



Overview and Scrutiny Management Board

Date Friday 20 March 2015
Time 9.30 am
Venue Committee Room 2, County Hall, Durham

Business

Part A

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

1. Apologies for Absence
2. Substitute Members
3. Minutes of the meeting held on the 13 February 2015 (Pages 1 - 8)
4. Declarations of interest, if any
5. Quarter 3 2014/15 Performance Management - Report of Assistant Chief Executive (Pages 9 - 84)
6. Update on the Delivery of the Medium Term Financial Plan 4 - Report of Assistant Chief Executive (Pages 85 - 88)
7. Council Plan and Service Plans 2015 - 2018 - Report of Assistant Chief Executive (Pages 89 - 154)
8. Notice of Key Decisions - Report of Head of Legal and Democratic Services (Pages 155 - 164)
9. Information update from the Chairs of the Overview and Scrutiny Committees - Report of Assistant Chief Executive (Pages 165 - 170)
10. 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
12 March 2015

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

Councillor J Armstrong (Chairman)
Councillor P Stradling (Vice-Chairman)

Councillors A Batey, R Bell, J Blakey, A Bonner, D Boyes, J Chaplow,
K Corrigan, R Crute, B Graham, D Hall, K Henig, A Hopgood, P Lawton,
J Lethbridge, H Liddle, T Nearney, C Potts, L Pounder, A Shield, M Simmons,
W Stelling, R Todd, J Turnbull and S Wilson

Faith Communities Representatives:

Revd K Phipps

Parent Governor Representatives:

Mr R Patel

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DURHAM COUNTY COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT BOARD

At a Meeting of **Overview and Scrutiny Management Board** held in Committee Room 2, County Hall, Durham on **Friday 13 February 2015 at 9.30 am**

Present:

Councillor J Armstrong in the Chair

Members of the Committee:

Councillors P Stradling, A Batey, R Bell, J Chaplow, R Crute, B Graham, K Henig, A Hopgood, J Lethbridge, T Nearney, C Potts, L Pounder, A Shield, M Simmons, R Todd and J Turnbull

Faith Community Representative:

Revd K Phipps

Parent Governor Representative:

Mr R Patel

Also Present:

Councillors J Carr, J Hillary, G Holland, N Martin, L Taylor, M Wilkes, J Shuttleworth

1 Apologies for Absence

Apologies for absence were received from Councillors J Buckham, P Lawton, H Liddle and S Wilson.

2 Substitute Members

There were no substitute members.

3 Minutes

The minutes of the meeting held on the 18 December 2014 were confirmed as a correct record and signed by the Chairman.

The Head of Planning and Performance referred to Item 3 of the minutes of the meeting held on the 18 December 2014 and advised that an update would be given on Key Decisions during item 10 on the agenda.

Referring to item 7 of the minutes, Councillor R Bell requested information on victim based crime which had been emailed to Councillor Bell on the 3 February.

4 Declarations of interest

There were no declarations of interest.

5 General Fund Medium Term Financial Plan, 2015/16 to 2017/18 and Revenue and Capital Budget 2015/16

The Board considered a report of the Assistant Chief Executive which informed members of Overview and Scrutiny Management Board and Corporate Issues Overview and Scrutiny Committee of the Cabinet report (11 February 2015) that provided comprehensive financial information to enable Cabinet to agree a 2015/16 balanced revenue budget, an outline Medium Term Financial Plan (MTFP 5) for 2015/16 to 2017/18 and a fully funded capital programme for recommendation to the County Council meeting on 25 February 2015 (for copy see file of minutes).

The Head of Finance advised that a revised budget report (for copy see file of minutes) had been circulated as the Council had received confirmation of its final grant settlement from the Department of Communities and Local Government on 4 February which had included an increase of £966,000 in revenue support grant in respect of additional funding for welfare assistance and social care services.

The Head of Finance continued to provide a summary and highlighted key issues within the report relating to:

- Local Government Finance Settlement
- Government Funding Reductions Based Upon 'Spending Power'
- Consultations
- Scrutiny Committee Feedback
- Net Budget Requirement and Council Tax
- MTFP Development
- Financial Reserves
- Capital Grant Allocation

The Chairman thanked officers for the work they had done during the budget process. He informed the Board that he had made representations at Cabinet on the 11 February regarding inflation, welfare provision and court cost fees and advised that Cabinet had taken the issues raised into consideration.

Councillor R Bell referred to paragraph 20 of the report and asked if the additional £966,000 received for Welfare Provision and Social Care pressures would be recurring and how the money would be spent. The Head of Finance confirmed that the money would be recurring and advised that he would be able to provide spend details after the meeting. He added that there was a reserve of £1m to be utilised over the next 12 months.

Referring to paragraph 11 of the report, the Head of Finance provided clarification to Councillor R Bell on the calculation of the council tax freeze grant.

In response to a question from Councillor Hopgood regarding the 1.5% price inflation increase, the Head of Finance explained that despite current trends, it would be difficult to predict changes over the next 12 months and for the current financial year it would be prudent for the Council to accept the 1.5%. He added that figures for 2016/17 could be amended if inflation prices remain low.

Referring to inflation and its impact on service provision, Councillor R Bell asked if it was possible to provide information regarding the pressures on service groupings in the future. The Head of Finance agreed and explained the Councils budget spends and how they impact on service contracts.

In response to a question from Councillor Wilkes regarding the Councils budget for capital repair and maintenance investment in schools that does not come directly from the government, the Head of Finance explained that the Council used two funding streams for major schemes, government grants such as the school capitalization maintenance grant and capital receipts. He added that a member working group sets a prioritised programme for the Councils capital maintenance budget.

Councillor Todd commented on the grant system and how the changes would impact on parish council resources. The Head of Finance responded that the Council works closely with town and parish council working groups and added that they are advised of changes and their impact well in advance.

Referring to the underspend in welfare provision, Councillor Shield asked if the money had been ring-fenced for welfare assistance. The Head of Policy and Communication confirmed that the underspend would be ring-fenced for the next 12 months.

Members discussed the budget reporting process and were advised that Cabinet had agreed to make the recommendations within the report to Council, taking into consideration feedback from scrutiny members, however it would be a decision of Full Council on the 25 February to set the Councils budget.

Resolved:

- i) That the contents of the Cabinet report of 11 February 2014 be noted and commented upon, prior to full Council on 25 February 2015.
- ii) That the Chairman of OSMB is charged with reporting the final scrutiny response to Council.

6 Welfare Reform and Poverty Issues

The Board considered a joint report of the Assistant Chief Executive, Corporate Director, Resources and Corporate Director, Regeneration and Economic Development that outlined the current thinking on welfare reform and poverty issues as they affect the county, how the council is responding currently and what it and its partners propose to do to maintain an effective approach to welfare reform and build a more comprehensive response to poverty in the county (for copy see file of minutes).

The Head of Policy and Communications reported that the government's welfare reform programme is having a significantly bigger impact on the county, given the disproportionately large number of benefit recipients in County Durham. He added that 40 different changes were made to the benefits system with the intention of reducing welfare spending by £18bn by 2015 and highlighted legislative changes.

In response to a query from Councillor R Bell regarding how the Citizen Advice Bureau would manage welfare issues, the Head of Policy and Communication would forward comments to the Head of Financial Services and report back to Councillor Bell.

Councillor Wilkes commented that the Council are doing well with triage systems, however felt that not enough money is used to support the harder to reach groups. He referred to the £1m underspend in welfare assistance money in the Council's budget and asked if the underspend could be used to assist other organisations and suggested that scrutiny look at those areas. The Head of Policy and Communication advised that the scheme had grown significantly and hard to reach groups would be included in the programme developed for further work.

Resolved:

That the information contained in the report be noted.

7 Implications for Durham County Council of the Government's Policy Programme

The Board considered a report of the Assistant Chief Executive that provided an update on the implications of the Government's policy programme, major policy developments and announcements and provided an analysis of the implications for the Council and County Durham (for copy see file of minutes).

The Head of Policy and Communications highlighted the most significant announcements since the last report to Members which relate to the following:

- Autumn Statement;
- Local authority funding;
- Welfare reform;
- Queen's speech;
- Transformation Challenge Fund;
- Public procurement;
- Economic growth and devolution;
- Planning reform proposals;
- Transport funding;
- Social mobility and poverty issues;
- Care Act;
- Integration of health and social care;

- Criminal Justice and Courts Bill;
- Anti-Social Behaviour, Crime and Policing Act;
- Counter Terrorism and Security Bill;
- Children and Families Act;
- Early years and schools funding.

Councillor Hopgood requested clarification regarding the announcement for LEP funding for the creation of the western relief road, The Head of Policy and Communications recalled the announcement was made in July subject to approval of the County Durham Plan, however he would clarify.

Councillor Shield raised concerns that focus for funding had been on projects in the Centre and South of the County with very little emphasis on North Durham. The Chairman commented that local areas have to bid to receive funding from the LEP and advised that the Government still had to agree a mechanism for finance and delivery. The Head of Policy and Communication added that funding was linked with the work of the Combined Authority and the economic plan for the region.

Commending the stance the Council had taken on payday lenders, Councillor Hillary questioned whether it could be extended to other companies. The Chairman pointed out that other avenues were available to avoid excessive prices.

In response to a query from Councillor R Bell regarding Universal credit, the Head of Policy and Communications advised that the scheme was supported by all political parties. An announcement would be made when the scheme was rolled out nationally after underlying processes had been resolved. He added that engagement would continue with claimants, partners and assured members that they would be fully informed.

Resolved:

That the information contained in the report and the actions taken to anticipate and respond to the government's reforms be noted.

8 County Durham Partnership Update

The Board considered a report of the Assistant Chief Executive that provided an update on 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 also included updates on other key initiatives being carried out in partnership across the County (for copy see file of minutes).

The Head of Planning and Performance highlighted work carried out within the County Durham Partnership in recent months and the priorities and key areas of focus set out in the Sustainable Community Strategy (SCS).

Resolved:

That the information contained in the report be noted.

9 Update in relation to Petitions

The Board considered a report of the Head of Legal and Democratic Services which provided an update on the current situation regarding various petitions received by the Authority (for copy see file of minutes).

The Committee Services Manager reported that since the last update, 2 new petitions had been received and 9 had completed the process. She added that there were 3 live petitions on the council's website:-

- Public Road Crossing at Witton Gilbert
- Gritting Roads
- Traffic Calming Measures at Shotton Colliery.

Resolved:

That the information contained in the report be noted.

10 Notice of Key Decisions - Report of Head of Legal and Democratic Services

The Board considered a report of the Head of Legal and Democratic Services that provided a list of key decisions which were scheduled to be considered by the Executive (for copy see file of minutes).

The Committee Services Manager reported that since the last update there had been the following movement in items being considered at Cabinet:-

- Bishop Auckland Regeneration Framework Review had been moved from February to March;
- Council Plan and Service Plans 2015-18 also moved to the meeting in March;
- County Durham Plan including the Inspectors report had been added to the notice for the meeting in March.

Following comments from this Committee, the Chairman advised that a report was taken to the Constitution Working Group to consider the information contained in the Notice of Key Decisions, which some members felt should be reviewed. The Constitution Working Group agreed that there would be a further discussion between the Chairman of Overview and Scrutiny and the Executive on the issues raised. He met with the Leader to discuss the approach and concluded that the current approach to publication would be maintained for three reasons:

- the Government changed the rules to reduce publication requirements, and the current approach conforms to the Secretary of State's new rules;
- in reality the timing of Cabinet items can and often does move at a planning stage, so to publish fuller information would require frequent amendments to timescales, and so would be of limited help to plan scrutiny work programmes;
- Cabinet members regularly take part in Executive/Non Executive planning meetings between the Cabinet and Overview and Scrutiny Chairs/ Vice Chairs. These meetings already provide the opportunity for the Executive to

provide more information on items that are coming forward but which are not yet firmed up to help Chairs/Vice Chairs with planning the scrutiny work programme.

Resolved:

That the information contained in the report be noted.

11 Information update from the Chairs of the Overview and Scrutiny Committees

The Board considered a report of the Assistant Chief Executive that provided an update of overview and scrutiny activity from 19 December 2014 to 23 January 2015 (for copy see file of minutes).

Resolved:

That the information contained in the report be noted.

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Overview and Scrutiny Management Board

20 March 2015



Quarter 3 2014/15 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 progress against the council's corporate basket of performance indicators and report other significant performance issues for the third quarter of 2014/15 covering the period October to December 2014.

Background

2. 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 (see Appendix 3, table 1); 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 (see Appendix 3, table 2).
3. The report continues to incorporate a stronger focus on volume measures in our performance framework. This allows us to better quantify productivity and to monitor the effects of reductions in resources and changes in volume of activity. Charts detailing some of the key volume measures which form part of the council's corporate basket of performance indicators are presented in Appendix 4.
4. A corporate performance indicator guide has been produced which provides full details of indicator definitions and data sources. This is available to view from the intranet or can be requested from the Corporate Planning and Performance Team at performance@durham.gov.uk.

Executive Summary

Overview

5. During the third quarter period 69% of our target indicators have shown either an improvement or have maintained current performance and 74% are approaching, meeting or exceeding target. This shows slight deterioration from quarter two when 73% of indicators had improved or maintained performance and 78% were approaching, meeting or exceeding target. Performance for tracker indicators is less positive with 57% improved or maintained. 93% of Council Plan actions have been achieved or are on target to be achieved by the deadline, which is an improvement from quarter two when 90% of actions had been achieved or were on target.
6. For the Altogether Wealthier theme, performance is strong on target indicators but more mixed on tracker indicators. Better progress has been made on key economic measures, evident in the reduced number of Job Seeker's Allowance (JSA) claimants, more new homes completed and improved homeless indicators but other areas are mixed such as employment rates, creating/safeguarding potential jobs and affordable homes delivered. Strong performance can be seen in the Altogether Better for Children and Young People theme with educational attainment again above the national average. The Altogether Greener theme is positive with good levels of street and environmental cleanliness and Altogether Better Council is progressing well with better customer services and improved benefits claims processing being maintained. Performance in the Altogether Healthier and Safer themes is more mixed with health indicators showing deterioration, in particular the continuing decline in smoking quitters and increased mortality rates and suicides. Increased levels of crime continue, although at a lower rate than previous quarter.
7. Recently released figures show that the UK's economy grew by 2.6% last year, the fastest pace since 2007. In County Durham the employment rate has again shown improvement and is at its highest level since 2009 however the county continues to be affected by unemployment levels which are worse than national and regional levels. The numbers of youth and long term JSA claimants have both fallen substantially from last year, although the proportion claiming for more than 12 months remains higher than national levels.
8. Housing development shows a mixed picture with higher numbers of empty properties improved through council intervention and new homes completed, although the number of affordable homes and the proportion of homes completed this quarter in and near major settlements have both reduced. Homeless indicators have all shown improvement from last quarter with reduced presentations, applications and acceptances and higher levels of preventions.
9. There was a significant volume of visitors attending the Lindisfarne Gospels exhibition at Palace Green Library in 2013 during our Year of Culture. There were fewer recorded visitors to core attractions in 2014 than in 2013 perhaps unsurprisingly given that visitor numbers in the Year of Culture were an all-time high.
10. Final data confirm that educational attainment within County Durham remains high with 57.6% of pupils achieving five or more A*-C GCSEs or equivalent including English and maths (based on new indicator definition) and 98.7% of

pupils achieving two A levels at grade A*-E (Level 3) or equivalent. Both attainment levels are better than national averages. The achievement gap between pupils eligible for pupil premium and those not eligible is narrowing at key stages 2 and 4.

11. Looked after children and children with a child protection plan rates are better than regionally and statistical neighbours but looked after children is slightly worse than national levels. Child protection case reviews undertaken within timescale remain below target and slightly worse than national and regional levels. Children in need referrals that occurred within 12 months of the previous referral have improved to the lowest level since 2012/13 and met target and are now in line with national levels.
12. Under 18 conceptions for July to September 2013 show the rate has significantly decreased from the same period last year and is the lowest number of conceptions during an individual quarter since monitoring commenced 1998.
13. The council has made a lot of progress in working with troubled families, achieving reductions in crime/anti-social behaviour, improved school attendance or moving back into employment. A total of 932 families achieved the government's results criteria to October 2014 which equates to 70.6% of County Durham's overall target of 1,320 families by May 2015. This has resulted in £841,800 of payment by results claims.
14. Life expectancy in County Durham has risen to 78 for males and 81.3 for females. However, turning to health, the picture is mixed. There has been a rise in children overweight or obese at both ages 4-5 (23.8%) and ages 10-11 (36.1%) and County Durham are worse than national levels. Tackling increasing levels of obesity in the county is a key long term public health challenge.
15. Key health measures of mortality show a mixed picture following a long term trend of reducing rates. Under 75 mortality from cardiovascular disease has gradually reduced since 2001-3 but there are slight increases in under 75 mortality from cancer and respiratory disease although the long term trend since 2001-3 is a reduction. Under 75 mortality from liver disease has shown a slight increase and has been gradually increasing in line with national trends although it is still much lower than for cancer or cardiovascular disease. The number of smoking quitters has deteriorated further from last year.
16. There has also been an increase in the suicide rate in County Durham with the gap to the national rate widening. Data show an increasing trend since 2001-3 compared to national and regional reductions. County Durham has the highest rate in the region.
17. The overall crime level remains higher than last year, although this is better than the previous quarter and levels are still low compared nationally. Serious or major crimes and victim based crimes have increased. Although there have been reductions in the majority of theft categories, shoplifting has increased. Historic crimes of physical and sexual abuse are continuing to have an effect on crime levels.
18. Incidents of anti-social behaviour (ASB) reported to the police have improved with reduced incidents this period. Levels of alcohol related ASB and alcohol related violent crimes also continue to decrease. The percentage of people that agree

that the local council and police deal with concerns of ASB and crime remains high at 61.4% and is better than national levels.

19. There has been a 24% reduction in the number of people (including children) killed or seriously injured this quarter (37) compared to the same quarter last year (49).
20. Key environmental indicators show that good progress continues in levels of street and environmental cleanliness and diverting municipal waste from landfill although the percentage of household waste re-used, recycled or composted remains below target and has deteriorated from 12 months earlier. Contamination of recycling bins and changed legislation in relation to street sweepings continue to impact on the recycling rate. There have been fewer fly-tipping incidents this period compared to previous quarter but there was a 22.5% increase compared to 12 months earlier.
21. The council continues to improve its performance in a number of corporate areas measured by our Altogether Better Council basket of indicators. The Revenues and Benefits Service continue to reduce claims processing times and performance remains better than target. Customer service indicators show improved telephone handling and a high number of customers have been seen at our customer access points within the 15 minute target.
22. There has been an increase in occupancy levels of council owned factories and business support centres, when compared to the same period last year, which has resulted in increased income.
23. The employee appraisal rate has improved significantly although this still remains below target. Performance relating to sickness indicators shows a mixed picture and levels remain worse than target. Freedom of Information requests processed within statutory timescales have deteriorated and remain below the national target.

Volume of Activity

24. A set of volume indicators have been selected to monitor demand on services (see Appendix 4). This quarter has observed slight reductions in demand in some key areas such as planning applications, benefit claims and change of circumstances, face to face contacts, telephone calls received and in requests for information under the Freedom of Information Act or Environmental Information Regulations. Although the number of fly-tipping incidents reported has reduced slightly from the previous quarter, volume remains high compared with the same period last year. The Christmas closedown may have had an effect on demand for services. This period has seen increased demand in the number of children in need referrals following a long period of decline in numbers and further increases in the number of people rehoused.
25. Areas where reductions in demand have been observed and where performance improved or remained static are evident in the following areas:
 - a. The volume of *telephone calls received* (Appendix 4, Chart 13). The volume of telephone calls received has reduced for three consecutive quarters and performance has remained high.

- b. *Number of customers seen at our customer access points* (Appendix 4, Chart 14). Demand for face to face contact has reduced over three consecutive quarters whilst performance has remained static. There has also been an 18% decrease in contact received via emails and web forms compared to the same quarter last year.
- c. *Benefits - new claims and change of circumstances* (Appendix 4, Charts 9-12). The volume of new claims and change of circumstances for both housing benefit and council tax reduction has reduced slightly this period whilst processing times have remained relatively static.

26. Where reductions in demand are observed but performance has dipped are evident in:

- a. *Planning applications* (Appendix 4, Chart 1). The volume of planning applications received by the council has shown a steady decline over the last five quarters but performance has also been falling although this has remained within target.
- b. *Requests for information under the Freedom of Information Act or Environmental Information Regulations* (Appendix 4, Chart 15). The number of requests received has reduced slightly from the previous quarter but levels still remain high. Performance still remains below the national target.

27. The volume of *fly-tipping incidents* reported across the authority has reduced slightly from the previous quarter although volume remains high compared with the same period last year. High levels are observed nationally (Appendix 4, Chart 8).

28. The overall trend for 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. Although the volume has dipped slightly this period compared to last year, demand is high and the number of people rehoused this year is steadily increasing (Appendix 4, Chart 2). Welfare reforms continue to have an impact in this area

29. The number of *children in need referrals* has seen a significant increase this quarter after a long period of decline in numbers. The actual number of repeat referrals has also increased although volume is significantly lower than those in the same period of 2013/14 (Appendix 4, Chart 4).

Welfare Reform and Demand

30. In November the Government announced that the national roll out of Universal Credit will be in four tranches, which will run as follows:

Tranche 1	February to April 2015
Tranche 2	May to July 2015
Tranche 3	September to November 2015
Tranche 4	December 2015 to February 2016

In the region Hartlepool and Newcastle are in tranche one. Gateshead was recently confirmed as the only North East local authority that will roll out Universal

Credit in tranche two. It has been confirmed that Durham will be in tranche three which means the scheme should be live by 21 September 2015.

31. Turning to the performance indicators we use to monitor performance and track issues of the effects of welfare reform, this period shows that the anticipated increase in housing rent arrears has not emerged. Overall, all three housing providers have seen a slight fall in the number of tenants who are in arrears compared to last year. The proactive management of issues through the housing triage process has helped to support tenants with potential difficulties.
32. A measure of the impact of the levels of debt on individuals is the number of insolvencies. This figure is made up of individual bankruptcies and the number of people who have taken out an individual voluntary arrangement or a debt relief order. The number of insolvencies peaked in County Durham during the recession in 2009 but has now fallen, although not yet to pre-recession levels. This follows both the regional and national trends although figures in County Durham exceed those of the North East and England. Work with Citizens Advice County Durham shows that almost half of the issues that they deal with relate to debt.

Insolvencies per 10,000 population			
	Pre-recession level 2007	Peak during recession 2009	Latest available figs. 2013
County Durham	25.1	42.2	34.0
North East	26.7	38.4	30.6
England	24.5	30.3	22.2

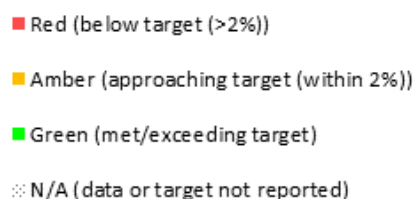
33. People in fuel poverty measured as the percentage of the population who spend 10% or more of their income on fuel costs is historically high in County Durham in comparison with the rest of the country. This peaked during the recession but has started to fall. Latest available figures are for 2012. These show that 17.9% of our residents are in fuel poverty compared to only 13.9% in England.
34. Child poverty shows a similar picture. Latest data for November 2013 show 23.3% of children in County Durham are living in poverty compared to only 17.6% in England and the gap to the national rate is widening.
35. The employment rate in County Durham has slowly started to recover from the recession and now stands at 68.1% but remains relatively low in comparison to the national level of 72.3%, a gap of 4.2 percentage points. The pre-recession employment rate in County Durham peaked at 72.1% in 2007 which was only 0.4% behind the national figure at the time. Taking employment levels and debt as two economic measures, County Durham is more sensitive to a recessionary downturn than the rest of the country.
36. Homeless levels this period show a 1.8% reduction in presentations and the number of people on the housing register with hardship, medical/welfare issues, overcrowding, or who are statutory or non-statutory homeless have also reduced. The number of families rehoused through the Durham Key Options system has increased further this period and the total is on course for the year to show a higher figure than last year.

37. Demand for social housing remains buoyant. We continue to perform well in terms of levels of empty council housing with all three housing providers showing a reduction in numbers, an improving trend since 2013. Council owned housing that are not available to let or empty for more than 6 months are also reducing.

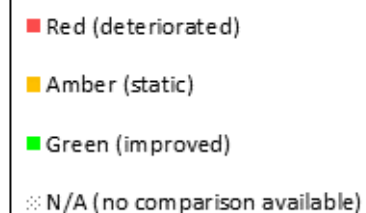
Overall Performance of the Council

Key Performance Indicators

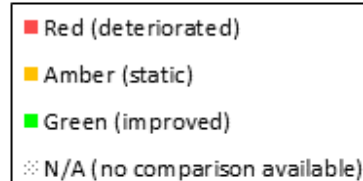
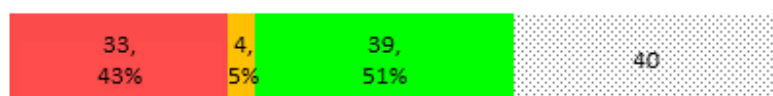
Performance against targets



Target indicators - Direction of travel



Tracker indicators - Direction of travel



Source: Service performance monitoring data

38. In quarter 3 2014/15, 74% (54) of target indicators approached, met or exceeded targets with 69% (48) of target indicators improved or remained static.

Performance in relation to tracker indicators, many of which reflect the local economy, was less positive with just 57% improving or remaining static compared to the same period last year.

39. Areas where there has been improvement in performance in terms of direction of travel compared to 12 months earlier are:

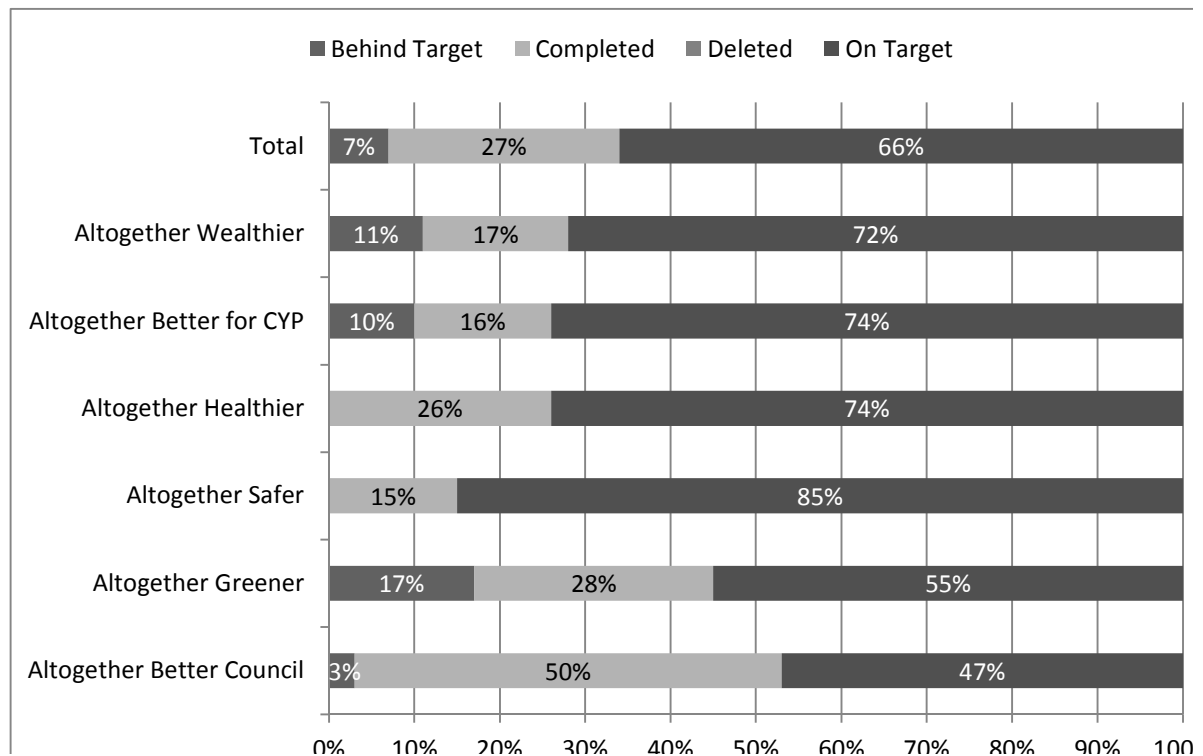
- Empty properties improved through council intervention
- Apprenticeships started through Durham County Council funded schemes
- Employment rate
- JSA claimants claiming for one year or more
- JSA claimants aged 18-24
- Council owned property meeting decency criteria
- Business enquiries handled and businesses engaged

- Achievement levels of children in the early years foundation stage
- Achievement gaps between children eligible/not eligible for pupil premium funding
- Children in need referrals within 12 months of previous referral
- Under 18 conception rate
- Children with a child protection plan
- Mortality from cardiovascular diseases
- Delayed transfers of care
- Police reported incidents of anti-social behaviour
- Alcohol related anti-social behaviour incidents and violent crime
- Municipal waste diverted from landfill
- Feed in tariff installations
- Telephone calls answered within three minutes and abandoned calls
- Time taken to process new council tax reduction and housing benefit claims
- Council owned business floor space that is occupied and income generated from this
- Appraisals completed

40. Key issues in terms of areas where there has been a deterioration in performance in terms of direction of travel compared to 12 months earlier are:

- New homes completed
- Affordable homes delivered
- Planning applications determined within deadline
- Visitors to core attractions
- Child obesity
- Smoking quitters
- NHS health checks
- Successful completions of alcohol treatment
- Permanent admissions to residential or nursing care
- Mortality from liver and respiratory diseases
- Suicide rate
- Overall crime rate
- Serious or major crimes
- Victim based crimes
- Reduction in crime for offenders in the Integrated Offender Management cohort
- Household waste that is reused, recycled or composted
- Fly-tipping incidents reported
- Business rates collected in year
- Freedom of Information and Environmental Information Regulations requests responded to within statutory deadlines

Progress against Council Plan Actions - Quarter 3 2014/15



41. Monitoring of the Council Plan is carried out on a quarterly basis to ensure that actions are being completed. Overall, third quarter performance shows 27% (39 out of 145) of actions have been achieved and 66% (96 actions) are on target. 7% (10 actions) are behind target. Further detail of these actions is highlighted throughout the report. The Altogether Better Council theme has achieved the highest percentage of actions completed (50%). The Altogether Greener theme has the highest percentage behind target (17%), which amounts to four actions.

Service Plan Actions

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	72	46	64%	21	29%	4	6%	1	1%
CAS	130	32	25%	97	74%	1	1%	0	0%
NS	108	31	29%	66	61%	11	10%	0	0%
RED	113	18	16%	78	69%	17	15%	0	0%
RES	125	50	40%	70	56%	5	4%	0	0%
Total	548	177	32%	332	61%	38	7%	1	0%

Source: Service monitoring data

42. The table above shows that overall, 93% 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 7%. The Children and Adults Services grouping has the highest percentage of actions achieved or on target (99%). The Regeneration and Economic Development service grouping had the highest percentage of actions behind target (15%, 17 actions), followed by the Neighbourhood Services service grouping (10%, 11 actions).

43. 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.

Risk Management

44. Effective risk management is a vital component of the council's change agenda. The council's risk management process sits alongside our change programme and is incorporated into all significant change and improvement projects.

45. The strategic risks identified as potential barriers 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:

- a. Net impact is critical, and the net likelihood is highly probable, probable or possible.
- b. Net impact is major, and the net likelihood is highly probable or probable.
- c. Net impact is moderate, and the net likelihood is highly probable.

46. At 31 December 2014, there were 31 strategic risks. Since 30 September 2014, one new risk has been added and one removed, making no net change in the number of risks. The following matrix categorises the strategic risks according to their net risk evaluation as at 31 December 2014. To highlight changes in each category during the last quarter, the number of risks at 30 September 2014 is shown in brackets.

Figure 4: Corporate Risk Heat Map

Impact					
Critical	2 (2)	1 (1)	3 (3)		1 (1)
Major		3 (3)	6 (6)		
Moderate			8 (8)	5 (5)	1 (1)
Minor				1 (1)	
Insignificant					
Likelihood	Remote	Unlikely	Possible	Probable	Highly Probable

Key risks 

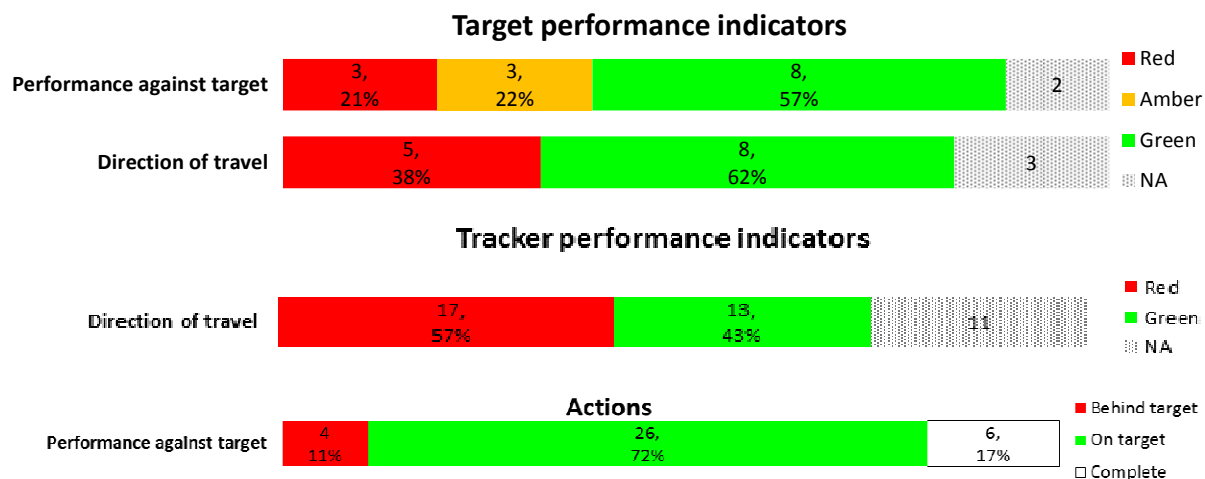
47. At a corporate strategic level, key risks to draw attention to, with their respective net risk evaluations shown in brackets, are:

- a. If there was to be slippage in the delivery of the agreed Medium Term Financial Plan savings projects, this will require further savings to be made from other areas, which may result in further service reductions and job losses (critical / possible).
- b. Ongoing Government funding cuts which now extend to at least 2019/20 will continue to have an increasing major impact on all council services (critical / highly probable).
- c. Potential restitution of search fees going back to 2005 (moderate / highly probable).
- d. The council could suffer significant adverse service delivery and financial impact if there are delays in the implementation of the new banking contract (critical / possible).
- e. If the council were to fail to comply with Central Government's Public Services Network Code of Connection criteria, this would put some core business processes at risk, such as revenues and benefits, which rely on secure transfer of personal data (critical / possible).

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

49. 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

50. Key achievements this quarter include:

- a. This quarter, 144 private sector properties have been improved through local authority intervention bringing the total since April to 279. As the definition for this indicator has changed for 2014/15, past data is not comparable. Also, as a result of council intervention, 83 empty properties were brought back into use during quarter 3 which brings the total since April to 144, exceeding the target of 73 and the annual total of 110 properties in 2013/14. Officers are working with owners to bring a further 97 empty properties back into use. There are three Council Plan actions to bring empty homes back into use through targeted approaches. Progress shows that actions for the east and south of the county have been completed in timescale however work in the north (South Moor) has been delayed until April. A project group has been established and an environmental improvement schedule, including energy efficiency improvement works is being considered. Re-profiling of funds into 2015/16 has been approved.
- b. Refreshed figures show that there were 219 apprenticeships started through Durham County Council funded schemes between April and September. This is well above the target of 90 and performance for the corresponding period in 2013/14 (134). This is due to a number of factors:
 - The labour market is improving
 - Improved working relationships and awareness of the scheme by partners
 - The programme has benefitted from additional funding
 - Increased face to face client support and business engagement have stimulated demand.

Due to a time delay in the confirmation of an apprenticeship being received, previously reported figures were found to be under reported. To address this problem, data will now be reported one quarter in arrears. Figures have been updated to include those apprentices that have not yet been reported.

- c. Published data for the 2013/14 academic year indicate that the overall success rate of adult learning provision that is funded through the Skills Funding Agency has remained high at 87%. This is better than target (86%), national (84.6%) and provider group averages (83.6%), however is slightly below last year's performance (87.5%).
- d. Tracker indicators show:
- i. The number of people claiming Job Seekers Allowance (JSA) continues to fall and has reduced by 12.6% from 8,765 claimants last quarter, to 7,660 this quarter. This represents 2.3% of the working age population. The number of 18 to 24 year olds claiming JSA has also reduced, from 2,720 claimants in quarter 2 to 2,245 this quarter. This represents 29.3% of all JSA claimants. Youth claimants have fallen 36.3% from the corresponding period in 2013/14 when there were 3,525 claimants. 4.4% of 18 to 24 year olds in County Durham were claiming JSA, which is better than regional levels (5.1%) but worse than nationally (3%).
 - ii. The number of JSA claimants that have claimed for 12 months or more also continues to fall and has reduced by 17%, from 2,910 last quarter to 2,415 this quarter, representing 31.5% of all JSA claimants. The number of long term claimants has fallen by 44% from the corresponding period last year (4,320) although the long term unemployment rate remains worse than national rates (25.1%) but slightly better than both regional and nearest statistical neighbour rates (32.1% and 33.2% respectively).
 - iii. Homeless indicators have improved this quarter, when compared to quarter 2.
 - The number of presentations to the Housing Solutions Service has fallen from 2,376 to 2,320.
 - The proportion of statutory housing solutions applications has fallen from 7.2% (172 applications) to 5.7% (133 applications).
 - The level of acceptances of a statutory duty has fallen from 2.1% (51 acceptances) to 1.5% (35 acceptances).
 - The proportion of preventions has increased from 13.5% (322 preventions) to 14.1% (328 preventions).

The Housing Solutions Team has been successful in securing £203,000 of funding through the Help Single Homeless Fund. Working in partnership with Darlington Borough Council, a bid was submitted for Intensive Housing Intervention Workers who will work with Durham Constabulary and offender management services to help offenders meet their housing and support needs to deter them from offending. The project will implement a Housing First Model offering intensive support and assistance to access and remain in the private rented sector for offenders with multiple support needs and a history of rough sleeping.

- iv. The number of people on the housing register who are classed as in reasonable preference groups (people with hardship, medical/welfare issues, overcrowding, or who are statutory or non-statutory homeless) has reduced from 5,187 last quarter, to 4,704 this quarter. This represents a decrease from 44% to 40% of people on the register.
 - v. This quarter 1,317 people registered on Durham Key Options have been rehoused. Numbers have increased from 1,290 last quarter but are lower than the corresponding period last year (1,370) (see Appendix 4, Chart 2).
 - vi. The number of net homes completed has increased from 207 in quarter 2 to 272 this quarter. Although this is significantly lower than quarter 3 2013/14 (352), the number of homes completed between April and December 2014 (840) is higher than for the corresponding period last year (807). A number of permissions have recently been implemented where no homes have yet been completed.
 - vii. The percentage of homes completed in and near major settlements is 49% this quarter (133 homes) in line with last quarter and slightly higher than for the same period last year (44.8%). In Durham City four new homes were completed, lower than the corresponding period in 2013/14 (18). Work has commenced on Mount Oswald Golf Course site however no units have yet been completed.
- e. Progress has been made with the following Council Plan and service plan actions:
- i. A draft design for the flood mitigation solution at Elvet waterside has been produced, however the development brief will now not be signed off with the university until after the County Durham Plan Examination in Public.
 - ii. Detailed assessment work for Milburngate House is complete and pre-application discussions continue with planning. The application for demolition consent will be submitted in quarter 4.
 - iii. The site investigation and design validation for the Western Relief Road was completed in October 2014 in advance of the Examination in Public. The inspectorate's interim report has been received and the council is now considering the next steps for the County Durham Plan.
 - iv. The County Durham Housing Group has recruited its Chief Executive and has just recruited directors. Bids from potential funders will be considered in collaboration with the lead financial advisers, Savills. The process is expected to be finalised in time for final approval from the Homes and Communities Agency. An application for final consent from the Secretary of State will take place during early 2015. Overall, completion of the transfer is on track.
 - v. Refurbishment of the Gypsy Roma Traveller site at Drum Lane, Birtley is now complete and residents have returned to the site. Work is

currently underway at the site at Green Lane, Bishop Auckland and the programme is expected to be completed by March 2015.

- vi. The action to increase availability of technology across the county by developing the Digital Durham programme for next generation broadband delivery to all areas of the county, in partnership with Broadband Development UK, has exceeded target this quarter. 167 fast speed broadband 'cabinets' across the Digital Durham area are now 'engineering complete' and 164 are now taking orders for fibre broadband services. This action will be completed by September 2016 as planned.
- vii. Delivering enterprise initiatives to stimulate enterprise awareness, actions and networks. The launch of the 2014-15 Future Business Magnates competition, which is the tenth anniversary year, was well attended and participants for this year include two new schools and nine new business partners. The theme for the competition is 'Discovering, Detecting, Developing a Different Use of Light', and a number of additional activities are planned as part of the tenth year celebrations. The first two challenges of the competition also took place during the quarter.

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

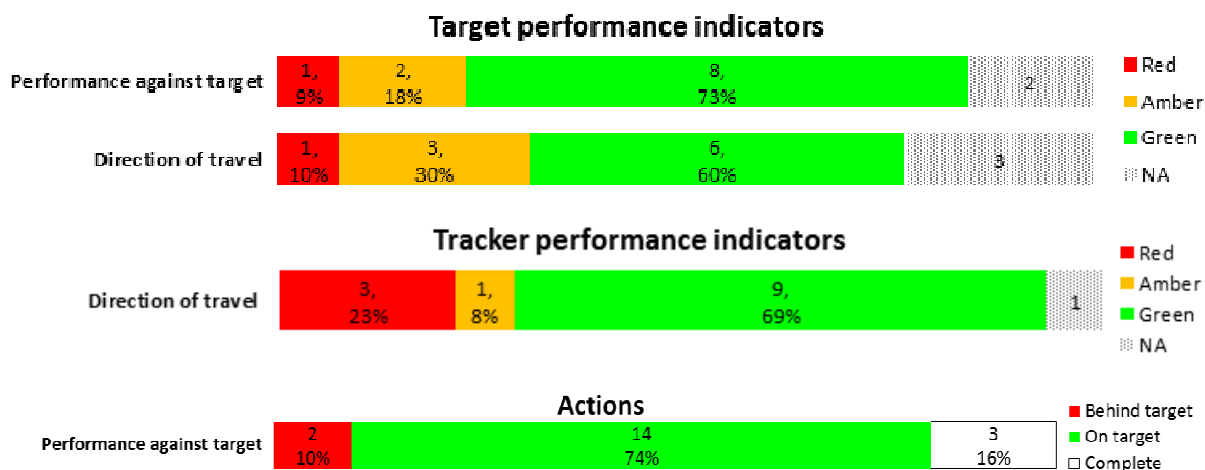
- a. This quarter 91 affordable homes were delivered, below the quarterly target of 120. Since April a total of 248 affordable homes have been delivered, which is well below the corresponding period last year (415).
- b. Through projects with existing businesses and working with tenants, 208 potential jobs have been safeguarded and/or created this quarter. Performance is again below the quarterly target of 600. Since April 1,058 jobs have been safeguarded/created.
- c. Tracker indicators show:
 - i. The employment rate has improved again this period, rising from 65.7% at October 2013 and 66.7% last quarter to 68.1% at October 2014. Although employment is now at its highest rate since 2009, with 226,000 people employed, the County Durham rate remains worse than the national, regional and nearest statistical neighbour rates of 74%, 68.3% and 70.3% respectively.
 - ii. The proportion of the working age population not in work who want a job has reduced slightly from 13.3% (July 2013 to June 2014), to 13% (October 2013 to September 2014). This shows an improvement from 14.4% for the corresponding period last year, however it remains worse than national (10.6%) and nearest statistical neighbour rates (11.6%), although this is in line with the regional rate (13.1%).
 - iii. Between April and September 2014 there were 585,861 recorded visitors to the core attractions in County Durham. This is an expected decrease (9.7%) from 648,993 visitors at the same period of 2013, due

to the significant number of visitors attending the Lindisfarne Gospels exhibition at Palace Green Library during 2013.

- d. The key Council Plan actions which have not achieved target in this theme include:
- i. The County Durham Plan, due for completion by September 2015, has been delayed. Stage one of the Examination in Public closed on 20 November 2014, with the Inspector's interim report recently received. The Council is still considering the inspector's interim feedback and therefore the revised completion date is to be confirmed.
 - ii. The development and implementation of a real time travel information system across the county which was due to be completed by December 2014 has been delayed. A revised date is yet to be confirmed. The system is currently operating at ten bus stops as part of a staged roll out, which has identified data network/communication issues. When these are resolved all remaining displays will then be converted with scheduled data available. Real time data will be displayed when this is made available by the local bus operators.
 - iii. The provision of new car park spaces at North Bondgate, Bishop Auckland, due to be completed by September 2015, has been delayed to November 2015. Negotiations for the acquisition of adjacent land are still taking place. Negotiations with Auckland Castle Trust are also ongoing and explorations for geothermal energy are still to be resolved.

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:

- a. Confirmation of high levels of educational achievement. Final data for the 2013/14 academic year show that 57.6% of pupils achieved five or more A*-C GCSEs or equivalent including English and maths. Durham's performance is better than the national (56.6%) and North East (54.6%) averages. There has been a change in GCSEs from September 2013 in that a pupil's first entry in a particular subject will count towards performance figures when before their best result counted, as many pupils sat exams more than once. In 2014 a significant number of qualifications which had previously counted towards the attainment of five or more A*-C GCSEs are no longer eligible. This means that past data is not comparable. In terms of A levels, final data for the 2013/14 academic year indicate that 98.7% of pupils achieved two A levels at grade A*-E (level 3) or equivalent. This is achieving the target of 98.5% and is better than the 2013/14 academic year national (98%) and regional (98.4%) averages. Performance is similar to 98.9% in the previous year.
- b. The achievement gap between pupils eligible for pupil premium and pupils not eligible is narrowing. Final data for the 2013/14 academic year show that 84.9% of Durham pupils not eligible for pupil premium funding achieved level 4 in reading, writing and maths at key stage 2 compared to 69% of pupils eligible for pupil premium funding, which resulted in an achievement gap of 15.9 percentage points (ppts). The gap has narrowed from 21ppts in the previous year and is in line with the 2013/14 academic year national performance of 16ppts. 67.5% of Durham pupils not eligible for pupil premium funding achieved five A*-C GCSEs including English and maths at key stage 4 compared to 38.3% of pupils eligible for pupil premium funding, which resulted in an achievement gap of 29.2 ppts. This gap has narrowed slightly from 30 ppts in the previous year.
- c. Final data for the 2013/14 academic year indicate that 56.7% of pupils in the early years foundation stage achieved a good level of development, which is a significant improvement from 41.9% in the previous year. Performance is better than the 2013/14 academic year averages for the North East and statistical neighbours, both of which are 56%. National performance is 60%

and the gap between Durham and the national rate has narrowed from ten ppts to three ppts.

- d. 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). As of October 2014, 932 families have had a successful intervention, which equates to 70.6% of County Durham's overall target of 1,320 families by May 2015. This has resulted in £841,800 of payment by results claims.
- e. The percentage of children in need referrals occurring within 12 months of the previous referral has reduced from 30.4% last year to 23.5% this period and is at the lowest level since 2012/13. The level is also now in line with national and regional levels (see Appendix 4, Chart 4).
- f. Tracker indicators show:
 - i. Data for October to December 2014 indicate that 6.5% of 16 to 18 year olds were not in education, employment or training (NEET), which relates to approximately 1,018 young people. This is an improvement when compared to the same quarter of 2013 (7%) and is better than the North East (7.6%) and statistical neighbours (6.6%) averages for November 2013 to January 2014 (national measuring period) but worse than the national figure (5.3%). The percentage of 16 to 18 year olds whose status in relation to education, employment or training is not known was 4.4% at December 2014. This is better than the November 2013 to January 2014 averages for England (9.2%), North East (6.4%) and statistical neighbours (6.4%).
 - ii. The latest provisional quarterly under 18 conception rate data for July to September 2013 show the County Durham rate was 22 per 1,000 population (48 conceptions), which is a significant decrease from 31.8 during the corresponding period of the previous year and is the lowest number of conceptions during an individual quarter since monitoring commenced in 1998. The rate in County Durham is lower than the national (22.2), North East (26.2) and statistical neighbour (28.8) averages for July to September 2013.
 - iii. At 31 December 2014 there were 611 looked after children, which equates to a rate of 61 per 10,000 population. There has been a slight rise from 59.8 at the same point of the previous year, but Durham's rate is lower than the March 2014 averages for the North East and statistical neighbours (both 81) but slightly higher than the England rate (60) (see Appendix 4, Chart 3).
 - iv. At 31 December 2014 there were 360 children subject to a child protection plan, which equates to a rate of 35.9 per 10,000 population and is a reduction from 44.9 at the same point in the previous year. Performance is lower than the March 2014 England (42.1), North East (59.3) and statistical neighbour averages (54.8).

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

- a. Between April and December 2014, 248 out of 260 child protection cases were reviewed within timescale (95.4%). Performance is comparable with the same period in the previous year (95.5%) and is better than the 2013/14 England (94.6%) and statistical neighbour averages (94.9%). However it is lower than the regional average (96.8%) and has failed to achieve the target of 100%. During the most recent quarter (October to December 2014) all 182 reviews that were held were within the agreed timescale.
- b. Tracker indicators for the 2013/14 academic year show that 23.8% of children in reception (aged 4-5) were overweight or obese, which is an increase from 21.9% in the previous year. This is better than the North East (24.4%) and statistical neighbour (24.6%) averages but is higher than the national rate (22.5%). At Year six (aged 10-11), 36.1% of children were overweight or obese, which is a marginal increase from 35.9% in the previous year. This is consistent with the North East performance (36.1%) but is higher than national (33.5%) and statistical neighbour (35.2%) averages.

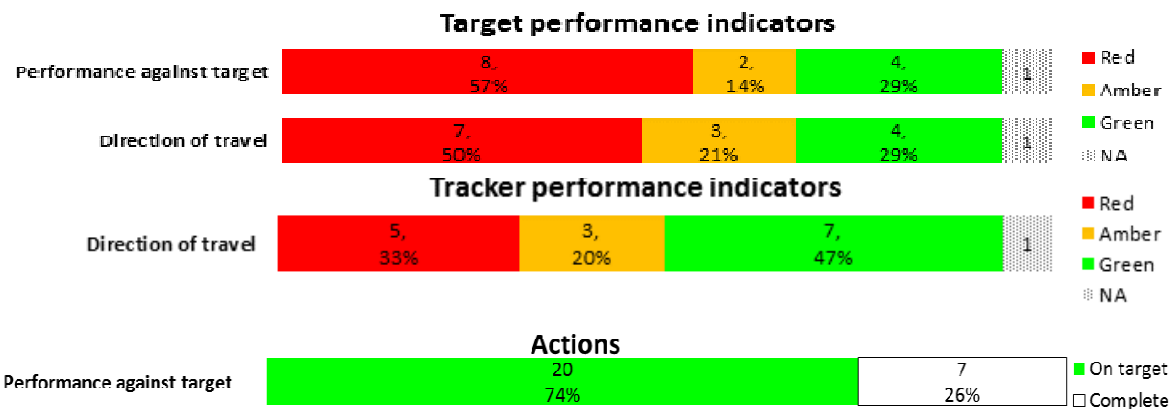
Childhood obesity is a complex public health priority for which there is no single solution. It therefore requires multiple layers of interventions to address the trend of increasing weight in our child population. At a countywide level this includes: continuing to tackle the social determinants of health such as income inequality and poverty, as there are strong links between poverty and access to healthy, affordable food; reducing the prevalence of fast food takeaways; and continuing to improve the built environment to increase the amount of safe cycle ways and pedestrian routes. Actions taking place to reduce childhood obesity include:

- i. The County Durham Healthy Weight Framework was implemented in November 2014 and is monitored through the multi-agency Healthy Weight Alliance. The framework sets out the strategic direction and actions to be undertaken over the coming years by all partners.
 - ii. Public Health continues to support schools to deliver against the national School Food Plan and works in partnership with schools to increase physical activity opportunities for young people.
 - iii. Public Health agreed the new contract with County Durham and Darlington Foundation Trust (CDDFT) in January 2015 to deliver the expanded Family Initiative Supporting Child Health programme as part of children's wellbeing. CDDFT will now recruit family health trainers to work with families who have children identified as overweight on issues such as food menus, budgeting skills and behaviour change plans.
- c. The key Council Plan actions which have not achieved target in this theme include:
 - i. Development of an integrated approach across the council to enable communities and individuals to optimise their health and life opportunities has been amended from September 2014 to September 2015 to align with the timescales within the Joint Health and Wellbeing Strategy.
 - ii. Adopting the council's approach to determining the distribution and range of fixed play equipment across the county has been

delayed to allow for further consultation with regard to the impacts of the report.

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

Altogether Healthier: Overview



Council Performance

56. Key achievements this quarter include:

- a. Of those older people discharged from hospital into reablement / rehabilitation services between January and September 2014, 89.5% remained at home three months later. This has exceeded the 2014/15 target (85.4%) and improved from the same period of last year (87.1%). Performance is better than the 2013/14 England (82.5%), North East (87.2%) and statistical neighbours (85.3%) averages.
- b. The percentage of women in the resident population eligible for breast screening who were screened adequately within the previous three years in County Durham was 77.9% at 31 March 2014. This exceeded the target of 70% but was a slight decrease from 2013 performance (78.6%). Performance was better than the England (75.9%) and North East (77.1%) averages.
- c. Tracker indicators show:
 - i. The County Durham under 75 mortality rate from cardiovascular diseases (including heart disease and stroke) per 100,000 population for 2011-13 (88.8) is an improvement from 91.3 for 2010-12 and is consistent with the North East rate (88.9) but above England (78.2). The long term trend shows that the rate has been decreasing at a county, regional and national level. The rate per 100,000 in County Durham improved from 169.9 (2001-03) to 88.8 (2011-13), which equates to 835 fewer deaths in the three year period and a 48% decrease. This is a greater reduction than national (-44%) and regional (-47%) rates. Whilst County Durham has remained higher than England, the gap has narrowed from 31.2 in 2001-03 to 10.6 in 2011-13.
 - ii. In eight sample days in April to November 2014 there were 291 delayed transfers of care which equates to a rate of 8.7 delays per 100,000 population per day. This is an improvement from 11.3 per 100,000 in the same period of the previous year and is better than the England average for the period of 11 delays per 100,000. There were 51 delays fully or partly attributable to adult social care, which equates

to a rate of 1.5 per 100,000 per day. Although this is an increase from 0.9 per 100,000 in the same period of the previous year it is significantly better than the England average for the period of 3.6 per 100,000.

- d. Progress has been made with the following Council Plan and service plan actions:
- i. The action to integrate interventions into the Warm and Healthy Homes Programme, to address the impact of fuel poverty and target people who have a health condition, due by March 2015 has been completed ahead of schedule. The programme was delivered via a service level agreement and is linked to Warm Up North through British Gas who have committed to match the contract value to be used for measures such as new boilers, insulation, central heating systems.
 - ii. Work has been completed ahead of schedule to improve support to families and children to develop healthy weight, by developing a healthy weight strategy which focuses on evidence based interventions to promote physical activity and a healthy diet. The County Durham Healthy Weight Framework was implemented in November 2014 and is monitored through the multi-agency Healthy Weight Alliance. The framework sets out the strategic direction and actions to be undertaken over the coming years by all partners.

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

- a. Latest provisional figures show that there were 1,576 smoking quitters between April and September 2014 for the Stop Smoking Service (SSS), which equates to 369 per 100,000. This is below the target of 551 per 100,000 (2,358 quitters) and is less than 475 per 100,000 (2,023 quitters) during the same period of the previous year. During quarter 2, the number of clients setting a quit date in County Durham was down by 25% in comparison to the same period of 2013, whilst the number of quitters reduced by 18%. All North East services experienced falls in quit dates set (32.6%) and in the number of quitters (34.3%), though Durham displayed the lowest reductions across the region. Colleagues in Public Health suggest the impact of e-cigarettes may be one factor in the declining numbers accessing SSS, with smokers choosing to self-manage quit attempts rather than accessing support via the SSS. Latest data from the Integrated Housing Survey indicate that the estimated smoking prevalence of persons aged 18 and over in County Durham was 22.7% in 2013 similar to 22.2% in 2012. Durham's rate is also similar to the North East (22.3%) but is higher than England (18.4%). During Stoptober actions included:
- i. Street teams engaging with members of the public across the county (targeted areas of the local population and areas of significant footfall) and generating 51 leads for the SSS.
 - ii. A Life Channel campaign, social media messages/articles in internal magazines/newsletters, printed materials
 - iii. Prepare to Quit packs distributed via the SSS and displayed in University Hospital North Durham and the council's Occupational Health Unit.

Public Health is undertaking a review of the SSS, which is due to be completed by June 2015. This will take account of legislative changes and models of effective services elsewhere.

- b. From April to September 2014, 3.5% of eligible people received an NHS health check, which did not achieve target and is a reduction from 4.8% in the same period of 2013. This is below both the national (4.6%) and regional (4%) averages. Public Health and Commissioning have developed the contract (including health checks) to be issued to providers for 2015/16.
- c. The percentage of women eligible for cervical screening who were screened adequately within a specified period (past 3.5 years for 25-49 year olds and past 5.5 years for 50-64 year olds) was 78% at 31 March 2014. This is in line with 2013 performance (77.7%) but below the national target of 80%. Performance exceeded the England (74.2%) and North East (76.1%) averages.
- d. Between April and December 2014 there were 616 people aged 65 and over who are supported by Durham County Council and were admitted on a permanent basis to residential and nursing care. This results in a rate of 604.9 per 100,000 population aged 65 and over. This is an increase from the same period in 2013/14 where the rate was 538.4 (520 admissions). Performance at the end of quarter 3 is not achieving the agreed profiled target of 550 admissions per 100,000 over 65 population. The increase in permanent admissions is attributable to several factors:
 - i. High rates of admissions to residential and nursing care homes were experienced during September and October 2014 (see table below):

April	73
May	66
June	54
July	59
August	69
September	83
October	82
November	62
December	68

- ii. Although not an issue previously, some admissions in September 2014 were entered late onto the system and were not recorded at the time the data was extracted from the system in quarter 2.
- iii. The increase in admissions to residential and nursing care homes in September and October 2014 has coincided with higher numbers of hospital discharge referrals being received by the council in these months.

Teams who experienced significant delays in entering data onto the system will be supported to improve recording timescales.

- e. As reported in the Altogether Safer theme, there have been low successful completions of those in alcohol / drug treatment:
- i. There were 1,207 people in alcohol treatment with the Community Alcohol Service between October 2013 and September 2014, of which 420 successfully completed. This equates to a 34.8% successful completion rate, which is a reduction from 39.1% during the same period of the previous year and is below national performance of 39.5% (see Appendix 4, Chart 5).
 - ii. The number of people in drug treatment with the Community Drugs Service (CDS) for opiate use between April 2013 and March 2014 was 1,450, of which 98 successfully completed, i.e. they did not re-present to the CDS between April and September 2014. This equates to a 6.8% successful completion rate, which is below the target of 7.9% and national performance of 7.7% (see Appendix 4, Chart 6).
 - iii. The successful completion rate for non-opiate use was 36.3% (239 of 658), which is below the target of 40.4% and national performance of 38.4% (see Appendix 4, Chart 7).

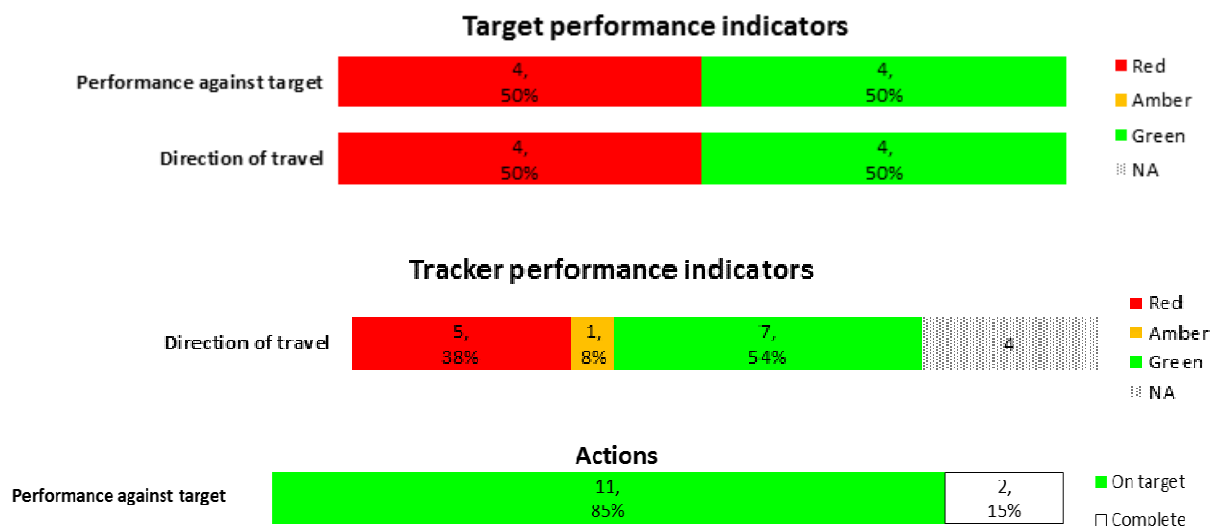
A review of the Drug and Alcohol Service has been undertaken and the contract has been awarded to the new provider. The service will commence in April 2015.

- f. Tracker indicators show:
- i. For males being born in County Durham, life expectancy has increased by 3.1 years in the last decade from 74.9 years in 2001-03 to 78 in 2011-13. The rise in County Durham is consistent with that seen nationally (3.2 years) and regionally (3.3) over the same period. The latest data (2011-13) show that male life expectancy stands at 79.4 for England, 78 for the North East and 78 for County Durham. For females being born in County Durham, life expectancy has increased by 2.1 years in the last decade from 79.2 years in 2001-03 to 81.3 in 2011-13. The rise in County Durham is consistent with that seen regionally (2.2 years) over the same period but is lower than the national improvement (2.4). The latest data (2011-13) show that female life expectancy stands at 83.1 for England, 81.7 for the North East and 81.3 for County Durham.
 - ii. The County Durham under 75 mortality rate from liver disease per 100,000 population for 2011-13 (21.9) is a slight increase from 21.7 for 2010-12 and is lower than the North East rate (22.3) but above England (17.9). The numbers of deaths are relatively low in comparison to under 75 mortality from cardiovascular disease or cancer and the increase relates to only nine additional deaths in the three year period. The long term trend shows that the rate has been gradually increasing nationally. Compared to 2001-03 the County Durham rate has increased by 22%, which is similar to the rise in the North East (20%) but higher than the increase seen in England as a whole (13%).

- iii. The County Durham under 75 mortality rate from cancer per 100,000 population for 2011-13 (166.6) is a slight increase from 164.2 for 2010-12 and is lower than the North East rate (169.5) but above England (144.4). The long term trend from 2001-03 to 2011-13 shows that the rate has fallen at a county (13% decrease), regional (14% decrease) and national (15% decrease) level.
- iv. The County Durham under 75 mortality rate from respiratory diseases per 100,000 population for 2011-13 (43.4) is a slight increase from 40.1 for 2010-12 and is higher than the North East (42.6) and England (33.2) rates. This increase equates to 51 additional deaths in 2011-13 compared to 2010-12. There has been a long term downward trend for under 75 mortality from respiratory diseases from 2001-03 to 2011-13 at a county (19% decrease), regional (20% decrease) and national (18% decrease) level.
- v. The County Durham suicide rate increased from 11.3 per 100,000 for 2010-12 to 13.4 for 2011-13; an increase of 32 suicides. The County Durham rate remains higher than the North East (10.6) and England (8.8) rates and the gap to the national rate has widened from 2.8 per 100,000 for 2010-12 to 4.6 per 100,000 for 2011-13. The long term trend shows that since 2001-03 the County Durham rate has increased by 29% compared to regional and national reductions of 6% and 16% respectively. Four of the twelve North East local Authorities have significantly higher suicide rates than England, including County Durham, which has the highest rate in the region. A Suicide Prevention Group is in place to develop and implement an action plan aimed at reducing suicide and self-harm rates for all ages. A report on suicide, attempted suicide and self-harm, including recommendations for actions was presented to the Health and Wellbeing Board in January 2015.
- vi. As reported in the Altogether Better for Children and Young People theme, data for the 2013/14 academic year show that 23.8% of children in reception (aged 4-5) were overweight or obese, which is an increase from 21.9% in the previous year. This is better than the North East (24.4%) and statistical neighbour (24.6%) averages but is higher than the national rate (22.5%). At Year six (aged 10-11), 36.1% of children were overweight or obese, which is a marginal increase from 35.9% in the previous year. This is consistent with the North East performance (36.1%) but is higher than national (33.5%) and statistical neighbour (35.2%) averages.
- g. There are no Council Plan actions which have not achieved target in this theme.

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

Altogether Safer: Overview



Council Performance

59. Key achievements this quarter for tracker indicators include:

- a. As of October 2014, there were 695 families identified through the Stronger Families Programme under the crime / anti-social behaviour (ASB) criteria, of which 340 (48.9%) met the results criteria. This is an increase of 45 families where a successful intervention for crime/anti-social behaviour is achieved (of those allocated a lead professional) compared to the previous quarter.
- b. In the period April to December 2014 there were 18,484 incidents of ASB reported to the police, which is a reduction from 19,039 on the equivalent period of 2013. Of these, 2,402 incidents were alcohol related. This equates to 13% of total ASB reported to the police, a decrease from 15.8% in the equivalent period of 2013/14.
- c. There were 4,063 violent crimes reported to the police, of these 31.4% (1,276) were recorded as alcohol related. This is a decrease from 34.4% in the same period of 2013.
- d. The percentage of people who agree that the local council and police deal with concerns of ASB and crime was 61.4% in the period October 2013 to September 2014, with a confidence interval of +/-3.9%. Performance has increased from 58.3% in the equivalent period of 2012/13. The Durham Constabulary area (including Darlington) has the highest proportion of people agreeing with this statement, when compared to its statistical neighbours (average 59.4%).
- e. There were 236 hate incidents reported to Durham Constabulary between April and December 2014, an increase of 5% from 224 in the equivalent period of 2013/14. 59% of incidents were race related with 37% relating to gender, religion, sexual orientation and disability. A key objective within the Safe Durham Partnership Hate Crime Action Plan is to increase the reporting of hate crimes. Schemes such as Safe Places, which provides a range of safe havens across the area for hate crime victims to get support; and Community

Hands, a dedicated volunteer helpline number for potential victims, are just some of the innovative tactics being used to tackle the issue.

- f. In the period April to December 2014 there were 8,660 theft offences, a rate of 16.8 per 1,000 population. This is a decrease of 2.5% from 8,883 offences during the same period of 2013. There have been reductions in the majority of theft categories, although shoplifting has increased from 1,571 during April to December 2013 to 1,974 during 2014 (an increase of 26%). Durham Community Safety Partnership area has one of the lowest rates of theft offences per 1,000 population for the period April to December 2014 (16.8) when compared to its statistical neighbours (average 23).
- g. Latest data show 1,492 of the 5,592 adults and young people in the January to December 2012 cohort re-offended within 12 months of inclusion in the cohort, which equals 26.7%. This is an improvement when compared against the same period in the previous year when 29.2% of the cohort re-offended. The rate in Durham is slightly higher than the national rate of 26%. Of the 1,492 adults and young people who re-offended, they committed a total of 4,615 offences, which equates to 0.83 re-offences per person in the cohort. This is better than the same period of the previous year (0.88) but worse than the national rate of 0.77.
- h. There has been a 24% reduction in the number of people killed or seriously injured this quarter (37) compared to the same quarter last year (49), although the year to date total is the same at 140. Of the 37 people, there were four fatalities. The number of children seriously injured has also reduced from six to five. During the year to date there remain no child fatalities and the total number of casualties (18) has improved slightly from the same time last year (19).

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

- a. The total number of offences committed in 2013/14 by the 163 offenders in the Integrated Offender Management (IOM) cohort was 855. During quarter 3 2014/15 there were 154 offences committed by the same cohort, which gives a full year projection of 616 offences. This represents a 28% reduction from 2013/14, which has not achieved the 2014/15 target of a 40% reduction and is a decline in performance compared to a 46% reduction in the same period of the previous year. Performance against this indicator has been impacted by the realignment of some probation and police staff.
- b. Low successful completions of those in alcohol / drug treatment:
 - i. There were 1,207 people in alcohol treatment with the Community Alcohol Service between October 2013 and September 2014, of which 420 successfully completed. This equates to a 34.8% successful completion rate, which is a reduction from 39.1% during the same period of the previous year and is below national performance of 39.5% (see Appendix 4, Chart 5).
 - ii. The number of people in drug treatment with the Community Drugs Service (CDS) for opiate use between April 2013 and March 2014 was

1,450, of which 98 successfully completed, i.e. they did not re-present to the CDS between April and September 2014. This equates to a 6.8% successful completion rate, which is below the target of 7.9% and national performance of 7.7% (see Appendix 4, Chart 6).

- iii. The successful completion rate for non-opiate use was 36.3% (239 of 658), which is below the target of 40.4% and national performance of 38.4% (see Appendix 4, Chart 7).

A review of the Drug and Alcohol Service has been undertaken and the contract has been awarded to the new provider. The service will commence in April 2015.

c. Tracker indicators show:

- i. In the period April to December 2014 there were 19,585 crimes, a rate of 37.9 per 1,000 population. This has increased from 18,717 crimes in the equivalent period of 2013 and equates to a 4.6% rise in overall crime. Overall crime continues to be affected by historic offences relating to Medomsley Detention Centre. When the Medomsley beat area is excluded from the crime figures, there were 18,998 offences during April to December 2014, which is an increase of 2.6% from 18,523 during the same period of the previous year (please note, this includes all crimes in relation to Medomsley, not just those as a result of the inquiry into Medomsley Detention Centre).

Based on current figures, Durham Constabulary is forecasting a 4.4% increase in total crime by the end of 2014/15. Despite the increase in crime, the County Durham Community Safety Partnership area has the lowest level of crime per 1,000 population for the period April to December 2014 (37.9) when compared to its statistical neighbours (average 50). The Park, Walk and Talk initiative introduced by Durham Constabulary aims to reduce crime through increased deterrence of criminals by the visibility of police officers, and to improve confidence through engagement with the public. Under this initiative, officers visit areas with high levels of crime and ASB and for a period of 10-15 minutes park their cars, walk around and speak to members of the public. As part of the pilot phase, 80 small areas have been identified, with Park, Walk and Talk implemented within 40 of those areas. An evaluation will be undertaken to assess the impact of the initiative.

- ii. There were 17,530 victim based crimes between April to December 2014, which is a 5.6% increase from the same period in 2013/14 (16,607 victims). Based on current figures, Durham Constabulary is forecasting a 5.1% increase in the number of victim based crimes by the end of 2014/15. Despite this increase, Durham Community Safety Partnership area has the lowest rate of victim based crimes per 1,000 population for the period April to December 2014 (34) when compared to its statistical neighbours (average 44.7).
- iii. In the period April to December 2014 there were 700 serious or major crimes, an increase of 25.9% when compared to the equivalent period of 2013 (556 offences). A large proportion of the increase in serious

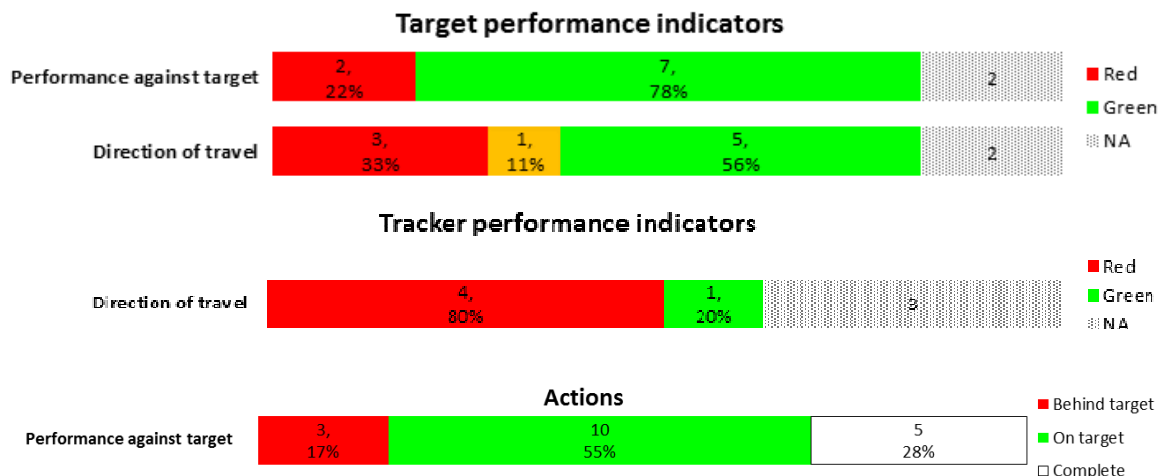
offences can be attributed to historic reports of serious sexual and physical abuse at Medomsley Detention Centre. Initial analysis completed by Durham Constabulary suggests that improved recording of sexual and violent offending has also contributed to the overall increase.

- iv. As reported in the Altogether Healthier theme, the County Durham suicide rate increased from 11.3 per 100,000 for 2010-12 to 13.4 for 2011-13; an increase of 32 suicides. The County Durham rate remains higher than the North East (10.6) and England (8.8) rates and the gap to the national rate has widened from 2.8 per 100,000 for 2010-12 to 4.6 per 100,000 for 2011-13. The long term trend shows that since 2001-03 the County Durham rate has increased by 29% compared to regional and national reductions of 6% and 16% respectively. Four of the twelve North East local Authorities have significantly higher suicide rates than England, including County Durham, which has the highest rate in the region. A Suicide Prevention Group is in place to develop and implement an action plan aimed at reducing suicide and self-harm rates for all ages. A report on suicide, attempted suicide and self-harm, including recommendations for actions was presented to the Health and Wellbeing Board in January 2015.

- d. There are no Council Plan actions which have not achieved target in this theme.

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

Altogether Greener: Overview



Council Performance

62. Key achievements this quarter include:

- a. During the 12 months ending November 2014, 97.7% of municipal waste was diverted from landfill. This exceeds the target set of 85%.
- b. Street and environmental cleanliness achieved targets this period. The results of the second survey relate to the period August to November 2014 and indicate that of relevant land and highways assessed as having deposits of litter, 6.2% fell below an acceptable level. Performance was better than the target of 7% but deteriorated from 5.9% reported at quarter 3 2013/14. Of relevant land and highways assessed as having deposits of detritus, 8.2% fell below an acceptable level. Performance was better than the target of 10% but deteriorated from 7.3% reported at quarter 3 2013/14. Of relevant land and highways assessed as having deposits of dog fouling, 2.3% fell below an acceptable level. Performance deteriorated from 1.1% recorded at quarter 3 2013/14.
- c. Between October and December 2014, there were 380 renewable energy feed in tariff installations registered and approved, including 379 solar photovoltaic (PV) installations and one wind installation equating to installed capacity of 1.591 megawatts (MW). The period target of 375 installations was exceeded. In relation to renewable energy generation, the installed or installed / approved capacity within County Durham was 215.61MW at December 2014; 187.25MW operational capacity and 28.358MW approved through planning.

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

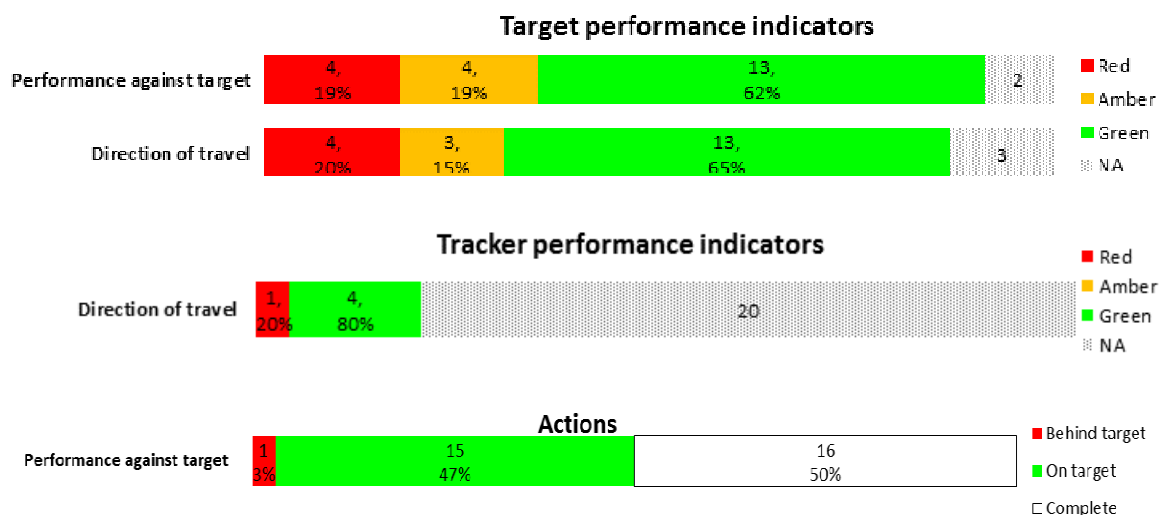
- a. During the 12 months ending November 2014, 42% of household waste was re-used, recycled or composted. Performance is below the 45% target and is lower than the 44% reported 12 months earlier but is comparable to the 42% reported in quarter 2 and quarter 1. This can be attributed to contamination of recycling bins and changed legislation in relation to street sweepings. Recycling Assistants continue to educate residents, targeting areas with contamination issues. The Environment Agency has changed legislation in relation to street sweepings so they can no longer be classed as recycling.

This applies to all local authorities across England and Wales and has impacted on the recycling performance indicator. Street sweepings are currently being deposited at the Waste Transfer Stations and are being mixed in with refuse to go for waste treatment. SITA are developing a system to treat separated street sweepings resulting in them being able to be recycled for reuse (stones/gravel/sand). SITA have indicated that the fee for separated street sweepings would be less than what Durham County Council currently pay for treatment via the Energy from Waste plant. Durham County Council is negotiating with SITA to re-introduce street sweepings recycling as part of its contract.

- b. The tracker indicator for fly-tipping shows there were 9,661 incidents reported in the 12 month period to December 2014. Although incidents have reduced from last quarter (9,922) there was an increase of 22.5% compared to 12 months earlier, when 7,889 incidents were reported (see Appendix 4, Chart 8). An increase in fly-tipping incidents was also observed nationally. Work continues on a review of the fly-tipping process looking at the arrangements for collection, recording and reporting, assessing how the data is used internally/externally and ensuring that reported data is robust, reported consistently and used effectively. Work also continues in the Fly-tipping Task Force Group with targeted action and a county wide campaign to get everyone engaged in reducing fly-tipping. The work of both groups has been merged and recent actions include campaigns/communications, deployment of CCTV cameras and stop and search operations. Recent outcomes include 23 interviews conducted under The Police and Criminal Evidence Act 1984, four fixed penalty notices, seven duty of care warnings, 26 ongoing investigations (eight submitted to legal), one pending arrest, and one vehicle seized for suspected stolen goods.
- c. The key Council plan actions that have not achieved target are as follows:
 - Delivery of the Waste Transfer Stations Capital Improvement Programme at Annfield Plain, Stanley and Heighington Lane, Newton Aycliffe has been delayed from December 2014 until March 2015. Work is progressing and Heighington Lane (Newton Aycliffe) site is close to completion. The improvement programme was scoped out and planned in, and once commenced, additional out of scope work was identified on the sites. At Annfield Plain a high voltage cable was found underground and had to be dug up. At Heighington Lane, it was thought that only part of the roof needed replacing. Once work commenced it was evident that the whole roof needed replacing. Discussions also took place with Zurich insurers about works they required around fire alarms for insurance purposes.
 - Increased community ownership and involvement in the management of allotments has been delayed until December 2015 from December 2014. Briefing sessions have been carried out with associations and interested parties. There is more work to be done around allotments and the new service plan reflects these challenges. This is an ongoing project and some new community ownership has been established. Working with the voluntary sector has meant some community ownerships are taking longer to establish than others.

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

Altogether Better Council: Overview



Council Performance

65. Key achievements this quarter include:

- a. Between October and December 2014, 207,209 telephone calls were answered, which is 95% of all calls received, compared to 90% at the same period last year. 94% were answered within three minutes against the target of 80%. This was an improvement on the same period last year, when 87% were answered within three minutes. The volume of telephone calls shows a decrease in calls received this quarter (218,592) when compared with the previous quarter (244,074) and with the same period last year (235,064) (see Appendix 4, Chart 13). There were no additional automatic call distribution telephone lines added or removed this quarter, however there was less customer contact during December due to the shutdown over the festive period. There was also an 18% decrease in contact received via emails and web forms (14,323) compared to the same quarter last year (17,486). This was due to the Christmas closedown, the launch of the new website with customers getting used to navigating the new design and also some downtime was experienced due to technical issues with the web form links and a new platform.
- b. During quarter 3, the percentage of customers seen at a customer access point (CAP) within the 15 minutes target was 97%, better than the same period last year (95%). The figures show a decrease in customers from 57,763 in quarter 2 to 46,271 in quarter 3 as well as a decrease when comparing to the same period last year (60,479) (see Appendix 4, Chart 14).
- c. This quarter saw a high degree of activity in relation to business lettings within council owned factories and business support centres with 17 new lettings and nine tenants leaving, bringing the occupancy levels to 79.3%. Performance is above the target of 76.5% and the same period last year (76.5%). The increase in occupancy levels has resulted in increased income from council owned business space. Between April and December 2014 £2,367,000 was generated, better than the target of £2,265,000 and performance for the same time last year (£1,986,971).

- d. For the third consecutive quarter, 94% of Information Communication Technology (ICT) service desk calls were resolved on time, which is better than the 90% target. 86% of calls were answered within one minute.
- e. Better than target performance has been sustained for benefit claims processing for new claims and changes of circumstances during quarter 3. Processing times are better than the respective profiled target for quarter three and are better than the most recently reported national averages. During quarter 3:
 - i. New Housing Benefit (HB) claims were processed in 19.6 days on average, within the 21.3 day target and better than the same period last year (21). This compares favourably with the latest (quarter 2) national and nearest statistical neighbour figures of 23 and 21 days respectively. The volume of new HB claims processed decreased from 3,429 in quarter 2 to 3,174 this period (Appendix 4, Chart 9).
 - ii. New Council Tax Reduction (CTR) claims were processed in 20.9 days on average, within the 21.3 day target and 1.3 days quicker than the same period last year. There were 3,453 new CTR claims processed compared to 3,798 in quarter 2 (Appendix 4, Chart 10).
 - iii. Changes to HB claims were processed in 9.47 days on average, within the 10 day target, but 0.02 days slower than the same period last year. Performance was better than both the quarter 2 national and nearest statistical neighbour averages of 10 and 11 days respectively. The volume of change of circumstances for HB claims processed increased from 27,308 in quarter 2, 24,881 to this period. (Appendix 4, Chart 11).
 - iv. Changes to CTR claims were processed in 9.2 days on average, within the ten day target and 0.85 days faster than the same period last year. During quarter 3, 27,090 change of circumstances for CTR claims were processed compared to 28,732 in quarter 2 (Appendix 4, Chart 12).

Efforts to improve the flow of information between different parts of the Revenues and Benefits Service have contributed to this improved position. This remains an area of focus as processes and procedures are reviewed.

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

- a. Improving the management of attendance and reducing sickness absence continues to be a priority for the council. Data for quarter 3 show:
 - i. The average days lost to sickness absence per full time equivalent (FTE) employee (including school based employees) for the rolling year has increased from 9.02 days at quarter 2 to 9.31 days at the end of quarter 3 2014/15, a deterioration of 3.22%. The target of 8.7 days has not been achieved.
 - ii. The average number of days lost to sickness absence per FTE (when excluding schools based employees) for the rolling year has remained at 11.97 days at the end of quarter 3 as at quarter 2. The target of 11.8 days has not been achieved.

- iii. During the rolling year, 47% of posts (excluding school based employees) had no sickness absence.
- iv. The percentage time lost to sickness absence (excluding schools) has remained at 4.73% at the end of quarter 3 as at quarter 2. A trend of less long and more short and medium term absence continued during quarter 3.

Work continues to ensure that all sickness absence is actively and consistently managed to achieve the improvement targets we set ourselves for 2014/15. Recent and forthcoming developments to manage reporting and support for managers across the organisation include:

- A streamlined draft Attendance Management Policy, including a 'rehabilitation' section, and a strengthened approach for the management of short term sickness.
 - Compulsory sickness absence training for managers (tiers 4 and 5).
 - The rollout of ResourceLink's leave management module has been completed across all service groupings except Children and Adult Services, which will follow from February 2015. This enables managers to input sickness absence directly via MyView and will improve the speed and accuracy of recording absence.
 - Sickness absence data including proportions of short, medium and long term sickness is being monitored at service level.
- b. Significant efforts during quarter 3 have resulted in a much improved employee appraisal rate with 81.7% of staff receiving an appraisal in the 12 months to December 2014. Whilst this is a significant increase of 24.5% compared to quarter 2 (65.6%) and more than double that of quarter 1 2012/13 (40.3%), the corporate target of 85% has not been achieved.

Human Resources will continue to provide support and encouragement to managers in relation to appraisal activity, developments and training, and promote the required improvements in this key organisational activity. Actions currently underway include:

- 'MyView Alerts' which assist managers and advise them when appraisals are due.
 - Performance appraisal training continues to be delivered
 - A new facility is available for managers to securely store electronic copies of performance appraisal documentation for their team in MyView.
- c. The percentage of undisputed invoices paid within 30 days to our suppliers during quarter 3 was 91% which is a one percentage point improvement compared to the previous quarter, despite necessary interruption to business during the upgrade of the Oracle financials system. Performance however is one percentage point below the target of 92%. 73% of undisputed invoices were paid within ten days.
- d. The percentage of Freedom of Information (FOI) and Environmental Information Regulations (EIR) requests responded to within 20 days was 74% this quarter, four percentage point deterioration from the previous

quarter (78%) and remaining below the national target of 85%. Several complex responses were handled in quarter 3 and the Christmas closure also delayed some responses (see Appendix 4, Chart 15).

67. A key Council Plan action which has not achieved target in this theme relates to the office accommodation programme. The scope of the Newton Aycliffe CAP project has been redefined and a new completion date of April 2016 has been agreed. Detailed negotiations with LeisureWorks have begun regarding the Stanley CAP, with a revised completion date of March 2016. For both of these sites the design team is currently working on producing detailed designs prior to pricing. Following the decanting of Hopper House, it has now been decommissioned in preparation of the redevelopment of North Road. The CAP in Old Bank Chambers was closed on 23 December and re-opened in Bishop Auckland Town Hall on 8 January 2015.

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

- a. 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. Management consider it possible that this risk could occur, which will result in a funding shortfall, damaged reputation and reduced levels of service delivery. To mitigate the risk, a programme management approach for key projects has been established and embedded across the council. Monitoring by Corporate Management Team and Cabinet provides assurance over the implementation of the agreed MTFP savings projects. It should be recognised that this will be a significant risk for at least the next four years.
- b. Ongoing Government funding cuts which now extend to at least 2019/ 20 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. This will also be a significant risk for at least the next four 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. Lawyers, instructed through the Local Government Association on behalf of local authorities, have produced framework for settlement and this is currently being considered. It is hope that settlement will be reached by the end of the 2014/ 15 financial year.
- d. The council could suffer significant adverse service delivery and financial impact if there are delays in the implementation of the new banking contract. The new banking contract has been awarded and a project board established to ensure a smooth transition process.
- 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, such as revenues and benefits, at risk. An ongoing project is in place to ensure compliance. A backup ICT site is now in place. The equipment has been installed, data has been transferred, and a full test is planned once remedial electrical work is carried out at the council's primary data site.

Conclusions

69. Figures confirm the UK economy grew again this quarter, the fastest pace since 2007. In County Durham the employment rate has shown improvement and youth and long term Job Seeker's Allowance claimants have both fallen substantially from last year. However the county continues to be affected by lower than average employment levels.
70. There continues to be good progress made in many areas. These include high numbers of empty properties improved, new homes completed and increased occupancy levels of business lettings. High levels of educational attainment have been confirmed and good adult care provision continues. Good progress has been made in diverting municipal waste from landfill and good levels of street and environmental cleanliness continue. The improved benefit claims processing performance has been maintained.
71. Issues which continue to affect performance across County Durham are significant challenges in the underlying health picture in the county with a rise in childhood obesity and male and female life expectancy below national comparators. Mortality rates from liver and respiratory disease or cancer are worse than England rates. The suicide rate has increased with the gap to the national rate widening. Low levels of smoking quitters and eligible people receiving NHS health checks are also evident. The overall crime level remains higher than last year although the level is still low to compared nationally. Recycling levels remain below target.
72. The council has observed slight reductions in demand for some key areas this quarter such as planning applications, benefit claims and change of circumstances, face to face contacts, telephone calls received and in requests for information under the Freedom of Information Act or Environmental Information Regulations. Although the number of fly-tipping incidents reported has reduced slightly from the previous quarter, volume remains high compared with the same period last year. The Christmas closedown may have had an effect on demand for services. Increased demand has been evident in the number of people rehoused and children in need referrals.

Recommendations and Reasons

73. Overview and Scrutiny Management Board is recommended to:
- a. Note the performance of the council at quarter 3 and the actions to remedy under performance.
 - b. Note all changes to the Council Plan outlined below:

Altogether Wealthier

- i. Delay the completion date for the County Durham Plan, due September 2014.
- ii. Provision of new car park spaces at North Bondgate due September 2015. Revised date: November 2015.

- iii. Bring empty homes in the north of the county back into use through a programme of targeted support due March 2015. Revised date: April 2015.

Altogether Better for Children and Young People

- iv. Having an integrated approach across the council, so that joint planning and delivery enables communities and individuals to optimise their health and life opportunities due September 2014. Revised date: September 2015.
- v. Adopt the Council's approach to determining the distribution and range of fixed play equipment across the county due December 2014. Revised date: April 2015.

Altogether Greener

- vi. Deliver the Waste Transfer Stations Capital Improvement Programme: Annfield Plain (Stanley) and Heighington Lane (Newton Aycliffe) due December 2014. Revised date: March 2015
- vii. Increase community ownership and involvement in the management of allotments due December 2014. Revised date: December 2015

Altogether Better Council

- viii. Deliver and complete the current accommodation programme for council buildings due February 2016. Revised date: April 2016

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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 issues.

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 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 - 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



Latest reported data remain in line with comparable period



Latest reported data have deteriorated from comparable period



Performance against target

Performance better than target

Getting there - performance approaching target (within 2%)

Performance >2% behind target

Actions:



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



Action on track to be achieved by the deadline



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

Benchmarking:



Performance better than other authorities based on latest benchmarking information available



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



Performance worse than other authorities based on latest benchmarking information available

Appendix 3: Summary of Key Performance Indicators

Table 1: Key Target Indicators

Ref	PI 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	REDPI75a	Overall proportion of planning applications determined within deadline	84.9	Jan - Dec 2014	85.0	AMBER	88.5	RED			
2	REDPI10a	Number of affordable homes delivered	91	Oct - Dec 2014	120	RED	277	RED			
3	REDPI29	Number of private sector properties improved as a direct consequence of local authority intervention	279	Apr - Dec 2014	Not set	NA [1]	NA	NA [1]			
4	REDPI30	Number of empty properties brought back into use as a result of local authority intervention	144	Apr - Dec 2014	73	GREEN	80	GREEN			
5	REDPI95	Proportion of council owned properties currently meeting decency criteria	94.40	Oct - Dec 2014	95.57	AMBER	85.32	GREEN			
6	REDPI82	Proportion of council owned housing that is empty	1.15	Oct - Dec 2014	1.50	GREEN	1.84	GREEN			
7	REDPI82a	The proportion of council owned housing that is not available to let and has been empty for more than six months	0.12	Oct - Dec 2014	0.05	RED	0.2	GREEN			

Ref	PI 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
8	REDPI62	Apprenticeships started through Durham County Council funded schemes	219 [2]	Apr - Sep 2014	90	GREEN	134 [2]	GREEN			
9	CASAW2	Overall success rate of adult skills funded provision	87	2013/14 ac yr	86.0	GREEN	87.5	RED	84.6 GREEN		2013/14 ac yr
10	REDPI64	Number of passenger journeys made on the Link2 service	8,209	Oct - Dec 2014	7,500	GREEN	8,351	RED			
11	REDPI81	Percentage of timetabled bus services that are on time	86.6	Oct - Dec 2014	85.0	GREEN	86.5	GREEN			
12	REDPI41c	Percentage of major planning applications determined within 13 weeks	73.2	Jan - Dec 2014	71.0	GREEN	77.3	RED	70.0 GREEN	78** RED	Apr 2013 - Mar 2014
13	REDPI93	Number of business enquiries handled	297	Oct - Dec 2014	300	AMBER	263	GREEN			
14	REDPI94	Number of inward investment successes	New indicator	Reported in quarter 4	10	NA	New indicator	NA			
15	REDPI66	Number of businesses engaged	249	Oct - Dec 2014	180	GREEN	77	GREEN			
16	REDPI92	Number of gross potential jobs created and/or safeguarded	1,068	Apr - Dec 2014	1,800	RED	New indicator	NA			
Altogether Better for Children and Young People											
17	CASCYP 15	Percentage of children in the early years foundation stage achieving a good level of development	57	2013/14 ac yr	48	GREEN	42	GREEN	60 RED	56** GREEN	2013/14 ac yr

Ref	PI ref	Description	Latest data	Period covered	Period target	Current performance to target	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
18	CASCYP6	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 (percentage points)	15.9	2013/14 ac yr	20.5	GREEN	21.0	GREEN	16.0 GREEN		2013/14 ac yr
19	CASCYP4	Percentage of pupils achieving five or more A*-C grades at GCSE or equivalent including English and maths	57.6	2013/14 ac yr	NA	NA [1]	Definition change	NA [1]	56.6 GREEN	54.6* GREEN	2013/14 ac yr
20	CASCYP7	Achievement gap between Durham pupils eligible for pupil premium and Durham pupils not eligible for pupil premium funding achieving five A*-C GCSE's including English and maths at key stage 4 (percentage points)	29.2	2013/14 ac yr	29.5	GREEN	30.0	GREEN			
21	CASCYP5	Percentage of pupils on level 3 programmes in community secondary schools achieving two A levels at grade A*-E or equivalent	98.7	2013/14 ac yr	98.5	GREEN	98.9	AMBER	98.0 GREEN	98.4* GREEN	2013/14 ac yr
22	CASCYP2	Percentage of looked after children achieving five A*-C GCSEs (or equivalent) at key stage 4 (including English and maths)	11.6	2013/14 ac yr (provisional)	NA	NA [1]	Definition change	NA [1]			

Ref	PI 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
23	CASAS5	First time entrants to the youth justice system aged 10 - 17 (per 100,000 population of 10-17 year olds) (Also in Altogether Safer)	358	Apr - Dec 2014 (provisional)	511	GREEN	365	GREEN			
24	CASCYP8	Percentage of mothers smoking at time of delivery	19.9	Jul - Sep 2014	20.5	GREEN	19.1	RED	11.5 RED	18.1* RED	Apr - Sep 2014
25	CASCYP 12	Percentage of child protection cases which were reviewed within required timescales	95.4	Apr - Dec 2014	100.0	RED	95.5	AMBER	94.6 GREEN	96.8* RED	2013/14
26	CASCYP9	Percentage of children in need referrals occurring within 12 months of previous referral	23.5	Apr - Dec 2014	28.0	GREEN	30.4	GREEN	23.4 RED	22.9* RED	2013/14
27	CASCYP 13	Parent/carer satisfaction with the help they received from Children's Services	66.7	Apr - Dec 2013	72.0	AMBER	67.9	AMBER			
28	CASCYP 14	Percentage of successful interventions via the Stronger Families Programme	70.6	Apr 2012 - Oct 2014	65.0	GREEN	23.6	Not comparable [3]	72.3 RED	78.4* RED	As at Oct 2014
29	CASCYP 11	Percentage of looked after children cases which were reviewed within required timescales	97.5	Apr - Dec 2014	97.8	AMBER	96.6	GREEN			
Altogether Healthier											
30	CASAH1	Four week smoking quitters per 100,000	369	Apr - Sep 2014	551	RED	475	RED	688 Not comparable	932* Not comparable	2013/14
31	CASAH22	Estimated smoking prevalence of persons aged 18 and over	22.7	2013	21.10	RED	22.2	RED	18.4 RED	22.3* RED	2013

Ref	PI 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
32	CASAH10	Percentage of women eligible for breast screening who were screened adequately within a specified period	77.9	2014	70.0	GREEN	78.6	AMBER	75.9 Not comparable	77.1* Not comparable	2014
33	CASAH2	Percentage of eligible people who receive an NHS health check	3.5	Apr - Sep 2014	4.0	RED	4.8	RED	4.6 RED	4* RED	Apr - Sep 2014
34	CASAH3	Percentage of people eligible for bowel cancer screening who were screened adequately within a specified period (new definition under development)	Indicator under development	NA	NA	NA	NA	NA			
35	CASAH4	Percentage of women eligible for cervical screening who were screened adequately within a specified period	78.0	2014	80.0	RED	77.7	GREEN	74.2 GREEN	76.1* GREEN	2014
36	CASAS23	Percentage of successful completions of those in alcohol treatment (Also in Altogether Safer)	34.8	Oct 2013 - Sep 2014	36.6	RED	39.1	RED	39.5 RED		Oct 2013 - Sep 2014
37	CASAS7	Percentage of successful completions of those in drug treatment - opiates (Also in Altogether Safer)	6.8	Apr 13 - Mar 14 (re-presentations to Sep 14)	7.9	RED	7.4	RED	7.6 RED		Mar 2013 - Feb 2014
38	CASAS8	Percentage of successful completions of those in drug treatment - non-opiates (Also in Altogether Safer)	36.3	Apr 13 - Mar 14 (re-presentations to Sep 14)	40.4	RED	35.5	GREEN	40.6 RED		Mar 2013 - Feb 2014

Ref	PI 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
39	CASAH11	Adults aged 65+ per 100,000 population admitted on a permanent basis in the year to residential or nursing care	604.9	Apr - Dec 2014	550.0	RED	538.4	RED	668.0 Not comparable	745.9** Not comparable	2013/14
40	CASAH12	Proportion of people using social care who receive self-directed support and those receiving direct payments	59.3	As at 31 Dec 2014	56.5	GREEN	59.5	AMBER	62.1 RED	54.7** GREEN	2013/14
41	CASAH13	Percentage of service users reporting that the help and support they receive has made their quality of life better	92.7	Apr - Dec 2014	93.0	AMBER	94.7	RED	90.0 GREEN		2013/14
42	CASAH14	Proportion of older people who were still at home 91 days after discharge from hospital into reablement/ rehabilitation services	89.5	Jan - Sep 2014	85.4	GREEN	87.1	GREEN	82.5 GREEN	85.3** GREEN	2013/14
43	CASAH15	Percentage of people who have no ongoing care needs following completion of provision of a reablement package	65.6	Apr - Dec 2014	55.0	GREEN	63.0	GREEN		60.2* GREEN	Jul - Sep 2012
44	CASAH16	Proportion of adults in contact with secondary mental health services living independently, with or without support	88.4	Jan - Dec 2014	88.5	AMBER	88.3	AMBER	60.8 GREEN	59.2** GREEN	2013/14

Ref	PI ref	Description	Latest data	Period covered	Period target	Current performance to target	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
Altogether Safer											
45	CASAS3	Proportion of people who use adult social care services who say that those services have made them feel safe and secure	93.9	Apr - Dec 2014	85.0	GREEN	91.3	GREEN	79.2	78.3*	2013/14 (provisional)
46	CASAS9	Building resilience to terrorism (self assessment)	4	2013/14	3	GREEN	3	GREEN			
47	CASAS1	Repeat incidents of domestic abuse (referrals to Multi-Agency Risk Assessment Conferences (MARAC))	14.6	Apr - Dec 2014	25.0	GREEN	8.2	RED	24.0	27*	Jul 2013 - Jun 2014
48	CASAS4	Percentage reduction in detected crimes for offenders in the Integrated Offender Management (IOM) cohort	28	Oct - Dec 2014	40	RED	46	RED			
49	CASAS5	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)	358	Apr - Dec 2014 (provisional)	511	GREEN	365	GREEN			
50	CASAS23	Percentage of successful completions of those in alcohol treatment (Also in Altogether Healthier)	34.8	Oct 2013 - Sep 2014	36.6	RED	39.1	RED	39.5		Oct 2013 - Sep 2014
51	CASAS7	Percentage of successful completions of those in drug treatment - opiates (Also in Altogether Healthier)	6.8	Apr 13 - Mar 14 (re-presentations to Sep 14)	7.9	RED	7.4	RED	7.6		Mar 2013 - Feb 2014

Ref	PI 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
52	CASAS8	Percentage of successful completions of those in drug treatment - non-opiates (Also in Altogether Healthier)	36.3	Apr 13 - Mar 14 (re-presentations to Sep 14)	40.4	RED	35.5	GREEN	40.6		Mar 2013 - Feb 2014
Altogether Greener											
53	NS14a	Percentage of relevant land and highways assessed (LEQSPRO survey) as having deposits of litter that fall below an acceptable level	6.17	Aug - Nov 2014	7.00	GREEN	5.91	RED	11.00		2013/14
54	NS14b	Percentage of relevant land and highways assessed (LEQSPRO survey) as having deposits of detritus that fall below an acceptable level	8.21	Aug - Nov 2014	10.00	GREEN	7.33	RED	31.00		2013/14
55	NS10	Percentage of municipal waste diverted from landfill	97.7	Dec 2013 - Nov 2014	85.0	GREEN	74.0	GREEN			
56	NS19	Percentage of household waste that is re-used, recycled or composted	42.0	Dec 2013 - Nov 2014	45.0	RED	44.0	RED	42.0	37*	2013/14
57	REDPI53	Percentage of conservation areas in the county that have an up to date character appraisal	41.00	As at Sep 2014	37.00	GREEN	39.00	GREEN			
58	REDPI48	Percentage change in CO ₂ emissions from local authority operations [4]	-9	2013/14	-5	GREEN	5.5	GREEN			
59	NS08	Percentage reduction in CO ₂ emissions from the DCC fleet	3.35	2012/13	Not set	NA	2.01	GREEN			

Ref	PI 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
60	NS36	Average annual electricity consumption per street light (kilo-watt hour (KwH)) (estimated)	388.6	2013/14	Not set	NA	New indicator	NA			
61	REDPI49	Number of registered and approved feed in tariff installations	1,095	Oct - Dec 2014	375	GREEN	844	GREEN			
62	NS04	Percentage of recorded actionable defects on carriageways and footways repaired within 24 hours (category 1)	96	Oct - Dec 2014	90	GREEN	96	AMBER			
Altogether Better Council											
63	NS05	Percentage of recorded actionable defects on carriageways and footways repaired within 14 working days (category 2.1)	86	Oct - Dec 2014	90	RED	New indicator	NA			
64	NS22	Percentage of calls answered within three minutes	94	Oct - Dec 2014	80	GREEN	87	GREEN			
65	NS24	Percentage of customers seen within 15 minutes at a customer access point	97	Oct - Dec 2014	95	GREEN	95	GREEN			
66	RES/038	Percentage all ICT service desk incidents resolved on time	94	Oct - Dec 2014	90	GREEN	91	GREEN			
67	RES/NI/18 1a1	Average time taken to process new housing benefit claims (days)	19.64	Oct - Dec 2014	21.33	GREEN	21.02	GREEN	23.00 GREEN	21** GREEN	Jul - Sep 2014
68	RES/NI/18 1a2	Average time taken to process new council tax reduction claims (days)	20.90	Oct - Dec 2014	21.33	GREEN	22.18	GREEN			

Ref	PI 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
69	RES/NI/18 1b1	Average time taken to process change of circumstances for housing benefit claims (days)	9.47	Oct - Dec 2014	10.00	GREEN	9.45	RED	10.00 GREEN	11** GREEN	Jul - Sep 2014
70	RES/NI/18 1b2	Average time taken to process change of circumstances for council tax reduction claims (days)	9.20	Oct - Dec 2014	10.00	GREEN	10.05	GREEN			
71	RES/001	Savings delivered against the Medium Term Financial Plan (MTFP) (£m)	22.0	As at Dec 2014	23.0	Not comparable [5]	18.7	NA			
72	RES/002	Percentage of council tax collected in-year	82.94	Apr - Dec 2014	83.38	AMBER	82.90	GREEN	97.00 Not comparable	96.01* Not comparable	2013/14
73	RES/003	Percentage of business rates collected in-year	81.63	Apr - Dec 2014	80.69	GREEN	85.40	RED	97.90 Not comparable	97.76* Not comparable	2013/14
74	RES/129	Percentage of council tax recovered for all years excluding the current year	99.07	As at Dec 2014	98.50	GREEN	99.10	AMBER			
75	RES/130	Percentage of business rates recovered for all years excluding the current year	99.18	As at Dec 2014	98.50	GREEN	99.20	AMBER			
76	REDPI39	Current tenant arrears as a percentage of the annual rent debit	1.7	Oct - Dec 2014	2.45	GREEN	1.88	GREEN			
77	REDPI78	Percentage of capital receipts received	69.0	Apr - Dec 2014	75.0	RED	43.0	GREEN			
78	REDPI33	Percentage of council owned business floor space that is occupied	79.30	As at Dec 2014	76.50	GREEN	76.50	GREEN			

Ref	PI 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
79	REDPI76	Income generated from council owned business space (£)	2,367,000	Apr - Dec 2014	2,265,000	GREEN	1,986,971	GREEN			
80	REDPI49b	£ saved from solar installations on council owned buildings	214,000	2013/14	Not set	NA	New indicator	NA			
81	REDPI68	Average asset rating of Display Energy Certificates in county council buildings	99.10	As at Dec 2014	98.00	AMBER	NA	NA			
82	RES/LPI/010	Percentage of undisputed invoices paid within 30 days to our suppliers	91.0	Oct - Dec 2014	92.0	AMBER	91.0	AMBER			
83	ACE006	Percentage of Freedom of Information (FOI) and Environmental Information Regulations (EIR) requests responded to within statutory deadlines	74	Oct - Dec 2014	85	RED	80	RED			
84	RES/LPI/012	Days / shifts lost to sickness absence – all services including school staff	9.31	Jan - Dec 2014	8.70	RED	8.92	RED			
85	RES/LPI/012a	Days / shifts lost to sickness absence – all services excluding school staff	11.97	Jan - Dec 2014	11.80	AMBER	12.03	GREEN			
86	RES/011	Percentage of performance appraisals completed (excluding schools)	81.7	Jan - Dec 2014	85.0	RED	73.3	GREEN			

[1] [Due to changes to the definition data is not comparable](#)

[2] [Figures refreshed](#)

[3] [Data cumulative year on year so comparisons are not applicable](#)

[4] [Indicator description amended to accurately reflect how performance is measured](#)

[5] [Annual target](#)

Table 2: Key Tracker Indicators

Page 60 Ref	PI 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											
87	REDPI3	Number of all new homes completed in Durham City	4	Oct - Dec 2014	3	GREEN	18	RED			
88	REDPI 24	All homes completed in and near all major settlements, as defined in the County Durham Plan, as a proportion of total completions	49.00	Oct - Dec 2014	51.00	RED	44.80	GREEN			
89	REDPI 22	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 one hour, including walking time	77.00	As at Dec 2014	76.75	GREEN	71.08	GREEN			
90	REDPI 38	Number of passenger journeys recorded by the operator of the three Durham City Park and Ride sites	279,618	Oct - Dec 2014	278,845	GREEN	317,904	RED			
91	REDPI 80	Percentage annual change in the traffic flow through Durham City	6.4	Oct - Dec 2014	5.4	GREEN	New indicator	NA			
92	NS01	Number of visitors to theatres	174,965	Apr - Dec 2014	97,053	GREEN	177,611	RED			
93	NS02	Number of visitors to museums	46,578	Oct - Dec 2014	70,797	Not comparable [6]	New indicator	NA			

Ref	PI 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
94	NS03	Number of visitors to leisure centres	1,038,078	Oct - Dec 2014	1,078,740	RED	New indicator	NA			
95	NS12	Percentage of food establishments rated as three star or above (Food Hygiene Rating System)	94.5	As at Dec 2014	94.0	GREEN	New indicator	NA			
96	REDPI 97a	Occupancy rates for retail units in town centres (%) – Barnard Castle	89	As at Mar 2014	93	RED	93	RED	86 GREEN		2013
97	REDPI 97b	Occupancy rates for retail units in town centres (%)– Bishop Auckland	79	As at Mar 2014	91	RED	91	RED	86 RED		2013
98	REDPI 97c	Occupancy rates for retail units in town centres (%) – Chester-le-Street	84	As at Mar 2014	89	RED	89	RED	86 RED		2013
99	REDPI 97d	Occupancy rates for retail units in town centres (%)– Consett	94	As at Mar 2014	88	GREEN	88	GREEN	84 GREEN		2013
100	REDPI 97e	Occupancy rates for retail units in town centres (%) – Crook	92	As at Mar 2014	95	RED	95	RED	86 GREEN		2013
101	REDPI 97f	Occupancy rates for retail units in town centres (%) – Durham City	89	As at Mar 2014	90	RED	90	RED	86 GREEN		2013
102	REDPI 97g	Occupancy rates for retail units in town centres (%) – Newton Aycliffe	71	As at Mar 2014	80	RED	80	RED	86 RED		2013
Page 61 103	REDPI 97h	Occupancy rates for retail units in town centres (%) – Peterlee	85	As at Mar 2014	87	RED	87	RED	86 RED		2013

Page 62 Ref	PI 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	REDPI 97i	Occupancy rates for retail units in town centres (%) –Seaham	91	As at Mar 2014	87	GREEN	87	GREEN	86 GREEN		2013
105	REDPI 97j	Occupancy rates for retail units in town centres (%) – Shildon	89	As at Mar 2014	88	GREEN	88	GREEN	86 GREEN		2013
106	REDPI 97k	Occupancy rates for retail units in town centres (%) – Spennymoor	85	As at Mar 2014	89	RED	89	RED	86 RED		2013
107	REDPI 97l	Occupancy rates for retail units in town centres (%) –Stanley	86	As at Mar 2014	91	RED	91	RED	86 AMBER		2013
108	REDPI 10b	Number of net homes completed	272	Oct - Dec 2014	207	GREEN	352	RED			
109	REDPI 34	Total number of applications registered on the Durham Key Options system that have been rehoused (includes existing tenants and new tenants)	1,317	Oct - Dec 2014	1,290	GREEN	1,370	RED			
110	REDPI 36d	Total number of housing solutions presentations	2,320	Oct - Dec 2014	2,376	GREEN	New indicator	NA [1]			
111	REDPI 36b	Number of statutory homeless applications as a proportion of the total number of housing solutions presentations	5.73	Oct - Dec 2014	7.24	GREEN	New indicator	NA [1]			
112	REDPI 36c	Number of homeless acceptances (of a statutory duty) as a proportion of the total number of housing solutions presentations	1.51	Oct - Dec 2014	2.15	GREEN	New indicator	NA [1]			

Ref	PI 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
113	REDPI 36a	Number of preventions as a proportion of the total number of housing solutions presentations	14.14	Oct - Dec 2014	13.55	GREEN	New indicator	NA [1]			
114	REDPI 96	The number of people in reasonable preference groups on the housing register	4,704	As at Dec 2014	5,187	GREEN	New indicator	NA			
115	REDPI 40	Proportion of the working age population defined as in employment	68.1	Oct 2013 - Sep 2014	66.7	GREEN	65.7	GREEN	74.0 RED	68.3* RED	Oct 2013 - Sep 2014
116	REDPI 73	Proportion of the working age population currently not in work who want a job	13.05	Oct 2013 - Sep 2014	13.30	GREEN	14.39	GREEN	10.57 RED	13.12* GREEN	Oct 2013 - Sep 2014
117	REDPI 8b	Proportion of all Jobseeker's Allowance (JSA) claimants that have claimed for one year or more	31.52	As at Dec 2014	33.20	GREEN	36.35	GREEN	25.10 RED	32.1* GREEN	As at Dec 2014
118	REDPI 7a	Number of Jobseeker's Allowance (JSA) claimants aged 18-24	2,245	As at Dec 2014	2,720	GREEN	3,525	GREEN			
119	REDPI 28	Number of apprenticeships started by young people resident in County Durham as recorded by the National Apprenticeship Service	No longer available	2013/14 ac yr	1,372	NA	1,372	NA			
Page 63	REDPI 87	Gross Value Added (GVA) per capita in County Durham (£)	12,875	Jan - Dec 2012	12,661	GREEN	12,661	GREEN	21,937 RED	16091* RED	2012

Ref	PI ref	Description	Latest data	Period covered	Previous period data	Performance compared to previous period	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
121	REDPI 88	Per capita household disposable income (£)	14,151	2012	13,522	GREEN	13,522	GREEN	17,066 RED	14393* RED	2012
122	ACE018	County Durham residents starting a first degree in an academic year (per 100,000 population aged 18+)	162.2	2012/13 ac yr	161.9	GREEN	161.9	GREEN	218.2 RED	148.53* GREEN	2012/13 ac yr
123	REDPI 72	Number of local passenger journeys on the bus network	5,949,139	Jul - Sep 2014	5,836,935	GREEN	6,099,614	RED			
124	REDPI 89	Number of registered businesses in County Durham	14,785	2013/14	14,815	RED	14,815	RED			
125	REDPI 32a	Percentage of tourism businesses actively engaged with Visit County Durham	81	As at Mar 2014	New indicator	NA	New indicator	NA			
126	REDPI 90	Percentage change in the number of visitors to the core attractions in County Durham compared to the previous year	-9.7	Apr - Sep 2014	33.6	RED	33.6	RED			
127	REDPI 91	Number of unique visitors to the thisisdurham website	219,285	Oct - Dec 2014	272,960	RED	219,265	GREEN			
Altogether Better for Children and Young People											
128	CAS CYP16	Percentage of 16 to 18 year olds who are not in education, employment or training (NEET)	6.5	Oct - Dec 2014	14.2	GREEN	7.0	GREEN	5.3 Not comparable	6.6** Not comparable	Nov 2013 - Jan 2014

Ref	PI 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
129	ACE016	Percentage of children in poverty (quarterly proxy measure) (Also in Altogether Better Council)	23.3	As at May 2014	23.6	AMBER	24.4	GREEN	17.6	24*	As at May 2014
130	ACE017	Percentage of children in poverty (national annual measure) (Also in Altogether Better Council)	22.7	2012	23.0	GREEN	23.0	GREEN	18.9	23.4*	2012
131	CAS CYP29	Proven re-offending by young people (who offend) in a 12 month period	36.9	Jan - Dec 2012	37.1	GREEN	41.4	GREEN	35.6		Jan - Dec 2012
132	CAS CYP18	Percentage of children aged 4-5 years classified as overweight or obese (Also in Altogether Healthier)	23.8	2013/14 ac yr	21.9	RED	21.9	RED	22.5	24.6**	2013/14 ac yr
133	CAS CYP19	Percentage of children aged 10-11 years classified as overweight or obese (Also in Altogether Healthier)	36.1	2013/14 ac yr	35.9	AMBER	35.9	AMBER	33.5	35.2**	2013/14 ac yr
134	CAS CYP20	Under 18 conception rate per 1,000 girls aged 15-17	22.0	Jul - Sep 2013	38.9	GREEN	31.8	GREEN	22.2	26.2*	Jul - Sep 2013
135	CAS CYP21	Under 16 conception rate per 1,000 girls aged 13 - 15	8.9	Jan - Dec 2012	7.7	RED	7.7	RED	5.6	8.3**	Jan - Dec 2012
136	CAS CYP23	Emotional and behavioural health of looked after children	15.5	2013/14	16.1	GREEN	16.1	GREEN	14.0	13.5**	2012/13

Ref	PI 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
137	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)	504.8	2010/11 - 2012/13	561.8	GREEN	561.8	GREEN	352.3	532.2*	2010/11 - 2012/13
138	CAS CYP27	Number of new referrals to Child and Adolescent Mental Health Services (CAMHS)	1,952	Apr - Dec 2014	1,205	NA	1,705	NA			
139	CAS CYP28	Rate of children with a child protection plan per 10,000 population	35.9	As at Dec 2014	38.4	GREEN	44.9	GREEN	42.1	54.8**	As at Mar 2014
140	CAS CYP24	Rate of looked after children per 10,000 population	61.0	As at Dec 2014	61.0	AMBER	59.8	RED	60.0	81*	As at Mar 2014
141	CAS CYP25	Prevalence of breastfeeding at 6-8 weeks from birth	27.7	Oct - Dec 2014	29.2	RED	27.3	GREEN	47.2	28.1*	2012/13 (England) Jul - Sep 2014 (NE - Durham Darlington and Tees area team)
Altogether Healthier											
142	CAS CYP18	Percentage of children aged 4-5 years classified as overweight or obese (Also in Altogether Better for Children and Young People)	23.8	2013/14 ac yr	21.9	RED	21.9	RED	22.5	24.6**	2013/14 ac yr

Ref	PI 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
143	CAS CYP19	Percentage of children aged 10-11 years classified as overweight or obese (Also in Altogether Better for Children and Young People)	36.1	2013/14 ac yr	35.9	AMBER	35.9	AMBER	33.5 RED	35.2** RED	2013/14 ac yr
144	CASAH 18	Male life expectancy at birth (years)	78.0	2011-13	77.9	GREEN	77.9	GREEN	79.4 RED	78* AMBER	2011-13
145	CASAH 19	Female life expectancy at birth (years)	81.3	2011-13	81.5	AMBER	81.5	AMBER	83.1 RED	81.7* RED	2011-13
146	CASAH5	Under 75 all cause mortality rate per 100,000 population	294.6	2012	307.0	GREEN	307.0	GREEN	256.4 RED	298.3* GREEN	2012
147	CASAH6	Under 75 mortality rate from cardiovascular diseases (including heart disease and stroke) per 100,000 population	88.8	2011-13	91.3	GREEN	91.3	GREEN	78.2 RED	88.9* GREEN	2011-13
148	CASAH7	Under 75 mortality rate from cancer per 100,000 population	166.6	2011-13	164.2	AMBER	164.2	AMBER	144.4 RED	169.5* GREEN	2011-13
149	CASAH8	Under 75 mortality rate from liver disease per 100,000 population	21.9	2011-13	21.7	RED	21.7	RED	17.9 RED	22.3* GREEN	2011-13
150	CASAH9	Under 75 mortality rate from respiratory disease per 100,000 population	43.4	2011-13	40.1	RED	40.1	RED	33.2 RED	42.6* RED	2011-13
151 Page 62	CASAH 23	Diabetes indicator (under development)	Indicator under development	NA	NA	NA	NA	NA			
152	CASAH 20	Excess winter deaths (3 year pooled)	16.8	2009-12	18.1	GREEN	18.1	GREEN	16.5 RED	13.7* RED	2009-12

Ref	PI 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
153	CASAH 20i	Delayed transfers of care from hospital per 100,000 population	8.7	Apr - Nov 2014	8.3	RED	11.3	GREEN	9.6 GREEN	8.1* RED	2013/14
154	CASAH 20ii	Delayed transfers of care from hospital, which are attributable to adult social care, per 100,000 population	1.5	Apr - Nov 2014	1.5	AMBER	0.9	RED	3.1 GREEN	2* GREEN	2013/14
155	CASAH 17	Patient experience of community mental health services (scored on a scale of 0-100)	89.4	2013	87.0	GREEN	88.4	GREEN	85.8 GREEN		2013
156	CASAH 21	Suicide rate (deaths from suicide and injury of undetermined intent) per 100,000 population (Also in Altogether Safer)	13.4	2011-13	11.3	RED	11.3	RED	8.8 RED	10.6* RED	2011-13
157	NS11	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	28.2	Apr 2012 - Apr 2014	29.8	RED	24.3	GREEN	25.2 GREEN	25.1* GREEN	2014
Altogether Safer											
158	CASAS 12	Overall crime rate (per 1,000 population)	37.9	Apr - Dec 2014	24.9	Not comparable [7]	36.5	RED	71 GREEN	50** GREEN	Apr - Dec 2014
159	CASAS 14	Number of serious or major crimes	700	Apr - Dec 2014	456	Not comparable [7]	556	RED			

Ref	PI 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
160	CASAS 24	Rate of theft offences (per 1,000 population)	16.8	Apr - Dec 2014	11.0	Not comparable [7]	17.3	GREEN	16.2 RED	23** GREEN	Apr - Dec 2014
161	CASAS 25	Rate of robberies (per 1,000 population)	0.11	Apr - Dec 2014	0.08	Not comparable [7]	0.09	RED	0.18 GREEN		Apr - Dec 2014
162	CASAS 15	Number of police reported incidents of anti-social behaviour	18,484	Apr - Dec 2014	13,154	Not comparable [7]	19,039	GREEN			
163	CASAS 13	Percentage of survey respondents perceiving a high level of anti-social behaviour in their local area	27.0	Apr - Jun 2014	30.5	GREEN	44.5	Not comparable [8]			
164	CASAS 11	Percentage of survey respondents who agree that the police and local council are dealing with concerns of anti social behaviour and crime	61.4	Oct 2013 - Sep 2014	62.1	RED	58.3	GREEN		59.4** GREEN	Oct 2013 - Sep 2014
165	CASAS 10	Recorded level of victim based crimes	17,530	Apr - Dec 2014	11,436	Not comparable [7]	16,609	RED			
166	CASAS 17	Number of adult safeguarding referrals fully or partially substantiated	111	Apr - Dec 2014	66	NA	161	NA			
167	CASAS 22	Number of hate incidents	236	Apr - Dec 2014	203	NA	224	NA			

Ref	PI 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
168	CASAH 21	Suicide rate (deaths from suicide and injury of undetermined intent) per 100,000 population (Also in Altogether Healthier)	13.4	2011-13	11.3	RED	11.3	RED	8.8	10.6*	2011-13
169	REDPI 44	Number of people killed or seriously injured in road traffic accidents	140	Jan - Sep 2014	103	Not comparable [7]	140	AMBER			
		Number of fatalities	10					17			
		Number of seriously injured	130				123				
170	REDPI 45	Number of children killed or seriously injured in road traffic accidents	18	Jan - Sep 2014	13	Not comparable [7]	19	GREEN			
		Number of fatalities	0					0			
		Number of seriously injured	18				19				
171	CASAS 18	Proportion of all offenders (adults and young people) who re-offend in a 12-month period	26.7	Jan - Dec 2012	27.4	GREEN	29.2	GREEN	26.0		Jan - Dec 2012
172	CASAS 19	Percentage of anti-social behaviour incidents that are alcohol related	13.0	Apr - Dec 2014	13.6	GREEN	15.8	GREEN			
173	CASAS 20	Percentage of violent crime that is alcohol related	31.4	Apr - Dec 2014	30.4	RED	34.4	GREEN			
174	CASAS 21	Percentage of families where a successful intervention for crime/anti-social behaviour is achieved (Stronger Families Programme)	48.9	Apr 2012 - Oct 2014	43.3	GREEN	33.6	Not comparable [3]			

Ref	PI 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 Greener											
175	NS14c	Percentage of relevant land and highways assessed as having deposits of dog fouling that fall below an acceptable level	2.33	Aug - Nov 2014	0.33	RED	1.11	RED	8		2013/14
176	NS15	Number of fly-tipping incidents reported	9,661	Jan - Dec 2014	9,922	GREEN	7,889	RED			
177	NS16	Number of fly-tipping incidents cleared	7,669	Jan - Dec 2014	7,774	NA	6,307	NA			
178	NS17a	Percentage of household waste collected from the kerbside and recycled	20.8	Dec 2013 - Nov 2014	20.8	AMBER	22.2	RED			
179	NS17b	Percentage of household waste collected from the kerbside and composted	11.2	Dec 2013 - Nov 2014	11.2	AMBER	10.4	GREEN			
180	NS09	Megawatt hours (MWh) of energy produced from municipal waste sent to Sita's 'Energy from Waste' plant	57,743	Dec 2013 - Nov 2014	38,930	GREEN	New indicator	NA			
181	REDPI 46	Percentage reduction in CO ₂ emissions in County Durham	39.0	As at Dec 2012	41.2	RED	41.2	RED	14.0	20*	2012
182	REDPI 47	Renewable energy generation - mega watts equivalent (MWe) installed or installed/approved capacity within County Durham	215.61	As at Dec 2014	213.46	Not comparable [3]	205.13	Not comparable [3]			

Page 72 Ref	PI ref	Description	Latest data	Period covered	Previous period data	Performance compared to previous period	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
Altogether Better Council											
183	NS43a	Number of customer contacts- face to face	46,271	Oct - Dec 2014	57,763	NA	60,479	NA			
184	NS43b	Number of customer contacts-telephone	218,592	Oct - Dec 2014	244,074	NA	235,064	NA			
185	NS43c	Number of customer contacts- web forms	3,654	Oct - Dec 2014	4,352	NA	4,196	NA			
186	NS43d	Number of customer contacts- emails	10,669	Oct - Dec 2014	12,839	NA	13,290	NA			
187	NS20	Percentage of abandoned calls	5	Oct - Dec 2014	5	AMBER	9	GREEN			
188	NS100	Number of complaints recorded on the Customer Relationship Management database (CRM)	898	Jul - Sep 2014	617	RED	856	RED			
189	RES/013	Staff aged under 25 as a percentage of post count	5.59	As at Dec 2014	5.63	NA	5.45	NA			
190	RES/014	Staff aged over 50 as a percentage of post count	38.42	As at Dec 2014	38.16	NA	37.79	NA			
191	RES/LPI /011a	Women in the top five percent of earners	52.32	As at Dec 2014	52.30	NA	52.11	NA			
192	RES/LPI /011bi	Black and minority ethnic (BME) as a percentage of post count	1.5	As at Dec 2014	1.53	NA	1.40	NA			
193	RES/LPI /011ci	Staff with disability as a percentage of post count	2.73	As at Dec 2014	2.75	NA	2.90	NA			

Ref	PI 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
194	REDPI 79	Number of tenants of the seven main housing providers seen through the triage process	Not reported	Oct - Dec 2014	506	NA	557	NA			
195	REDPI 79a	Percentage of triaged tenants of the seven main housing providers who were given employability advice	Not reported	Oct - Dec 2014	33	NA	38	NA			
196	REDPI 79b	Percentage of triaged tenants of the seven main housing providers who were given debt advice	Not reported	Oct - Dec 2014	33	NA	48	NA			
197	REDPI 79c	Percentage of triaged tenants of the seven main housing providers who were given income advice	Not reported	Oct - Dec 2014	65	NA	57	NA			
198	REDPI 79d	Percentage of triaged tenants of the seven main housing providers that have been rehoused	Not reported	Oct - Dec 2014	Not reported	NA	5.0	NA			
199	RES028	Discretionary Housing Payments - value (£) for customers affected by social sector size criteria	934,274	Apr - Dec 2014	813,326	NA	353,417	NA			
200	RES029	Discretionary Housing Payments - value (£) for customers affected by local housing allowance reforms	115,379	Apr - Dec 2014	84,430	NA	69,433	NA			

Ref	PI 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
201	ACE016	Percentage of children in poverty (quarterly proxy measure) (Also in Altogether Better for Children and Young People)	23.3	As at May 2014	23.6	AMBER	24.4	GREEN	17.6	24*	As at May 2014
202	ACE017	Percentage of children in poverty (national annual measure) (Also in Altogether Better for Children and Young People)	22.7	2012	23.0	GREEN	23.0	GREEN	18.9	23.4*	2012
203	RES/034	Staff - total headcount (including schools)	18,039	As at Dec 2014	17,453	NA	17,577	NA			
204	RES/035	Staff - total full time equivalent (FTE) (including schools)	14,110	As at Dec 2014	14,076	NA	14,211	NA			
205	RES/052	Percentage of posts with no absence (excluding schools)	46.66	Jan - Dec 2014	46.58	GREEN	Data not available	NA [9]			
206	RES/020	Percentage of time lost to sickness in rolling year (excluding schools)	4.73	Jan - Dec 2014	4.73	AMBER	4.75	GREEN			
207	RES/036	Number of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) incidents reported to the Health and Safety Executive (HSE)	11	Oct - Dec 2014	18	N/A	21	NA			

[1] Due to changes to the definition data is not comparable

[3] Data cumulative year on year so comparisons are not applicable

[4] Indicator description amended to accurately reflect how performance is measured

[5] Annual target

[6] Not comparable due to seasonal variations

[7] Data is cumulative and based on 9 months period so comparisons are not applicable

[8] Due to changes in the local police confidence survey the data are not comparable

[9] Frequency changed and past data not available

- -
- -
- -

Appendix 4: Volume Measures

Chart 1 – Planning applications (12 month rolling total)

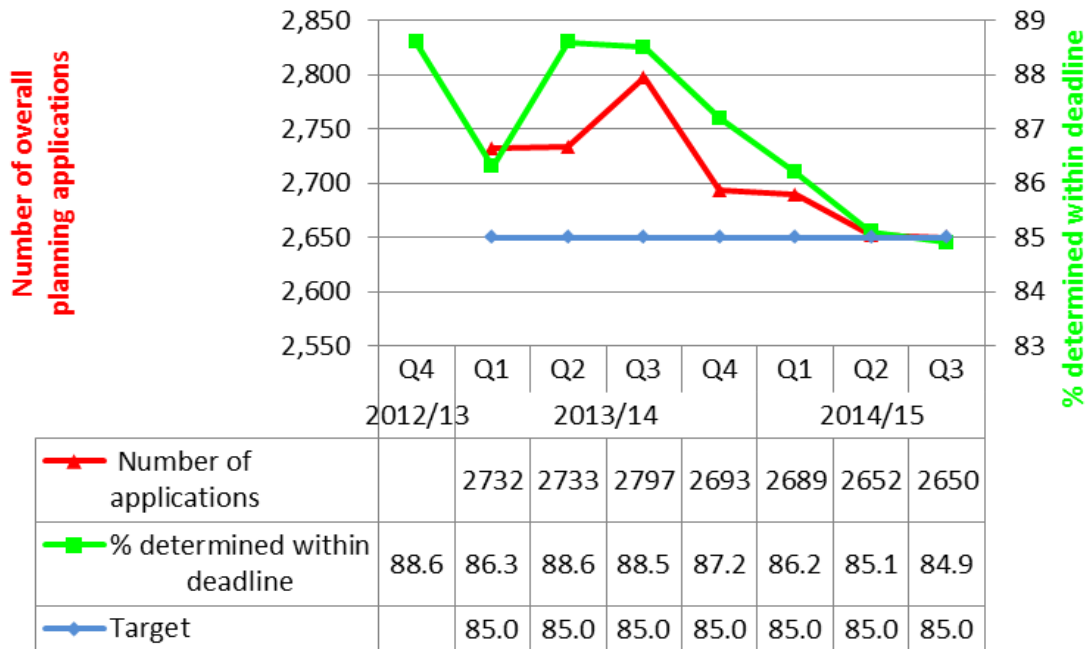


Chart 2 – Durham Key Options - total number of those registered on the Durham Key Options system who have been rehoused (includes existing tenants and new tenants)

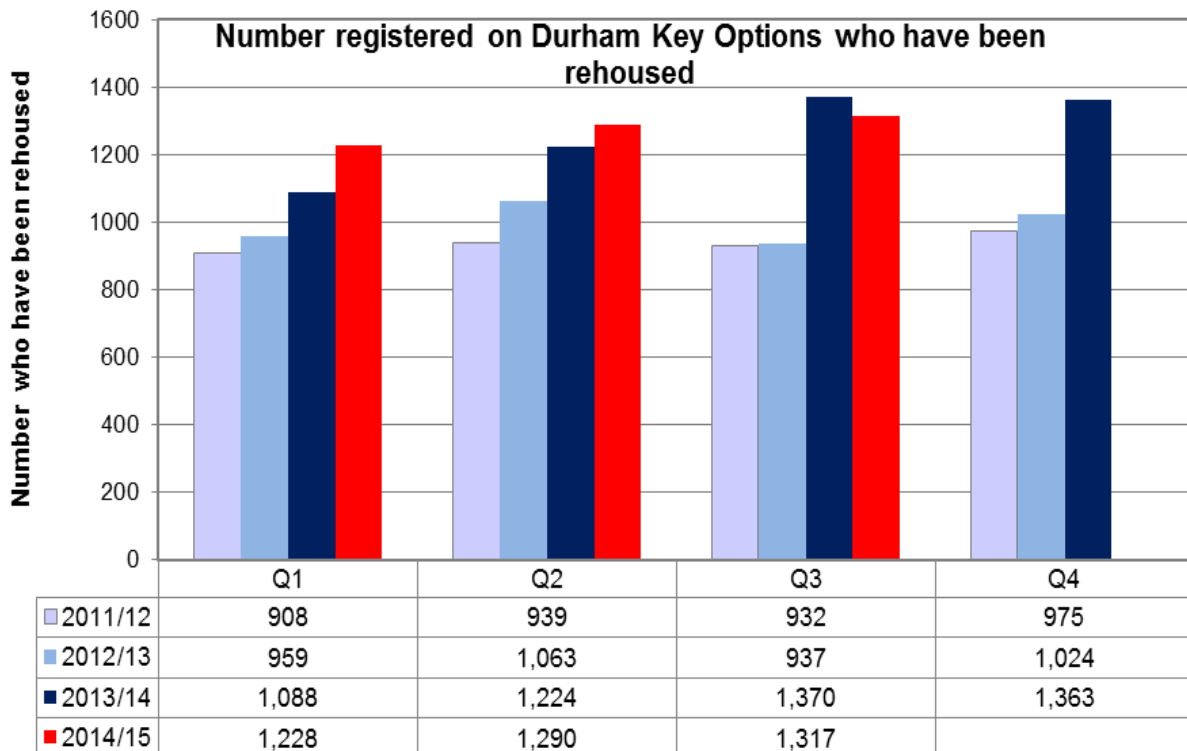


Chart 3 - Number of looked after children cases

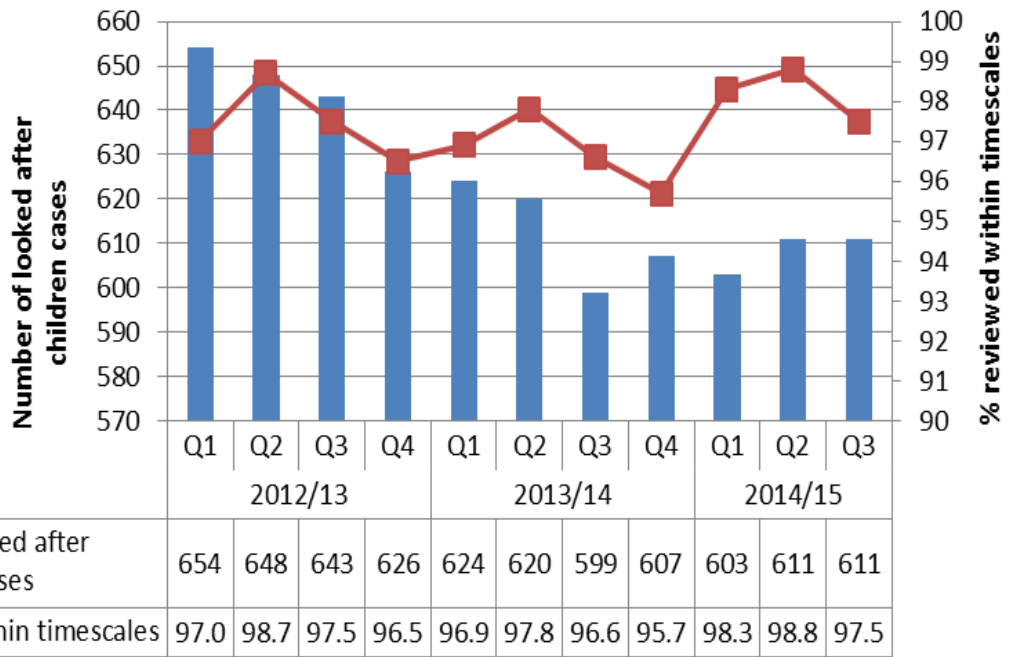


Chart 4 - Children in need referrals within 12 months of previous referral

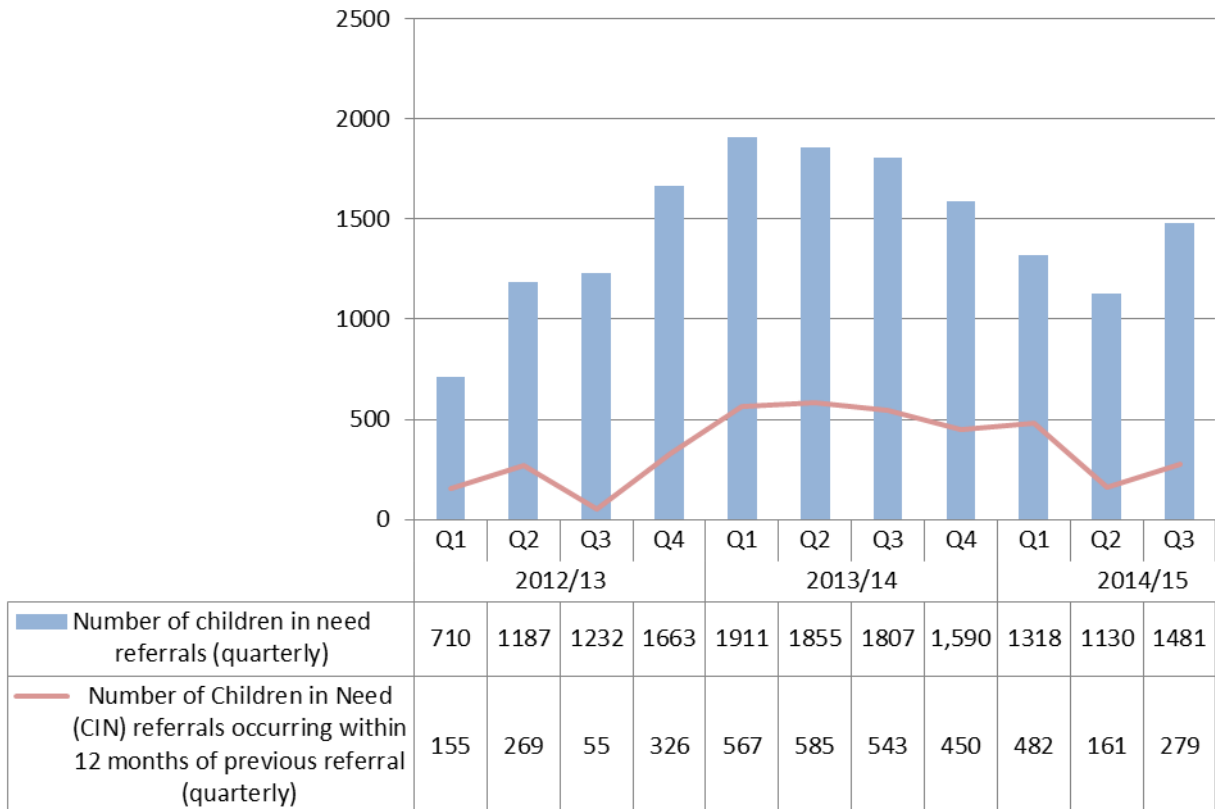


Chart 5 - Percentage of successful completions of those in alcohol treatment¹

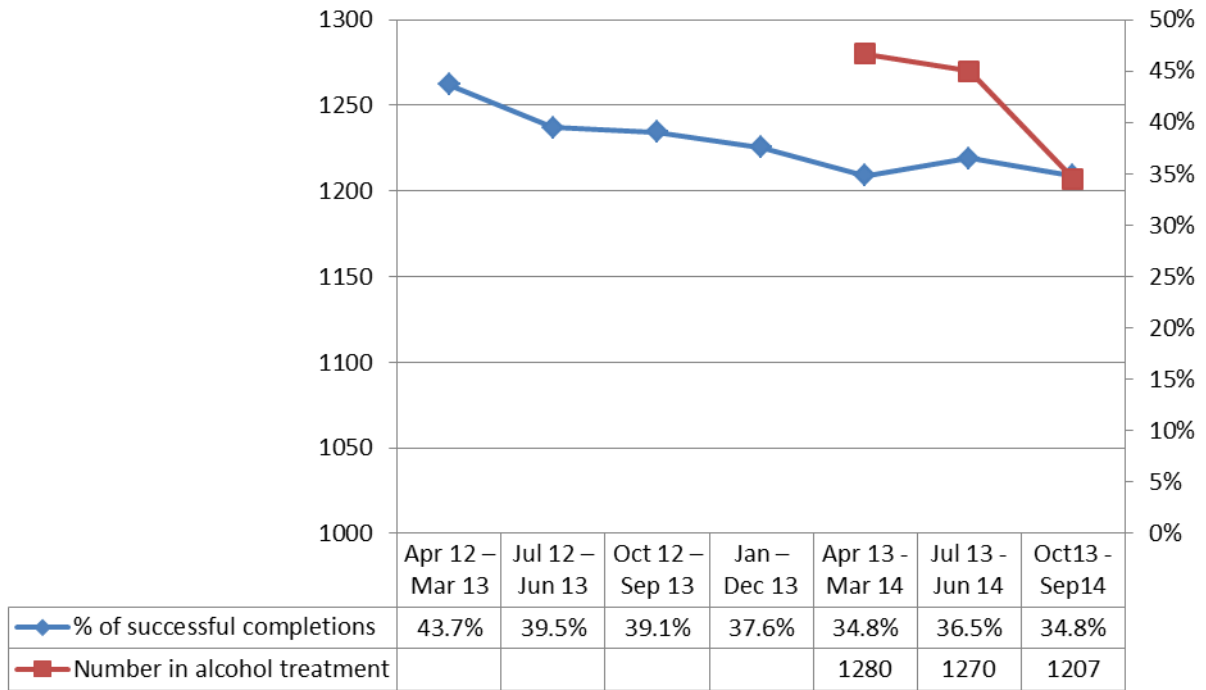
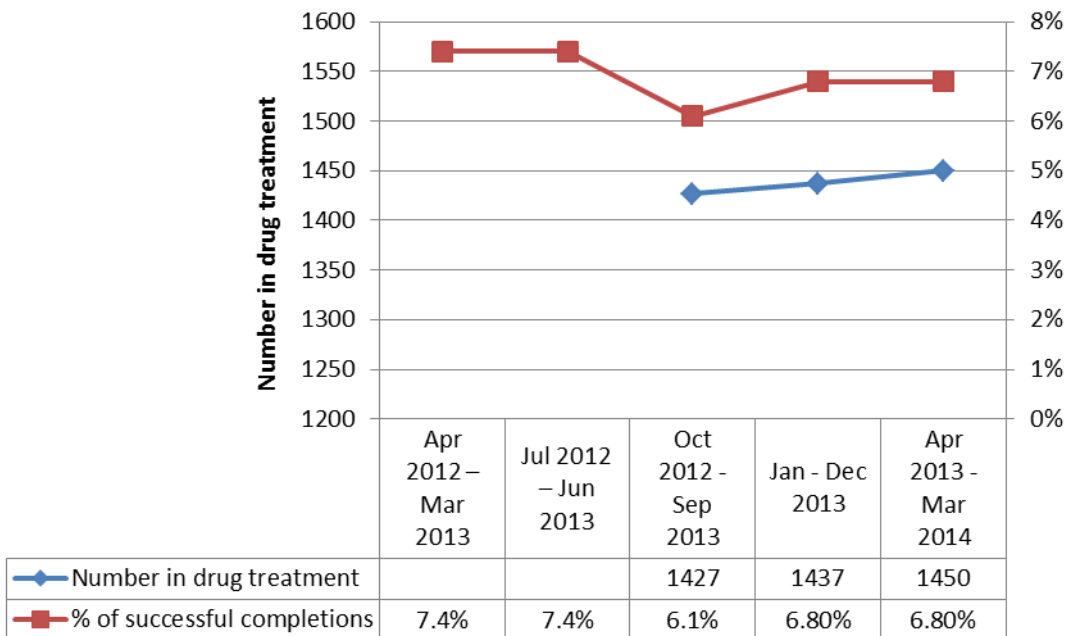


Chart 6 - Percentage of successful completions of those in drug treatment – opiates¹



¹ Numbers in treatment are no longer comparable to last year due to changes in methodology and reporting

Chart 7 - Percentage of successful completions of those in drug treatment – non-opiates¹

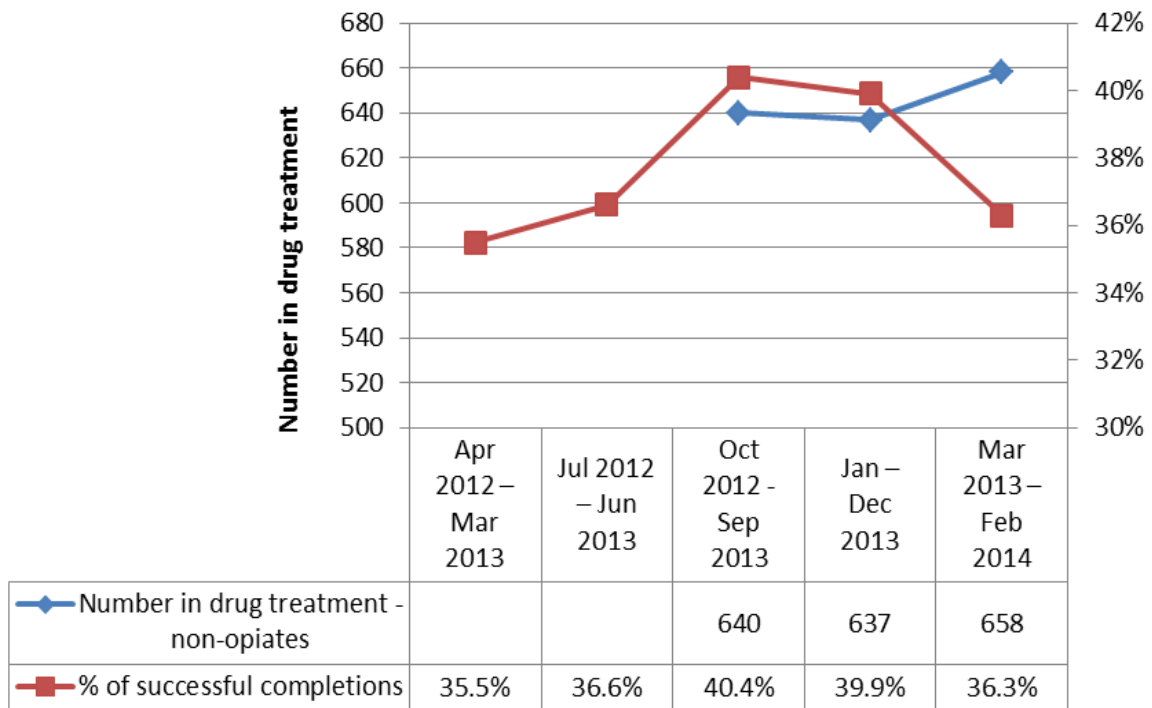


Chart 8 – Fly-tipping incidents

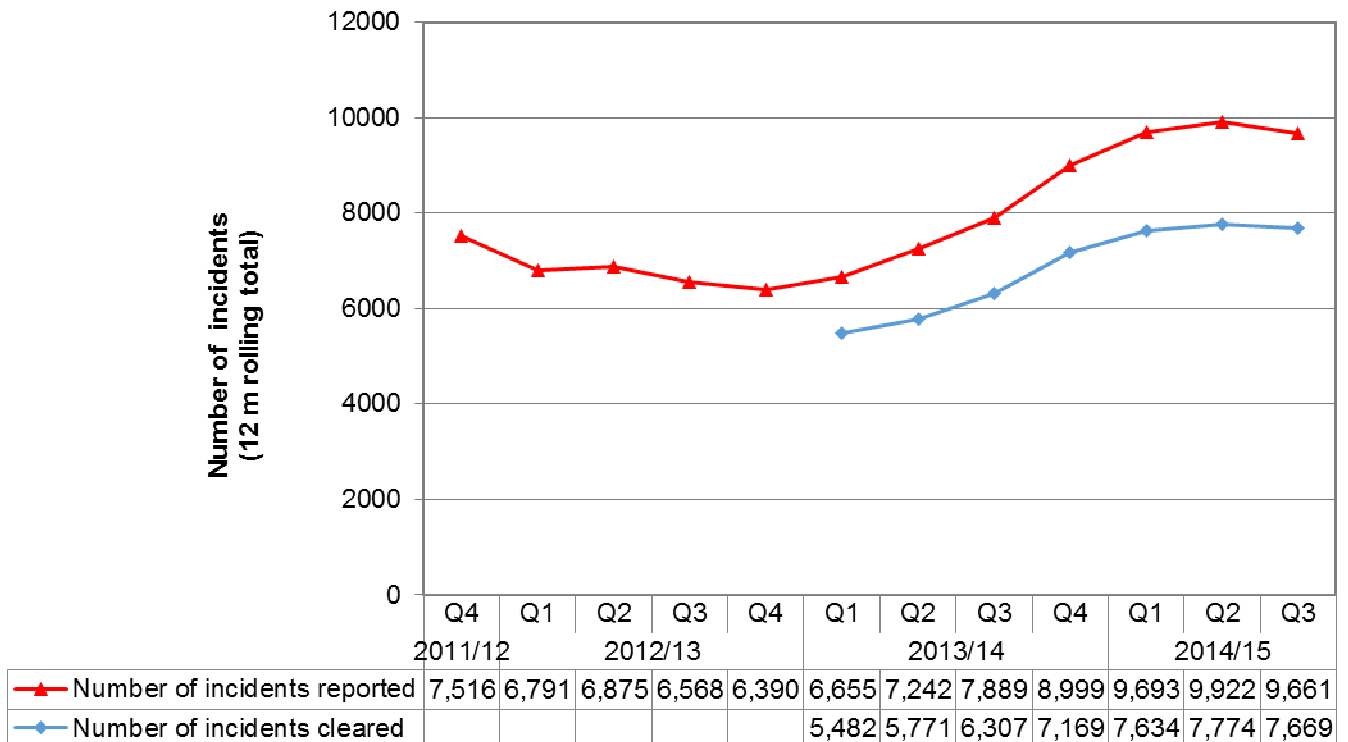
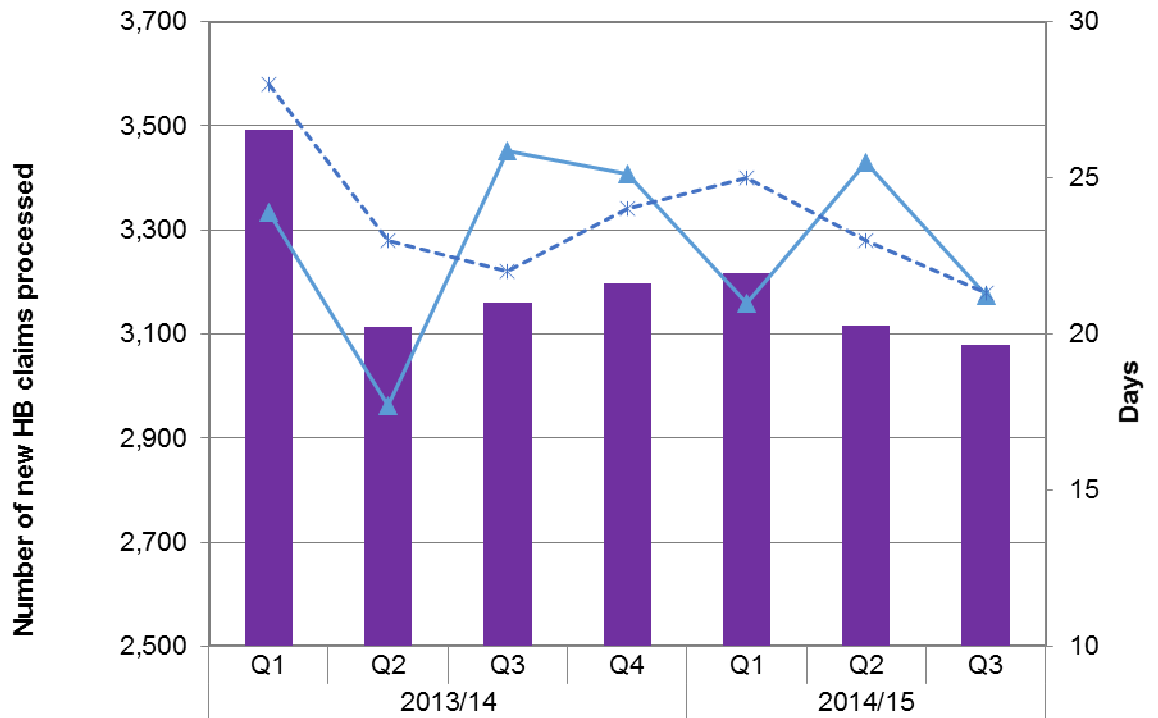
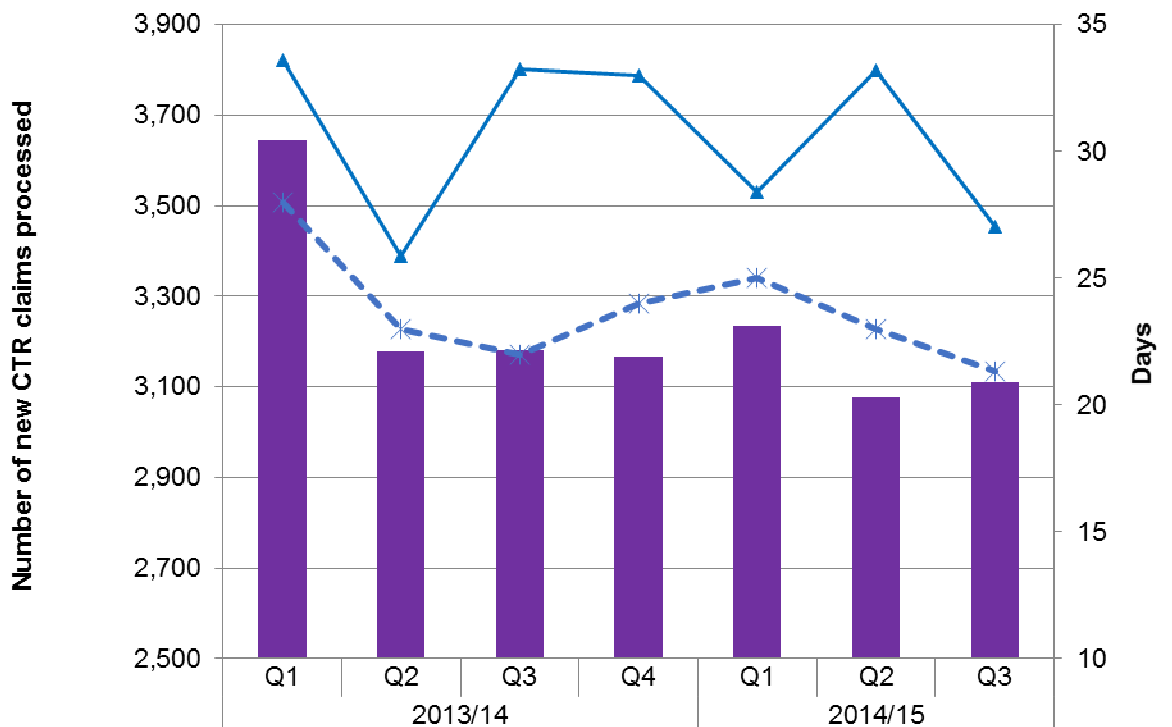


Chart 9 – Housing Benefits – new claims



Average days taken to process claims	26.53	20.23	21.02	21.62	21.93	20.28	19.64
Number of claims processed	3,334	2,962	3,453	3,407	3,160	3,429	3,174
Target (days)	28.00	23.00	22.00	24.00	25.00	23.00	21.33

Chart 10 – Council Tax Reduction – new claims



Average days taken to process claims	30.46	22.11	22.18	21.93	23.10	20.31	20.90
Number of claims processed	3,822	3,389	3,801	3,787	3,531	3,798	3,453
Target (days)	28.00	23.00	22.00	24.00	25.00	23.00	21.33

Chart 11 – Housing Benefits – changes of circumstances

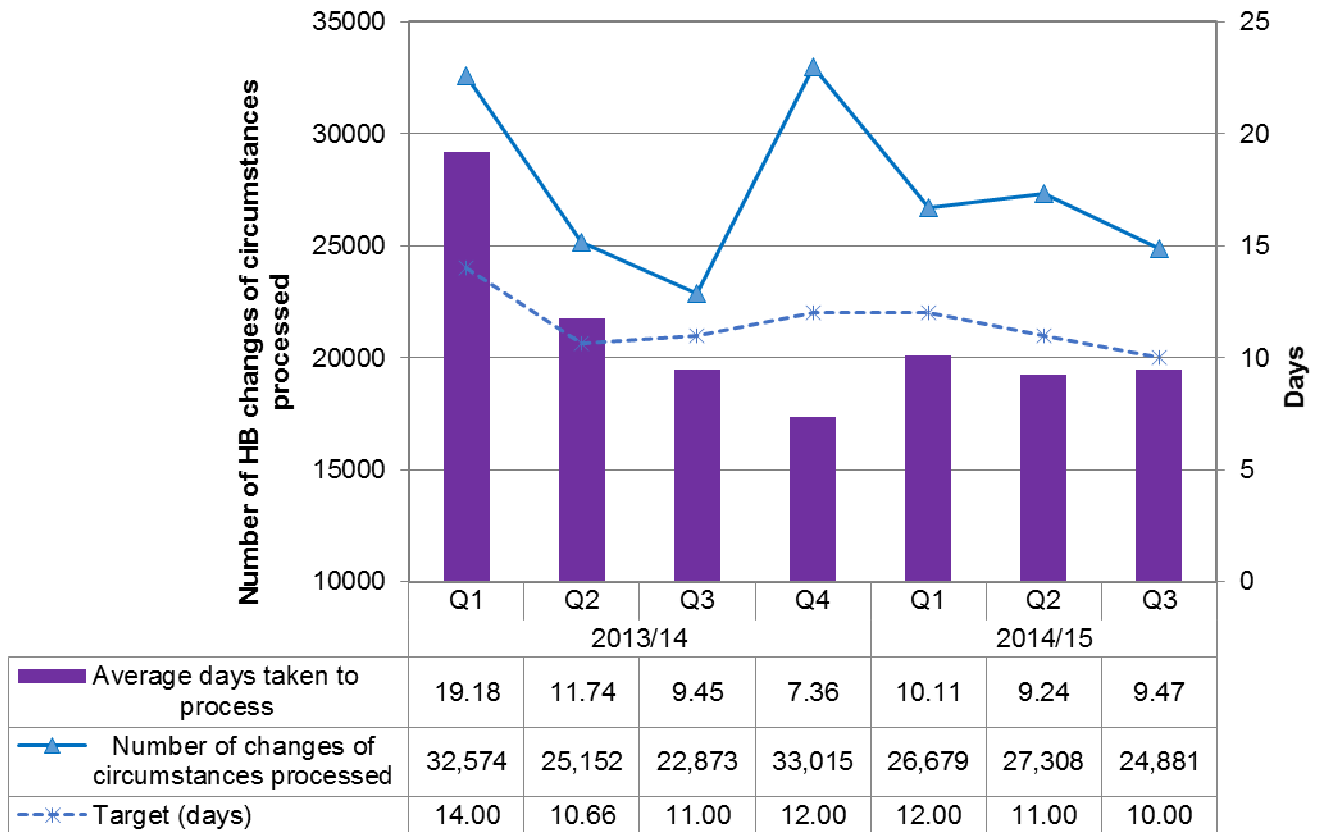


Chart 12 – Council Tax Reduction – changes of circumstances

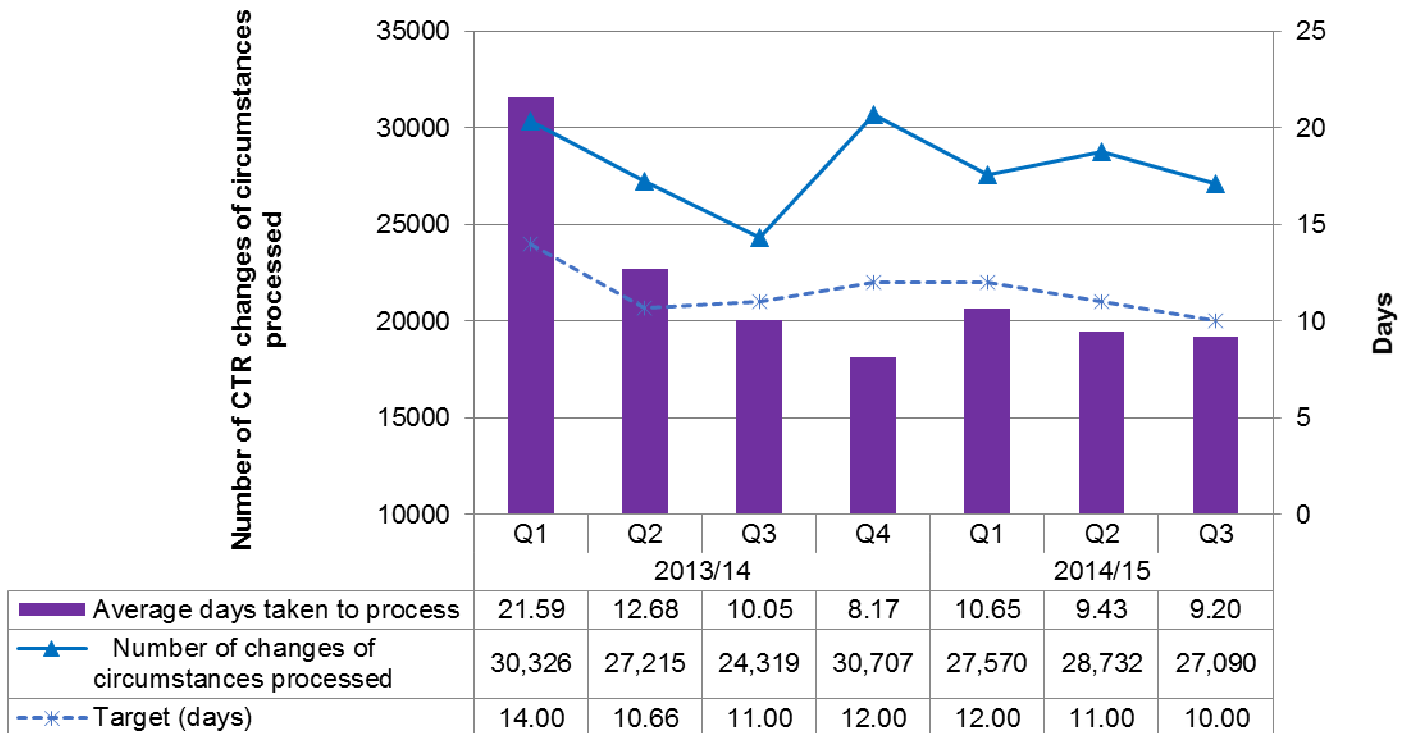


Chart 13 - Telephone calls

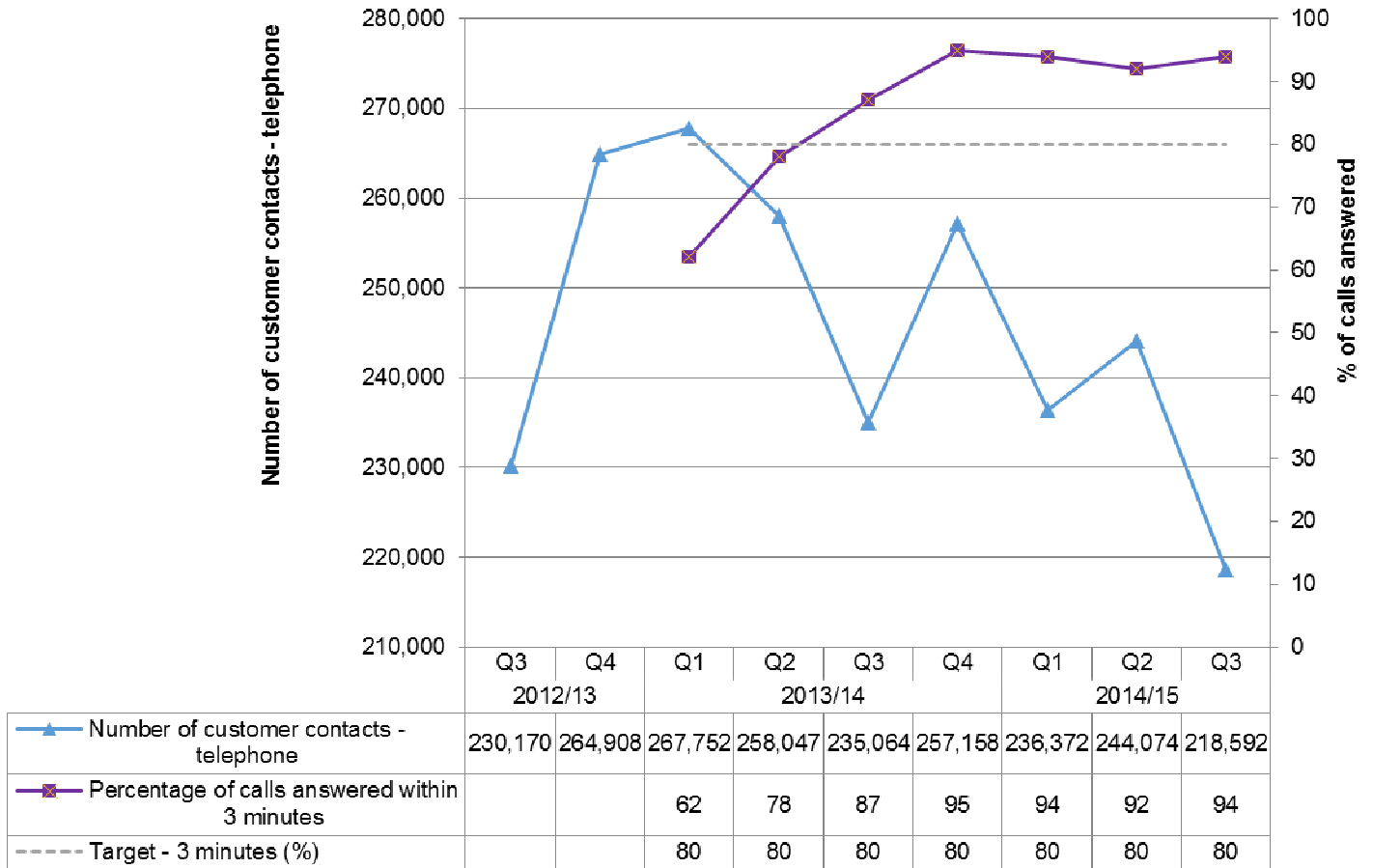


Chart 14 – Face to face contacts

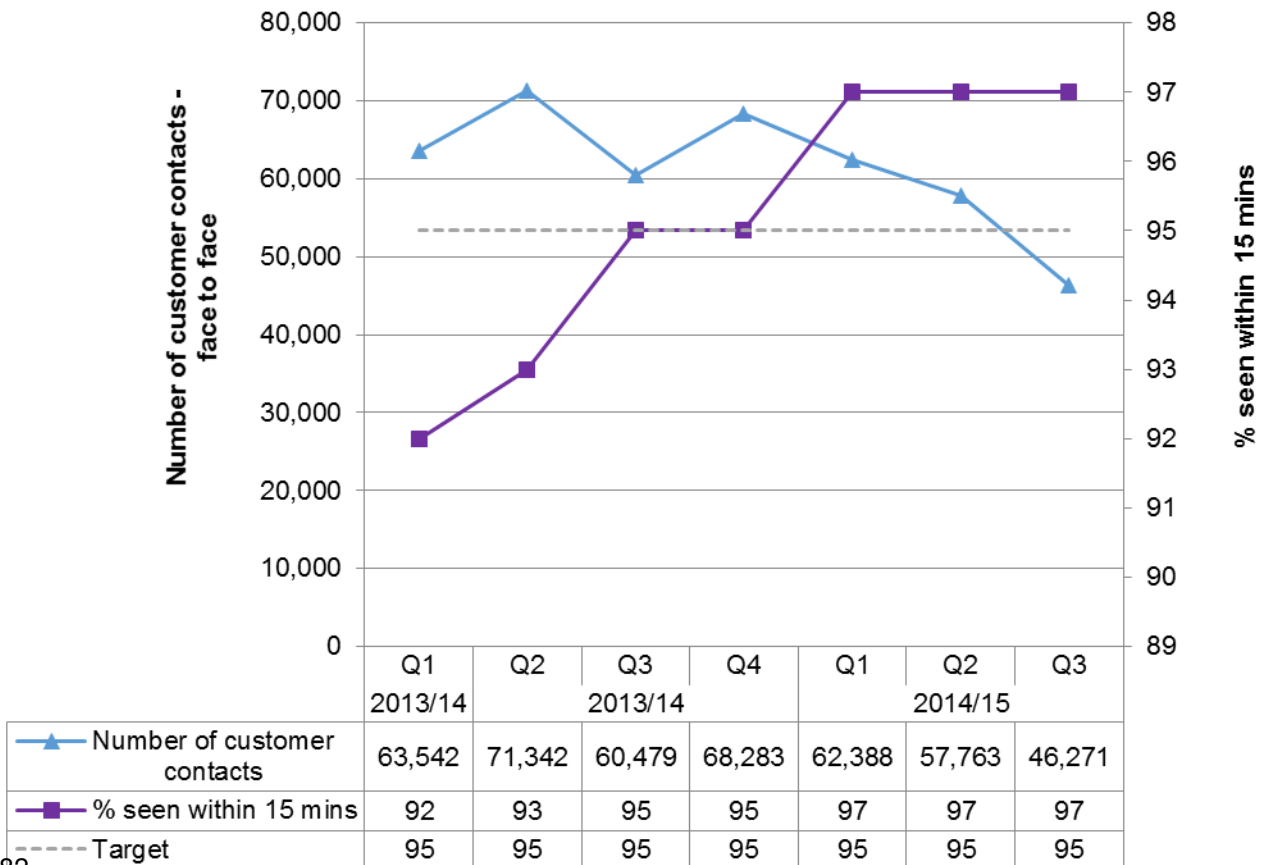
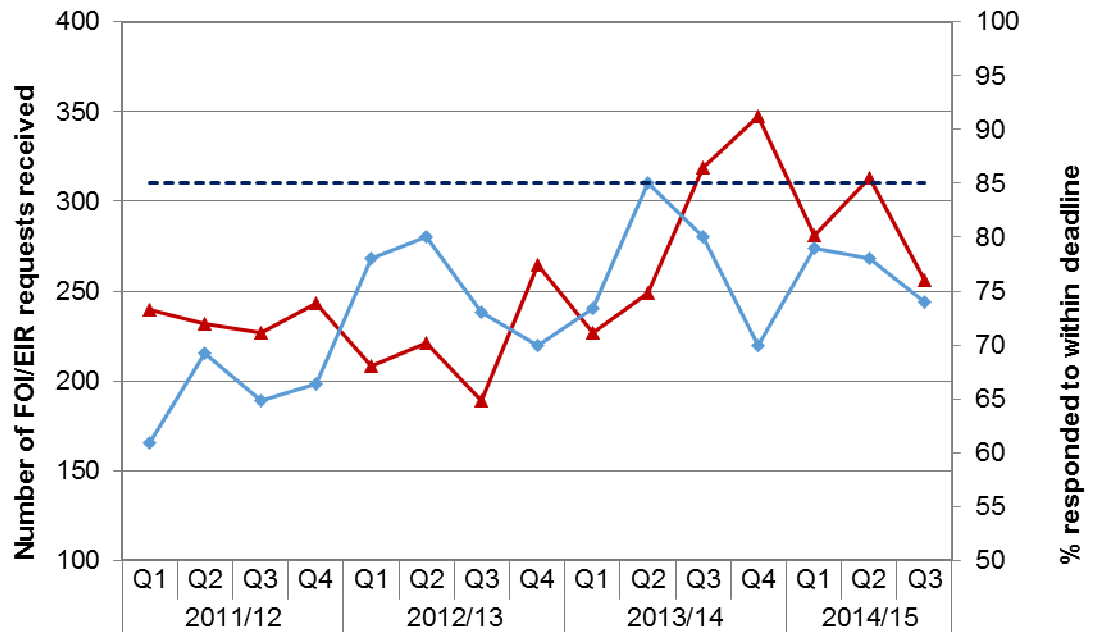


Chart 15 – Freedom of Information (FOI) requests



	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
	2011/12				2012/13				2013/14				2014/15		
Number of FOI/EIR requests received	240	232	227	243	208	221	189	265	227	249	319	347	281	313	256
% of FOI/EIR requests responded to within statutory deadlines	61	69	65	66	78	80	73	70	73	85	80	70	79	78	74
Target (%)	85	85	85	85	85	85	85	85	85	85	85	85	85	85	85

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Overview and Scrutiny Management Board

20 March 2015

Cabinet

18 March 2015

Update on the delivery of the Medium Term Financial Plan 4



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 December 2014 on the delivery of the 2014/15 to 2016/17 Medium Term Financial Plan (MTFP 4).

Background

- 2 Cabinet has received regular updates on the progress made by the Council in delivering the financial targets within MTFP 1, 2 and 3 which covered the period 2011/12 to 2016/17. MTFP 4 was agreed by Council in February 2014 and for 2014/15 the savings target is just over £23m. This forms part of the overall savings target for the period from 2011/12 to 2018/19 of around £250m.

Progress to date

- 3 Delivery of the MTFP programme continues to remain challenging for the Council and the savings for 2014/15 represents an increase of 10% on the savings required in 2013/14.
- 4 Through the robust approach we continue to take in managing the programme to deliver the savings required, the plans for 2014/15 remain on track. By 31st December 2014, over 96% of the target has been met, an increase of 14% on the last quarter. £3.2m of savings were achieved in the third quarter, meaning so far for 2014/15 we have delivered over £22m of savings. Since April 2011 we have now made almost £136m of savings.
- 5 The main areas savings have been made in this period include savings through the closure of the Council's remaining care homes, reviewed charges

for adult care and savings from a range of procurement reviews. As we have also seen during this MTFP additional savings have been realised through internal restructures across the Council.

Consultation

6 There have been no major public consultations during this period.

HR implications

- 7 To the end of December 2014 we have concluded 99 ER/VR applications, deleted 76 vacant posts and made 167 employees redundant as a result of the MTFP 4 proposals.
- 8 The total impact on the workforce through reduced posts continues to remain in line with the original projections of 1,950 posts being removed by the end of 2014/15. Since 2011 a total of 1,014 ER/VR applications have been accepted, 444 vacant posts deleted and 512 compulsory redundancies made.
- 9 The Council continued to support employees affected by the MTFP savings plans and we have found 492 employees alternative employment through the Council's redeployment process.
- 10 Employees are also continuing to apply for ER/VR and to date we have 225 expressions of interest an increase of 26 from the end of the last quarter. These are actively monitoring and supported wherever possible in order to reduce the need for compulsory redundancies.
- 11 Information recorded for staff leaving the council during the third quarter through compulsory redundancy shows 93% were female, there was no declared disability however 87% of leavers had not disclosed whether or not they were disabled, 13% stated they were not disabled. 95% were white British with 5% not disclosing their ethnicity.
- 12 Of those leaving the authority through early retirement or voluntary redundancy (ER/VR) 60% were female which is more in keeping with the overall workforce profile, 8% had disclosed a disability and 96% were white British with 4% not disclosing their ethnicity.

Equality Impact Assessments

- 13 Equality impact assessments (EIA) form a key part of the ongoing MTFP process. A number of the initial screenings were provided to Cabinet in January 2014 and are updated during the year to take account of consultation responses and additional evidence; the updates also include information on any mitigating actions.
- 14 Action plans from equality impact assessment are monitored on a quarterly basis. The impact assessments and action plans are also reviewed during the decision making process, for example, updated EIAs are provided where Cabinet receive a report ahead of consultation and where a further report is received with any final recommendations.

Conclusions

- 15 The Council continues to remain in a strong position to meet the ongoing financial challenges and its approach of planning early and robustly managing the implementation of the changes ensures we remain ahead of the savings target requirements.
- 16 The Council has delivered £22m of the savings for 2014/15 (over 96% of the £23m target) which amount to almost £136m in savings made since 2011.

Recommendations

- 17 Members are recommended to note the contents of this report and the progress being made in delivering MTFP4.

Contact: Roger Goodes, Head of Policy & Communications
Tel: 03000 268050

Appendix 1: Implications

Finance – The delivery of the MTFP involves cumulative saving of approximately £250m over the period from 2011 to 2019 of which nearly £136m has been delivered to date in 2011/12, 2012/13, 2013/14 and 2014/15.

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 subsequent MTFPs, 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 1,950 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.

Overview and Scrutiny Management Board

20 March 2015

Cabinet

18 March 2015

Council Plan and Service Plans 2015 - 2018

Key Decision CORP/A/03/15/1



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

Purpose of the Report

- 1 To provide a draft of the Council Plan for 2015-18 attached for consideration and comment before being submitted for approval by Council on 1 April 2015.

Background

- 2 The Council Plan is the overarching high level plan for the County Council and details Durham County Council's contribution towards achieving the objectives set out in the Sustainable Community Strategy (SCS) together with its own change agenda. It aims to provide a readable and accessible summary for members, partners and the public of our priorities for the county and the main things that we will do over the coming three years.
- 3 It has been developed at a time of unprecedented reductions in finance and also an agenda of significant policy change over all areas of council services. It covers a three year timeframe in line with the council's Medium- Term Financial Plan (MTFP) and sets out how we will deliver our corporate priorities and the key actions we will take to support the longer term goals set out in the SCS.
- 4 The Council Plan is underpinned by a series of Service Plans at a service grouping level. Service Plans provide more detailed information on the actions we are taking to deliver the Council's priorities, plus actions required to deliver other service specific priorities. They have been prepared to a standard format and provide more detailed information on service context, details of

strategic links, key actions, additional resources required and reference to relevant risks

Council Plan 2015 – 2018

- 5 This year's council plan rolls forward the 2014 -17 plan, updating it to reflect emerging priorities and the results of the latest MTFP and budget plans. Whilst this has resulted in changes to some of the outcomes and action areas there are no fundamental changes at a strategic level. The five key altogether better themes remain unchanged in line with the review of the Altogether Better Durham vision by the County Durham Partnership
- 6 Both the Sustainable Community Strategy and Council Plan are structured around the five priority themes for Durham which are:
 - **Altogether wealthier** – focused on creating a vibrant economy and putting regeneration and economic development at the heart of what we do;
 - **Altogether better for children and young people** – enabling children and young people to develop and achieve their aspirations and to maximise their potential in line with Every Child Matters;
 - **Altogether healthier** – improving health and wellbeing;
 - **Altogether greener** – ensuring an attractive and 'liveable' local environment and contributing to tackling global environmental challenges;
 - **Altogether safer** – creating a safer and more cohesive community.
- 7 An additional theme of an Altogether Better Council has been developed for the Council Plan to capture corporate improvements that the Council has identified that it wants to make in order to enable achievement against the five priority themes.
- 8 Despite the unprecedented reductions in financial support from the Government, the focus of the Council's and partners' ambitions remains the same. This vision and the objectives developed for each of the five Altogether priority themes within the Sustainable Community Strategy still articulate what the Council and partners want to achieve
- 9 A more narrative style has been adopted for this year's Council Plan. The document has in previous years contained action plans detailing the key things that the Council intended to implement under each of the Altogether themes over the forthcoming three years. These have been removed but are described in the text of the Plan. They are highlighted as emboldened text in the relevant Altogether sections to the document. Each of these items is linked through our performance management framework to an action or series

of actions contained within our Service Plans to enable quarterly monitoring of progress.

- 10 The Council Plan details the objectives and outcomes that we aspire to achieve. These priorities have been developed following an analysis of national and local priorities, performance issues, feedback from residents and customers and risks. Our identified priorities represent the needs of our residents and customers and aspirations that we have for the county. A report on the Medium Term Financial Plan presented to Cabinet on 11th February 2015 set out how revenue and capital resources have been aligned to the priority themes within the Council Plan and how consultation data has been used to shape these priorities and resourcing decisions.

Service Plans

- 11 Each service grouping has developed their own Service Plan to cover the forthcoming three years. These Plans have been prepared to an agreed format, which have been developed collectively to reduce overlap. These plans set out the priorities for each service grouping. Action plans for each service area contained within these Plans are designed to achieve service priorities which in turn, contribute to corporate priority themes of the Council.

Changes to the Current Council Plan

- 12 A set of draft objectives and outcomes around which the Council Plan has been developed was agreed at Cabinet on 17 December 2014. This report proposed minor wording changes and rationalisation to some of our current outcomes to better clarify what the council is setting out to achieve and reduce duplication. Following consultation with members, an additional objective (Casualty reduction) and outcome were added to the Altogether Safer priority theme to reflect findings of a scrutiny review into road safety and a Cabinet decision to introduce 20mph speed limits around hot spot areas near schools. A full list of the proposed changes is contained in Appendix 3 to this report.
- 13 The Council Plan contains a number of references to the actions contained within the County Durham Plan. At the time of writing the Council Plan we had just received the interim report from the Planning Inspectorate on the County Durham Plan. A key piece of work will be to consider the interim report and establish next stages in developing the County Durham Plan.

Further Work

- 14 Work is underway to review the corporate basket of indicators used to monitor council performance. New targets are also being developed for the forthcoming years which we use to measure our success in achieving the priorities set out in the Council Plan. This work will be completed over the next couple of months.
- 15 Please note that the Service Plans are now complete and copies are available on the Council's intranet (see link below under background papers). For the

Cabinet meeting, service plans will be made available in the Members' Library. Following the Council Plan being approved by Council, both the Council Plan and Service Plans will be published on the council's website.

Risk Management

- 16 Any new risks associated with actions contained within Service Plans are identified as part of the service planning process. Actions contained within the Council Plan are risk managed through the inclusion of the relevant risk references within the Plan. These risks are reported on through the Council's risk management processes to the Council's Audit Committee and to Cabinet via performance management reports.

Recommendations and reasons for Cabinet

- 17 Cabinet is asked to:
- (i) Agree the content of the draft Council Plan and recommend it for approval by full Council on 1st April, subject to any final minor amendments by the Assistant Chief Executive.
 - (ii) Approve the content of the draft service plans, subject to any final minor amendments by the relevant Director and Portfolio Holder.

Recommendations for Overview and Scrutiny Management Board

- 18 Overview and Scrutiny Management Board Members are asked to:
- (i) Note and comment on the content of the draft Council Plan as considered by Cabinet on 18th March 201, prior to submission to full Council
 - (ii) Note the content of the draft service plans

Background papers

Council Plan 2015 -18 (attached)
Service Plans (click on [here](#) to access Service Plans)

Contact: Tom Gorman Tel: 03000 268027

Appendix 1: Implications

Finance - The Council Plan sets out the corporate priorities of the Council for the next 3 years. The Medium Term Financial Plan aligns revenue and capital investment to priorities within the Council Plan

Staffing - The Council's strategies are being aligned to achievement of the corporate priorities contained within the Council Plan.

Risk - Consideration of risk is a key element in the corporate and service planning framework with both the Council Plan and Service Plans containing sections on risk.

Equality and Diversity / Public Sector Equality Duty - Individual equality impact assessments have been prepared for each savings proposal within the Council Plan. The cumulative impact of all savings proposals in total has also been presented to Council and will be updated as savings proposals are further developed. In addition a full impact assessment has previously been undertaken for the Council Plan. The actions in the Council Plan include specific issues relating to equality and aim to improve the equality of life for those with protected characteristics. The Plan has been influenced by consultation and monitoring to include equality issues. There is no evidence of negative impact for particular groups.

Accommodation - The Council's Corporate Asset Management Plan is aligned to the corporate priorities contained within the Council Plan.

Crime and Disorder - The Altogether Safer section of the Council Plan sets out the Council's contributions to tackling crime and disorder

Human Rights - None

Consultation - Council and partnership priorities have been developed following an analysis of available consultation data including an extensive consultation programme carried out as part of the development of the interim Sustainable Community Strategy and this has been reaffirmed by subsequent consultation on the budget. Results have been taken into account in developing our resourcing decisions

Procurement – None

Disability Issues – None

Legal Implications – None

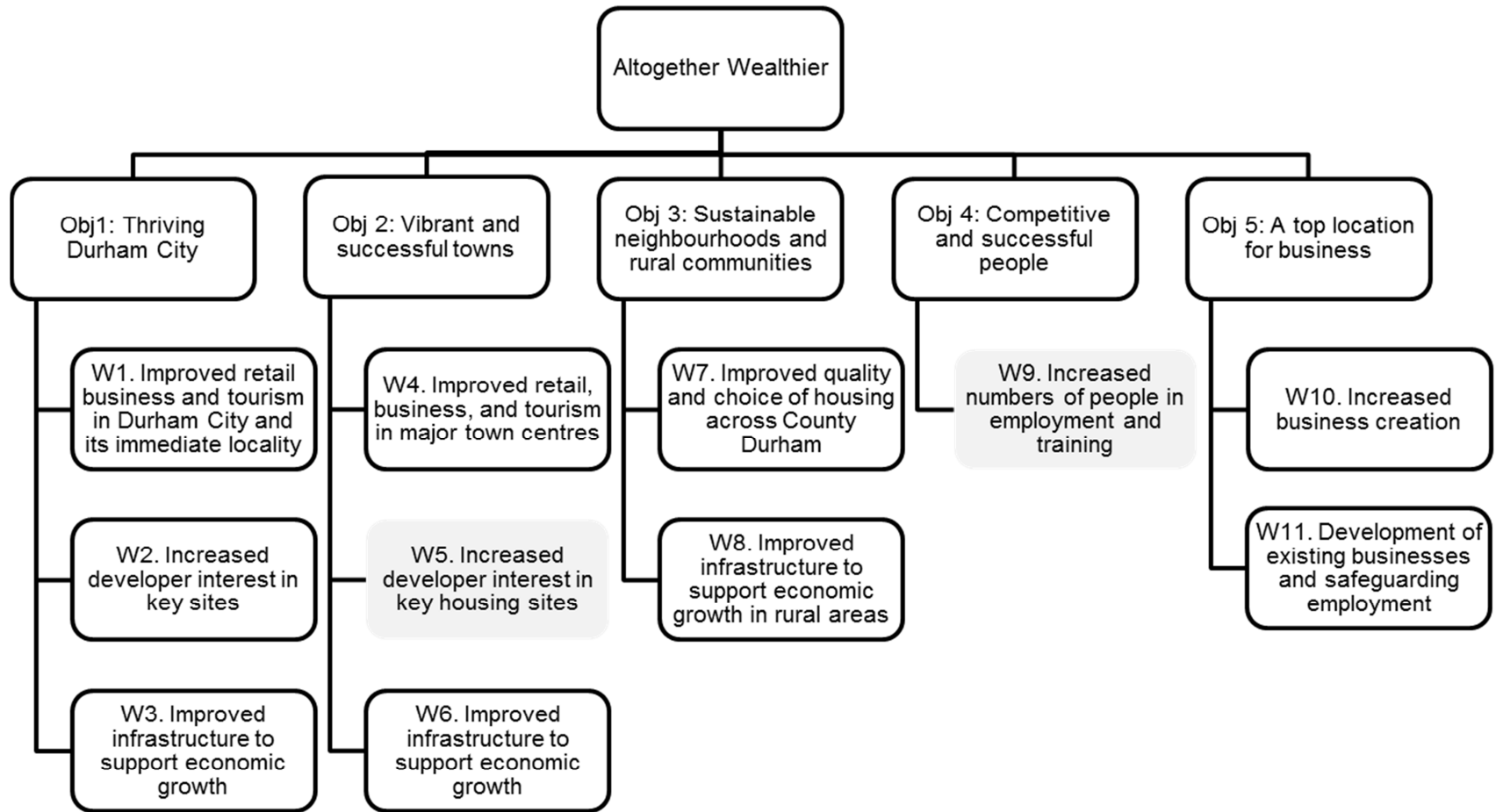
Appendix 2 - Proposed Council plan objectives and outcomes

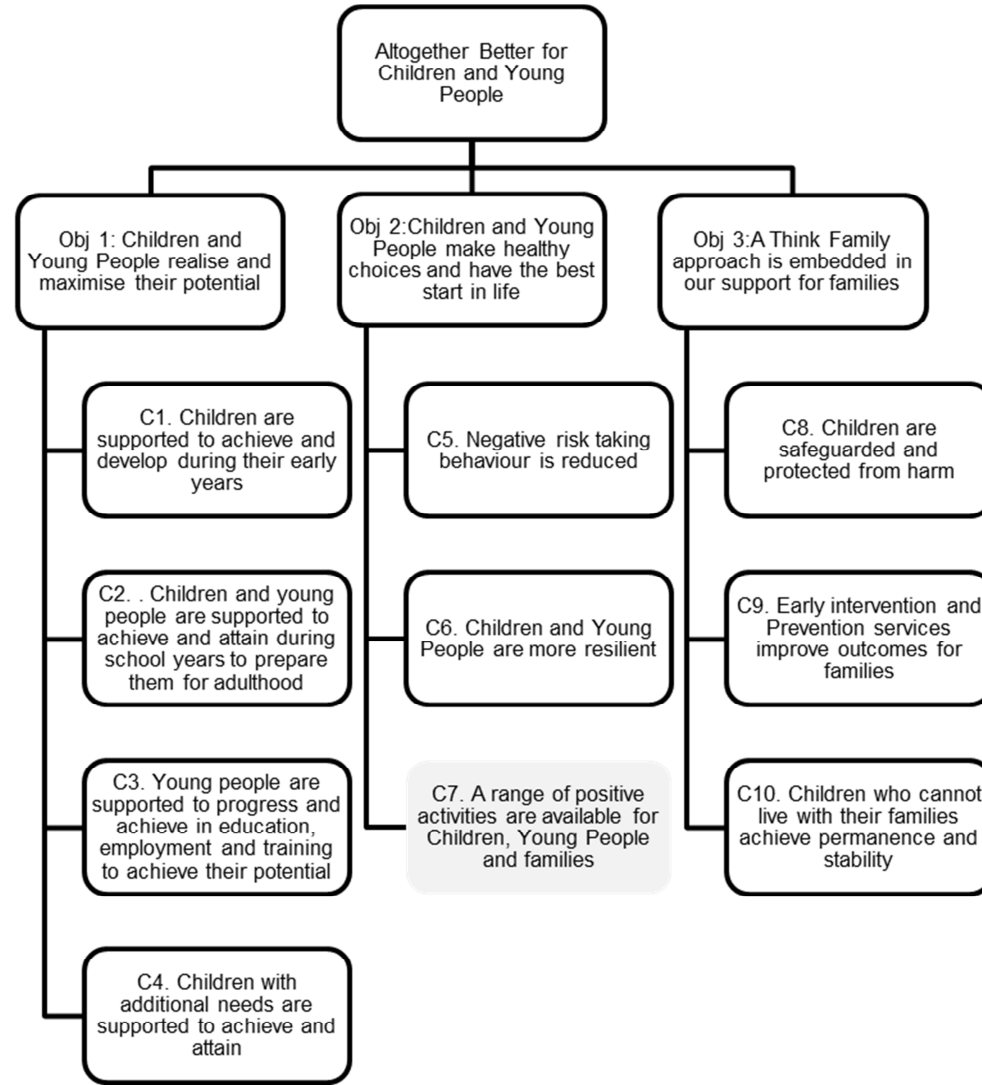
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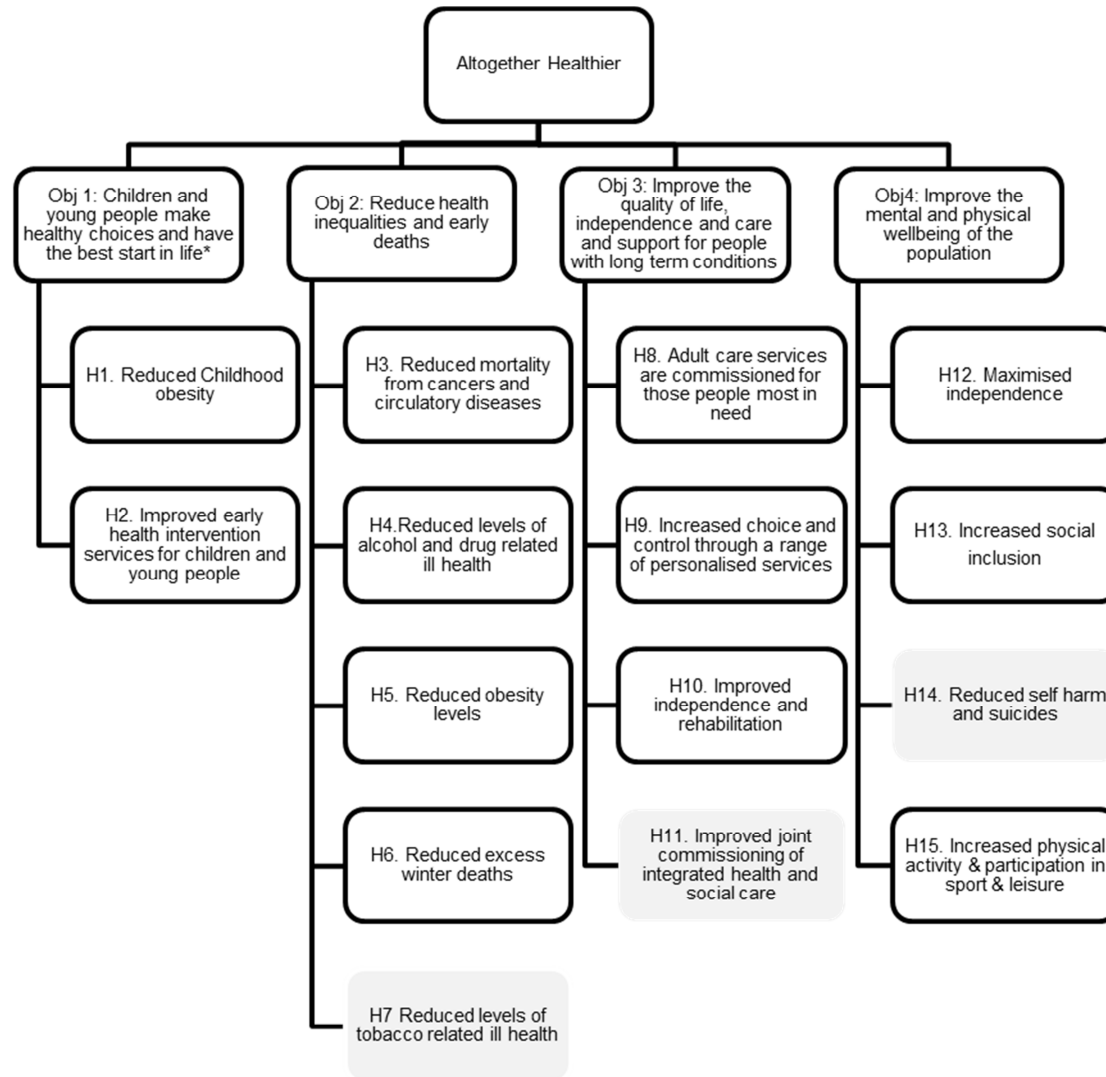
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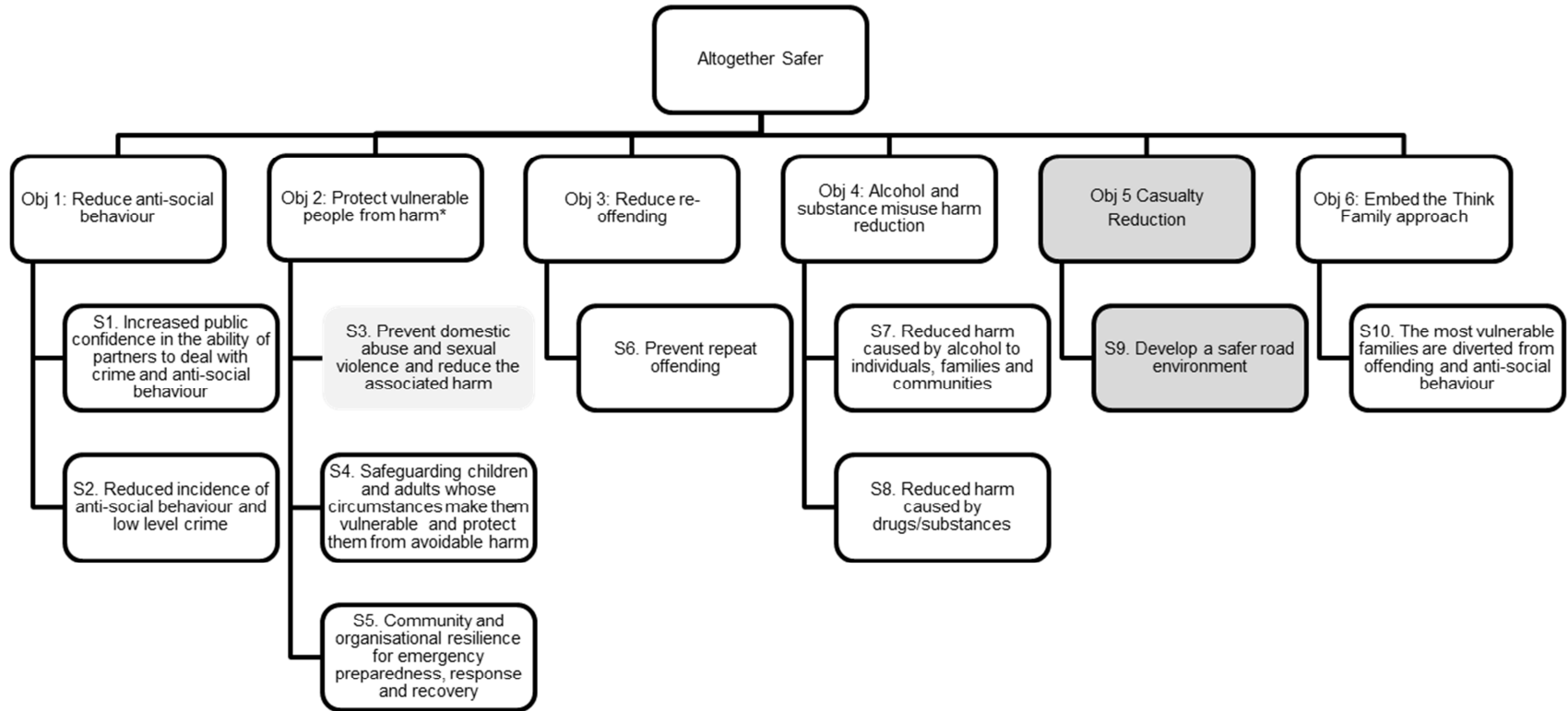
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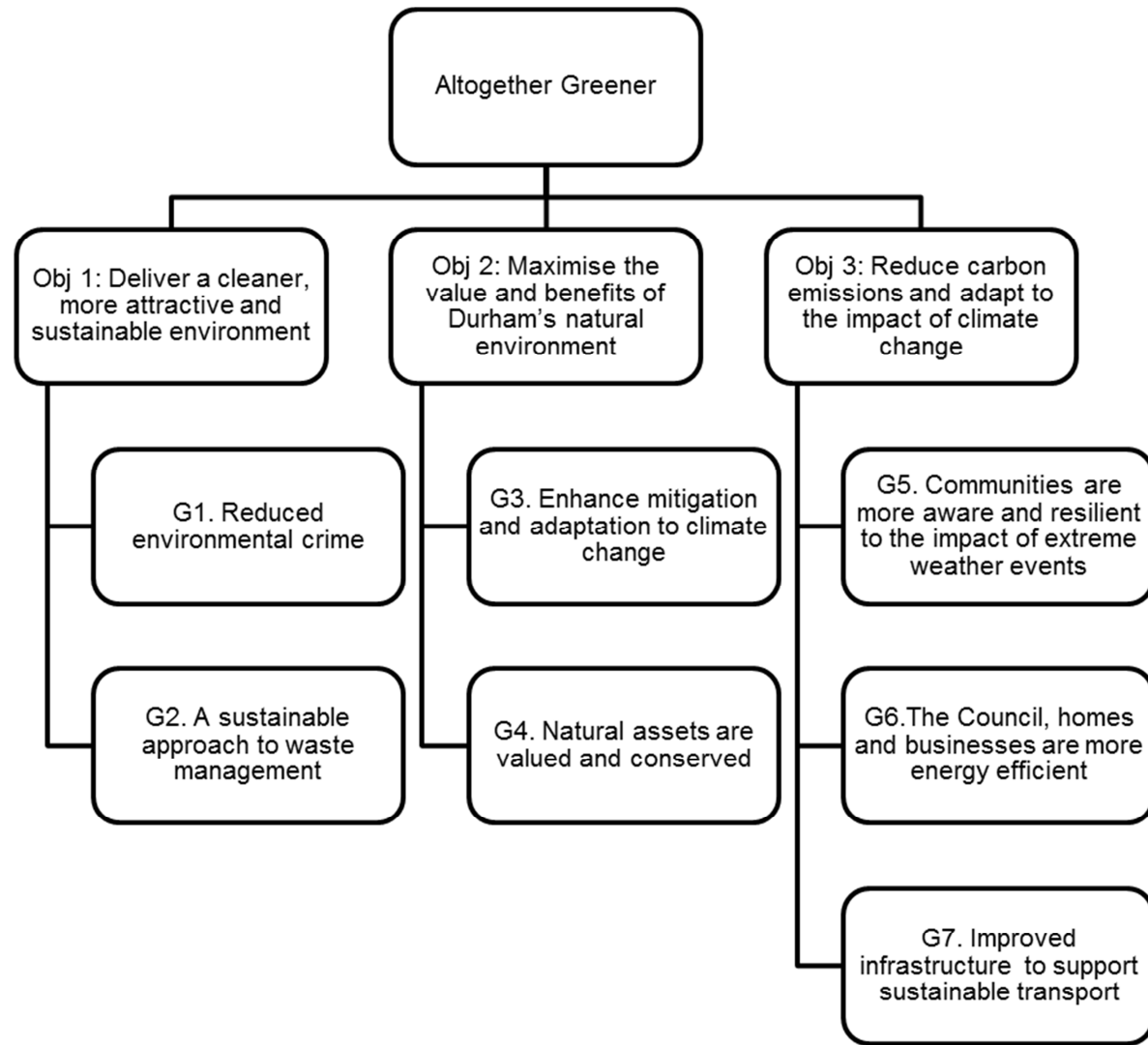
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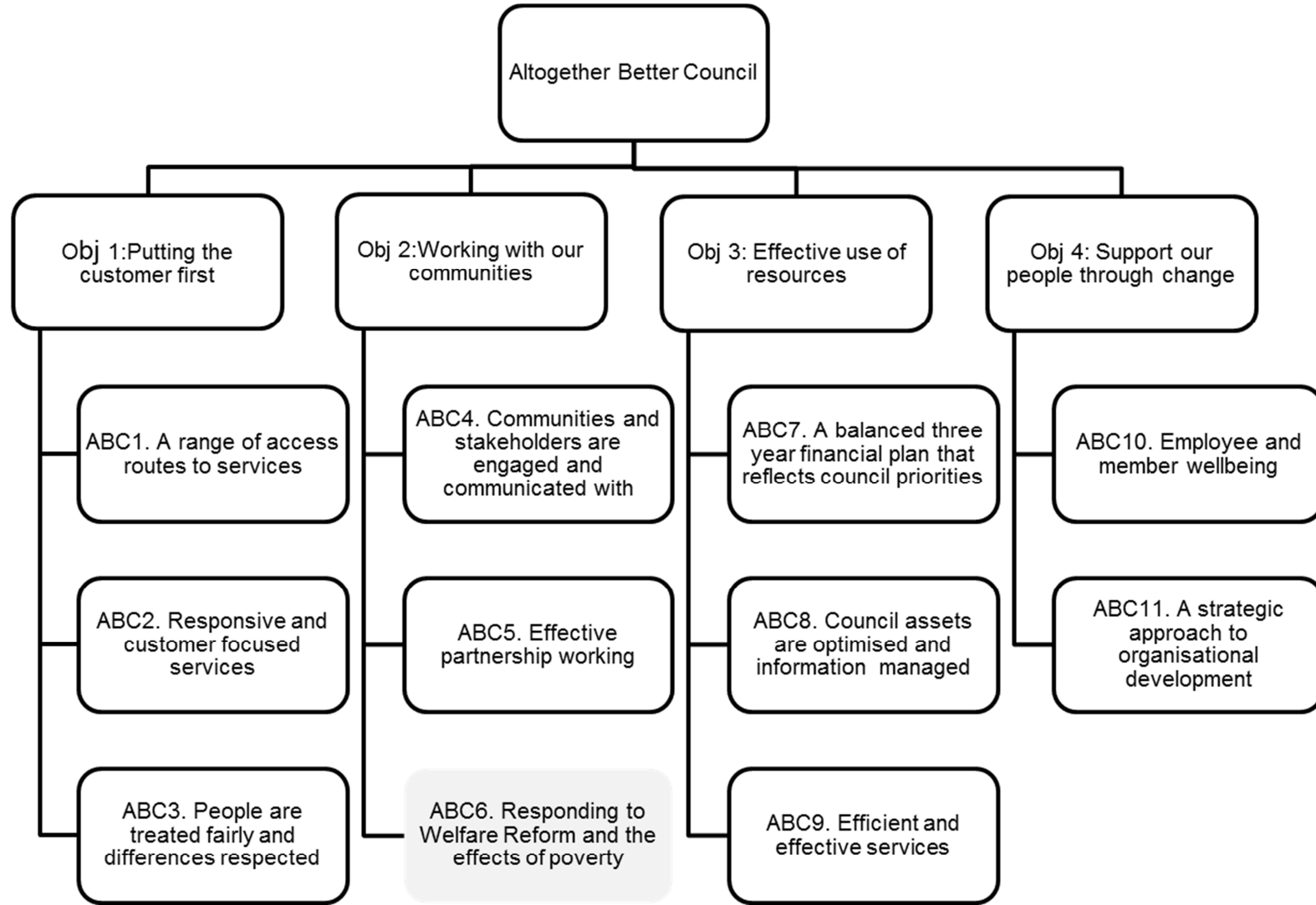












Appendix 3 - Proposed changes to Council Plan Objectives and Outcomes

Proposed wording	Previous wording	Reason
Altogether Wealthier		
Outcome W5: Increased developer interest in key housing sites	Increased developer and operator interest in key sites	Minor wording changes. The word “operator” has been removed as this added nothing to the outcome. The word “housing” has been added to clarify the outcome
Outcome W9: Increased numbers of people in employment and training	3 outcomes: <ul style="list-style-type: none"> • Increased numbers of people in employment and training with a focus on young people • Improved access and promotion of employment opportunities • A coordinated approach to pre and post-employment support 	Three previous outcomes are combined as the proposed actions cut across all outcomes. Combining these will reduce the duplication. The emphasis on youth unemployment has been removed as youth unemployment has decreased and actions are to address all unemployed regardless of age
Altogether Better for Children and Young People		
Outcome C7: A range of positive activities are available for children, young people and families	A range of positive activities are available for children and young people	Minor wording change to reflect all our statutory plans in this area now focus on children, young people and families
Altogether Healthier		
Outcome H7: Reduced levels of tobacco related ill health	Same wording. Moved from Objective 1 to Objective 2	Tobacco related ill health is a health inequalities issue

Proposed wording	Previous wording	Reason
Outcome H11: Improved joint commissioning of integrated health and social care	Continuity of joint commissioning services with partners	Minor wording change to better reflect the actions being taken in this area
Outcome:H14: Reduced self-harm and suicides	Reduced suicides	This is to reflect that both self-harm and suicides are a priority in County Durham
Altogether Safer		
Outcome S3: Prevent domestic abuse and sexual violence and reduce associated harm	Provide protection and support to improve outcomes for victims of domestic abuse and their children	To reflect findings of community safety strategic assessment and proposed changes to the Safe Durham Plan
Objective 5: Casualty reduction Outcome S9: Develop a safer road environment	New objective	To reflect findings of a scrutiny review into road safety and Cabinet decisions to introduce 20mph speed limits around hot spot areas near schools
Altogether Better Council		
Outcome ABC6: Responding to welfare reform and the effects of poverty	The effects of the welfare reform agenda are managed	This is to reflect that whilst the council will still be responding to further welfare reforms such as the introduction of Universal Credit, they will also be examining the wider effects of poverty on residents and making the relevant policy response

Draft Council Plan 2015-18

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Foreword

Local government in County Durham has undergone significant change in recent times. The creation of a single unitary council for the county in 2009 was followed by the introduction of unprecedented public spending reductions by the government which required us to reduce council spending by nearly £137m to date. We face further change over the next three years, with the government projecting that austerity measures are likely to continue until at least the end of the decade. We have calculated that this will mean that the total sum to be saved by 2019 will exceed £250m. This equates to a 60% funding reduction in government grant since the austerity programme began. During the same period Durham will receive £135m of European funding to create economic growth. This gives us a dual challenge: to invest money effectively for the long-term benefit of County Durham, and to save money to ensure that we have sustainable public services. This will involve looking at new approaches to the delivery of local services to our communities.

We have had an application to transfer ownership and management of our 18,000 homes to a new company approved by the Government, a decision that has been supported by our tenants. This will help secure the necessary long-term funding required to maintain and improve the quality of the housing stock. We also have a history of working with communities to transfer ownership and manage assets such as leisure centres, allotments and community buildings to local people. We are exploring further opportunities to transform our services through extending this approach to other council facilities over the next year.

The economy remains this council's main priority and we have set an ambitious development plan to achieve 30,000 additional jobs from 2011 levels, further develop the county's main towns and realise the full potential of Durham city as a major retail, business and residential centre, academic hub and visitor destination. This will build on success of attracting private sector investment in the Hitachi plant to Newton Aycliffe, bringing Atom, the first new full service bank in the UK for 100 years to Durham, the planned extension of NETpark in Sedgfield and the Freeman's Reach development in Durham. A key piece of work in the early stages of this plan will be to consider the planning inspector's interim report and establish the next stages of developing the County Durham Plan. Balancing the need to grow our economy with the imperative to make our public services more cost effective will be the two major objectives facing our council over the medium term. Local government has demonstrated time after time that it remains the most efficient branch of the public sector and Durham County Council has consistently made the necessary savings in a planned way and through close consultation with our residents. Our strong corporate approach to planning and managing change was recognised when we received the prestigious Local Government Chronicle Council of the Year award for 2014. Challenging times lie ahead for Durham but I am confident that we will manage the process effectively.

Councillor Simon Henig
Leader of the Council

County Durham

Place

County Durham is a unique place with a rich cultural history. Durham city has been an important spiritual centre and place of pilgrimage from early medieval times. Today, the castle and cathedral are recognised by UNESCO as a World Heritage Site because of their international cultural and physical significance. The site remains a top attraction in the county for tourists from all over the world. Historic market towns of Barnard Castle and Bishop Auckland also date from the Middle Ages. In its later history, the county developed as a powerhouse of the industrial revolution. An economic past of heavy industry based around mining, metal production and manufacturing leaves its legacy today in our diverse spatial geography based across 12 main towns and numerous villages and smaller communities. The county is blessed with some beautiful countryside. Two of the region's major rivers, the Wear and the Tees, rise in County Durham within the North Pennines Area of Outstanding Natural Beauty, one of the most remote and unspoiled places in England. The unique geological heritage of the North Pennines was also considered to be of such international significance that it has been recognised by UNESCO when it became the first Geopark in Europe. The whole of Durham's coastline in the East has been extensively reclaimed from its heavily industrialised past and is now defined as a Heritage Coast reflecting its natural beauty and rare ecology.

As a local authority, we recognise that we can be a major force in reducing the human impact on the environment in County Durham. Over the last few years we have strived to achieve a more sustainable approach to disposal of waste through the introduction of alternate weekly collection and retendering our services which has increased household waste recycling, reduced operational and contract costs, increased energy generation from waste and virtually eliminated waste going to landfill.

We have actively worked to reduce our carbon footprint through installation of solar PV panels on our buildings, retrofitting schemes to improve energy efficiency of some of our older centres, installation of biomass boilers where appropriate and acquisition of more fuel efficient vehicles which has driven down our emissions by over 16% in five years. This contribution forms part of our overall commitment to help reduce CO₂ emissions by 40% by 2020.

We will continue to act to tackle issues of environmental concern. County Durham has some countryside of enviable beauty and we will not tolerate people who flout the law and blight our landscape by illegally dumping household and trade waste. The number of incidents that we have had to clear has increased by over 20% in the last year. Whilst this is a national trend, we have been working in partnership with the police and have pursued successful prosecution of perpetrators where there has been sufficient evidence.

Despite this increase in environmental crime, County Durham still remains a low crime area when compared to the rest of the country. Whilst there has been a moderate increase in overall crime in the last year, this is against a backdrop of

falling crime rates over the last five years. Incidents of anti-social behaviour have also been falling.

People

In terms of population, County Durham is the largest local authority in the North East region and the sixth largest all-purpose council in the country. The population is growing. Between 2001 and 2011, the population of the county increased by 4%, from 493,678 to 513,242 which is faster than the regional average. Population growth is also projected to continue.

Life expectancy at birth in County Durham has been improving over time for both males and females, although not as fast as for England. The absolute gap is increasing for both males and females. In County Durham, males from the most affluent areas will live 8.2 years longer than those from the most deprived areas. Females in the most affluent areas will live 6.7 years longer than those in the most deprived areas. These gaps have not changed significantly over time. Whilst the gap for males is smaller than the national average and similar to the England average for women, it should be noted that almost 50% of County Durham's population live in deprived areas and life expectancy is relatively low, therefore the difference between the most and least deprived is likely to be limited compared to the national average. There are a number of factors affecting health including lifestyle choices and wider determinants such as the social conditions in which we are born and live.

Prevalence of risk factors in County Durham

	Period	County Durham	North East	All England
Percentage of adults smoking (annual) ¹	2013	22.7	22.3	17.9
Adult participation in sport and active recreation ² (1 x 30 minutes per week) (3 x 30 minutes per week)	2014	31.3 25.0	34.5 25.4	34.5 26.0
Children who are overweight or obese (%) ³ Reception year Year 6	2013/14	23.81 36.13	24.55 36.21	22.97 32.93
Obese adults (annual) %	2012	27.4	26.2	22.9
Rate of hospital admissions per 100,000 for alcohol related harm ⁴	14/15 Q1	591	679	481

People living in poverty are likely to experience fewer life chances, shortened life expectancy, poorer health and fewer opportunities to lead a good life.

They are less likely to benefit from education to the same degree as others; are less likely to be in higher paid skilled jobs; and are more likely to live in poor housing and in neighbourhoods where crime is more prevalent and where safety is threatened.

¹ Public Health England

² Sport England Active People Survey

³ National Child Measurement Programme, health and Social Care Information Centre

⁴ Hospital Episode Statistics, North West Health Observatory

Durham is the most deprived authority in the North East region in terms of the scale of income deprivation with nearly half (42.4%) of its population living in the 30% most deprived neighbourhoods nationally. Latest data (2011) show that 22.1% of children live in low income families in County Durham compared to 17.5% nationally. 11.4% of households are also defined as living in fuel poverty i.e. they spend more than 10% of their income on fuel to maintain a standard level of warmth.

One of the single most powerful contributions that the local authority can make to people's lives is to work with our schools to ensure that our children and young people are getting the best start in life and are achieving their potential. Educational attainment in County Durham has seen some consistent improvements over the years. In the academic year 2005/06, 40.4% of pupils achieved 5+ A*-C grades including English and mathematics GCSE. This was the same as the North East but lower than the England average (45.6%). Over the next four years the achievement gap consistently narrowed and by 2009/10, attainment rates exceeded regional and national averages with 55.8% of the county pupils achieved this level compared to 52.9% in the North East and 53.5% in England. Latest data (2013/14) indicate relatively strong performance continued with 57.6% of county pupils achieving this level compared to 54.3% in the North East and 56.7% in England.

Pupils eligible for free school meals (FSM) in the county achieve substantially below this level with 38% achieving 5+ A*-C grades including English and mathematics GCSEs in 2012/13. This is slightly lower than the England value (38.1%) but higher than the North East average (35.1%). However, it should be noted that the relative gap between County Durham and England has been closing over the last five years.

One of our priorities remains to improve progression of our young people from secondary education and to reduce the number of people not in education, employment and training which was 7.1% in County Durham in 2013/14 compared to 7.6% in the North East and a 5.3% national average.

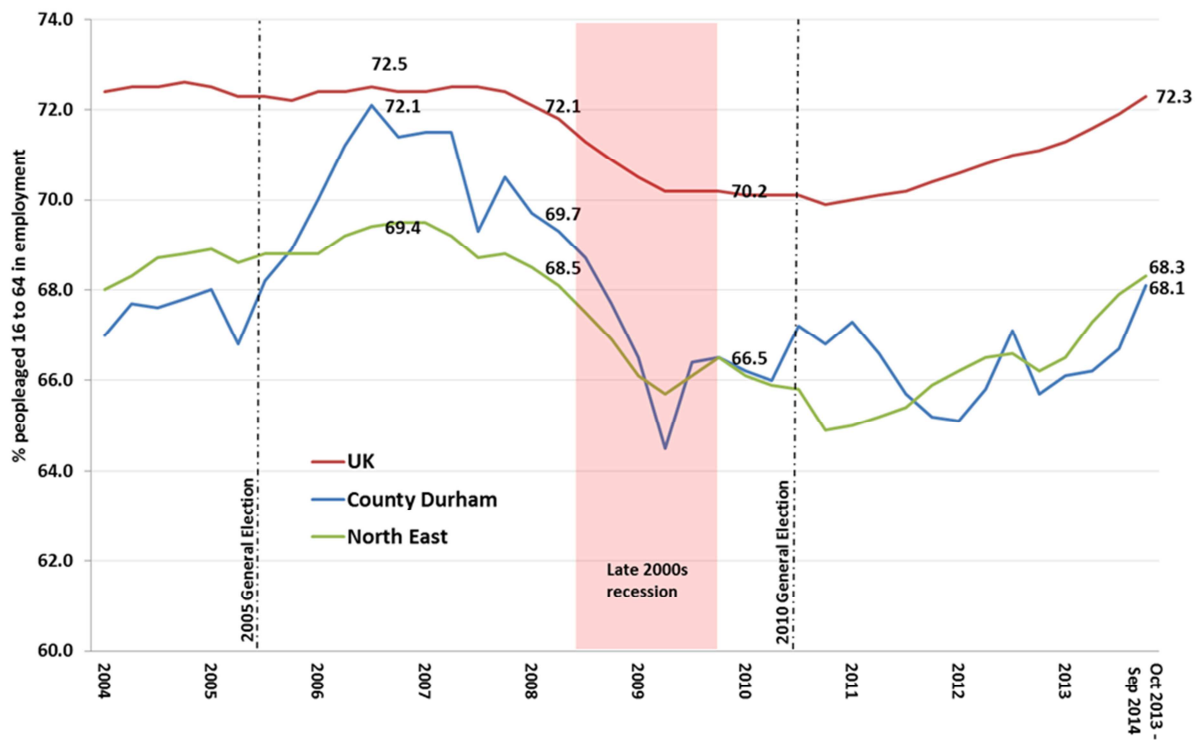
It is also important that children and young people make healthy choices to give themselves the best start in life and that they are not drawn into a cycle of negative and risk taking behaviours such as offending, smoking, drinking alcohol, taking drugs and teenage conceptions.

	Co. Durham	North East	All England
Under 18 conception rate per 1,000 teenage population (2012)	33.7	35.5	27.9
Alcohol related hospital admission rate for under 18s per 100,000 teenage population (2010/11 – 2012/13)	81.5	72.2	44.9
First time entrants to the Youth Justice System per 100,000 10-17 yr old population	556	734	567

We will continue to work with a range of partners to take a multi-agency problem solving approach to those families in the county with multiple and complex needs through our Stronger Families Programme. This has already yielded considerable success and has turned round the lives of nearly 50% families already signed up for the programme.

Employment levels in County Durham have remained relatively low in comparison with the rest of the country for a long time. In 2007, the employment rate in County Durham peaked at 72.1% which was only 0.4 percentage points behind the UK rate and higher than the rate for the North East. However the recession had a significant impact on employment levels in the county with the rate sharply declining to 64.5% at the end of the recessionary period compared to the national rate of 70.1%. Employment has slowly started to recover in the post recessionary period but levels still remain low in County Durham. The latest figures (October 2013 – September 2014) show that the county is still 4.2 percentage points behind the UK rate.

Employment Rates in County Durham, North East and UK 2004-14



Gross Value Added or GVA is a measure of the amount of money generated by an area and is a key indicator of productivity of the local economy. In 2013, the GVA per person in County Durham was £14,225 which is considerably less than both the North East and UK rates. However, the rate of growth of GVA in County Durham is much stronger. While higher relative levels of growth are encouraging, the lag between national and regional levels is evident. Although locally, economic growth rates have tended to be slightly higher they have made little impact on narrowing the gap with the UK. The current GVA per person rate of the county is 82% of the regional value and 60% of the national value.

2013 Workplace based GVA per head at current basic prices

Area	GVA (£ per person)	% growth in GVA	
		since 2012	since 2001
County Durham	14,225	6.8%	53.6%
North East	17,381	2.8%	52.3%
UK	23,755	2.5%	48.1%
UK (less London and the South East) ⁵	20,462	2.8%	44.9%

Gross disposable household income in County Durham has increased by 16.2% since 2008 which is higher than the increase enjoyed in the North East region (15.9%) or nationally (12.7% in the UK) over the same period. However, local disposable income per head remains low compared to national income and if the trend over the last 15 years is to continue then the gap will widen even further.

2012 Gross disposable household income (GDHI) per head at current basic prices

Area	GDHI (£ per person)	% growth in GDHI	
		since 2011	since 2001
County Durham	14,151	+3.9%	+39.1%
North East	14,397	+4%	+42.8%
UK	16,791	+3.3%	+41%
UK (less London and the South East) ⁶	15,526	+3.3%	+41.3%

We will work in close cooperation across the seven local authorities in the North East Local Economic Partnership⁷ to ensure that our regional economy will provide one million jobs within the next ten years. Our regeneration plans are to reach pre-recession employment levels. This will require growth to replace and exceed the level of jobs lost alongside a reversal of the high proportion of the working age population claiming out of work benefits. Increasing employment levels in the county

⁵ All data from Office for National Statistics except UK (less London and the South East) which have been calculated using total GVA and ONS mid-year estimates.

⁶ All data from Office for National Statistics except UK (less London and the South East) which have been calculated using total GDHI and ONS mid-year estimates

⁷ Durham County Council, Gateshead Council, Newcastle City Council, North Tyneside Council, Northumberland County Council, South Tyneside Council and Sunderland City Council

will drive up disposable income levels and help to address the productivity gap between the county and the rest of the country. The County Durham Plan which sets out the new development that is planned for the county is predicated on a labour force growth target of 30,000 jobs for Durham residents which will help to increase the proportion of the workforce that is in employment to pre-recession levels. Central to these plans is to realise the economic potential of Durham City as an important centre for economic growth in the North East. Durham, is in a competitive location on the A1 and east coast main line with world class tourist attractions. Through strategic investment and sensitive planning we can grow the central business quarter of the city to capture emerging high growth sectors, expand and enhance the city's leisure and tourism offer and meet the need for new homes in an expanding population. A key piece of work in the early stages of this plan will be to consider the planning inspector's interim report and establish the next stages of developing the County Durham Plan.

Increasingly, residents and businesses need to have access to reliable digital services. The Digital Durham programme aims to deliver superfast broadband at speeds of over 25 Mbps to every business, home and community in County Durham which will increase the competitiveness of our strategic business sites, improve services to local people and increase educational opportunities.

The county's population is ageing and the pace is increasing. The 65+ population in County Durham has grown by around 10,000 people in the last four years, equivalent to 11.1% growth, much more than other age groups and more than double the growth in the previous four years⁸.

This growth mirrors the national picture for the UK and many other European countries. This is as a consequence of the age structure of the population alive today, in particular the ageing of the large number of people born during the post-war baby boom. It also stems from increased longevity – a boy born in 1981 had a life expectancy at birth of 71⁹ years. For a boy born today the figure is estimated to be 80 years and by 2030 it is projected to be 83. The trend for women is similar. A girl born in 1981 was expected to live for 77 years and one born today might be expected to live to 83. Projections suggest a girl born in 2030 might live to 86.

However, a rise in life expectancy does not automatically lead to a similar rise in years spent in reasonable health. Recent data¹⁰ shows healthy life expectancy for older people is increasing slower than life expectancy. Between 2000 and 2011 life expectancy at 65 for men and women increased by 2.1 and 1.6 years respectively, yet healthy life expectancy at age 65 grew by 1.3 years over the same period. Currently, the average healthy life expectancy in County Durham is low at 58.7¹¹ years of age for men and 59.4 for women.

⁸ Growth in the 65+ age group between 2009 and 2013 (ONS Mid-Year Estimates) was 11.1% compared to 5.2% between 2005-2009

⁹ ONS, 2014, Historic and projected expectations of life (ex) from the 2012-based life tables: Principal Projection. GB

¹⁰ ONS, 2014, Change in Healthy Life Expectancy (HLE) between 2000–2002 and 2009–2011, in Great Britain

¹¹ ONS, 2014, Healthy Life Expectancy for Upper Tier Authorities 2010-12

Increasing life expectancy, a low healthy life expectancy combined with sharply increasing older population has significant consequences for us as proportionately greater demands are being placed on local services such as adult social care, transport and Care Connect, our community alarm service. In the 2011 Census¹², more than a fifth (20.7%) of the county's over 65 population said their health was bad or very bad, equivalent to over 19,000 people, relatively high compared to national levels (15.5%). If this proportion remains constant the number of older people in poor health will increase by 50% by 2030, equivalent to an extra 9,500 people compared to 2011.

Further information about the population of County Durham and its current and future health and social care needs can be found in the Joint Strategic Needs Assessment (JSNA) which can be found on the council's website (www.durham.gov.uk)



¹² ONS, 2013, General Health by Age, nomisweb.co.uk

The Council

Durham County Council was established in 2009 when unitary local government was created in the county following the merger of the former county council and seven district and borough councils. We employ just over 18,000 people including schools based staff and have a gross revenue expenditure budget of £1.178bn. We are made up of 126 members representing 63 electoral divisions throughout the county. The current political makeup is 96 Labour councillors, 17 Independent councillors, nine Liberal Democrat councillors and four Conservative councillors.

We operate a leader and cabinet style model of political governance and the cabinet is made up of ten councillors with the following portfolios:

Councillor		Portfolio
Councillor Simon Henig		Leader of the Council
Councillor Alan Napier		Deputy Leader and Finance
Councillor Morris Nicholls		Adult Services
Councillor Ossie Johnson		Children and Young People's Services
Councillor Jane Brown		Corporate Services
Councillor Neil Forster		Economic Regeneration
Councillor Eddie Tomlinson		Housing and Rural Issues
Councillor Maria Plews		Leisure, Libraries and Lifelong Learning

Councillor Brian Stephens		Neighbourhoods and Local Partnerships
Councillor Lucy Hovvels		Safer and Healthier Communities

Our overview and scrutiny function is made up of six committees with an Overview and Scrutiny Management Board providing an oversight of the work of these committees which is made up of 26 councillors and five other representatives.

We are broadly comparable with a major company in size. We provide a large range of services that include: teaching our young people and caring for our older people; lending the latest best sellers and protecting 900 year old documents; fixing road bridges and creating bridges in our communities; helping children to swim and helping adults to work; planting trees in nature reserves and recycling paper from our homes. In fact, any local service you can think of, we will probably have a hand in it somewhere. To help us manage this undertaking, we employ a Chief Executive, Assistant Chief Executive and four Directors who make up the Corporate Management Team of the council.

Chief Executive
George Garlick

Designated as statutory Head of Paid Service. Who has overall responsibility for the management of the authority, professional advice to the leadership of the authority, representing the council on partnerships and external bodies, regional and national networks.

Assistant Chief Executive
Lorraine O'Donnell

Corporate policy, communications, corporate planning and performance, partnerships and community engagement, overview and scrutiny, civil contingencies, emergency planning, Durham County Record Office.

Corporate Director Resources
Don McLure

Finance, procurement, legal and democratic services (inc. electoral and registration services), human resources and organisational development, information and communications technology, internal audit, risk, insurance and corporate fraud, welfare rights (inc. management of the Citizens' Advice Bureau contract) and revenues and benefits (inc. creditors and debtors).

Corporate Director Children and Adult Services

Rachael Shimmin

Adults' and children's social care and safeguarding, commissioning, public health, adult learning, fostering and adoption, looked after children, education development services, school admissions, attendance and exclusions, school transport, youth offending service, community safety, early intervention and partnership services.

Corporate Director Neighbourhood Services

Terry Collins

Waste management, parks, customer services, grounds maintenance, street cleaning, civic pride and enforcement, neighbourhood wardens, bereavement services, facilities management, housing maintenance, fleet, environmental health, trading standards, licensing, markets, sport and leisure, countryside management, museums and galleries, cinema and theatres, libraries, street lighting, coastal protection, road safety, highways, winter maintenance, building design.

Corporate Director Regeneration and Economic Development

Ian Thompson

Physical and economic regeneration, transport, asset management, spatial policy and planning, support for business, tourism, strategic housing, landlord and tenant services, housing solutions, environment and design services, Care Connect, strategy, programmes and performance support.

Our Vision

We have 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 us 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.

This vision provides a framework which guides all of our detailed plans and programmes which will turn our vision into a reality. This is achieved through organising our 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

Ensure 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;

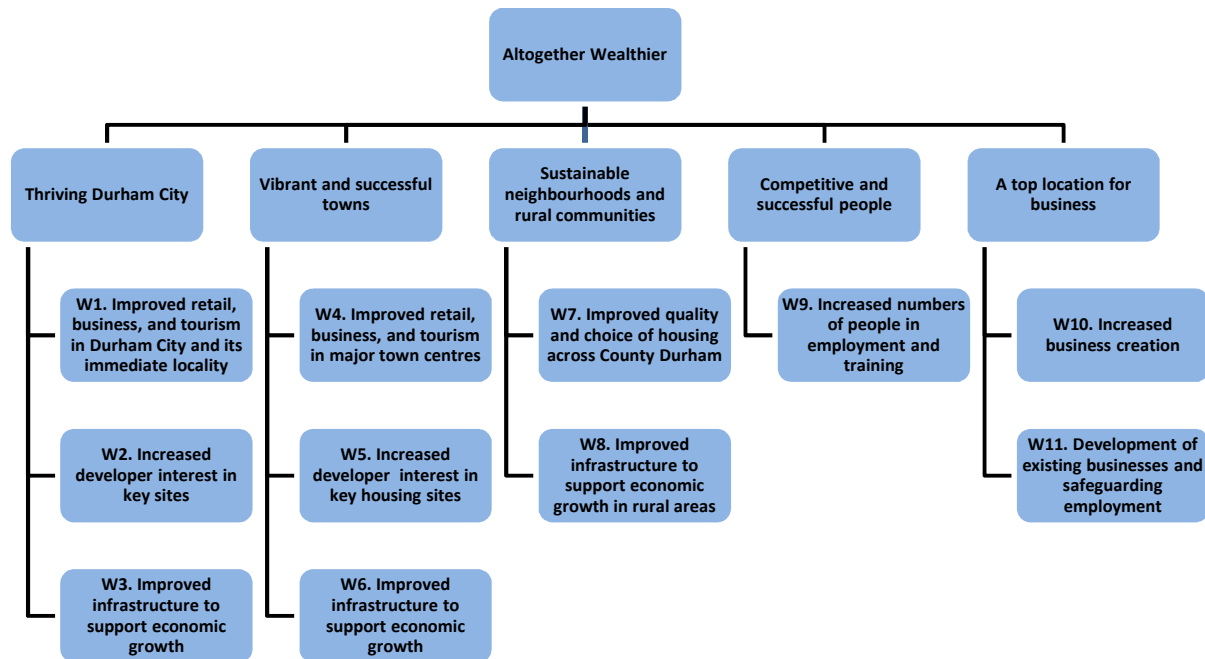
Altogether Greener

Ensuring an attractive and 'liveable' local environment and contributing to tackling global environmental challenges.

This vision is shared with our partners and set out in the county's Sustainable Community Strategy. It is reassuring to note that during the current economic climate with all public sector agencies facing large reductions in government funding, we and our partners have reaffirmed our commitment to the above vision and the objectives that have previously been developed for each of the above priority themes.

The Council Plan sets out our corporate priorities for improvement and the key actions that we will take in support of the delivery of the long-term goals in the Sustainable Community Strategy. It also identifies the improvements that we want to make in how we manage our organisation. These actions are captured in a sixth priority theme of an **Altogether Better Council**.

Altogether Wealthier



Our Vision

Our ambition of shaping the County into a place where people want to live, work, invest and visit underpins the vision of an Altogether Wealthier Durham. This ambition requires commitment across public and private stakeholders along with support from residents. Placing Durham City as our key driver for growth and success will require us to capitalise on untapped potential in order to narrow the productivity and employment gap between the county, the region and the UK.

The key driver to stimulate an economic renaissance within the county is the employment rate; for improving this will increase levels of disposable income, increase the number of businesses, and should, as a result, begin to reduce the chronic levels of relative deprivation. As a county we need to aim to achieve a growth target of 30,000 jobs for Durham residents over the next 20 years, through business growth, inward investment and business creation. It is also important that we continue to invest in our human capital through skills development and by supporting our residents to access and maintain employment opportunities. We must continue to address the needs of our most vulnerable residents and mitigate the impact of welfare reform, in order to improve people's quality of life and improve economic prosperity.

To help achieve our vision Altogether Wealthier has the following high level objectives:

1. Thriving Durham City

At the heart of the North East, Durham City is a hub of economic and cultural activity that stands out as a key economic driver for the county and region. The city needs a critical mass of employment, population and visitors to build on the assets already inherent to become a city of regional, national and international significance. For these reasons, the delivery of the Durham City Regeneration Framework is a priority for us. There are a number of key projects within the framework that will be delivered over the coming years that will contribute towards boosting the economy of Durham City.

One of the key projects in the County Durham Plan is the development of the **Central Business Quarter of the city centre**, including redevelopment of Aykley Heads as a major, prestigious business park, potentially supported by the redevelopment of **Milburngate House** site. This will create significant new employment space, mixed-use space, housing and between 5,000 and 7,500 jobs within the city. The redevelopment of **North Road** will provide opportunities for food/department store as well as other retail investments, leisure facilities and franchised outlets, improved public transport/pedestrian interface and improved public realm.

The construction of a **Western Relief Road** will provide the necessary infrastructure to support the proposed additional housing and increased businesses expected following the approval of the County Durham Plan. Improvements are also planned to ease the **traffic flow in and around Durham City**. This will include the installation of variable message signs for road users, and the installation of traffic signals on Gilesgate roundabout and Leazes Bowl roundabout.

We will review operations at the **Gala Theatre, Durham Town Hall and the Durham Light Infantry museum** to improve the city's tourism offer and the experience of visitors. Our 2015/16 programme of cultural, sporting and community based events will continue to raise the profile of the county and contribute significantly to our local economy. The programme will be expanded during 2015/16, a year which will also see the return of our signature event '**Lumiere**'.

Clearly some of these elements contained within the County Durham Plan have been challenged by the interim inspection report. A key piece of work in the early stages of this plan will be to consider the planning inspector's report and establish the next stages of developing the County Durham Plan.

2. Vibrant and Successful towns

Vibrant towns are good for business: they create jobs, attract investment and generate income – they are engines for economic growth. County Durham has a dispersed settlement pattern with a large number of distinct towns, not all of which are meeting the needs of local main settlements. Through our 'Whole Town' approach we will increase the vitality and vibrancy of our main settlements.

We have prepared the draft **County Durham Plan**, which sets out the new development that is planned for the county. It contains allocations which show where

development will take place and how it will be managed and also contains policies for determining planning applications. This plan has now been through an examination in public and the interim report from the planning inspector has been received. We will be considering the planning inspector's interim report and establishing next steps in the development of the plan. A **Regeneration Framework** has been produced for each of the 12 main towns across County Durham. A number of key projects taken from the frameworks are planned for delivery over the next three years, including physical regeneration improvements in Peterlee, Seaham, Crook, Consett, Stanley, Spennymoor and Shildon town centres.

We are working under a Joint Venture Agreement with the Homes and Communities Agency to bring forward three key sites for redevelopment in Seaham, providing additional housing and a new school on the **former Seaham Colliery Site**.

We are involved in the redevelopment of the **North East Industrial Estate in Peterlee**. The site has outline planning permission for 390 new homes and work is underway to relocate the existing businesses.

The creation of a **railway station on the East Coast mainline in Horden** will help to boost the local economy and will improve access to employment for residents.

Improvements will be made to the infrastructure at **Newton Park, Newton Aycliffe** to support existing and new businesses, as well as the condition of our Industrial Unit property portfolio.

We will continue to support the **North East Combined Authority** and the **North East Local Enterprise Partnership** to deliver the Strategic Economic Plan for the North East Region. Seven councils have been brought together to create a strategic authority with powers over transport, economic development and regeneration.

In addition to delivering our 2015/16 programme of **cultural, sporting and community based events**, which will continue to raise the profile of the county and contribute significantly to our local economy; we will investigate how we can increase tourism opportunities across the county. We will be completing a feasibility study of Bishop Auckland Town Hall and its links to Auckland Castle as well as determining the feasibility of a further science museum at Shildon.

3. Sustainable neighbourhoods and rural communities

Sustainable neighbourhoods and rural communities are places where people can and want to live and are places that help to enhance the wellbeing and potential of our communities. A sustainable place provides a quality built environment, with good housing and living conditions and access to services, through appropriate infrastructure. To establish sustainable communities and improve the housing offer in County Durham a number of key projects have been identified for delivery over the next three years.

One key project is the delivery of our first **new build housing scheme for market sale and rent**. The overall project will provide over new 300 homes subject to the satisfactory completion of a pilot scheme in Newton Aycliffe, which will provide 60 homes.

The delivery of the **Digital Durham** programme will provide superfast broadband to all businesses homes and communities in the county.

We have also maintained subsidies of bus routes in rural areas in 2015/16 and operate a number of schemes to support the competitiveness of the agricultural and forestry sectors and encourage diversification of rural economies through the Rural Development Programme.

4. Competitive and successful people

The skills, abilities and attitudes of the current and future County Durham workforce are critical to the future economic success of the county and will underpin a more competitive and productive economy. One of our priorities is to increase the employment rate and prepare for a higher level skills workforce in County Durham. To enable this, key projects were identified for delivery, including the delivery of **Pre-Employment Opportunities** through a range of initiatives County-wide including skills support for the unemployed, targeted recruitment training and apprenticeship programme involving the subsidising of 350 apprenticeships to support people into work and to also sustain and improve people's employment potential.

We will also deliver **Post Employment Opportunities** through a range of initiatives County-wide including skills support for the workforce, youth employment programme and mental health trailblazer to support people into work and to also sustain and improve people's employment potential. We will deliver skills support for work with businesses with workforce development enquiries and work with the engineering and manufacturing sector to encourage skills development.

5. A top location for business

County Durham is home to a wide range of businesses from micro rural businesses to large multinationals, from small scale engineering to large scale manufacturing and from business services to internationally leading research companies. County Durham's versatile economy needs a balanced environment for innovation and growth. To enable further development of businesses, a number of key projects have been identified for delivery.

One of the projects is NETpark in Sedgefield, which celebrated its tenth birthday in 2014, is the North East's leading science, engineering and technology park and has received funding of £12.9m for the **expansion of NETPark** which will support the creation of 800 jobs over the next 3 years both at the park itself and as part of the construction

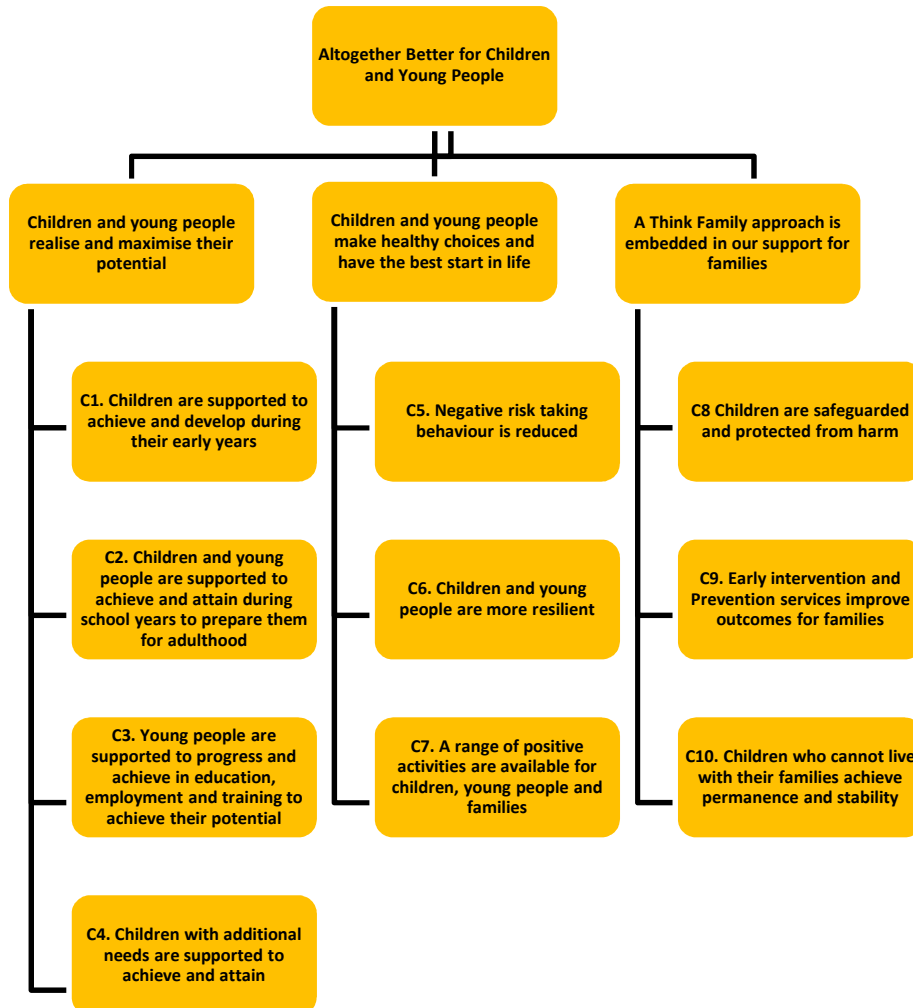
We will continue to lead the **North East Satellite Application Catapult Centre** to raise the profile of the use of technology and data satellite applications with North East businesses. The Catapult Centre offers opportunities and partnerships to unlock market opportunities within the North East which will benefit local and national economies. The centre will ensure the successful commercialisation of new technology and innovations by cementing the UK's position as a key player in the satellite technology sector.

We will also work with the North East Local Enterprise Partnership, Tees Valley Local Enterprise Partnership and the County Durham Economic Partnership to develop a £12m EU funded programme to deliver **access to finance support** targeted at County Durham businesses

Summary

<p>Going Well:</p> <ul style="list-style-type: none"> • We have supported the inward investment of Atom, which has decided to locate its headquarters in Durham City. The business will create up to 400 jobs as it builds a bank serving customers across the UK. • Hitachi Rail Europe will be operational from 2015 in their new premises in Newton Aycliffe, creating over 800 jobs. • We are the first local authority nationally to refurbish all of our Gypsy Roma Traveller sites through sponsorship from the Homes and Communities Agency Programme. 	<p>Look Out For:</p> <ul style="list-style-type: none"> • The 'Lumiere' light festival will take place in November 2015 • Completion of the Sunderland Bridge Roundabout in Durham • Implementation of the multi-operator ticketing system across the County's bus network • Old Shire Hall in Durham City will be transformed into a hotel. • We will be transferring our remaining housing stock to the Durham Housing Company
<p>Cause for Concern:</p> <ul style="list-style-type: none"> • An additional piece of work will be to consider the planning inspector's interim report and establish the next stages of developing the County Durham Plan. • The approval of the EU Growth Fund programme has been delayed by the Government until summer 2015 • There are some technical difficulties with the 'Real Time Traveller Information System' that will delay the installation. 	<p>Did you know?</p> <ul style="list-style-type: none"> • As of Q3 2014/15 2192 planning applications were received • 840 net homes were completed between April 2014 and December 2014 • 817,717 visitors clicked on the 'thisisdurham' website in 2013/14 • 144 empty homes have been brought back into use between April and December 2014

Altogether Better for Children and Young People



Our Vision

We support the overarching, multi-agency strategy for the delivery of priorities for children and young people in County Durham.

Working with the Children and Families Partnership, we aim to ensure that effective services are delivered in the most efficient way to improve the lives of children, young people and families in the county. We will continue to support children and young people from their early years through their school years and on to employment, training or apprenticeships.

The vision is for all children, young people and families in County Durham to be safe and healthy and to be given the opportunity to believe, achieve and succeed. To help

achieve our vision, Altogether Better for Children and Young People has the following high level objectives:

1. Children and young people realise and maximise their potential

We want to ensure that children and young people in County Durham are supported and encouraged to 'believe, achieve and succeed', whatever their aspirations.

It is widely recognised that the early years of a child's life have a powerful influence on the rest of his/her life. We will **implement the Early Years Strategy** by creating sufficient nursery places to accommodate 75% of disadvantaged two year olds in the county to ensure readiness for school. We will create sufficient nursery places for disadvantaged two year olds to ensure readiness for school. Through **restructuring the Children's Centres** which provide a service for children up to five years old in County Durham we will also ensure that a more targeted and effective approach to family support is established, which will provide improved outcomes for children and make services more accessible.

We want to ensure that children and young people are able to thrive in the environment in which they live and learn in order to achieve their very best. **Increasing the participation of young people in education, employment and training** is a key priority for us and will be addressed through the county's 'Believe, Achieve and Succeed' Improving Progression Plan. This demonstrates our commitment to provide opportunities for all groups in society, including care leavers, young people who offend, teenage parents, and Gypsy Roma Traveller communities. We will do this by implementing the reviewed personal advisor service to ensure that there is a clear focus on the effective progression of young people who are not in education, employment or training, and we will work with the Improving Progression Partnership to ensure that clear progression pathways are in place for young people to progress post 16 to Level 3 and encourage additional support to be made available for young people previously eligible for free school meals.

Educational achievement and attainment remains a key priority for us. We will respond to the government's changes in the curriculum, through the provision of **appropriate challenge, intervention and support to assist schools to improve educational attainment** in both primary and secondary schools, to continue to narrow the attainment gap for vulnerable children and young people with those of their peers. We will monitor, challenge and intervene in schools where success rates are not improving fast enough and ensure that effective plans are in place to support those pupils who are not making the expected levels of progress. We will provide additional support to those young people who have behavioural or emotional issues with the aim of improving their school attendance and educational attainment and reducing the need for excluding them from school. This will be done through professionals from the school, One Point and other agencies working together in an innovative way called the **Team Around the School model** which will provide early help and engage young people in fun but challenging and appropriate activities which enable them to explore and manage those feelings and behaviours which are preventing them from engaging positively in school life.

We will aim to meet the needs of children with special educational needs through the implementation of the Special Educational Needs and Disability Strategy. This will also result in the **improvement of educational outcomes for children with special educational needs** by implementing Education, Health and Care assessments and providing support. We will further develop the Local Offer to include feedback from service users and young people. We will also review the educational placement process for children with special educational needs including those in the non-maintained and independent sector. We will lead the implementation of the **Youth Employment Initiative programme** for County Durham to tackle youth unemployment in the county. This will provide activities to develop young people's employability skills and tailored pre-employment support, underpinned by work with employers to increase the number of employment opportunities for young people. We will also improve employment of looked after children by creating apprenticeship/training schemes for care leavers.

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

Children and young people need the best possible start if they are to be successful and thrive later in life. We want to provide support and promote healthy living from an early age, providing opportunities and choice for young people to participate in a range of sport, leisure and physical activities, helping to maintain a healthy lifestyle.

We will implement statutory changes in relation to the commissioning of **Health Visitors and the Family Nurse Partnership**, as this responsibility is transferred to local authorities from NHS England in October 2015.

We will support children, young people and their families to take part in **positive activities which reduce negative and sexual health risk-taking behaviours**, for example, smoking, drinking alcohol and teenage conceptions. This will aim to encourage children and young people to be more resilient through being able to look after themselves and others by making positive decisions about their behaviour and lifestyle. We will focus particularly on ensuring that vulnerable young people have access to this support. We will provide a wide range of physical activity opportunities across County Durham to support more active lifestyles for children and young people and contribute towards tackling 'lifestyle conditions'.

Through our **Youth Support Strategy** we will focus on **delivering targeted support to young people vulnerable to poor outcomes**. Working with the voluntary and community sector, we will provide a range of positive activities which will be targeted at those children and young people who are most in need.

Emotional health and wellbeing is crucial in the development of healthy, resilient children and young people. Some children and young people, however, may have mental health needs. In order to address this we will develop and implement the **Children and Young People's Mental Health and Emotional Wellbeing Plan** in partnership with key stakeholders, including NHS services. This will include **working together with partners to reduce incidents of self-harm by young people**. We will provide a range of support to schools to tackle bullying and harassment.

We will also provide support to encourage breastfeeding and work with partners to reduce the number of women who smoke during pregnancy.

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

‘Think Family’ is a multi-agency approach which seeks to provide coordinated support to those families which have problems and cause problems to the community around them. It requires all agencies to consider the needs of the whole family when working with individual members of it. 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.

The complex issues faced by families who are in need of help often cannot be addressed by a single agency but demand a co-ordinated response, especially for families who have children with additional needs. Through the use of a range of methods to support families, we will work with the most vulnerable families across County Durham to promote positive outcomes. The **implementation of the Early Help Strategy** will allow the delivery of effective early intervention and prevention services to families in County Durham, whilst continuing to provide additional support to protect children and young people who need it. The council propose to deliver a new approach to social work, learning from past initiatives. The intention of this new approach is to meet the needs of children sooner by addressing the root causes of the problems and so reduce the number of families who are re-referred for support. This will be underpinned by a significant programme of workforce development to give our staff new skills and attitudes through training, mentoring and challenge. We will create 10 early help and social work teams across the county to deliver this which will significantly increase the range, access, quality and effectiveness of services for the whole family across all their needs. We also plan to develop alliances with the third sector in all areas of the county to build capacity and sustainable change for families. We will also significantly enhance service user engagement to help improve the relationship between professionals and service users. This improvement work is dependent on a bid to the Children’s Social Care Innovation Programme being successful.

We will support our workforce to assertively identify, help and support children, young people and families to stop their needs developing and to enable them to meet positive outcomes. **A single support plan for the whole family** will be provided which will clearly indicate the objectives of the family and the associated responsibilities of the family and practitioners.

The Think Family approach is also embedded in our ‘Stronger Families’ programme (known nationally as Troubled Families) whereby we ensure that children and young people are kept safe from harm and that vulnerable families receive the support they need. Through implementation of Phase II of this programme, we will be able to offer support to a broader range of families if they meet at least two of the following criteria:-

- Parents and children involved in crime or anti-social behaviour
- Children who have not been attending school regularly

- Children who need help – either identified as in need or subject to a Child Protection Plan
- Adults out of work or at risk of financial exclusion, or young people at risk of worklessness
- Families affected by domestic violence and abuse
- Parents and children with a range of health problems

We will link in to the Multi Agency Safeguarding Hub, which aims to achieve faster and more consistent responses to concerns about vulnerable children. We will also **evaluate the multi-agency challenge process in collaboration with the Local Safeguarding Children Board** to provide an opportunity for challenges regarding the child protection process to be raised in a timely way, which leads to improved outcomes for children and young people.

We will implement the **Looked After Children Reduction Strategy** to provide effective alternatives to care and create permanent places for children and young people, as well as reduce the number of looked after children reported as missing from care.

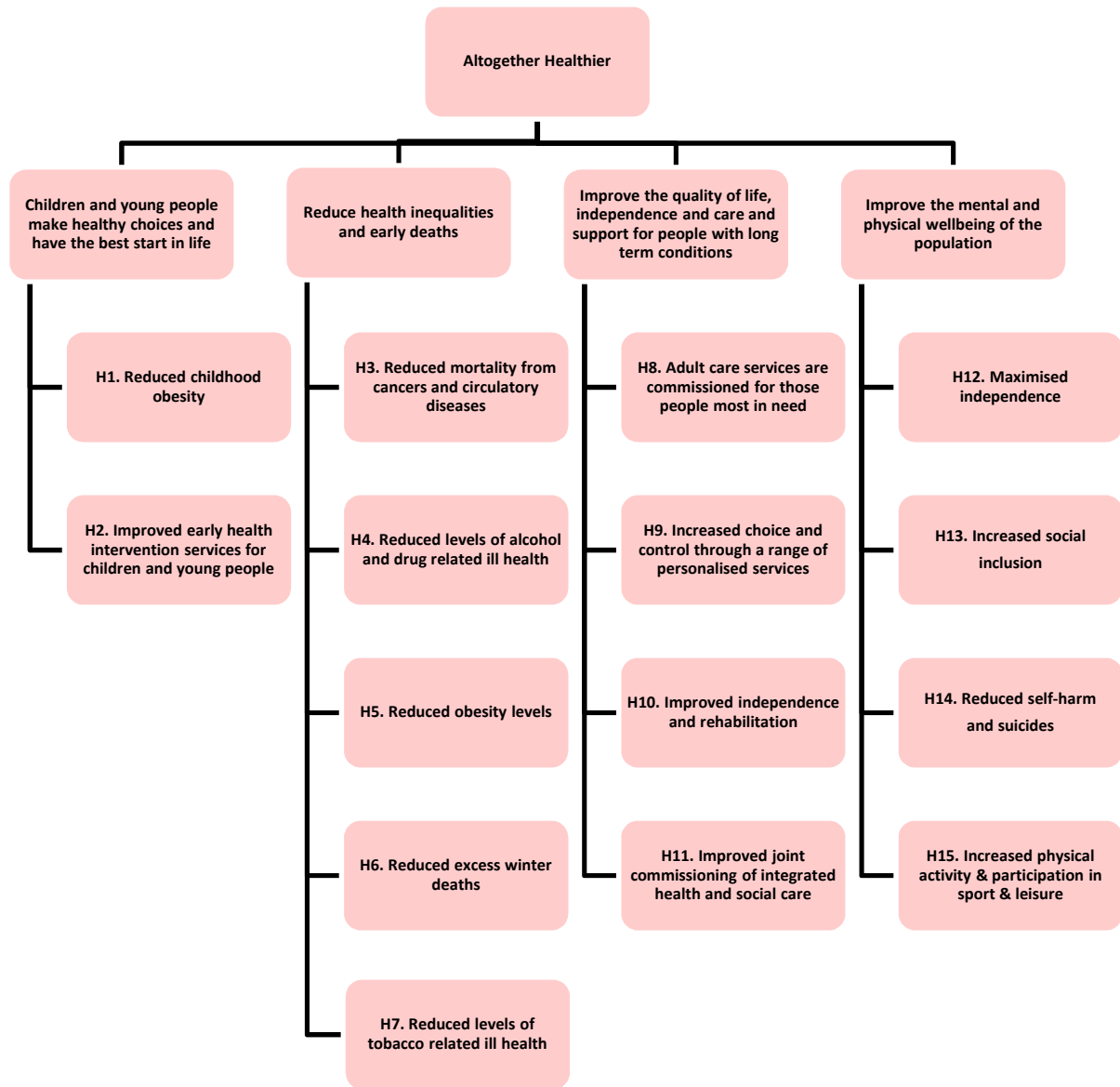
We will provide support to young people in their caring role, by reviewing the carer's card to **give young carers access to a wider range of services**. The card offers discounts and concessions at retail and leisure venues throughout County Durham.

We will improve engagement with children and young people and their families by **establishing children, young people and parent forums and electronic surveys**, so that standards within children's social care are met and children and young people are appropriately safeguarded

Summary

<p>Going Well:</p> <ul style="list-style-type: none"> • 932 families in County Durham have been 'turned around' through the Stronger Families programme to October 2014; County Durham is in the top 20% nationally for 'turning around' Troubled Families. • There has been a 25% reduction in children and young people not in education, employment or training in 2014/15 • In 2013/14, 65% of Durham's pupils achieved 5 or more GCSEs at A*-C (or the equivalent), compared to 63.8% of pupils nationally. 	<p>Look Out For:</p> <ul style="list-style-type: none"> • The development of a comprehensive Children and Young People's Mental Health and Emotional Wellbeing Plan, which will aim to support children and young people who experience mental health problems. • From 1 October 2015, we will take on commissioning responsibility for public health services for children aged 0-5, enabling a whole system approach to health improvement services and service delivery.
<p>Cause for Concern:</p> <ul style="list-style-type: none"> • Less of our looked after children achieved 5 A*-C GCSEs than anticipated. • The rate of young people (10-24yrs) admitted to hospital as a result of self-harm is higher than the national rate. • Alcohol related hospital admission rates for children and young people under 18 years of age are higher than the regional and national rates 	<p>Did you know?</p> <ul style="list-style-type: none"> • Since the First Contact Service was established in April 2014, there has been a 33% reduction in those entering statutory services. • There has been an 81% fall in first time entrants to the youth justice system since 2007/08 in County Durham.

Altogether Healthier



Our Vision

The health of the people in County Durham has improved significantly over recent years but remains worse than the England average. We know that there is a clear link between poor health outcomes and deprivation and that levels of deprivation are higher and life expectancy is lower in the county than the England average. Health inequalities also remain persistent and pervasive.

Working with the County Durham Health and Wellbeing Board, the Joint Health and Wellbeing Strategy 2015/18 outlines a vision and objectives for the next three years. The vision we share is to 'improve the health and wellbeing of the people of County Durham and reduce health inequalities'. Central to this vision is the fact that decisions about the services provided to service users, carers and patients should be made as locally as possible, involving the people who use them. Our vision is also shaped by the Joint Strategic Needs Assessment for County Durham and the Care Act 2014.

We will focus on providing social care support to those who are eligible to receive it, joining up services with partners and giving people more choice over the services provided to meet their eligible needs. We will also focus on providing support to people in our communities who are particularly vulnerable to social isolation or loneliness, as this can affect their quality of life and wellbeing.

To help achieve our vision, Altogether Healthier has the following high level objectives:

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

What happens to children before they are born and in their early years can affect their health and opportunities later in life. Those who grow up in a safe environment and have a healthy relationship with their parents and peers are more likely to do better as they go through life. Supporting children and young people to be healthy and to reach their full potential through offering support at the earliest opportunity is, therefore, vital to them achieving successful outcomes.

We want to help children to be as healthy as possible, by preventing illness and encouraging healthy behaviours. We will continue to **support women to start and continue to breastfeed their babies**, and provide support to families and children to **develop and sustain a healthy weight**, through providing strategic leadership to support partners in the county to achieve UNICEF Stage 3 baby-friendly accreditation and through implementing actions from the National School Food Plan.

To improve early health intervention services for children and young people, we will **review the 5-19 school nursing service** and ensure that a high quality service is delivered which is value for money and meets the needs of children and young people.

Working with partners across the county we will **implement the Unintentional Injuries Strategy** to reduce accidental injuries in children and young people and ensure quality of care for those involved in accidental injury. This will involve collating and sharing injury profiles, including Accident and Emergency Department attendances, with relevant partners to help plan and evaluate injury prevention programmes.

2. Reduce health inequalities and early deaths

Although health in County Durham has improved over recent years and people now live longer lives, the rate of progress has not been equal across the county and health inequalities are still evident. We will **implement the Wellbeing for Life service** to address factors affecting health and wellbeing and to tackle health inequalities in County Durham. We will do this by taking a holistic approach to lifestyle and other relevant issues which impact on people's health, for example housing and employment.

Lifestyle choices remain a key area of focus to reduce premature deaths and many people in County Durham continue to make poor lifestyle choices, compared to England averages. The development of a **Healthy Weight Strategic Framework** for County Durham will promote the benefits of a healthy diet and improve access to physical activity, by encouraging and supporting people to walk and cycle more.

Alcohol is a significant contributor to ill-health and rates of hospital stays for alcohol-related harm remain significantly higher in the county than the England average. We will **implement the Alcohol Harm Reduction Strategy** to raise awareness of the dangers and mitigate the harm caused by alcohol through social marketing campaigns. We will also examine the best approaches to tackling alcohol related harm in public houses and other licensed venues as part of a wider review of specialist drug and alcohol provision. A new **Drug Strategy** was agreed by the council and partners this year. The aims of this strategy are to prevent harm, restrict supply, minimise the impact of drugs and build recovery within communities and families. This strategy will be rolled out to provide training and education to support individuals, professionals, communities and families to address the harm caused by drugs and sustain a future for individuals to live a drug free healthy life. A contract for drug and alcohol treatment services has recently been commissioned and treatment centres will commence in 2015. A social marketing plan will be implemented to raise awareness of drugs, targeting schools and families and train professions to advise and support on addiction.

We will undertake social marketing campaigns to **raise awareness about the harm of alcohol** and agree the best approaches to tackling alcohol-related harm in pubs, other venues and places, as part of the wider review of specialist drug and alcohol provision.

We will develop a **substance related deaths group** and **increase access to abstinence based programmes**.

Cancer and cardiovascular disease contribute significantly to the gap in life expectancy between County Durham and England and as such remain priority areas for action. Through **raising the profile of cancer awareness and earlier diagnosis** we aim to encourage the uptake of cancer screening programmes, whilst **targeting access to the Health Check Programme** in County Durham to people **at greater risk of developing cardiovascular disease**. This will involve expanding Check4Life health checks into all GP practices in County Durham. Smoking is the biggest single contributor to shorter life expectancy. However, a participation rate in smoking cessation services has recently declined. This is a national trend. We therefore intend to **review and modernise stop smoking services**. This will involve looking at best practice, consultation with interested parties, market testing and engagement

and procurement or negotiation of a new contract over the forthcoming year. The council will also implement a **smoke free play areas initiative** across the county at outdoor play areas and play parks to help reduce tobacco related ill health.

We will work to improve the quality of life for those with underlying health conditions by developing and commissioning interventions to **address the impact of fuel poverty** through improving energy efficiency of homes. This will involve raising awareness of fuel poverty among professionals who deal with vulnerable people through the delivery of a briefing programme to health and social care staff on how to make referrals to the appropriate organisations for help. This includes energy saving improvements through Warm Up North such as central heating, double glazing and home insulation, advice on discounts on fuel bills and benefit payments and signposting to community oil buying schemes for those with oil fired heating systems.

3. Improve the quality of life, independence and care and support for people with long term conditions

The number of people with long term chronic conditions requiring health and social care services in County Durham is forecast to increase. Those requiring additional support to maintain independence in their own homes is also expected to rise. An increasingly older population will see increased levels of disability and long term conditions and will significantly increase the number of people who provide care to family members or friends.

We will implement a new home loans service and identify opportunities for minor adaptations, through the assessment process, to support more people at home.

We will support adults with autism to access preventative services and remain independent in their own homes.

Through the Care Act 2014, the government is changing the care and support system so that it focuses more clearly on people's wellbeing, supporting them to live independently for as long as possible. Through **implementation of the Care Act**, we will help people to have more control over their assessment and care planning by **implementing an integrated transitions team** between children's and adults services and **reviewing the assessment process to take into account additional demand from self-funders**.

We will offer more choice and control to the adult social care users through providing **joined up social care and personal health budgets**. We aim to increase the number of personal health budgets administered through the direct payments process by working with health partners to join up social care and health budgets. This will also help to deliver greater efficiencies for the council and health partners.

People with poor health, who have had an accident, have a disability or impairment should have the opportunity to learn or regain some skills they may have lost. This will give them greater confidence and help them maintain their independence. This is the aim of the reablement service. We will increase the number of service users who are supported through the **reablement service** to increase their independence.

We will develop a neighbourhood network model, linked to the Wellbeing for Life service, to empower people in communities to develop their knowledge and skills to promote their own wellbeing and improve individual and community resilience.

In the June 2013 spending review the Government announced a £3.8bn **Better Care Fund** (BCF) to ensure a transformation in integrated health and social care. County Durham's allocation is £43.7m. The BCF is a pooled budget which will be deployed locally on health and social care initiatives from 2015/16. The BCF Plan will support the aim of providing people with the right care, in the right place, at the right time, with a significant emphasis upon care in community settings and the express aim of reducing admissions and readmissions to secondary care and alleviating pressures on the acute health sector. The vision for the BCF in County Durham is to improve the health and wellbeing of the people of County Durham and reduce health inequalities. This is a major programme of change for the council and its partners and is being managed through a series of seven workstreams. These are looking at:

- **Short term intervention services** - This includes intermediate care community services, reablement, falls and occupational therapy services
- **Equipment and adaptations for independence** - This includes telecare, disability adaptations and the Home Equipment Loans Service
- **Supporting independent living** – This includes mental health prevention services, floating support and supported living and community alarms and wardens
- **Supporting carers** – This includes carers breaks, carer's emergency support and support for young carers
- **Social inclusion** - This includes local coordination of an asset based approach to increase community capacity and resilience to provide low level services
- **Care home support** - This includes care home and acute and dementia liaison services
- **Transforming care** - This includes maintaining the current level of eligibility criteria, the development of IT systems to support joint working and implementing the Care Act

4. Improve the mental and physical wellbeing of the population

Good mental wellbeing and resilience are fundamental to our physical health, relationships, education, training, work and to achieving our potential; this is the foundation for wellbeing and the effective functioning of individuals and communities.

We will **develop and implement programmes to increase resilience and wellbeing** and roll out the **Mental Health Implementation Plan** to focus on the mental wellbeing of the whole population, the physical health of people with mental health problems, people's experience of care, and experience of stigma and discrimination. This includes work as part of the Crisis Care Concordat (improving outcomes for people experiencing mental health crisis) and self-harm and suicide prevention particularly amongst vulnerable groups. It also includes child and

adolescent mental health services. An accessible 24 hour support service will be developed to enable people to get advice on what services are available locally which are most appropriate to their needs.

A new service called the Wellbeing for Life Service will commence in April 2015. This is being delivered by a consortium of public and voluntary sector organisations to work with individuals and families to set personal wellbeing plans to improve health around diet and nutrition, increased physical activity, healthy weight, reduced smoking, improved mental wellbeing and signposting to other services such as housing and community learning.

It is recognised that maximising independence for people is an important contributor to positive mental health. We will develop and implement programmes to increase resilience and wellbeing whilst developing a more integrated response for people with both mental and physical health problems. We will work in partnership with the voluntary and community sector to identify those who are, or who are at potential risk of becoming socially isolated by undertaking local campaigns to raise awareness amongst the public and within the workplace to reduce stigma and discrimination towards people who experience mental health problems.

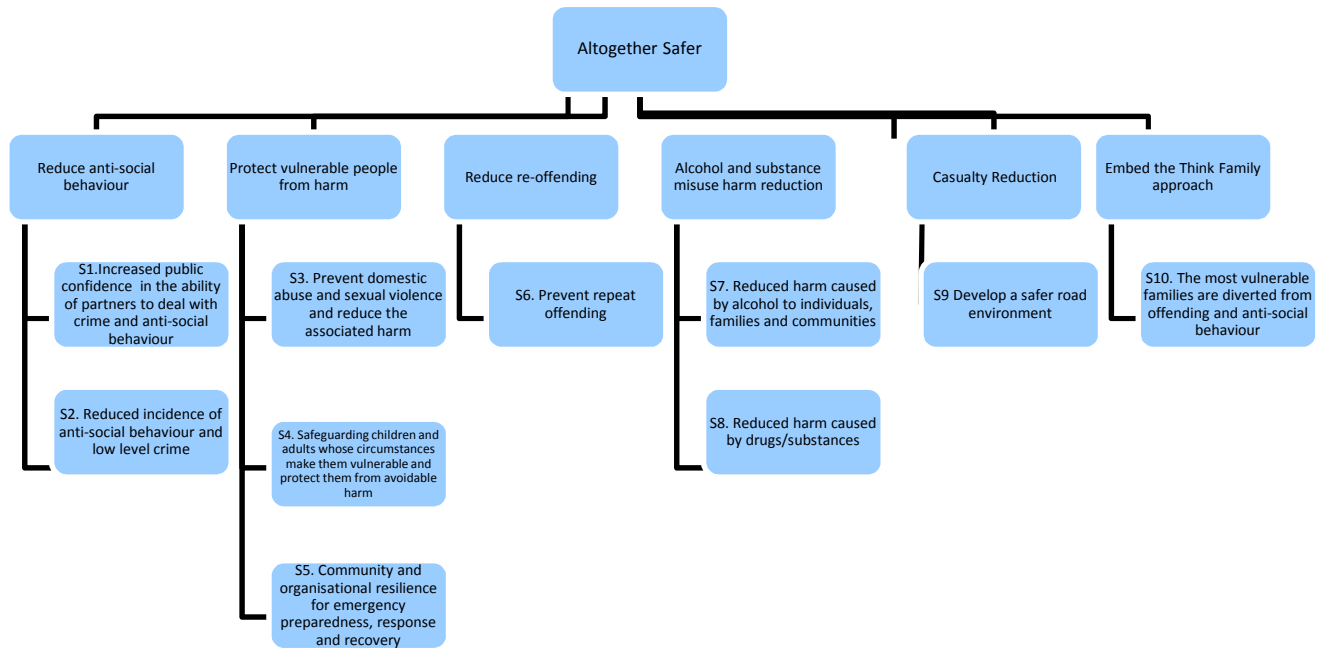
We will implement the Dementia Strategy to **support people who have dementia** to live in their own home for as long as possible, help them to maintain independence, and provide them with end of life/palliative care which ensures dignity and respect. We will carry out the accreditation process for Dementia Friendly Communities in pilot towns in Chester-Le-Street and Barnard Castle. We will also review the provision of memory cafés across the county to ensure that coverage is appropriate and that it is meeting the needs of people living with dementia and their carers.

Through the **implementation of the Physical Activity Delivery Plan**, we will provide a wide range of physical activity opportunities for local people and **develop the culture and sport core offer** in County Durham so that more active lifestyles can be supported.

Summary

<p>Going Well:</p> <ul style="list-style-type: none"> • Male and female life expectancy has been improving over time. • The rate of teenage conceptions in the county has decreased faster than the North East rate over the last 10 years. • A Better Care Fund Plan has been agreed for County Durham, which will support work to integrate health and social care initiatives locally. • We are achieving our target of 93% of social care service users reporting that the help and support they received has made their quality of life better. 	<p>Look Out For:</p> <ul style="list-style-type: none"> • The Health and Wellbeing Board 'Big Tent' Engagement Event in October 2015. In 2014, over 240 people attended to provide views and contribute towards health and wellbeing services in County Durham. • The roll out of 'Dementia Friendly Communities', which will focus on improving inclusion and quality of life for people living with dementia - first two sites Barnard Castle and Chester le Street.
<p>Cause for Concern:</p> <ul style="list-style-type: none"> • Smoking related deaths are significantly higher in County Durham than the England average. • More adults in County Durham have an unhealthy weight than the England average. • Breastfeeding initiation and prevalence rates in County Durham are significantly lower than the national rate and also below regional levels. • Recorded prevalence of many long term conditions is greater in County Durham than England, for example diabetes, hypertension, chronic heart disease. 	<p>Did you know?</p> <ul style="list-style-type: none"> • We have implemented a suicide and attempted suicide alert process for young people at risk of suicide or self-harm. • A Palliative and End of Life Care plan for the county will provide help for those diagnosed with a life-limiting condition and also their carers.

Altogether Safer



Our Vision

As a responsible authority of the Safe Durham Partnership, we work closely with partner organisations to tackle crime and disorder in County Durham and play a key role in the development of the Safe Durham Partnership Plan.

The Safe Durham Partnership Plan describes the ‘Altogether Safer’ priority objectives and outlines the strategy for tackling crime and disorder and responding to these priorities. The Plan demonstrates how strong leadership, planning, performance management and problem-solving will result in action plans which aim to deliver positive outcomes for our communities.

We will continue to support the Safe Durham Partnership in delivering on shared priorities, building on achievements and working together to meet the challenges ahead. Working in partnership is essential to achieving our vision, which is for

County Durham to be 'a county where every adult and child will be, and will feel, safe.'

An emerging issue for us is counter terrorism, as recent national and international events have led to the government increasing the national threat level to 'severe'. The Counter Terrorism and Security Bill places local authorities at the heart of 'Prevent', the government's strategy for preventing people being drawn into terrorism and so, together with partner organisations, we will need to build on existing work to respond to this emerging issue.

To help achieve our vision, Altogether Safer has the following high level objectives:

1. Reduce anti-social behaviour

Anti-social behaviour (ASB) is linked to everyday problems such as noise, abandoned cars, litter, vandalism and intimidation and can affect people's happiness and pride in their local communities. Although reported anti-social behaviour has reduced over the past 5 years, it is still one of the main issues the people of County Durham want the police and partners to tackle.

As a result, we will support the work of the Safe Durham Partnership through the development of the **Safe Durham Partnership Strategic Assessment and Partnership Plan** to identify what the crime and disorder issues are in the local area and how the partnership plans are responding to them.

There are many complex factors that contribute to ASB within our communities; deprivation, unemployment, alcohol and substance misuse being just a few examples. To be truly effective we must tackle these underlying causes, and one such initiative to address this is our **Community Action Team (CAT) Programme Scheme**, an eight week rolling programme which brings together residents and a range of organisations to identify and tackle local concerns such as housing, environmental concerns, noise, underage drinking and smoking. The CAT programme includes 5 priority area based initiatives per year.

The Safe Durham Partnership has been engaged in activity such as the 'Getting Involved Campaign' which encourages people to get involved with Neighbourhood Watch, Speed Watch and the Green Dog Walkers scheme. Initiatives such as Operation Aires engages young people in fun activity to raise awareness of the harm caused by alcohol and the impact it can have on behaviour.

The 'Multi-Agency Intervention Service' works with adults who persistently cause, anti-social behaviour or crime in order to change their behaviour. The service develops a package of support and intervention based on individual needs. It will help to resolve some of their problems and to stop further anti-social behaviour or crime being committed. The service also supports victims so they can be reassured that the offending behaviour will stop.

We will continue to work with partners to tackle ASB and low level crime and will **strengthen the effectiveness of the Joint Partnership Team** through improved sharing of information and intelligence, integrating the work of our Safer Neighbourhood Units with other community safety operations and fully utilising the combined range of enforcement powers available, including those set out in the new Anti-Social Behaviour, Crime and Policing Act 2014.

2. Protect vulnerable people from harm

Protecting vulnerable people from harm has been identified as a key priority for us and our partners through the Safe Durham Partnership and work taken forward is closely linked to the work of the local Safeguarding Adults Board and Local Safeguarding Children Board, where appropriate to do so. This priority includes effectively responding to, and better protecting, those vulnerable individuals and communities most at risk of serious harm, improving the safety of domestic abuse victims and their children, reducing repeat incidents of domestic abuse, as well as supporting those who are a victim of sexual violence.

We will work with partners to implement the **Domestic Abuse and Sexual Violence Delivery Plan** to reduce the prevalence of domestic abuse in County Durham. We will do this through implementing the Domestic Abuse and Sexual Violence Executive Group joint training plan, taking action to reduce the risk of victims and bringing perpetrators to justice by implementing the new integrated service model.

Work will also be undertaken to ensure the implementation of **the first strategic plan for the new statutory Safeguarding Adults Board**, in line with the requirements of the Care Act 2014.

We have a statutory duty, as a Category 1 responder under the Civil Contingencies Act 2004 to provide an Emergency Response Service. We are supported by Durham and Darlington Civil Contingencies Unit and other key voluntary agencies, to ensure that it provides **organisational resilience and emergency preparedness**, response and recovery arrangements through its Emergency Response Team.

3. Reduce re-offending

The government's objective to reduce crime and the number of victims of crime demonstrates a continued focus on re-offending.

We will continue to support the Safe Durham Partnership in delivery of the Reducing Re-offending Strategy 2014/17. We will support effective offender management interventions such as Checkpoint, Integrated Offender Management, Womens Diversion Scheme and Restorative Justice, to reduce levels of re-offending.

We will implement the **County Durham Youth Offending Service Youth Justice Plan 2014/16** and reduce first time entrants to the youth justice system, by implementing a quality assurance framework and improvement plan for pre-court work and working with partners to implement the Out of Court Disposals scrutiny process. Durham and Cleveland Local Criminal Justice Boards are working in partnership to implement and operate an out of court disposal scrutiny process. Out of court disposals allow the police to deal quickly and proportionately with low level, often first time offending which could be more appropriately resolved without going to

court. It provides the opportunity for interventions to be put in place to prevent further offending and gives prompt resolution for victims. Further improvements will be made to assessment and planning interventions framework which is used to assess why individuals commit a crime and how the person can be prevented from further offending.

We will work with partners to implement a restorative approaches training programme for DCC staff, to enable them to deliver restorative practice within their role so that re-offending is reduced and people are kept out of the criminal justice system.

We will continue to provide the Safe Durham Partnership with 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. We will work with the National Probation Service, Durham Tees Valley Probation Community Rehabilitation Company and HMP Durham through the contract post award process and delivery of new working arrangements.

4. Alcohol and substance misuse harm reduction

Alcohol and substance misuse contribute to a significant proportion of crime and anti-social behaviour. Alcohol is a contributory factor in many incidents of domestic abuse and sexual violence. It is also a significant factor in child neglect and child protection. Alcohol consumption plays a substantial part in homicides and domestic homicides, whilst 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 affected by it, but to that of their families and the wider community. Tackling drug misuse requires a co-ordinated approach involving a wide range of partners.

We will continue to **implement the Alcohol Harm Reduction Strategy** to reduce the impact of alcohol-related crime and disorder. As part of this work, we will improve the sharing of alcohol-related violent crime data between hospital emergency departments and partners and use the shared data to prevent alcohol-related violent crime.

Our multi-agency alcohol seizure procedure has been highlighted as national good practice by the Home Office Alcohol Team. It has contributed to the reduction in anti-social behaviour and has helped us understand more about how children and young people access alcohol. This has provided the opportunity for them to engage and benefit from early intervention.

We and the Safe Durham Partnership will implement the **County Durham Drug Strategy 2014/17** to reduce drug use and drug-related incidents and to sustain a future for individuals to live a drug free and healthy life, whilst minimising the impact on communities and families.

The 'Recovery Academy Durham' is just one of our services aimed at building recovery. Clients benefit from working with trained peer therapists who have had similar experiences. After the client has graduated they are offered a secondary

programme to help with education, employment, training and ongoing recovery support.

Following the tragic deaths of three university students in the river Wear in Durham city over a fourteen month period, the council has been working closely with the university, the police, Durham Students' Union and the cathedral as the City Safety Group to agree and implement a series of actions and measures to improve personal and riverside safety in the city. These actions include working with students and licensed premises in the city to ensure that alcohol is supplied and consumed in a safe and sensible way.

5. Casualty Reduction

Overall road casualty number in the county are lower than national levels and there has been a general downward trend. Although 2013 saw the fewest number of road casualties since detailed records began in 1979, concerns remain about the level and severity of injuries to vulnerable road users, particularly children.

Numbers of people who have been killed or seriously injured remains small. The vast majority of accidents result in slight injuries. An analysis of location data for all child casualties in County Durham over a four year period shows that the majority (86%) of incidents occur within a 600 metre radius of a school. Furthermore, there are 33 schools within the county that experience collisions of more than twice the mean within this radius. National accident statistics show that pedestrians knocked down by a vehicle travelling at 40mph has only a 5% chance of surviving; at 30mph it is 45% but at 20mph, the chances of surviving rise to 95%. Reducing speed also reduces the chances of having a collision at all.

The council has therefore agreed to **introduce part-time 20mph limits** on main and distributor roads around the 33 schools with the highest accident rates, subject to local consultation and scheme design.

6. Embed the Think Family approach

'Think Family' is a multi-agency approach which seeks to provide early intervention for those families which have problems and cause problems to the community around them. It requires all agencies to consider the needs of the whole family when working with individual members of it. 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. This means making sure that families receive co-ordinated, multi-agency, solution-focused support.

The Safe Durham Partnership and we have adopted this approach in order to provide families with the best possible opportunity to avoid involvement in crime and disorder and to reduce their impact on services. This will lead to financial benefits and will present social benefits for areas of the county where communities suffer most.

The County Durham Stronger Families Programme is currently on track to turn around its targeted number of 1320 families by May 2015. Families have received help and support delivered with a 'Think Family' multi-agency approach coordinated

by a Lead Professional and a Team around the Family utilising a single multi-agency care plan in order to reduce duplication and maximise impact.

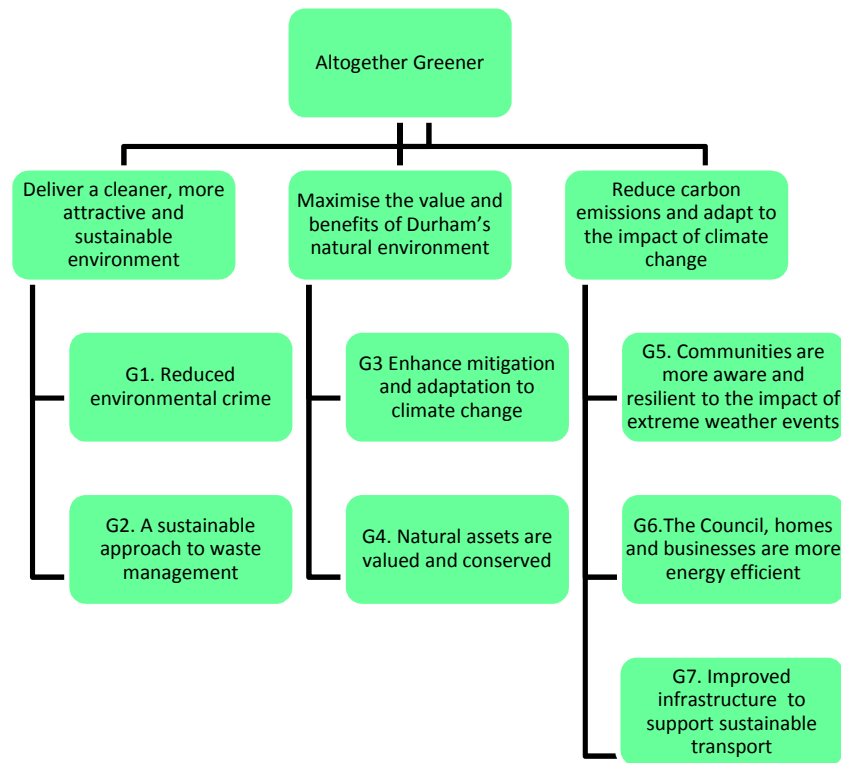
In June 2014, the Government announced plans to expand the Troubled Families Programme for a further five years from 2015/16 and to reach an additional 400,000 families across England; for Durham this means an additional 4000 families will be targeted. Due to County Durham's success in turning around the lives of families on the Stronger Families Programme it has been asked to enter the expanded programme early.

We will continue to develop and **train staff in restorative approaches for early intervention when working with families**, to prevent them from offending.

Summary

<p>Going Well:</p> <ul style="list-style-type: none"> • Anti-social behaviour fell by 4.9% in 2013/14 and has fallen by two thirds since 2006/07. • The rate of adult re-offending has reduced by 65% for offenders within the Integrated Offender Management programme. • The number of first time entrants to the youth justice system reduced by 17% in 2013/14. • 93.6% of adult social care users surveyed reported that care and support services received helped them to feel safe and secure. • Repeat cases of domestic abuse are lower than the national average 	<p>Look Out For:</p> <ul style="list-style-type: none"> • The “Sorry’s Not Enough” domestic abuse campaign and a dedicated website for the public. • New tools and powers to tackle anti-social behaviour. • A new integrated drug and alcohol service delivering prevention, treatment, rehabilitation and promoting recovery. • A new Community Rehabilitation Company, ARCC (Achieving Real Change in the Community), delivering rehabilitation and offender management services. • Safe Places - a place to go for those who feel anxious, confused or unsafe.
<p>Cause for Concern:</p> <ul style="list-style-type: none"> • Not as many people have gone through drug treatment as we had hoped - a national trend. • A 9.7% rise in overall crime over 2013/14 is forecast to be followed by a 1.7% increase in total crime in 2014/15. • 11.7% of all crime was alcohol-related in 2013/14. • 15.3% of all anti-social behaviour incidents involved alcohol. • Increase to the national terrorist threat level to severe. • County Durham experiences significantly higher alcohol specific hospital admission rates than England for both men and women. 	<p>Did you know?</p> <ul style="list-style-type: none"> • 100% of Care Connect emergency calls are dealt with in 60 minutes (somebody arrives at the property) • Due to success, County Durham was selected to start phase 2 of the Troubled Families programme early (known locally as Stronger Families). • County Durham has more households in a Neighbourhood Watch scheme than anywhere else in the country. • We are planning a new model to prevent domestic abuse and tackle perpetrators by challenging behaviours. • £500,000 external funding secured for a volunteer Safer Homes Project.

Altogether Greener



Our Vision

The key aims of the Altogether Greener priority theme are to make environmental improvements and drive sustainable development across the authority area. Key areas of focus include tackling the negative impacts of climate change; encouraging sustainability and energy efficiency; and improving the quality of our local environment.

The Altogether Greener agenda has had to be reconsidered and balanced in line with our diminishing resources and the priorities of our local communities. The need to work collaboratively with partners, residents and businesses to build collective ownership and action has never been greater.

To help achieve our vision Altogether Greener has the following high level objectives:

1. Deliver a cleaner, more attractive and sustainable environment

Research shows a person's local environment has a profound impact on their quality of life and wellbeing, with neglected environments creating a sense of unease which can create and/or intensify problems of anti-social behaviour. Our local communities recognise this link and consistently rank the quality of their local environment as important.

Over the next three years, we will be **reviewing our operational procedures in relation to street Cleansing and Grounds Maintenance**, to ensure that streets and open spaces are consistently well-maintained and free of litter, dog fouling, graffiti and dumped rubbish. We will **reduce environmental crime** by continuing to

target those who deliberately blight our environment using multi-agency countywide programmes of improved intelligence, greater education and awareness, and tougher enforcement measures.

Delivery of the **Waste Programme** remains a key area of focus. The Waste Programme underpins our Municipal Waste Management Strategy, which places an emphasis on sustainable waste management, prioritising waste reduction, re-use and recycling. It will deliver significant cost and environmental savings through operational changes, reduced contract costs, elimination of landfill tax payments, increased recycling and energy generation.

Future improvement projects include: maximising the potential of our Waste Transfer Stations following significant capital investment; reviewing our approach to business waste in Durham City to improve cleanliness, harmonising collection arrangements for clinical waste, and implementing both the Household Waste Recycling Centre (HWRC) provision plan and the garden waste collection scheme.

However, success will not be achieved by us alone. To be truly successful we need to build a strong sense of community and increase the number of people engaged in the improvement of their own communities, for example, participation in 'in-bloom' initiatives. We will continue to build on environmental initiatives within schools and colleges, promote our environmental awareness programmes and encourage local volunteering.

2. Maximise the value and benefits of Durham's natural environment

Our natural environment is incredibly important. It provides employment, education, areas to enjoy, relax and reflect, as well as the resources and raw materials essential for life. In addition, research has consistently shown that engagement with 'green' environments by, for example, visiting the countryside, enjoying green spaces in towns and cities, watching wildlife or volunteering can provide significant physical, mental and social benefits. Therefore, as a society we need to value the natural environment and ensure it is protected for future generations.

We will continue to work with our partners and communities to deliver projects that will conserve and enhance the unique biodiversity, geo-diversity, landscape, rich heritage and cultural assets of County Durham. Through **landscape scale projects** delivered by various partnerships, we also work to conserve and enhance the natural beauty of specific landscape areas such as the North Pennines AONB and Durham Heritage Coast. We are also aware that resilient and healthy ecosystems across our rural and urban landscapes play a crucial role in absorbing and storing carbon, and thus helping to protect us from climate change.

Where budgets allow, and in line with community requirements, we will carry out improvements to enhance our urban parks and open spaces, for example, the commencement of an improvement programme for **Wharton Park** in Durham City. We will also be working with our communities to **maximise the use of allotments** and encourage sustainable food production.

We will continue to support delivery of the **Contaminated Land Strategy**, which outlines how we will identify historic sources of contamination and work with land owners to prevent, remedy or mitigate any harm or pollution that may have resulted, as well as **Air Quality Action Plans**, which set out how we will reduce air pollution levels and improve standards of air quality.

3. Reduce carbon emissions and adapt to the impact of climate change.

The reality of climate change is now generally accepted and although it may bring some localised benefits, such as fewer winter deaths in temperate climates and increased food production in certain areas, the overall effects are likely to be overwhelmingly negative. In recent years, we have experienced more extreme weather events and we expect more major flooding incidents as well as hotter summers in the future.

As a reflection of the seriousness of climate change, European targets have been set that oblige us to achieve a 40% reduction in carbon emissions by 2030. Our **Carbon Management Strategy** not only sets out how we will achieve this target but also how we will lessen the impact of the unavoidable consequences of climate change. Improvement projects underway include increasing the energy efficiency of our buildings, reducing the carbon footprint of our operations, retrofitting 41,000 street lights as part of the 6 year **Street Lighting Energy Reduction Programme** and incorporating Sustainable Urban Drainage Schemes (SUDS) to reduce surface water flooding and improve water quality at a local level. We are working through the North East partnership scheme **Warm Up North** to help households with energy saving improvements, for example central heating, double glazing and wall or loft insulation. The scheme can help private homeowners, rented property owners and those on low incomes meet upfront costs of making their properties more energy efficient.

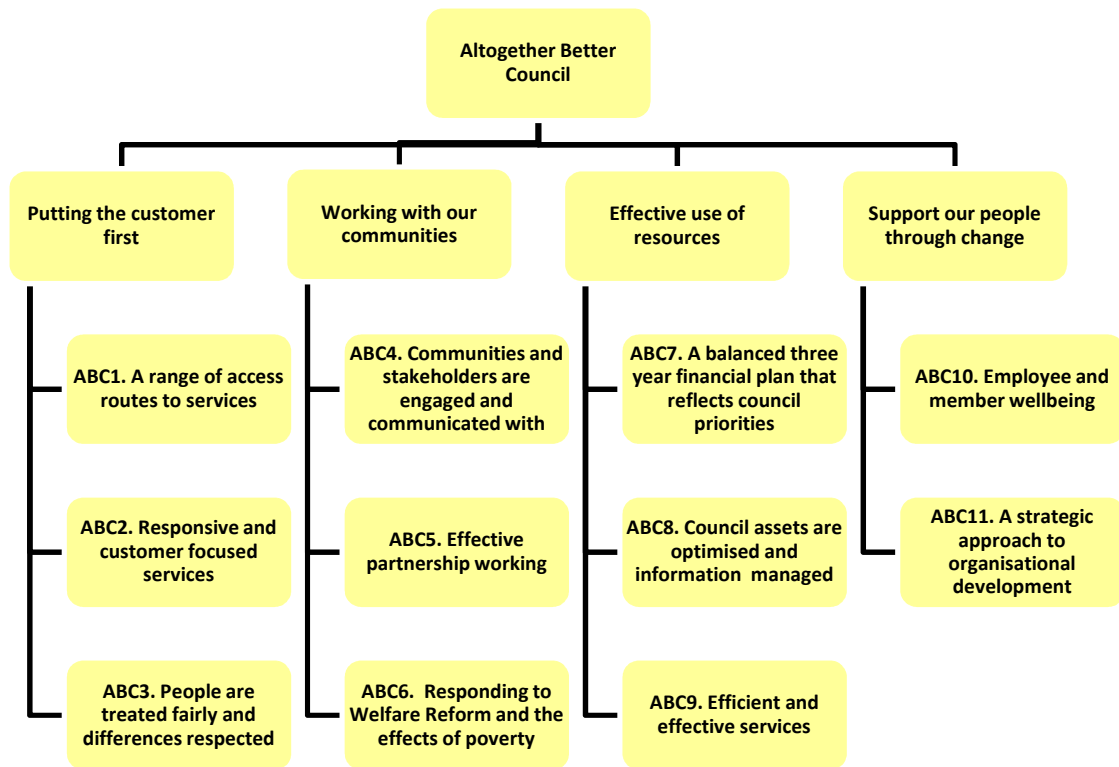
We will continue to invest in a programme of improvements that will encourage and enable people to commute to work, education and services by sustainable modes of transport. One of such initiatives will be to develop and improve the **strategic cycle route network** across County Durham to provide improved links and access to main towns and rural locations. Not only would this enhance the environment, it would also contribute to the quality of people's lives, fitness, health and well-being.

Summary

Going Well:	Look Out For:
<ul style="list-style-type: none">• Our Street Lighting Energy Reduction Programme is 50% complete; more than 20,000 street lights retrofitted to date reducing energy costs by £450,000• Over 1,100 households received installations to improve energy efficiency through 'Warm Up North' Scheme• 1,700 people volunteered as part of the 2014 Big Spring Clean campaign. During the 3,000 volunteer hours, 1,200 bags of litter were collected and, trees and debris were removed from the River Wear in Durham City.• Work is progressing with the development of a new cycle/walk multi user route between Shildon and Newton Aycliffe (Note: moved from 'Going Well' in Wealthier section)	<ul style="list-style-type: none">• A shared-use walking and cycling path in Aycliffe industrial estate (between Heighington station and Hitachi);• Resurfacing of the national cycle network route 14 (Durham City Riverbanks);• Construction of the next phase of the Great North Cycle Way between Chester le Street and Durham and a new shared use route between West Rainton and Carrville, which will become Cycling Super Routes.• 2015 Heritage Open Days which will allow free access to nearly 70 venues across the county for 4 consecutive days in early September 2015• Volunteering opportunities to help improve the local environment and make neighbourhoods a cleaner and greener place to live;• Opportunities to make a valuable contribution to improving our countryside as a Volunteer Countryside Ranger• 2015/16 Community Action Team Programme identifying the 10 locations across the county which are most in need of targeted interventions to tackle local housing and environmental issues• 2015 Big Spring Clean (28th February to 18th April)

<p>Cause for Concern:</p> <ul style="list-style-type: none"> • Increase in severe weather events; including prolonged winter snow, heavy rain storms, high winds 	<p>Did you know?</p> <ul style="list-style-type: none"> • 97.1% of municipal waste is now diverted from landfill • More than 2,200 tonnes of furniture and household items were saved from disposal and provided for families on low incomes as part of the DCC's Reuse Scheme. The County Durham Refuse forum received a prestigious best Partnership Award in 2014 from the Local Authority Recycling Advisory Committee • DCC were awarded 15 green flags for our parks, open spaces, countryside sites and cemeteries • Durham City and Sedgefield were both being awarded a gold gilt award for their entries in Britain in Bloom 2014.
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Altogether Better Council



Our Vision

Like much of the public sector, Durham County Council faces the dichotomy of rising demand for many of its services and reducing resources available to help deliver them. The future for local government therefore involves investigating new ways to manage demand such as reducing avoidable contact, providing self-service options for some of our simpler services and looking at new models of service delivery, often together with our communities. We also owe it to our taxpayers to ensure that our services are operating as efficiently as possible and that both our service performance and finances are effectively managed. The local authority of tomorrow is likely to look very different to our current setup. It is therefore important that we have a strategy in place to make sure that our organisation develops and that the transformation is made smoothly.

1. Putting the customer first

Technology is changing the way people interact and our customers are demanding faster, easier contact at a time and place that is convenient to them. Our **Customer First Strategy** sets out how we will meet this demand, putting the ‘customer first’ and providing cost effective services. The Customer First Strategy has three main outcomes.

- We will provide a range of effective and easy to use ways in which our customers can deal with us. A number of projects are being implemented to achieve this, including; **making our website easier to use, providing more self-service** and online facilities, using social media more widely, and **making better use of our buildings**. We will also ensure **our customers**

receive the right information, advice and support at their first point of contact, and that their information is held securely.

- It is important that we provide responsive and customer focussed services by **communicating clearly to our customers how and when services will be delivered**, and keeping them informed of progress. Our staff will be kept informed of customer needs through a programme of customer care training, which will improve the standard of customer interactions.
- We need to **use customer feedback to inform learning and improve services**. We will always take customer views into account before changing any aspect of our services, and following any change we will monitor its impact. We will continue to use feedback to shape service provision and let our customers know the difference it has made through the 'you said, we did' approach. We will also acknowledge where we have got it wrong and be clear on what we will do to put it right.
- We will treat people fairly through ensuring that any changes to council policies and the way that we do things is **properly assessed** to ensure that certain groups of people are not disproportionately affected by any changes.
- Another area of relevant council activity, putting the County's residents at the centre over the duration of this plan, will be the effective and efficient delivery of all **elections** in compliance with the Electoral Commission's performance standards, beginning with the Parliamentary General Election in May 2015.

2. Working with our communities

We have a reputation for working with our communities. We have carried out extensive consultation work on changes to our budgets with members of the public. Our 14 Area Action Partnerships are real catalysts for change in our local communities. We have introduced innovative participatory budgeting in our localities and have worked with a range of partners in ensuring that public services in County Durham are joined up.

- We will work with communities to commemorate the massive role that the people of County Durham played in **World War One** throughout the centenary of the conflict.
- We will develop the **Durham Ask** programme to transform the delivery of services through supporting organisations interested in running local facilities.
- As part of our work with communities and stakeholders, during 2015/16 we will undertake a full **review of the Local Council Tax Reduction Scheme**, originally agreed following extensive consultation and adopted from April 2013.
- We recognise the powerful role that partners in the voluntary and community sector can play in the delivery of local services to residents. We will work with

Durham Community Action to deliver a **Centre for Volunteering and Social Enterprise** to help strengthen the capacity of this sector in the future.

- We will continue to manage changes introduced by the **Welfare Reform Act 2012** such as the proposed rollout of Universal Credit. We will also ensure that our policies take into account the effects of **poverty** on our residents.

3. Effective use of resources

It is imperative that we utilise all available resources both efficiently and effectively; this is especially the case when faced with unprecedented reductions in government funding requiring us to deliver savings of £225m between 2011 and 2018.

- To plan effectively over the medium term, we will produce a **rolling three-year financial plan** which reflects council priorities and feedback from budget consultation processes, forecasts government funding reductions and budget pressures, and identifies the savings required to ensure we can annually set a balanced budget.
- Detailed plans to meet the required individual savings will continue to be subject to the robust assurance process currently in place to ensure that all savings are achieved, and **managers will be supported** throughout this complex process of significant and ongoing organisational change, whilst managing budgets within cash limits.
- Phase II of our **Office Accommodation Project (OAP2)**, with its focus on identifying further efficiencies that can be delivered through the way in which we use our portfolio of office and public buildings.
- Underpinning this work on office accommodation are the delivery of our **ICT Strategy** and the Organisational Development Strategy, which together set out to link our future accommodation plans, to the development and design of Human Resource processes, whilst taking full advantage of emerging ICT technologies.
- With a view to releasing efficiencies, developing capacity and knowledge through the reduction of overheads, removing duplication of activity, management and support costs, and the sharing of specialist knowledge and skills, we will explore opportunities to **work collaboratively with external organisations**.
- We will ensure that the highest standards of **information governance** are being adhered to through our practices and procurement arrangements to ensure that personal data is adequately protected and also that we are being open and transparent in the publication of information.

4. Support our people through change

In the current climate we need to look at very different approaches to how services are delivered and ensure that the workforce is able to contribute by being enabled to be creative and flexible, and possess the right skills to respond positively in a changing environment.

- Our **Organisational Development Strategy** outlines our approach that connects people management and development with organisational improvements. The strategy includes an action plan which focuses on four overlapping themes that provide a coherent approach to improvement: a flexible workforce and workplace; employee engagement; leadership, learning and talent development; and health, safety and wellbeing.
- We need leaders and managers that can effectively empower, engage and motivate the workforce to deliver 'optimum' service delivery at a time of significant austerity. The **Durham Manager** programme has been designed to meet the development needs of our managers, in alignment with our corporate culture, values and priorities. Going forward we will continue to evaluate and develop the programme to support managers and meet the changing needs of the organisation.
- Effective learning and talent development activities will also be provided and utilised including extending learning and development through coaching, mentoring, **e-learning**, and working in partnership with other organisations. In line with our aspiration to achieve optimum individual and organisational performance, we will improve the level and quality of employee performance appraisals undertaken across the council.
- Establishing a flexible workforce and workplace will enable us to adapt to changing business needs, and enable individuals to embrace broader roles within the council, be resilient in a consistently changing environment and be equipped with the right skills to deliver our aims and objectives. To this end, the **Office Accommodation Programme II (OAP2)** will involve linking the development of Human Resources policy and processes with future workplace accommodation plans.
- Our **Health, Safety and Wellbeing** Strategy and associated action plan identifies how we implement the Health and Safety Policy in terms of practical solutions while enabling key strategic objectives to be identified and delivered. The health and safety team work with senior officers to ensure that visible and effective leadership guidance and advice is in place to enable informed health and safety decisions.
- We will explore opportunities to improve **efficiency and effectiveness** through exploring opportunities to collaborate with other organisations in the provision of local services. We will continue to monitor our performance and tackle areas that are underperforming.

Summary

<p>Going Well:</p> <ul style="list-style-type: none"> • Budget Managers utilising 'Business Intelligence' tool to enhance access to budget information • The ongoing development and delivery of our Medium Term Financial Plan and monitoring of MTFP savings • The external audit VfM conclusion identified that we have robust arrangements in place to secure financial resilience • Our innovative triage process for handling enquiries from residents affected by the Government's welfare reforms is helping people to stay in their home, improve their financial situation and find work 	<p>Look Out For:</p> <ul style="list-style-type: none"> • 2015 Parliamentary Elections • Improved pathways and joint working between various agencies involved in the provision of Advice Services through the Advice in County Durham Partnership • Promotion of take-up for online access to Council Tax accounts, Business Rates benefits and e-billing, e-reminder and SMS texting
<p>Cause for Concern:</p> <ul style="list-style-type: none"> • The outcome of the Local Government Finance Settlements for 2015/16 • A reduction in organisational capacity and a potential skills gap as a consequence of down-sizing • Re-aligning systems and processes to accommodate the switch in banker in 2015/16 	<p>Did you know?</p> <ul style="list-style-type: none"> • The Pension Fund has 109 employers who contribute to the fund in addition to the Council and the fund is currently valued at £2.1 billion • There are 238,000 domestic chargeable properties in County Durham, with a gross Council Tax liability of £306m and 85% of these are in Bands A to C • There are an estimated 70,000 claims for Council Tax Reduction each year, with £53m of support being provided. 54% of all claimants are of working age and of these 10,000 are in work claimants

Glossary

AAPs	Area Action Partnerships	JSNA	Joint Strategic Needs Assessment
AONB	Area of Outstanding Natural Beauty	Lumiere	A spectacular festival of art and light in Durham in Nov 2011
ASB	Anti-Social Behaviour	MTFP	Medium Term Financial Plan
CAT	Community Action Team	NEET	Not in Education, Employment or Training
DCC	Durham County Council	NETPARK	The science, engineering and technology park at Sedgefield
FSM	Free School Meals	NHS	National Health Service
GeoPark	UNESCO designated area of geological importance	ONS	Office for National Statistics
GCSE	General Certificate of Secondary Education	PV	Photovoltaic
GDHI	Gross disposable household income	SMS	Short Message Service
GVA	Gross Value Added	SUDS	Sustainable Urban Drainage Schemes
HMO	Houses in Multiple Occupation	UNESCO	United Nations Educational, Scientific and Cultural Organisation
HMP	Her Majesty's Prison	UNICEF	United Nations International Children's Emergency Fund.
HWRC	Household Waste Recycling Centre	VFM	Value for Money
ICT	Information and Communication Technologies		

Contact Details

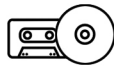
Any comments or queries about this document can be directed to:
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Please ask us if you would like this document summarised in another language or format.

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**Overview and Scrutiny
Management Board**

20 March 2015



Notice of Key Decisions

**Report of Corporate Management Team
Colette Longbottom, Head of Legal and Democratic Services**

Purpose of the Report

- 1 To consider the list of key decisions that is scheduled to be considered by the Executive.

Background

- 2 New rules in relation to Executive decisions were introduced by The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, which came into force on 10 September 2012.
- 3 The regulations took away the requirement for the Executive to produce a Forward Plan of key decisions, however introduced that the decision maker cannot make a key decision unless a document has been published at least 28 clear days before the decision is taken, unless either a general exception or special urgency requirements have been met. The document which has to be published must state:
 - a) that the key decision is to be made on behalf of the relevant local authority
 - b) the matter in respect of which the decision is to be made
 - c) where the decision maker is an individual, that individual's name and title if any and where the decision maker is a decision making body, its name and list of its members
 - d) the date on which or the period within which the decision is to be made
 - e) a list of the documents submitted to the decision maker for consideration in relation to the matter of which the key decision is to be made
 - f) the address from which, subject to any prohibition or restriction on their disclosure copies of, or extracts from any document listed are available

- g) that other documents relevant to those matters may be submitted to the decision maker
 - h) the procedure for requesting details of those documents (if any) as they become available.
- 4 The requirements also apply to an exempt matter which previously did not strictly have to be included in the Forward Plan. Now a publicity document must contain particulars of the matter, but may not contain any confidential exempt information or particulars of the adviser or political adviser or assistant.
- 5 Notices of key decisions that are being produced meet the legal requirements of publication, as well as continuing to provide information for a four month period. Members will therefore be able to consider key decisions as previously for the four month period.

Current Notice of Key Decisions

- 6 The notice of key decisions that is attached to the report at Appendix 2, is the latest to be published prior to the papers for the Board being dispatched to members. The notice complies with the requirements for Cabinet to be able to take key decisions at the meeting on 18 March 2015. It also contained information on those key decisions that are currently scheduled to be considered by the Executive up to 30 June 2015.
- 7 The information in the Notice of Key Decisions provides the Overview and Scrutiny Management Board with the opportunity of considering whether it wishes to seek to influence any of these key decisions, or to request further information. Members are asked to note that this version of the Notice has been amended and includes a column which has been added to advise of the relevant Scrutiny activity.
- 8 In responding to the request of the Board for further information to be provided on any items that are removed from the previous notice without being considered by Cabinet, this information will be provided at the meeting.
- 9 If the Board wished to examine any of the key decisions, consideration would need to be given as to how this could be accommodated in the Overview and Scrutiny Work programme.

Recommendation

- 10 You are recommended to give consideration to items listed in the notice.

**Contact: Ros Layfield, Committee Services Manager Tel: 03000 269708
Jenny Haworth, Head of Planning and Performance, ACE
Tel: 03000 268071**

Appendix 1: Implications

Finance : Will be reflected in each individual key decision report to Cabinet.

Staffing: Will be reflected in each individual key decision report to Cabinet.

Risk: Will be reflected in each individual key decision report to Cabinet.

Equality and Diversity/ Public Sector Equality Duty: Will be reflected in each individual key decision report to Cabinet.

Accommodation: Will be reflected in each individual key decision report to Cabinet.

Crime and Disorder Will be reflected in each individual key decision report to Cabinet.

Human Rights: Will be reflected in each individual key decision report to Cabinet.

Consultation: Will be reflected in each individual key decision report to Cabinet.

Procurement: Will be reflected in each individual key decision report to Cabinet.

Disability Issues: Will be reflected in each individual key decision report to Cabinet.

Legal Implications: Will be reflected in each individual key decision report to Cabinet.

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SECTION ONE - CORPORATE

Ref. No.	Date of Decision (i.e. date of Cabinet)	Description of Decision to be Made	Background Documents	Lead Cabinet Member	Main Consultees & Means of Consultation	Contact details for further information	Scrutiny Involvement
CORP/A/03/15/1	18/03/15	Council Plan and service plans 2015-18	Cabinet report - 16 July 2014 & 17 December 2014	Cllr Simon Henig	The Council carried out significant consultation in 2013/14 on priorities and the Sustainable Community Strategy refresh. The responses to this process will be utilised to inform the council plan and service plans along with targeted consultation on individual project and savings proposals.	Lorraine O'Donnell, Assistant Chief Executive Tel: 03000 268060	The OSMB and CIOSC have provided input into the Council/Service Plans and provided member assurance into this development process. All OSC work programmes are to be refreshed following approval of the Council Plan and Service Plans by County Council 01/04/2015

**SECTION TWO -
CHILDREN AND ADULTS SERVICES**

Ref. No.	Date of Decision (i.e. date of Cabinet)	Description of Decision to be Made	Background Documents	Lead Cabinet Member	Main Consultees & Means of Consultation	Contact details for further information	Scrutiny Involvement
CAS/10/13	18th March 2015	To present the recommendation relating to the review of Children's Centres	Consultation Document	Councillor Ossie Johnson	<p>Consultees:</p> <p>Service Users</p> <p>Partners</p> <ul style="list-style-type: none"> • Area Action Partnerships (AAPs) • Children and Families Partnership • Daycare Providers • Health and Wellbeing Board • Local Advisory Boards • Schools (Headteachers / Governing Bodies) • Town and Parish Councils • Voluntary and Community sector organisations <p>Staff</p> <p>Public</p> <p>All Elected Members</p> <p>Children and Young People's Overview and Scrutiny Committee</p> <p>Other</p> <ul style="list-style-type: none"> • Department for Education • OfSTED • Members of Parliament <p>Methods:</p> <ul style="list-style-type: none"> • Focus Groups • Activity Sessions • Questionnaires • Parent's Forums/consultation events • Presentations 	<p>Carole Payne, Head of Children's Services</p> <p>Tel. 03000 268659</p>	<p>Review of Children's Centres was subject of a request for call-in in accordance with section 17(d)(ii) of the Overview and Scrutiny Procedure Rules. The item was discussed at Overview and Scrutiny Management Board on 31st July 2014. It was resolved by the Board "That upon a vote being taken, the Board determined that having considered the information it would take no further action, in which case the decision made by the Cabinet would take immediate effect." The process of the consultation was discussed at Children and young people's Overview and Scrutiny Committee at its meeting on 25th September 2014 and went back to Overview and Scrutiny Management Board at its meeting on 18th December 2014.</p>

SECTION THREE - REGENERATION AND ECONOMIC DEVELOPMENT

Ref. No.	Date of Decision (i.e. date of Cabinet meeting)	Description of Decision to be Made	Background Documents	Lead Cabinet Member	Main Consultees & Means of Consultation	Contact details for further information	Scrutiny Involvement
R&ED/01/15	10/06/15	Housing Stock - Transfer Completion Update		Portfolio Holder for Housing and Rural Issues	Council staff via the formulation of transfer principles	Sarah Robson, Head of Economic Development 03000 267 332	The Economy and Enterprise Overview and Scrutiny Committee has received several updates on the development of the Housing Stock Transfer with the last update provided to committee at the meeting on the 20 February 2015.
R&ED/16/14	18/03/15	Bishop Auckland Regeneration Framework Review		Portfolio Holder for Economic Regeneration		Sarah Robson, Head of Economic Development 03000 267 332	The Economy and Enterprise Overview and Scrutiny Committee has received updates on the development of the various masterplans for County Durham. A further update outlining a refresh of the various masterplans and detail of projects throughout the County is planned for the June 2015 meeting of the committee.

SECTION THREE - REGENERATION AND ECONOMIC DEVELOPMENT

R&ED/02/15	15/04/15	County Durham Plan - Interim Inspector's Report	Portfolio Holder for Economic Regeneration	Stuart Timmiss, Head of Planning and Assets 03000 267334	As part of the refresh of the work programme for 2015/16 the Economy and Enterprise Overview and Scrutiny Committee will continue to receive further updates on the progress of the Plan.
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SECTION FOUR - NEIGHBOURHOOD SERVICES

Ref. No.	Date of Decision (i.e. date of Cabinet meeting)	Description of Decision to be Made	Background Documents	Lead Cabinet Member	Main Consultees & Means of Consultation	Contact details for further information
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Overview and Scrutiny Management Board

20 March 2015



Information update from the Chairs of the Overview and Scrutiny Committees

Report of Lorraine O'Donnell, Assistant Chief Executive

Purpose of the Report

- 1 To present to Members an information update of overview and scrutiny activity from 26 January 2015 to 6 March 2015.

Background

- 2 As previously agreed, a written report of Chairs' updates will be presented for information only to all Overview and Scrutiny Management Boards. Members of the Overview and Scrutiny Management Board are encouraged to get involved in any area of Overview and Scrutiny activity via thematic committees and/or talk to Scrutiny Committee Chairs and OS Officers on areas of project/overview activity.

Updates

- 3 Updates from Overview and Scrutiny Committees from 26 January 2015 to 6 March 2015.

Corporate Issues Overview and Scrutiny Committee (CIOSC)

<i>Update on Previous Reviews</i>	There are no systematic reviews to report on for this period.
<i>Scrutiny Review Activity</i>	MTFP and Savings process – comments from the Overview and Scrutiny Members were fed back to Cabinet and Council by the chair of the Overview and Scrutiny Management Board
<i>Overview reports/ Presentations</i>	The scheduled CIOSC for 9 March 2015 was cancelled however committee members were invited to attend OSMB on 13 February 2015 to receive the report on the General Fund Medium Term Financial Plan, 2015/16 to 2017/18 and Revenue and Capital Budget 2015/16

Safer and Stronger Communities Overview and Scrutiny Committee (SSC OSC)

Update on Previous Reviews	There are no systematic reviews to report on for this period.
Scrutiny Review Activity	Organised Crime – Working Group meeting held on 29th January to receive information on the risk to the Council and development of Local Profile document.
Overview reports/ Presentations	SSC OSC on 16 February 2015 received reports/presentations on: <ul style="list-style-type: none"> • Progress of Initiatives and Enforcement Activity undertaken by the Consumer Protection Team • Alcohol Harm Reduction – Strategy Consultation and Update • Draft safe Durham partnership plan 2015/18 • Verbal updates on Organised Crime, 20mph Zones and Limits and Substance misuse Treatment Centres • Police and Crime Panel • Safe Durham Partnership Update

Economy and Enterprise Overview and Scrutiny Committee (E & E OSC)

Update on Previous Reviews	There are no systematic reviews to report on for this period.
Scrutiny Review Activity	Special Economy and Enterprise OSC on 28 January received: <ul style="list-style-type: none"> • Scoping report for review of tourism marketing delivered by Visit County Durham. • Presentation by the Chief Executive of Visit County Durham providing information in relation to tourism generally within County Durham with detail of comparisons on a regional and national basis together with an overview of the role and responsibilities of VCD. <p>The Tourism Working Group met on 17 February and received a presentation on the role and performance of VCD in marketing the County as a tourism destination.</p>
Overview reports/ Presentations	E&E OSC on 20 February 2015 received reports/presentations on: <ul style="list-style-type: none"> • Housing Stock Transfer update • EU funding programme update • Skills development in County Durham update • Combined Authority update

**Environment and Sustainable Communities Overview and Scrutiny Committee
(Environment OSC)**

<p><i>Update on Previous Reviews</i></p>	<p>An update on the progress of the recommendations of the Flooding scrutiny review was considered at a special meeting of the Committee on 4 February 2015</p>
<p><i>Scrutiny Review Activity</i></p>	<p>The Woodland Management Scrutiny review group has held two meetings on 2 February and 6 March and has received information on:</p> <ul style="list-style-type: none"> • Management of the woodland estate by DCC, detail of the management structure, current restructuring programme and issues in relation to woodland management • European funding opportunities, biofuels and wood fuel supply chains and DCC estate and managing woodlands and biofuel projects in the private sector.
<p><i>Overview reports/ Presentations</i></p>	<p>Environment OSC on 5 March 2015 received reports/presentations on:</p> <ul style="list-style-type: none"> • Local Nature Partnerships • Delivery of Clean Bus Technology • Update on the waste programme • Climate Change Delivery Plan • Update on Management of the Woodland Estate • Minutes from the Durham Strategic Flood Group <p>Special Environment OSC on 4 February received presentations from the Risk Management Authorities for County Durham on:</p> <ul style="list-style-type: none"> • Flood mitigation work currently being undertaken within County Durham. • Future flood mitigation work to be undertaken and detail of funding. • Any issues identified in relation to flood mitigation schemes/ projects within the County.

Children and Young Peoples Overview and Scrutiny Committee (CYP OSC)

Update on Previous Reviews	An update on the progress of the recommendations of the alcohol and substance misuse by young people review was presented at CYP OSC on 24 February.
Scrutiny Review Activity	Work is continuing on the self-harm by young people review.
Overview reports/Presentations	<p>CYP OSC on 24 February 2015 received reports/presentations on:</p> <ul style="list-style-type: none"> • LSCB Serious Case Review Progress • Special Education Needs and Disabilities Reforms • Verbal update on Review of Self Harm • Children, Young Peoples and Families Partnership minutes summary

Adults, Well-being and Health Overview and Scrutiny Committee (AWH OSC)

Update on Previous Reviews	There are no systematic reviews to report on for this period.
Scrutiny Review Activity	
Overview reports/Presentations	<p>AWH OSC on 2 March 2015 received report/presentations on:</p> <ul style="list-style-type: none"> • County Durham and Darlington NHS Foundation Trust – Emerging Clinical Strategy • Five Year Forward View – Report and presentation by North Durham CCG and Durham Dales, Easington and Sedgefield CCG • Planning progress update and Draft Commissioning Intentions for 2015/16 – Report and presentation by North Durham CCG and Durham Dales, Easington and Sedgefield CCG • Cardiovascular disease (CVD) prevention strategic framework for County Durham • Pharmaceutical Needs Assessment

Performance/Budget/Work Programme Reporting

- 4 Information on both performance and outturn reports continue to be received and commented upon.

Recommendation

- 5 Members are invited to receive the report and note the information contained therein.

Background Papers: Previous committee reports/presentations.

Contact: Jenny Haworth Tel: 03000 268071
Email: jenny.haworth@durham.gov.uk

Appendix 1: Implications

Finance – N/A

Staffing – N/A

Risk – N/A

Equality and Diversity / Public Sector Equality Duty – N/A

Accommodation – N/A

Crime and Disorder – N/A

Human Rights – N/A

Consultation – N/A

Procurement – N/A

Disability Issues – N/A

Legal Implications – N/A