p>September 2014</p> <p>March 2015</p> <p>March 2015</p> <p>April 2015</p>	<p>Council Plan CAS Service Plan</p>

PERFORMANCE INDICATORS

Indicator	2014/15 Target	2015/16 Target	2016/17 Target
Breastfeeding initiation	Tracker	Tracker	Tracker
Prevalence of breastfeeding at 6-8 weeks from birth	Tracker	Tracker	Tracker
Percentage of children in the Early Years Foundation Stage (EYFS) achieving a good level of development.	48% (2013/14 Ac Yr)	52% (2014/15 Ac Yr)	56% (2015/16 Ac Yr)
The gap between children in the top (worst) 30% IMD achieving a good level of development in the EYFS and the rest.	11 (2013/14 Ac Yr)	10 (2014/15 Ac Yr)	10 (2014/15 Ac Yr)
The gap between the lowest achieving 20% in the EYFS Profile and the rest.	39 (2013/14 Ac Yr)	37 (2014/15 Ac Yr)	35 (2014/15 Ac Yr)
Gap between achievement of children eligible for free school meals and the rest at EYFS.	19 (2013/14 Ac Yr)	18 (2014/15 Ac Yr)	17 (2014/15 Ac Yr)
Child development at 2-2½ years.	Indicator under development		
Percentage of children aged 0-4 year registered (Children's Centres).	80.0%	Not set	Not set
Percentage of children aged 0-4 year contacted (Children's Centres).	65.0%	Not set	Not set
The percentage of children centre clusters that were assessed during the year that were rated good or excellent	Tracker	Tracker	Tracker

Strategic Actions/Sub-Actions	Lead	Timescale	Link to Relevant Plan
Outcome 2: Children and young people are supported to achieve and attain during school years to prepare them for adulthood			
<p>Improve achievement in all phases of education by raising standards and narrow gaps in performance between pupil groups.</p> <p>KS1:</p> <ul style="list-style-type: none"> • Increase Level 2b+ in reading and Mathematics. • Narrow the gender and free school meals gap. <p>KS2:</p> <ul style="list-style-type: none"> • Raise attainment in writing for more able pupils. • Narrow the gender gap in reading and writing. <p>In secondary phase:</p> <ul style="list-style-type: none"> • Increase the proportion gaining 5 or more GCSEs including English and Mathematics. • Increase the proportion making 3+ and 4+ levels of progress in each of English and Mathematics. • Increase the proportion gaining 5+ A*-A grades. • Narrow gaps in achievement for all pupil groups. 	DCC (CAS - Education)	August 2014-2017	Council Plan CAS Service Plan
<p>Review and implement the Team Around the School model and offer the model to all secondary schools, so that early help is provided to young people and their families in need of additional support, with the aim of:</p> <ul style="list-style-type: none"> • Improving school attendance and attainment. • Reducing fixed term and permanent exclusion. 	DCC (CAS – Children’s Services)	September 2014	Service Plan

PERFORMANCE INDICATORS

Indicator	2014/15 Target	2015/16 Target	2016/17 Target
The percentage of children achieving Level 2b in Reading and Mathematics	Tracker	Tracker	Tracker
The GAP between gender and free school meals pupils in Key Stage 1 in Writing	Tracker	Tracker	Tracker
The attainment GAP in attainment between gender in Key Stage 2 reading and writing	Tracker	Tracker	Tracker
Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths.	63.0% (2013/14 Ac Yr)	61.0% (2014/15 Ac Yr)	Not set
Increase the proportion making 3+ and 4+ levels of progress in each of English and Mathematics	Tracker	Tracker	Tracker
Increase the proportion gaining 5+ A*-A grades	Tracker	Tracker	Tracker
Achievement gap between County Durham pupils eligible for Pupil Premium and County Durham pupils not eligible for Pupil Premium funding achieving 5 A*-C GCSE's including English and Maths at Key Stage 4.	29.5ppts (2013/14 Ac Yr)	28.0ppts (2014/15 Ac Yr)	26.5ppts (2015/16 Ac Yr)
Primary school persistent absence rate.	3.4% (2013/14 Ac Yr)	3.2% (2014/15 Ac Yr)	3.0% (2015/16 Ac Yr)
Secondary school persistent absence rate.	6.5% (2013/14 Ac Yr)	6.4% (2014/15 Ac Yr)	6.3% (2015/16 Ac Yr)
Number of days lost to fixed term exclusions.	6,722 (2013/14 Ac Yr)	6,522 (2014/15 Ac Yr)	6,322 (2015/16 Ac Yr)
Number of permanent exclusions.	70 (2013/14 Ac Yr)	67 (2014/15 Ac Yr)	65 (2015/16 Ac Yr)

Strategic Actions/Sub-Actions	Lead	Timescale	Link to Relevant Plan
Outcome 3: Young people are supported to progress and achieve in education, employment and training to achieve their potential			
Implement the partnership plan ‘Believe, Achieve and Succeed’ by increasing the participation of young people in learning. <ul style="list-style-type: none"> • Ensure there is a clear focus on supporting young people who are NEET to progress through the implementation of a robust performance management framework, to include regular monitoring and review. • Carry out a review of the Personal Advisor service to ensure a robust focus on effective progression of young people who are NEET. • Engage the skills of Youth Support Service in delivering integrated support to young people who are NEET. 	Improving Progression Partnership	March 2015	Believe, Achieve and Succeed’ Participation Plan
Increase the number of Apprenticeship opportunities being made available for residents and businesses and provide a demand led approach to supporting economic growth.	CDEP Business and Enterprise Group / DCC (RED / CAS – Education)	March 2015	North East LEP European Structural and Investment Funds Strategy 2014-2020
Support sustainable integration into the labour market of young people (aged 15-24) to enhance our capacity for economic growth.	CDEP Business and Enterprise Group	March 2015	North East LEP European Structural and Investment Funds Strategy 2014-2020
Develop and support the implementation of County Durham Youth Employment Initiative.	DCC (RED / CAS – Education)	March 2017	North East LEP European Structural and Investment Funds Strategy 2014-2020

PERFORMANCE INDICATORS

Indicator	2014/15 Target	2015/16 Target	2016/17 Target
Percentage of pupils on Level 3 programmes in community secondary schools achieving 2 A levels at Grade A*-E or equivalent.	98.5% (2013/14 Ac Yr)	98.9% (2014/15 Ac Yr)	99.0% (2015/16 Ac Yr)
16 to 18 year olds who are not in education, employment or training (NEET).	Tracker	Tracker	Tracker
Percentage of 16-18 year olds whose status in relation to education, employment or training is 'not known'.	5.5%	4.8%	4.1%
Participation in education, training - young people aged 16.	97.0%	97.5%	98.0%
Participation in education, training - young people aged 17.	92.0%	93.0%	94.0%
Percentage of young people gaining a Level 2 qualification by the age of 19.	87.0%	88.0%	88.0%
Percentage of young people gaining a Level 3 qualification by the age of 19.	52.0%	53.0%	54.0%

Strategic Actions/Sub-Actions	Lead	Timescale	Link to Relevant Plan
Outcome 4: Children with additional needs are supported to achieve and attain			
Carry out a strategic review of commissioning arrangements for children with a disability and their families. <ul style="list-style-type: none"> • Improve commissioning of services for children with SEN who do not attend special schools. • Re-commission Universal Short breaks to ensure equitable access across the County. • Re-commission specialist short breaks to ensure increased choice and value for money. • Design and implement a process for specialist commissioning. • Reviewing direct payments for children. 	DCC (CAS - Commissioning)	June 2014 June 2014 November 2014 November 2014 April 2015	Joint Health and Wellbeing Strategy CAS Service Plan
Improve education outcomes for children with special educational needs (SEN) and other vulnerable groups. <ul style="list-style-type: none"> • Implement birth to 25 Education, Health and Care (EHC) assessments. • Prepare a personal budget for anyone in receipt of an EHC Plan, when requested by the parents or young person. • Publish the Local Offer of services that support children and young people with special educational needs and their families. • Provide advice and guidance for families of children with SEN. • Develop SEN and Disability Strategy and implement recommendations. 	DCC (CAS - Education)	September 2014 September 2014 September 2014 September 2014 September 2014	Joint Health and Wellbeing Strategy CAS Service Plan
Sustain and promote the attainment and achievement of Looked after Children. <ul style="list-style-type: none"> • Ensure the statutory role of Virtual Head Teacher is carried out and that LAC make good progress during their time in school and reach expected attainment levels by the end of key stages. • Improve employment of Looked After Children by creating apprenticeship / training schemes for care leavers. 	DCC (CAS - Education)	September 2014 March 2015	N/A
Scope the development of an integrated Transitions Team and an integrated assessment function.	DCC (CAS - Adult Care and Children's Services)	April 2014	Social Care Reform Project Plan

PERFORMANCE INDICATORS

Indicator	2014/15 Target	2015/16 Target	2016/17 Target
Looked after children reaching Level 4 in Reading at Key Stage 2.	51.85%	50%	60.7%
Looked after children reaching Level 4 in Writing at Key Stage 2.	48.1%	50%	53.6%
Looked after children reaching Level 4 in Maths at Key Stage 2.	62.3%	50%	57.1%
Looked after children achieving 5 A*-C GCSEs (or equivalent) at KS 4 (with English and Maths).	20.9% (2013/14 Ac Yr)	23.3% (2014/15 Ac Yr)	26.7% (2015/16 Ac Yr)
Children with Special Educational Needs and Disabilities (SEND) reaching Level 4 in Reading at Key Stage 2.	64%	65%	67%
Children with SEND reaching Level 4 in Writing at Key Stage 2.	46%	47%	49%
Children with SEND reaching Level 4 in Maths at Key Stage 2.	61%	61%	62%
Children with SEND achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (with English and Maths).	24%	20%	24%

OBJECTIVE 2: CHILDREN AND YOUNG PEOPLE MAKE HEALTHY CHOICES AND HAVE THE BEST START IN LIFE

Strategic Actions/Sub-Actions	Lead	Timescale	Link to Relevant Plan
Outcome 5: Negative risk-taking behaviour is reduced			
Reduce Re-offending by: <ul style="list-style-type: none"> • Implementing the Reducing Re-offending Strategy for Young People • Implementing the new youth justice assessment framework (AssetPlus). 	DCC (CAS - County Durham Youth Offending Service)	March 2015 March 2017	Safe Durham Partnership Plan Youth Justice Plan
Reduce First Time Entrants by: <ul style="list-style-type: none"> • Developing a quality assurance framework and improvement plan for pre-court work. • Working with partners to implement the Out Of Court Disposals (OOCDD) scrutiny process. 	DCC (CAS - County Durham Youth Offending Service)	March 2015 March 2016	Safe Durham Partnership Plan Youth Justice Plan
Reduce custody (both sentences and remands) by: <ul style="list-style-type: none"> • Reviewing and amending the Reducing Remand Bed Nights Strategy. • Reviewing and amending the Reducing Offending by Looked After Children Strategy. • Implementing actions to reduce youth custody based on detailed analysis of custody cases. 	DCC (CAS - County Durham Youth Offending Service)	March 2016 March 2016 March 2016	Safe Durham Partnership Plan Youth Justice Plan
Support children and young people to take part in positive activities which are appropriate for their age and reduce negative and sexual health risk-taking behaviours e.g. smoking, drinking alcohol, teenage conceptions. <ul style="list-style-type: none"> • Implement the teenage pregnancy and sexual health delivery plan with a focus on : <ul style="list-style-type: none"> ○ Supporting young people to achieve and attain during school years to prepare them for relationships, sexual wellbeing and adulthood ○ Building resilience in children and young people to protect against engaging in risky behaviour ○ Raising self-esteem, aspirations and educational attainment of young people ○ Improving the outcomes for vulnerable young people including teenage parents and their children, those at risk of unplanned pregnancy 	DCC (CAS - Public Health)	August 2017	Joint Health and Wellbeing Strategy

Strategic Actions/Sub-Actions	Lead	Timescale	Link to Relevant Plan
<p>Work in partnership to increase awareness and provide education to young people and their parents on the risks of alcohol and ensure that adequate control on the sale of alcohol is in place and effective treatment services are available.</p> <ul style="list-style-type: none"> • Ensure that children and young people who present with alcohol or substance misuse related injuries at emergency departments in the trust areas are referred for specialist interventions to address any alcohol or substance misuse related problem at the earliest opportunity • Implement a 'Think Family' approach when parental alcohol and/or substance misuse is identified • Work in partnership to address proxy provision of alcohol – i.e. parents supplying alcohol to their children 	<p>DCC (CAS - Public Health)</p> <p>DCC (CAS - Public Health)</p> <p>DCC (CAS - Public Health)</p>	<p>January 2015</p> <p>January 2015</p> <p>March 2015</p>	<p>Alcohol Harm Reduction Strategy</p>

PERFORMANCE INDICATORS

Indicator	2014/15 Target	2015/16 Target	2016/17 Target
Under 16 conception rate.	Tracker	Tracker	Tracker
Under 18 conception rate.	Tracker	Tracker	Tracker
First time entrants (FTE's) to the Youth Justice System aged 10 - 17 (per 100,000 population of 10-17 year olds).	310 FTE's (681 per 100,000)	310 FTE's (681 per 100,000)	310 FTE's (681 per 100,000)
Rate of proven re-offending by young people.	Tracker	Tracker	Tracker
Use of custody per 1,000 population of 10-17 year olds.	Tracker	Tracker	Tracker
Number of remand bed nights.	Tracker	Tracker	Tracker
Percentage of children aged 4-5 classified as overweight or obese.	Tracker	Tracker	Tracker
Percentage of children aged 10-11 classified as overweight or obese.	Tracker	Tracker	Tracker
Alcohol specific hospital admissions for under 18's (per 100,000 under 18 years population).	Tracker	Tracker	Tracker
Chlamydia diagnoses per 100,000 15-24 year olds.	2,300 (per year)	2,300 (per year)	2,300 (per year)
Percentage of mothers smoking at time of delivery.	20.5%	20.4%	20.3%
Percentage of all exits from young person's treatment which are care planned	79%	Not Set	Not Set

Strategic Actions/Sub-Actions	Lead	Timescale	Link to Relevant Plan
Outcome 6: Children and young people are more resilient			
<p>Work together to reduce incidents of self-harm by young people by:</p> <ul style="list-style-type: none"> • Implement community responder programme identifies individuals at risk of suicide or self-harm (sheds model for young people). • Clarify safe and effective support pathways, and raise awareness of key professionals that can be involved in complex cases. • Developing open access and drop in clinics for Child and Adolescent Mental Health Services (CAMHS). • Increasing the utilisation of outreach work i.e. clinics within children's centres, GP practices. • Better use of technology by CAMHS services, for example Skype. • Increasing publicity around the issues of self-harming. • Working with Health Colleagues to ensure the effective deployment of School Nurses to lead on the delivery of the Healthy Child Programme to children and young people in their school years. • Ensuring parents and carers receive appropriate public health advice and support. • Reviewing the pathway for paediatric self-harm admissions. • Developing the knowledge and skills of school based staff to identify and support vulnerable young people engaging in self-harm behaviours. • Evaluate sheds model for young people. 	<p>DCC (CAS - Public Health)</p> <p>DCC (CAS - Public Health)</p> <p>TEWV</p> <p>TEWV</p> <p>TEWV</p> <p>All organisations</p> <p>DCC (CAS - Public Health)</p> <p>DCC (CAS - Public Health)</p> <p>CCGs</p> <p>DCC (CAS - Public Health)</p> <p>DCC (CAS - Public Health)</p>	<p>September 2014</p> <p>December 2014</p> <p>March 2015</p> <p>March 2015</p> <p>March 2015</p> <p>March 2015</p> <p>March 2015</p> <p>March 2015</p> <p>March 2015</p> <p>March 2015</p> <p>March 2015</p> <p>March 2015</p> <p>March 2015</p>	<p>Feedback report from young people</p> <p>TEWV CYPS Transformation Plan</p> <p>Joint Health and Wellbeing Strategy</p>
<p>Embed resilience into children and young people strategies and polices to ensure it is a core component of all the children and young people's workforce plans</p>	<p>DCC (CAS - Public Health)</p>	<p>March 2017</p>	<p>N/A</p>

Strategic Actions/Sub-Actions	Lead	Timescale	Link to Relevant Plan
Review of Children and Adolescent Mental Health Services (CAMHS) joint commissioning arrangements.	NECS	April 2014	Joint health and Wellbeing Strategy
Provide training to professionals and develop a range of marketing materials to raise their awareness of young carer needs.	DCC (CAS - Commissioning)	March 2015	Joint Health and Wellbeing Strategy
Continue to improve the emotional wellbeing of children and young people and provide effective, high quality mental health services to those who need it <ul style="list-style-type: none"> • Implement Public Mental Health Strategy with focus on: <ul style="list-style-type: none"> - Prevention. - Promotion. - Early Intervention. - Recovery. and identifying priority groups such as young carers and looked after children.	DCC (CAS - Public Health)	March 2017	Joint Health and Wellbeing Strategy
Implement 'Children and Young People's Mental Health, Emotional Wellbeing and Resilience Plan'.	DCC (CAS - Public Health) /CCGs	March 2017	Joint Health and Wellbeing Strategy

PERFORMANCE INDICATORS

Indicator	2014/15 Target	2015/16 Target	2016/17 Target
Emotional and behavioural health of Looked After Children (average score of Strengths & Difficulties Questionnaire).	Tracker	Tracker	Tracker
Young people aged 10-24 years admitted to hospital as a result of self-harm (rate per 100,000 population aged 10-24 years).	Tracker	Tracker	Tracker
Number of new referrals to Child and Adolescent Mental Health Services (CAMHS).	Tracker	Tracker	Tracker

Strategic Actions/Sub-Actions	Lead	Timescale	Link to Relevant Plan
Outcome 7: A range of positive activities are available for children and young people			
Implement Youth Support Strategy <ul style="list-style-type: none"> Review youth support services to provide a clear focus on delivering targeted support to young people vulnerable to poor outcomes. Work with the voluntary and community sector in the provision of a comprehensive offer of positive activities to young people in County Durham. 	DCC (CAS – Children’s Services) DCC (CAS – Children’s Services)	March 2016 March 2016	Youth Support Strategy

PERFORMANCE INDICATORS

Indicator	2014/15 Target	2015/16 Target	2016/17 Target
Percentage of young people reached through youth work.	17%	Not set	Not set
Percentage of young people achieving Full Youth Work Accredited Awards e.g. Duke of Edinburgh.	1%	Not set	Not set

OBJECTIVE 3: A THINK FAMILY APPROACH IS EMBEDDED IN OUR SUPPORT OF FAMILIES

Strategic Actions/Sub-Actions	Lead	Timescale	Link to Relevant Plan
Outcome 8: Early intervention and prevention services improve outcomes for families			
Implement the Early Help Strategy to better support families who have additional needs. <ul style="list-style-type: none"> • Introduce a Single Front Door (First Contact Service) for referrals. • Introduce a single assessment framework. • Improve information sharing with partners. • Review social care services to focus on earlier help. • Introduce a framework to monitor the effectiveness of services to children across the partnership. 	Children and Families Partnership / LSCB	April 2014 April 2014 March 2015 March 2016 March 2016	Early Help Strategy
Implement statutory changes in relation to Health Visitors and Family Nurse Partnerships. <ul style="list-style-type: none"> • Project-manage the transition to the council for health visitors, school nurses and the family nurse partnership, to enable a whole systems approach to health improvement services and service delivery. 	DCC (CAS - Public Health)	October 2015	Council Plan

PERFORMANCE INDICATORS

Indicator	2014/15 Target	2015/16 Target	2016/17 Target
Percentage of successful interventions via the Stronger Families Programme.	70%	Not set	Not set
Percentage of CIN referrals occurring within 12 months of previous referral.	28%	26%	24%
Children becoming the subject of a Child Protection Plan for a second or subsequent time.	14.5%	14.5%	14.5%

Strategic Actions/Sub-Actions	Lead	Timescale	Link to Relevant Plan
Outcome 9: Children are safeguarded and protected from harm			
Ensure all Local Authority commissioned and grant aided voluntary sector organisations work to safe standards of practice by implementing the ‘Never Do Nothing’ standards, to ensure the safeguarding of Children and Young People accessing their services.	Voluntary / Community Sector	April 2014	LSCB Annual Report
Implement the sexual violence action plan which includes joint agency response to child sexual exploitation / sexual violence and children who go missing from home and care. <ul style="list-style-type: none"> • Identify the number of children and young people who go missing. • Raise awareness to partners. 	Domestic Abuse Forum Executive Group / LSCB	April 2014	LSCB Annual Report
Carry out Section 11 audits on an annual basis to ensure all services and functions have regard to the need to safeguard and promote the wellbeing of children and young people. <ul style="list-style-type: none"> • Present the Audit to the LSCB Board. 	LSCB	May 2014 June 2014	LSCB Annual Report
Implement the revised Working Together to Safeguard Children guidance with partners to ensure the most vulnerable children receive early help and support.	LSCB	April 2015	LSCB Annual Report
Develop effective working practices within adult mental health, substance misuse and domestic abuse services through the single front door (First Contact Service).	Think Family Partnership	March 2015	CAS Service Plan

Strategic Actions/Sub-Actions	Lead	Timescale	Link to Relevant Plan
Agree an inter-agency protocol for collaborative working and information sharing between agencies working with vulnerable children and adults	LSCB	April 2015	LSCB Annual report
Implement the Unintentional Injuries Strategy to reduce accidental injuries in children and young people. <ul style="list-style-type: none"> Develop a Local Injury Prevention Strategy Group to lead on implementing the NICE action plan. Develop relevant clinical protocols across agencies to ensure quality of care for Children and Young People involved in accidental injury. 	DCC (CAS - Public Health)	March 2015 March 2015	Joint Health and Wellbeing Strategy
Protect children from harm from breathing second hand smoke in the home and cars. <ul style="list-style-type: none"> Integrate Smokefree Families Initiative across all partners. 	DCC (CAS - Public Health)	March 2015	N/A
Promote safety for outdoor play. <ul style="list-style-type: none"> Encourage primary schools to participate in Bikeability cycle safety training. Implement speed management approaches in targeted areas. 	DCC (RED) DCC (CAS - Public Health)	March 2015 March 2016	N/A

PERFORMANCE INDICATORS

Indicator	2014/15 Target	2015/16 Target	2016/17 Target
Percentage of child protection cases which were reviewed within required timescales.	100%	100%	100%
Rate of children with a Child Protection Plan per 10,000 population.	Tracker	Tracker	Tracker
Percentage of Child Protection Plans lasting 2 years or more (children who ceased to be the subject of a plan).	1%	1%	1%
Children killed or seriously injured in road traffic accidents.	14 (2014)	13 (2015)	12 (2016)
Hospital admissions caused by unintentional and deliberate injuries in children (rate per 10,000 aged 0-14 years)	Tracker	Tracker	Tracker
Hospital admissions caused by unintentional and deliberate injuries in young people (rate per 10,000 aged 15-24 years)	Tracker	Tracker	Tracker
Parent/carer satisfaction with the help they received from Children's Services.	72%	72%	72%
The number of children who are reported missing	Tracker	Tracker	Tracker

Strategic Actions/Sub-Actions	Lead	Timescale	Link to Relevant Plan
Outcome 10: Children who cannot live with their families achieve permanence and stability			
Implement the fostering and adoption reforms as laid out in the Children and Families Act to streamline processes and provide permanence and stability. <ul style="list-style-type: none"> Maximise adoption for Looked After Children who are unable to live within their birth families. Ensure that all children's cases are managed within the revised court timescales (Family Justice Review 2013). Implement the Adoption Reform Plan. 	DCC (CAS - Children's Services)	March 2015 March 2015 March 2015	Council Plan
Reduce numbers of Looked After Children. <ul style="list-style-type: none"> Implement the Looked After Children Reduction Strategy. Provide effective alternatives to care. 	DCC (CAS - Children's Services)	March 2017 March 2017	Council Plan

PERFORMANCE INDICATORS

Indicator	2014/15 Target	2015/16 Target	2016/17 Target
Average time between a child entering care and moving in with its adoptive family, for children who have been adopted (days).	420	340	Not set
Average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family (days).	121	71	Not set
Percentage of Looked After Children cases which were reviewed within required timescales.	97.8%	98.0%	98.2%
Stability of placements of Looked After Children: number of placements.	13%	12%	11%
Stability of placements of Looked After Children: length of placements.	60%	62%	64%
Rate of Looked After Children per 10,000 population.	Tracker	Tracker	Tracker

Children, Young People & Families Plan – Glossary

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Abbreviation	Description
ADHD	<p>Attention Deficit Hyperactivity Disorder</p> <p>Attention deficit hyperactivity disorder is a psychiatric disorder in which there are significant problems of attention, hyperactivity, or acting impulsively that are not appropriate for a person's age. These symptoms must begin by age six to twelve and be present for more than six months for a diagnosis to be made.</p>
CAF	<p>Common Assessment Framework</p> <p>The Common Assessment Framework was a key part of delivering frontline services that were integrated and focused around the needs of children and young people. It was a standardised approach used by practitioners to assess children's additional needs and decide how these should be met. This was replaced by the Single Assessment from April 2014.</p>
CAMHS	<p>Child and Adolescent Mental Health Services</p> <p>Child and Adolescent Mental Health Services help children and young people with their mental health and well-being and are usually provided by a multi-disciplinary team of mental health professionals.</p>
CAS	<p>Children and Adults Services</p> <p>Children and Adults Services bring together a number of council functions which contribute to the County Durham Partnership vision of Altogether Better Durham.</p> <p>In particular, the relevant themes are:</p> <ul style="list-style-type: none"> • Altogether better for children and young people • Altogether healthier • Altogether safer • Altogether wealthier
CCG	<p>Clinical Commissioning Groups</p> <p>Groups of GPs and other health care professionals who have the responsibility for commissioning health and care services in their area from April 2013, in partnership with local authorities and local communities.</p>

Abbreviation	Description
CFP	<p>Children and Families Partnership</p> <p>County Durham Children and Families Partnership has a strategic responsibility for delivering better outcomes for children, young people and their families in County Durham.</p>
CIN	<p>Children in Need</p> <p>Children in need are defined in law as children who are aged under 18 and:-</p> <ul style="list-style-type: none"> • Need local authority services to achieve or maintain a reasonable standard of health or development. • Need local authority services to prevent significant or further harm to health or development. • Are disabled.
CYPFP	<p>Children, Young People and Families Plan</p> <p>The Children, Young People and Families Plan is the single overarching, multi-agency plan for the delivery of priorities for children and young people in County Durham. The plan sets the vision for The Children and Families Partnership including services around children and young people.</p>
DCC	<p>Durham County Council</p> <p>Local authority which performs all council functions in the County Durham area.</p>
EHC Plan	<p>Education Health and Care Plan</p> <p>Education Health and Care Plans will be introduced across England & Wales during 2014. The Plans themselves originate from the Children & Families Act which is currently being processed through the House of Commons.</p>
EYFS	<p>Early Years Foundation Stage</p> <p>The Early Year's Foundation Stage sets the statutory standards that all early years providers must meet. This includes all maintained schools, non-maintained schools, independent schools and all providers on the Early Years Register.</p>
FSM	<p>Free School Meals</p> <p>A free school meal is a school meal provided to a child or young person during a school break and paid for by government.</p>

Abbreviation	Description
FTE's	<p>First Time Entrants</p> <p>First Time Entrants to the criminal justice system are classified as offenders, (aged 10 – 17) resident in England and Wales, who received their first reprimand, warning, caution or conviction, based on data recorded on the Police National Computer.</p>
GCSE	<p>General Certificate of Secondary Education</p> <p>The General Certificate of Secondary Education is an academic qualification awarded in a specified subject, generally taken in a number of subjects by students aged 14-16 in secondary education in the UK.</p>
JHWS	<p>Joint Health and Wellbeing Strategy</p> <p>A legal requirement to ensure that NHS and social care agencies work together through the Health and Wellbeing Board and agree the services that should be prioritised within the strategy.</p>
LAC	<p>Looked After Children</p> <p>Children in public care, who are placed with foster carers, in residential homes or with parents or other relatives.</p>
LEP	<p>Local Enterprise Partnership</p> <p>A local enterprise partnership is a voluntary partnership between local authorities and businesses formed in 2011 by the Department for Business, Innovation and Skills to help determine local economic priorities and lead economic growth and job creation within its local area.</p>
LSCB	<p>Local Safeguarding Children Board</p> <p>Local Safeguarding Children Boards were established by the Children Act 2004 which gives a statutory responsibility to each locality to have this mechanism in place. LSCBs are now the key system in every locality of the country for organisations to come together to agree on how they will cooperate with one another to safeguard and promote the welfare of children.</p>
MALAP	<p>Multi Agency Looked After Partnership</p> <p>A Multi-Agency Looked After Partnership is a group of people from many different organisations set up to look at how they could work together to help improve educational achievements, post 16 services and the health and emotional well-being of looked after children and young people to give the best possible chance in life.</p>
NEET	<p>Not in Employment, Education or Training</p> <p>A young person (16-24) who is "Not in Education, Employment, or Training".</p>

Abbreviation	Description
OFSTED	<p>Office for Standards in Education, Children's Services and Skills</p> <p>An independent and impartial organisation who inspect and regulate services which care for children and young people, those providing education and skills for learners of all ages.</p>
PCSO	<p>Police Community Safety Officer</p> <p>A Police Community Support Officer is a civilian member of police staff employed as a uniformed non-warranted officer by one of the forty-three territorial police forces in England and Wales or the British Transport Police.</p>
RED	<p>Regeneration and Economic Development</p> <p>The Regeneration and Economic Development service grouping is central to Durham County Council's drive to create sustainable places where people want to live, work, invest and visit, whilst enabling our residents and businesses to achieve their potential.</p>
SEN	<p>Special Educational Needs</p> <p>Children who have needs or disabilities that affect their ability to learn. For example:</p> <ul style="list-style-type: none"> • Behavioural/social (eg difficulty making friends). • Reading and writing (eg dyslexia). • Understanding things. • Concentrating (eg Attention Deficit Hyperactivity Disorder). • Physical needs or impairments.
TEWV	<p>Tees, Esk & Wear Valley</p> <p>NHS trust providing mental health, learning disability and substance misuse services in County Durham, the Tees Valley and the Scarborough, Whitby and Ryedale areas of North Yorkshire.</p>

Children, Young People and Families Plan

2014/2017

Contact details

Any comments or queries about
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Cabinet

11 June 2014

Local Authority Inspections: School Improvement



Report of Corporate Management Team
Rachael Shimmin, Corporate Director, Children and Adults Services
Councillor Ossie Johnson Portfolio Holder for Children's Services

1. Purpose of the Report

This report summarises the new inspection regime for Local Authority arrangements for supporting School improvement draws on available published Ofsted local authority inspection reports in order to identify areas of priority or concern for Durham and it highlights lessons that Durham L.A. may learn from the experiences of other local authorities.

2. Background

Since February 2013, Ofsted has published reports on 10 focused inspections and 8 full inspections conducted under its **Framework for the inspection of local authority arrangements for supporting school improvement**.

Full inspection:	judgement	Focused inspection:
Blackpool	<i>(ineffective)</i>	Bristol
Bournemouth	<i>(effective)</i>	Coventry
Isle of Wight	<i>(ineffective)</i>	Cumbria
Middlesbrough	<i>(ineffective)</i>	Derby
Norfolk	<i>(ineffective)</i>	East Riding of Yorkshire
Peterborough	<i>(effective)</i>	Medway
Suffolk	<i>(ineffective)</i>	Norfolk
Wakefield	<i>(ineffective)</i>	Northumberland
		Suffolk
		Thurrock

3. Full inspection - description

One week's notice; involves formal interviews with senior and operational local authority staff including elected members, contracted partners and selected schools (head teacher and governor interviews).

A wide range of documents, including self-evaluation forms, strategic plans, meeting agendas, financial reports and data, are scrutinised. The inspection lasts approximately one week.

A report is published carrying a judgement of either 'effective' or 'ineffective'. To date all but two inspected authorities have been deemed ineffective.

4. Focused inspection - description

In a local authority where national data shows a significant number of underperforming schools, a focused inspection determines whether sufficient support and challenge is being provided.

A sample of around 10% of schools is selected for inspection, with a broadly similar number of good and outstanding schools approached for telephone interviews. In Durham this would be approximately 25-30 schools inspected, and 25-30 schools interviewed.

The report generated by a focused inspection is a narrative summary based on findings, with both areas of strength and areas of development described; it makes no explicit judgement.

Three key questions are asked of schools and governors:

- How well does the local authority know your school, your performance and the standards your pupils achieve?
- What measures are in place to support and challenge your school and how do these meet the needs of your school?
- What is the impact of the local authority support and challenge over time to help your school improve?

An additional question is used in telephone interviews with schools:

- How well is the local authority making use of your school's strengths to help others improve?

Where a focused inspection has raised concerns, and does not result in swift and decisive improvements, it is likely to be escalated to a full inspection.

5. Durham County Council - readiness

A detailed self-evaluation document covering all key areas of the Ofsted inspection framework (para. 2, above) has been prepared.

Substantial quantitative evidence (including data) and qualitative evidence (contract evaluations and head teacher endorsements, for instance) indicate that these aspects are positive for County Durham.

Data used is critical, with a focus on KS2, KS4 and numbers of young people not in education, employment or training (NEET), and there are clearly lessons to be learned from the content of inspection reports so far published.

6. Positive characteristics of inspected Councils:

Information from published reports indicates that local authorities will be judged as effective if performance data is well-used and schools enjoy positive and strong working relationships with Council Officers.

In these cases schools would demonstrate that they know the strategy for improvement and head teachers and governors will typically have high regard for the work of school improvement officers.

Where training for governors is well-received and good clerking services are provided, and there is evidence of effective school-to-school support brokered by the local authority, judgements are likely to be positive.

In summary: where local authorities “know their schools well” and share positive and effective working relationships, school improvement functions will in all probability be deemed effective.

7. Areas for further development:

While school improvement functions in Durham are robust and effective when measured against the Ofsted inspection criteria, there remain a number of areas for consideration:

- Ensuring that Council Leaders, Senior Officers and elected members are clear around the local authority’s strategy for school improvement.
- The Education service must continue to ensure fully developed arrangements for evaluation and quality assurance of its work (identifying influence and impact over time), so that effectiveness of actions and interventions can be accurately judged.
- The education service will review its use of formal powers of intervention, including use of formal warning notices, so that this becomes a clearer and more consistent part of the response to schools causing concern.
- A task and finish group is to be deployed to identify and make further use of the strengths of good and better schools.

9. Recommendations

Cabinet is recommended to note the implications of this report for elected members and council officers.

Contact:	Phil Hodgson	03000 265842
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Appendix 1: Implications

Finance n/a

Staffing n/a

Risk - Potential reputational issues if recommendations not actioned

Equality and Diversity/Public Sector Equality Duty n/a

Accommodation n/a

Crime and Disorder n/a

Human Rights n/a

Consultation - external consultation with schools included in recommendations

Procurement n/a

Disability Issues n/a

Legal Implications n/a

Cabinet

11 June 2014



**Proposal for a consultation to make play parks/area
in County Durham smoke free**

Report of Corporate Management Team

Report of Rachael Shimmin, Corporate Director of Children and Adult Services

Report of Cllr. Lucy Hovvels, Portfolio Holder for Safer and Healthier Communities

Purpose of the Report

1. To consider proposals for consultation on a voluntary code to make to make play parks in County Durham smokefree.

Background

2. Every year in England more than 80,000 people die from smoking related diseases. This is more than the combined total of the next six causes of preventable deaths, including alcohol and drugs misuse. Smoking accounts for one third of all deaths from respiratory disease, over one quarter of all deaths from cancer, and about one seventh of all deaths from heart disease. On average a smoker loses 10 years of life. The earlier someone quits the less life they lose.
3. Durham County Council (DCC) is already committed to reducing smoking prevalence through the partnership work developed via the 'Smokefree County Durham Tobacco Control Alliance'. The alliance has developed a comprehensive five year tobacco control action plan to address the causes and impacts of tobacco use, and monitors the progress of the plans. The action plan was agreed and signed off by Cabinet in October 2013. The focus of the plan is to protect children, in particular protecting them from becoming future lifelong smokers. The tobacco plan has an ambition to reduce smoking prevalence in County Durham to 5% (currently 20.9%, 2012), and has a bold vision to drive the ambition which states-

“That a child born now in any part of County Durham will reach adulthood breathing smokefree air, being free from tobacco addiction and living in a community where to smoke is unusual. We owe it to our children to make this happen”

4. Smoking is often a childhood addiction and most smokers in the North East start at aged 15. Tobacco use is the leading cause of preventable death and disease and is the leading cause of health inequalities. Young people are most at risk of becoming smokers themselves if they grow up in communities where smoking is the norm. The aim of tobacco control is to change social norms and work to prevent the uptake of smoking. Therefore one of the actions on the alliance plan, of which the tobacco alliance is keen to implement, is to promote children's play facilities/ areas as smokefree areas.

5. Smokefree play parks is just one part of a whole range of local tobacco control measures e.g. provision of stop smoking support, enforcement of smokefree legislation, tobacco regulation, designed to protect children from tobacco-related harm. Smokefree play areas would bring about several benefits:
 - Decreasing the opportunity for children to see adults smoking around them
 - Creating an environment in which smoking is not seen as the norm thus potentially motivating smokers to cut down or to quit
 - Protecting the environment and saving local authorities money by reducing tobacco-related litter
 - Offering further protection from the harmful effects of second-hand smoke

The evidence base for the proposal

6. Making playgrounds smokefree decreases the opportunity for children to see adults smoking around them. Children are influenced by what they see, and young people are most at risk of becoming smokers themselves if they grow up in communities where smoking is the norm. The most effective way to prevent young people from becoming smokers is to encourage adult smokers to quit and to remove young people's exposure to smoking behaviours. Increasing the number of smokefree areas can have a positive effect on youth smoking rates: smokefree playgrounds are associated with lower levels of adolescent smoking. **Wakefield MA Chaloupka FJ, Kaufman NJ, Orleans CT, Barker DC, Ruel EE (2000)**
7. **The Royal College of Physicians (2010) report on Passive Smoking and Children** recognises that all adults have a duty to prevent exposing children to smoking behaviour and states that "a policy of prohibiting smoking in publicly visible places, particularly those frequented by children, and within the vicinity of schools, nurseries, and other areas where children gather in the open air, could have important public health benefits."
8. Making tobacco use less acceptable plays a key role in motivating current smokers to cut down or to quit. A key aim of tobacco control is to change the social norms around tobacco use by creating a social and legal climate which challenges the perception that smoking is a normal and acceptable behaviour **Roeseler A, Burns D (2010)** Making playgrounds smokefree will help to change community norms as part of broader tobacco control strategies.
9. Smokefree playgrounds will also offer further protection from the harmful effects of second-hand smoke. The effects of second-hand smoke indoors, and the need to protect people from it, are well-known and form the basis of England's smokefree legislation. But there is growing evidence that second-hand smoke outdoors can also cause harm. **Lich A, Hyland A, Travers M, Chapman S (2013)**
10. A number of variables can affect the level of exposure, including weather conditions, the number of smokers, their proximity to others and whether any of the outdoor spaces have enclosed areas but the fact remains that there is no safe level of exposure to second-hand smoke. **Surgeon General's report (2006)**

11. Signs installed in parks to indicate there is a smokefree code in place can help people to challenge someone who lights up in a play area and can point those who want to quit to services that can help them. This is especially important for parents who smoke, as their children are more likely to start smoking than those of non-smoking parents. **Leonardi-Bee, J, Lisa Jere, M, Britton, J (2011)**
12. If smoking no longer takes place in playgrounds it follows that there will be a reduction in tobacco-related litter which will not only help to protect the environment but will mean that local authorities will need to spend fewer resources on cleaning up. Cigarette butts are the most common type of litter found in the UK. **Policy Exchange Report (2010)**. According to an Environmental Campaigns study, tobacco-related litter was found in 78% of locations investigated, and the cost of clearing cigarette butts is estimated at £342 million each year.

Public Opinion already in existence from other areas

13. Increased measures to protect children from tobacco-related harm are popular with the public. In the North East, 77% of people think smoking should not be allowed in children's outdoor play areas and 89% of people would like smoking to become a thing of the past for children. **YouGov survey on tobacco (2010)**.
14. In June 2013, Fresh (Smoke Free North East) spoke to parents – smokers, ex-smokers and non-smokers – in parks across the North East to find out what they thought about smoking. Most people, including smoking parents and grandparents, feel strongly about smoking in parks; those who do it admit they feel guilty about it. A common response among this group was that *"I smoke, but not in front of him/her and it's terrible doing it in parks."*

Other comments included:

"We need to keep children separate from smoking"
- Ex-smoker

"Smoking shouldn't take place in parks. A clear sign would be needed to say that smoking shouldn't take place here"
- Ex-smoker

"I smoke, but I wouldn't smoke around other people's children or my own. If smokers see that no one else is smoking, then they'd be less likely to light up." see that no one else is smoking, then they'd be less likely to light up."
- Smoker

"If there were signs up, it would help to keep the park smokefree."
- Ex-smoker

Examples from other Local Authority areas

15. There are now many examples of areas where smokefree playgrounds have been introduced.

In this region, Gateshead Council's Cabinet passed a motion in February 2013 to make all 20 of its playgrounds smokefree. Redcar and Cleveland Borough Council have installed signs across each of their parks and Middlesbrough Council are also revisiting the issue, having made their playgrounds smokefree ahead of the introduction of smokefree legislation in 2007.

16. In the North West, parks in Blackpool, Sefton and the Wirral amongst others have become smokefree zones while in Wales, at July 2013, 18 out of 22 local authorities have taken action to implement voluntary smokefree codes in their playgrounds. Several parks across Scotland and the South West of England are now also covered by a voluntary code.

The Proposal in County Durham

17. There are 307 play parks in County Durham, of which 178 are owned by DCC. The remainder are owned between Town and Parish Council and community associations.
18. Discussion with heads of departments within DCC has already been carried out to ascertain if smokefree play areas is something that would be supported. There is an overwhelming support for a voluntary code basis with consultation with local communities.
19. The proposal therefore for smokefree play parks in County Durham would be on a voluntary basis. It would not be enforceable, but through the consultation process and use of polite notices asking people to respect it.
20. To implement this policy a high level plan would be developed to ensure all relevant DCC departments, organisation and communities are involved. The plan would involve:-
 - Steering group to oversee implementation plan
 - Development of a communications strategy which includes a public relations strategy to start letting the public know that the issue is being discussed
 - Seek views of local communities
 - Decision on artwork to use on PR and signage
 - The signage required and costing (see signage and costings)
 - Launch date to implement the policy and press releases to support
 - Review of policy e.g. six months or one year after implementation. Visit the parks again to gather views and see if any positive impacts have been made
21. The consultation will commence in June 2014 and will involve the public/communities and partners e.g. AAPs, Health Networks, Town and Parish Councils, Children and young people partnership, Citizens panel, Investors in Children. The consultation will seek opinion in relation to support for the principle of smokefree play parks and the support to implement the code in their respective play park areas.

Proposed Timetable

Action	Possible Date
Commence 6 month consultation <ul style="list-style-type: none"> • Develop a steering group • Involve Consultation Officer Group (COG) • Develop communications strategy • Consultation Involvement with:-- <ul style="list-style-type: none"> • Town and Parish Councils • Children and Young People partnership • Citizens panel • Investors in children • Visits to play parks for public opinion and conduct questionnaire • AAPs • Health Networks • Health & Wellbeing Board 	June 2014
Implement policy	February 2015
Review policy <ul style="list-style-type: none"> • Re visit play parks to gather views and ascertain if any positive impacts 	February 2016

Signage and Costings

22. Appropriate signage should be considered to support the code. This ranges from £6 for stickers to £350 per full replacement static sign. It would be costly to replace all 178 signs concurrently. Therefore consideration should be given to placing signage at selective sites initially to provide signage as part of the media activity during implementation phase. Other local authorities did this to address the cost issue. The issue of cost, responsibility and types of signage will need to form part of the consultation process.

23. The tobacco alliance will make a contribution to the initial costs of production of signage to support coverage of DCC parks.

24. Example signage artwork is already available which can be localised (local authority logo and tobacco alliance), however the consultation process would also involve agreement on signage wording.



Recommendations

25. Cabinet is requested to:

- Support the proposal for a consultation to implement a voluntary code to make play parks/area in County Durham smokefree

Background Papers

Smokefree County Durham Tobacco Control Alliance Action Plan 2013-2017

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Appendix 1: Implications

Finance: In the future all appropriate new or replacement council signage will carry a message requesting people not to smoke in children's play area. This will not change the cost of production of future signs and will be a part of ongoing repair and replacement budget for signage.

Staffing: There is no intention to actively enforce No Smoking in play areas as there is no legal basis to do so. The Smokefree Alliance will arrange for the briefing / training of community based staff so that they are fully briefed to answer any questions from the public about the voluntary code.

Risk: Failure to implement identified actions relating to Smokefree Play areas could delay Durham County Council and its partners in achieving the ambition for 2030 to reduce smoking prevalence to 5% and achieving our Vision statement.

Equality and Diversity / Public Sector Equality Duty: There is not considered to be any equality or diversity issues associated with this voluntary code. Smokers are being asked to modify their behaviour to accommodate this request.

Accommodation: This is an external issue and therefore

Crime and Disorder: The initiative potentially reduces the amount of smoking related litter dropped in children's play areas.

Human Rights: The Strategy seeks to ensure that everyone in County Durham can achieve their full potential in fair and inclusive communities, supporting the rights of children to the best possible health and development. The rights of people wishing to continue smoking are not impaired, as this is a voluntary measure.

Consultation: This will form a key part of the process and initial actions will be directed through DCC Consultation Officer Group.

Procurement: This would be relevant to signage and would be dealt with internally

Disability Issues: There is not considered to be any issues associated.

Legal Implications: There is not considered to be any legal issues due to this being implemented on a voluntary basis

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