

**Corporate Overview and Scrutiny
Management Board**

18 March 2019

**Quarter Three 2018/19
Performance Management Report**



Report of Corporate Management Team

Lorraine O'Donnell, Director of Transformation and Partnerships

Councillor Simon Henig, Leader of the Council

Electoral division(s) affected:

Countywide.

Purpose of the Report

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

Performance Report for quarter three, 2018/19

- 2 The performance report for quarter three, 2018/19 is attached at Appendix 2. It is structured around a set of key questions aligned to the six priority themes of the Altogether framework and includes the key performance messages from data available this quarter along with visual summaries and data tables for each priority theme.

Future Performance Reporting

- 3 As our current vision, which forms the basis of this performance report, is over nine years old and many of the original aims have been achieved, we are developing a new set of proposed ambitions that better reflect the needs and opportunities of County Durham. Consequently, from quarter one, 2019/20, the format and content of this performance report will change to align it to the new vision.

Executive summary

4 Key performance messages for quarter three, by priority theme:

Altogether Wealthier

- (a) The medium-term employment rate remains positive and there are early indications of further improvement, although productivity in the county remains sluggish and is constrained by relatively large numbers of people of working age on state benefits or with low earnings. Inward investment into the county is continuing (£17 million during quarter three) and an estimated £1.5 million in economic benefit was realised from our four latest tourism and cultural events (Tour Series, Brass Festival, Book Festival and North Pennines Stargazing Festival). Turning to housing, as fewer households than anticipated contacted us through 'duty to refer', we have enhanced communications to ensure all relevant public bodies are aware of their obligation to refer those who are homeless or threatened with homelessness to Housing Solutions.

Altogether Better for Children and Young People

- (b) Finalised data have confirmed educational improvements across all key stages. However, we remain concerned by the widening gap between disadvantaged and non-disadvantaged pupils in GCSE attainment, and the proportion of secondary schools rated as 'requires improvement' or 'inadequate'. There have been improvements in children's social care but vulnerabilities remain in relation to some staff caseloads remaining high and inconsistencies in the quality of casework. The implementation of our new case management system (Liquid Logic) is positive and will support further improvement. We have noted variation in the under-18 conception rate across the county and have implemented a new Teenage Pregnancy Prevention Framework to address this.

Altogether Healthier

- (c) 44% of children and young people are physically active, but there is evidence that inactivity and diet are leading to unhealthy weight gain for some children, with more than 37% of all 10-11 year olds now overweight or obese. Although smoking prevalence is better than both the England and regional average, mothers smoking at time of delivery remains a concern. A smoking in pregnancy steering group has been established to reduce smoking in pregnancy to 6% by 2022. To reduce the suicide rate across the county, which is worse than both the regional and England averages, a new suicide prevention action plan is now in place which includes; an early warning system to flag up people at risk,

review of the referral processes and out-of-hours crisis provision, and an audit of the support provided by the community and voluntary sector.

Altogether Safer

- (d) The change in crime recording practices continues to impact the crime and anti-social behaviour (ASB) levels, as many incidents previously recorded as ASB are now recorded as crimes. Overall crime levels have increased, but reported anti-social behaviour incidents have decreased by a similar number. Although our substance misuse service was rated as 'requires improvement', the Care Quality Commission also recognised many areas of good practice. A rise in recorded domestic violence incidents of 6% has been noted if compared with 2017 and is being further investigated; improvements in support have been made with Operation Encompass (addressing the impact of domestic abuse on children) now in every County Durham school.

Altogether Greener

- (e) The slight increase in reported enviro-crime is due to increases in litter, graffiti and most notably bonfires. There were fewer reported fly-tips. Although there has been an increase in household waste re-used, recycled or composted, we are concerned about the level of contamination (especially plastic bags) in the waste. Our strategy towards single use plastics has now been finalised and we are assessing the implications of the newly released Resources and Waste Strategy for England. We continue our flood prevention programme with a £6 million investment to open up a 90 metre stretch of the Cong Burn below the market place at Chester-le-Street.

Altogether Better Council

- (f) Attendance management is performing better than target, but remains a focus. We are tackling the main causes, 'musculo-skeletal' and 'mental health' problems, through targeted interventions and the implementation of specific actions across the authority. Our new performance appraisal scheme is underway, and now includes the offer of a coach or mentor. The appraisal also requires a discussion on health and wellbeing. We are working toward gold award status (better health at work) with the launch of a new employee health and wellbeing survey in early 2019. We continue to develop our Customer Relationship Management (CRM) system to enhance customer experience, with more services becoming available online, including the ability to book, cancel and amend appointments at our Customer Access

Points, more customers utilising digital channels and the launch of a Member Portal. The Freedom of Information (FOI) request backlog has now been cleared and we have introduced a more streamlined sign off process.

Risk Management

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

Recommendation

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

Contact: Jenny Haworth

Tel: 03000 268071

Appendix 1: Implications

Legal Implications

Not applicable.

Finance

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

Consultation

Not applicable.

Equality and Diversity / Public Sector Equality Duty

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

Human Rights

Not applicable.

Crime and Disorder

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

Staffing

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

Accommodation

Not applicable.

Risk

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

Procurement

Not applicable.

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Altogether better

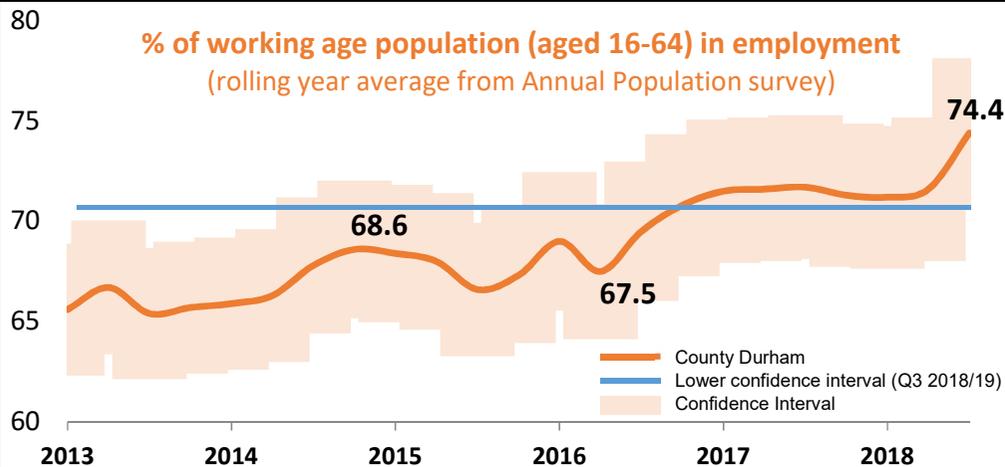


Durham County Council Performance Management Report

Quarter Three, 2018/19



1. Do residents have good job prospects?



Key employment stats for the county

79.3%	male employment
69.8%	female employment
73.5%	of employed people work in the private sector
28.0%	of employed people work part-time
56.9%	employment in 16 to 24 age group
85.0%	employment in 25 to 49 age group
67.2%	employment in 50 to 64 age group
9.5%	employment in 65+ age group
82.9%	employment rate for those without a disability
49.4%	employment rate for those with an Equality Act core or work limiting disability

❖ Additional employment rate information available [here](#)

Work and Health Programme

For those prevented from working due to a health condition

Throughout 2018,

- **794** referrals received
- **582** people engaged
- **80** people moved into full-time employment

North Durham Assist and South Employability Mentoring

Services to help people aged 25+ into employment / start their own business.

Launched during quarter, and to date,

- **39** people engaged
- **5** people moved into employment

Wheels to Work (W2W)

Moped loan scheme to help people into employment, education or training that would otherwise be inaccessible due to poor transport connections or out-of-hour work

Since 2016 launch, **89** people helped,

- **74** into employment
- **12** into apprenticeships
- **3** into education

Area Action Partnership funded until June 2019. Looking at other funding sources to retain the scheme and expand countywide

Altogether Wealthier

- 1 The priority theme of Altogether Wealthier is structured around the following five key questions:
 - (a) Do residents have good job prospects?
 - (b) Is County Durham a good place to do business?
 - (c) Do residents have access to decent and affordable housing?
 - (d) Is it easy to travel around the county?
 - (e) How well do tourism and cultural events contribute to our local economy?

Do residents have good job prospects?

- 2 Since quarter two, the employment rate has increased by 2.8 percentage points and is above the 73% target in the Regeneration Statement. However, as the rate is an estimate from a sample survey it is possible that this increase is due to random sample variation, although the increase does remain within the estimated confidence intervals (+/- 2.9%). We will know if this is the case at the next data release in April.
- 3 The employment gap across County Durham between those with an Equality Act core or work limiting disability and those without a disability increased from 37 percentage points in 2014 to 46.6 percentage points in 2016. However, this has now fallen to 33.5 points, while the national gap has remained stable at around 27 points.

Is County Durham a good place to do business?

- 4 County Durham has historically suffered from the lower wage economy compared to national averages and has the fifth lowest GVA per filled job in its peer group areas in the North East of England (out of seven NE areas¹), when comparisons of productivity are made. Productivity in the county continues to rise at a similar rate to regional and national productivity growth, while still being constrained by the relatively large number of persons of working age in the county on state benefits and low earnings (compared nationally). However, it still remains below UK productivity levels by 14.6%.
- 5 During quarter three, five inward investment projects, valued at more than £17 million, came to fruition. These projects include VBites, which has purchased the

¹ Productivity comparisons are calculated using Nomenclature of Territorial Units for Statistics (NUTS), this is a hierarchical classification of administrative areas, used across the European Union (EU) for statistical purposes. Further information is available on the [Office for National Statistics](#) website.

former Walkers crisp factory at Peterlee and intends to create 300 jobs, and a plastic recycling plant for Biffa in Seaham.

- 6 'Finance Durham', which helps deliver business and economic growth across the county by supporting Small and Medium-sized Enterprises (SMEs) struggling to access the growth finance needed to develop their businesses, completed three investment deals. Dyer Engineering, based at Annfield Plain, received £750,000 to support its growth plans and exploit new business opportunities. Parsons Containers, based at Sedgefield, received £500,000 to support its growth plans, enhance its digital presence and support the business to open four new sites for its self-storage brand 'U hold the Key'. G20 Water Technology received £200,000 to help increase its Research and Development facilities at its laboratory at NETPark.
- 7 During quarter two, Business Durham applied to the European Regional Development Fund (ERDF) for a £6 million capital grant. This application has now been approved and will provide grants of up to 40% to businesses investing at least £100,000 in capital equipment or new premises to support their growth.
- 8 Due to ERDF funding, businesses which have been trading for less than 12 months can now apply for funding of up to £10,000 (previously £2,500) through the 'Durham City Incubator', an initiative with Durham University and New College Durham for business owners and entrepreneurs across the County. This is in addition to a six-month programme of support, advice and training to help the new businesses thrive.
- 9 During quarter three, in advance of a showcasing event for engineering and manufacturing companies (EMCON 2018), 21 small and micro businesses from across the county accessed 'The Incubator Zone', a support package for first time exhibitors. The support package included help and advice on exhibiting at large events as well as basic exhibition materials, designed and printed ready for the show.
- 10 Business Durham has launched its 'Powered by People' campaign, the objective of which is to give businesses, influential developers, employers and partners, the ability to promote County Durham and grow business and jobs across the county. The council, with Durham University, hosted a regional business event on 31 January, bringing together businesses, key partners and groups from across the county and wider North East to look at the role of the North East in delivering the UK economy.
- 11 We also launched the annual Future Business Magnates competition, themed 'Made in County Durham, sold to the world'. Pupils from local schools will develop a product or service that can be made using skills found within the county and exported around the world. The competition will be judged by Business Durham in July.

- 12 December saw the return of 'free after 3pm' for all council owned parking. The initiative, now in its sixth year, encourages people to shop locally and support local businesses during the festive period. In addition, to support 'Small Business Saturday' on 1 December, all council owned parking was free after 10am.

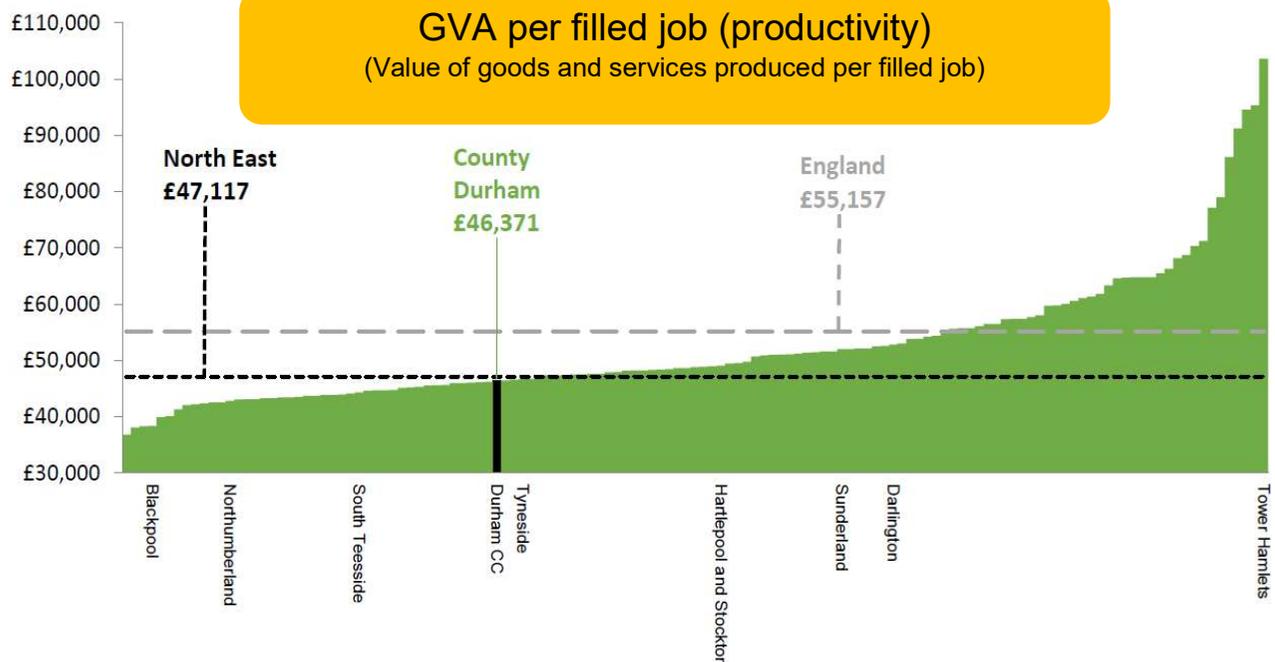
Do residents have access to decent and affordable housing?

- 13 The duty to refer, a statutory obligation on certain public bodies such as the NHS or the police to refer those who are homeless or threatened with homelessness to Housing Solutions, was introduced in October 2018. Consequently, we expected an increase in the number of households accessing Housing Solutions during quarters three and four. However, this was fewer than anticipated (87 clients). We will enhance our communications to ensure public bodies are aware of and adhering to the duty.
- 14 We are consulting on both the Housing Strategy and Homelessness Strategy, alongside the County Durham Plan, until 8 March.
- 15 We are preparing a business case to widen selective licensing across the county. If approved, this will require private landlords to obtain a licence for each of their properties. Licensing should lead to improved housing standards, reliable longer-term tenancies, fewer empty properties, reduced anti-social behaviour and reduced homelessness.
- 16 Our partnership with Keepmoat Homes has delivered almost 2,000 homes since its establishment in 2001.

Is it easy to travel around the county?

- 17 Our Strategic Cycling and Walking Delivery plan for 2019-2029 has now been approved by Cabinet. The plan is supported by a five-year action plan which will be translated into a work programme, so progress can be monitored.
- 18 Initial work on the new £10 million railway station at Horden is due to start during February with the station expected to open to passengers in spring 2020.

2. Is County Durham a good place to do business?



County Durham

↑ £38,575 (2009)
£46,371 (2017)

National

↑ £46,276 (2009)
£55,157 (2017)

Comparison

Co. Durham +20%
 ★ National +19%

❖ An explanation of how GVA per filled job is calculated can be found [here](#)

County Durham Plan

Changes made following the most recent consultation include;

- fewer proposed housing sites (43 to 28)
- safeguarding two potential routes for a possible Northern Relief Road
- more flexibility in town centre policy, recognising the full spectrum of town centre uses

We are now consulting on the pre-submission draft of the Plan until 8 March 2019.

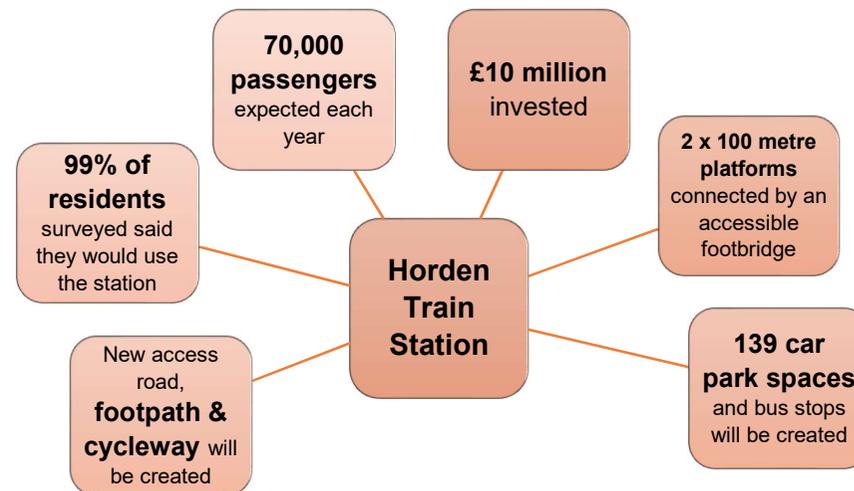
Business Durham Activity

Compared to Q2

5	inward investments secured	↑ 4
£17m	value of inward investments	
£6m	ERDF grant approved	
84%	Business Durham floor space occupied	↑ 1.4pp
765	jobs created (472) or safeguarded (293)	↑ 192%
£19.2m	GVA from jobs created/safeguarded	↑ 11.5m

3. Do residents have access to decent and affordable housing? 4. Is it easy to travel around the county?

Decent and affordable housing (Oct-Dec 18)		Compared to Q2
411	Properties improved / adapted / brought back into use	↓ 12%
2,929	households accessed Housing Solutions	↓ 6%
269	households helped to stay in their homes through homelessness prevention work	↓ 7%
336	households helped to move to alternative accommodation	↑ 21%



Eden Field
Newton Aycliffe

- Phase three completed
- 94 new properties;
 - 69 completions
 - 12 affordable homes
 - 13 lets



Chester-le-Street

- In partnership with Keepmoat Homes, we have begun work on a 78 home residential development.
- includes affordable homes for rent and sale

Cycling and Walking Delivery Plan 2019-29

Actions include:

- Requiring new developments and roads to include cycling and pedestrian routes
- Completing construction of the Great North Cycleway
- Constructing Cycling Super Routes linking key settlements within 5 miles of Durham City.
- Implementing practices that enforce safety and attractiveness of cycling / walking
- Supporting 20mph zones
- Encouraging installation of cycle parking and electric charging points within easy reach of workplaces.
- Providing Health Walks for adults (Walk Durham)

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

- 19 Durham Town Hall is now open to visitors every Saturday from 10am to 3pm, to showcase its heritage, its collections and its history. During the first three months of its opening, there were 942 visitors.
- 20 Lumiere Durham, which is set to return in 2019 to celebrate its 10-year anniversary, was awarded 'Best Creative Lighting Event' at this year's darc awards which celebrates the best in lighting design from across the world.
- 21 Plans to create a new history centre bringing together archive and heritage services for the county have been approved. County Durham and Darlington's archives will be housed alongside Durham's historic registration records, environment and archaeology records, local studies collection and the DLI collection. Construction on the new History Centre, including restoration and refurbishment of the Grade II listed Mount Oswald Manor, is expected to start 2020 and the multi-use venue where visitors can access collections, talks and behind the scenes tours will be fully open during 2022.

ALTOGETHER WEALTHIER

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

North Pennines Stargazing Festival



£118,748	estimated economic benefit
1,512	people attending (↑ 50% from 2017)
30	events held from 20 October-4 November
25%	of festival goers stayed overnight (↑ 7% from 2017)
4.4	average number of nights stayed
£8.50	ROI for every £1 spent

14,834
people attended heritage open day events in September 2018

↑ **15%**
compared to the previous year

2018 Tour Series (May 2018)

- **10,000** visitors
- **£326,471** gross expenditure impact
- **£158,036** net visitor expenditure
- **£144.03** average spend per 24 hours by overnight visitors (13% of visitors stayed overnight)
- **£81.03** average spend by day visitors



Brass Festival (July 2018)

- **23,757** visitors
- **£492,383** net visitor spend
- **£23.88** average individual spend
- **£873,732** total net economic impact
- **£115,000** DCC investment
- **760%** ROI



Durham Book Festival (October 2018)

- **7,983** visitors
- **£104,868** net visitor spend
- **£548,256** total net economic impact
- **£75,000** DCC investment
- **731%** DCC ROI



280
tourism businesses are participating in the Scheme

↑ **64**
businesses compared to Q3 2016/17 (30%)

82%
retention rate

179
renewals

101
new partners



3,384
visitors from
Apr–Oct 2018

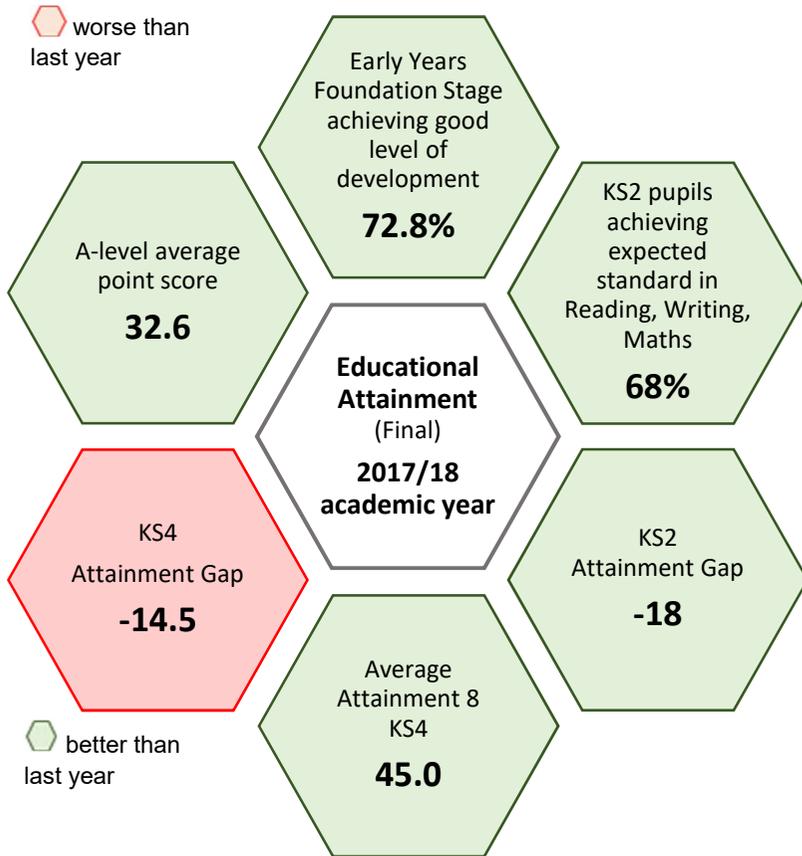
Binchester Roman Fort

Major enhancements include:

- installation of electricity to allow modernisation of the ticketing system and the extension of the opening season.
- a new timber building to protect the Roman Bath House.

ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE

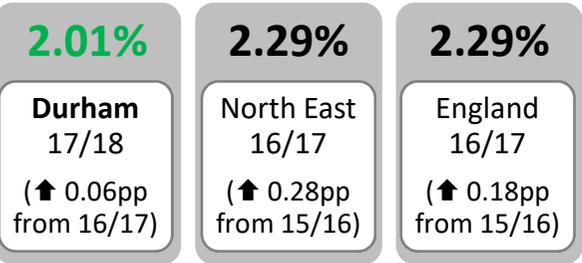
Are children, young people and families in receipt of (1) universal services and (2) early help services appropriately supported?



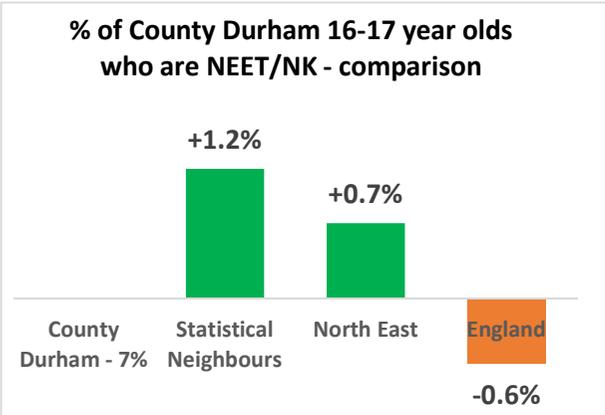
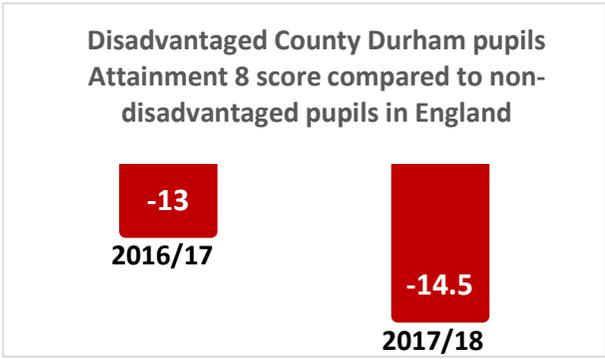
2,134 cases open to **One Point** (as at 17 October 2018)

93% of **One Point** assessments completed within 45 working day timescale (Apr-Sep 2018)

% of children with at least one fixed term exclusion



*provisional



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

Schools judged **good or outstanding** (as at 31 December 2018)



Education Health & Care Plans

84% plans issued within 20 week timescale

Improvement on last year, but not achieving target

- For the first time in two years, under 18 conceptions increased; to 190 (Oct 16-Sep 17) from 181 in the same period last year
- Rate of teen pregnancy is lower than in North East but higher than in England

Teenage Pregnancy Prevention Framework is encouraging healthy relationships



Altogether Better for Children and Young People

- 22 The priority theme of Altogether Better for Children and Young People is structured around the following four key questions:
- (a) Are children, young people and families in receipt of universal services appropriately supported?
 - (b) Are children, young people and families in receipt of early help services appropriately supported?
 - (c) Are children, young people and families in receipt of social work services appropriately supported and safeguarded?
 - (d) Are we being a good corporate parent for looked after children?

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

- 23 Final data confirms our attainment 8 score for state-funded schools, which measures pupil achievement across eight different subjects, as 45.0. Whilst this has improved from 44.6 last year, evidencing a positive direction of travel, it is below the national average for state-funded schools (46.4) and places the county in the third quartile of all local authorities. The data also identifies a widening gap between our disadvantaged pupils and non-disadvantaged pupils nationally. County Durham's disadvantaged pupils did however achieve the second-highest attainment 8 score of all disadvantaged pupils across our regional neighbours in 2018.
- 24 Work is ongoing regarding exclusions. We have agreed with Head Teachers that once a school has taken in the equivalent of 1% of pupils within a year group, they will not be required to take any more pupils who have been permanently excluded or who have had two or more managed moves.
- 25 The proportion of secondary schools in the county rated as 'requires improvement' or 'inadequate' by Ofsted remains a concern, with an additional school (The Hermitage Academy) rated as 'inadequate' this quarter. It should be noted that latest published data identifies almost three-quarters of secondary pupils in County Durham (72%) are taught in 'outstanding' or 'good' secondary schools, which remains above the regional average (67%). Ofsted announced plans to overhaul school inspections so greater focus is given to the quality of education². Consultation regarding the proposed changes to the education inspection framework closes 5 April 2019.
- 26 The government is reviewing safeguarding and contact with electively home educated children. It is being proposed nationally that parents who choose to

² [Ofsted consultation](#) (Sep 18–Apr 19)

educate their children this way must register their child's details with their home local authority, including information on the education being provided. Our Children's scrutiny committee has scheduled a local review on elective home education as part of their work programme.

- 27 We are developing a new Special Educational Needs and Disability (SEND) Strategy, based on feedback from people across the county who have SEND. The strategy sets out where we would like to be four years from now and is accompanied by a one-year action plan.
- 28 During quarter three, 4.5% of County Durham young people aged 16-17 were recorded as not in education, employment or training (NEET). However, this figure cannot be reviewed in isolation due to the proportion of this age group whose destination is not known (NK). As some are likely to be NEET, the two cohorts (NEET and NK) must be considered together.
- 29 NEET young people aged 16-24 in County Durham are offered support from DurhamWorks (an European funded, Durham County Council led partnership programme). As of the end of December 2018, the programme had offered support to 5,292 verified participants. 2,792 young people have completed the DurhamWorks programme, with 2,513 (90.0%) progressing to education, employment, training, gaining a qualification or receiving an offer of education employment or training.

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

- 30 As at 31 December 2018, 6,923 families were attached to the Stronger Families Programme, which is much higher than the original programme target of 4,360 by May 2020. To date 1,730 families (40% of our target) have achieved significant and sustained outcomes as described in the County Durham Family Outcome Framework, with an additional 364 families awaiting certification (which would increase the number to 2,094, 48% of our target).
- 31 We recently submitted our first Stronger Families Earned Autonomy assurance update to the government which was followed by a monitoring visit on 4 February 2019. Early Help services are available across the whole county but as part of stronger families pilots, we are setting up 'Early Help Panels' within three localities identified as having high demand for both statutory children's services and early help, as well as specific issues such as school readiness, school attendance and exclusions.
- 32 The panels will ensure key early help services such as schools, child health and the voluntary and community sector work closely in a co-ordinated and effective way. We will also co-ordinate evidence-based interventions such as Family

Network meetings, Family Group Conferencing and targeted parenting and empowerment programmes. Best practice will be rolled out to other parts of the county.

- 33 Variation in the under-18 conception rate across the county (some wards are consistently 20% higher than the countywide average) has led to the implementation of a Teenage Pregnancy Prevention Framework. The framework aims to prevent unplanned pregnancy and develop healthy relationships by co-ordinating preventative interventions such as a mobile sexual health service, young person's portal, relationship sex education (RSE) programmes and the young parent pathway.
- 34 We are also supporting secondary schools to review their RSE provision, so it can be accessed by all pupils in an educational setting. From December 2018, we have been supporting primary education, particularly in relation to the transition between Key Stages two and three, and a greater emphasis will be placed on vulnerable groups and developing networks to support more schools.

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

- 35 As at 3 January, our statutory social work teams were supporting more than 3,800 children, including 434 children on a child protection plan and 839 looked after children.
- 36 In early January, we received a focused visit from Ofsted. Inspectors recognised our improvement journey, the improvements we have made and the impact this is starting to make. They told us that we have good understanding of our challenges, appropriately focused improvement plans and good support from the council. They recognised that the pace of change has stepped up over recent months and that we need to continue to maintain and increase this pace of change. We will continue to implement the changes we have planned as well as addressing any additional recommendations following the focused visit³.
- 37 We have noted a recent increase in statutory re-referrals and are undertaking further analysis to determine the reasons for this. An update will be provided at year-end.
- 38 The council's child protection processes continue to be closely monitored. The proportion of an Initial Child Protection Conferences (ICPCs) held within 15 days of

³ [Ofsted focused visit summary](#) (10-11 January 2019)

a strategy meeting is a concern. The number of Section 47 investigations⁴ remains relatively high historically but has stabilised this financial year following sharp increases between 2015/16 and 2017/18.

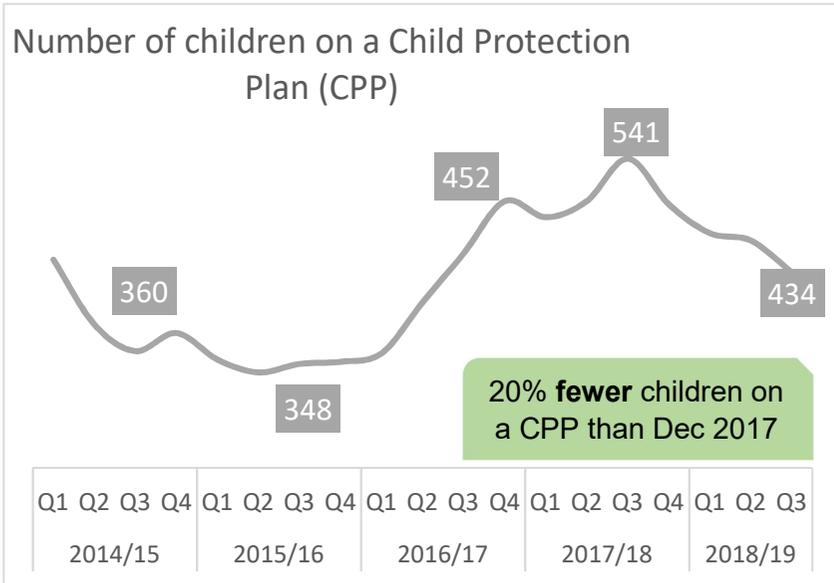
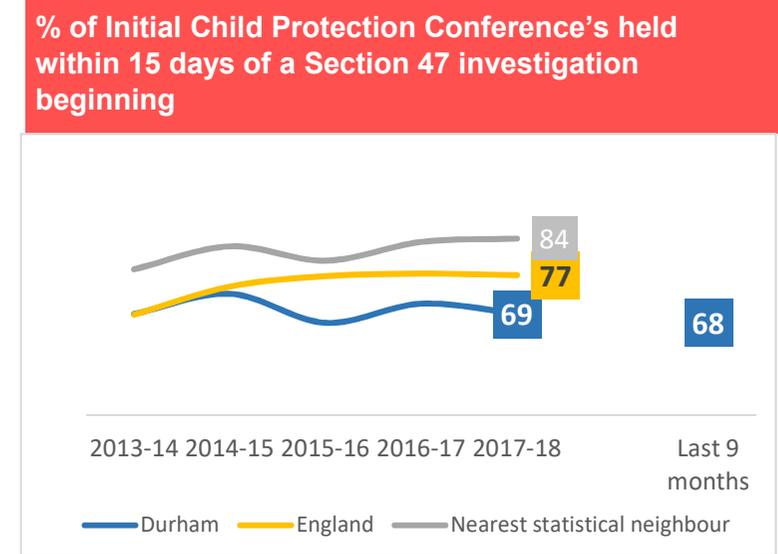
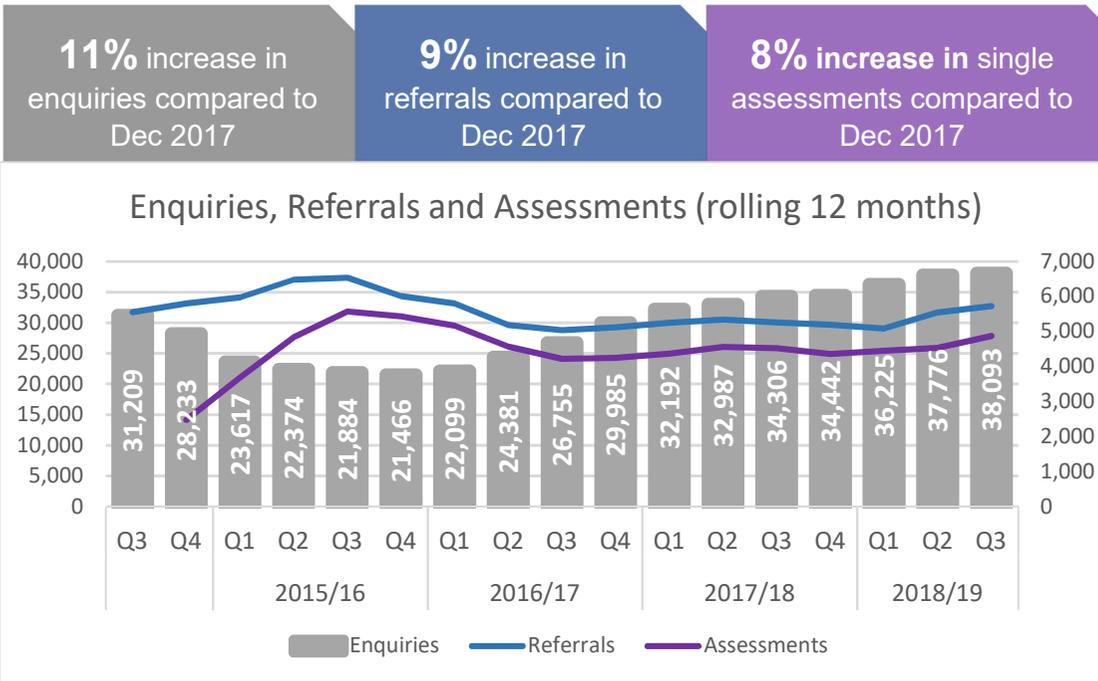
- 39 These concerns reflect the complexity of our case work and the additional demand on social workers and independent reviewing officers. We are to review the child protection conference process and an additional two Independent Reviewing Officers are to be appointed.
- 40 Social worker caseloads remain a priority issue, mainly within our Families First Teams. Actions are in place to address this issue by improving case progression and recruiting and retaining staff. These include: expanding the Integrated Clinical Service (ICS), introducing social work assistants, increasing staffing in the Supervised Contact Service, recruiting an additional 12 newly qualified social workers, creating a new enhanced social work practitioner grade for 12 posts.
- 41 The introduction of a Recruitment and Retention Allowance for 'hard to fill' social worker posts should reduce agency workers across the Families First Teams by encouraging people to apply for permanent roles within the council.
- 42 Following our 2016 Children's Services Ofsted inspection, we received a recommendation to 'continue with the plan to review existing recording systems to ensure that children's case records are organised in such a way that they present a coherent, accurate and easily accessible picture of a child's journey'. Our new case management system (Liquid Logic) successfully went live on 1 February 2019. It provides a much-enhanced system to support staff practice and allows high quality recording of every child's journey. The initial implementation was very positive, but much work remains to fully realise the benefits of it in work practices.

⁴ If we have reasonable cause to suspect that a child who lives, or is found, in our area is suffering, or is likely to suffer, significant harm, we carry out a Section 47 investigation to determine whether any action should be taken to safeguard that child.

ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE

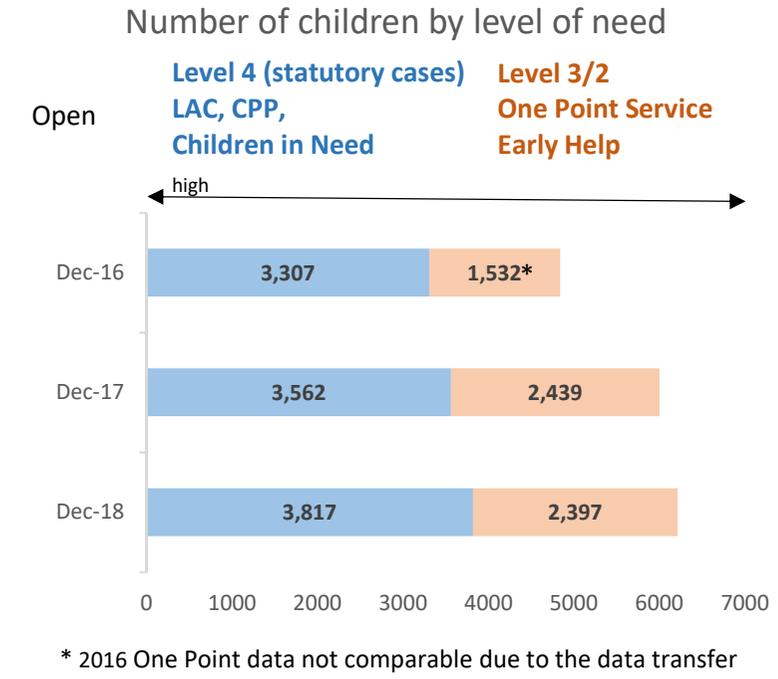
3. Are children, young people and families in receipt of social work services appropriately supported and safeguarded?

Journey of a child



**Statutory case file audit:
Score of 6 or above**

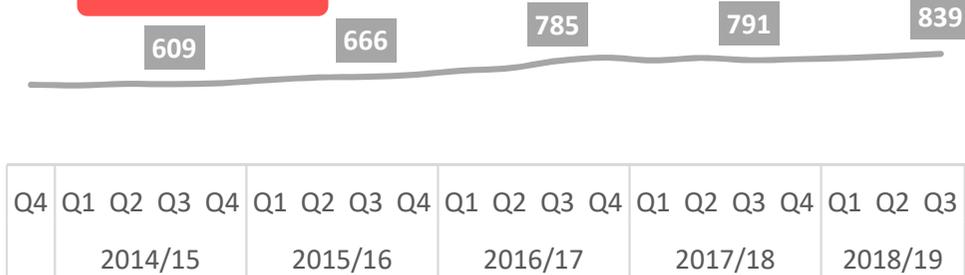
80%
40 of 50 case files given a scaling score of 6 or above. Achieved target (80%). ✓



ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE

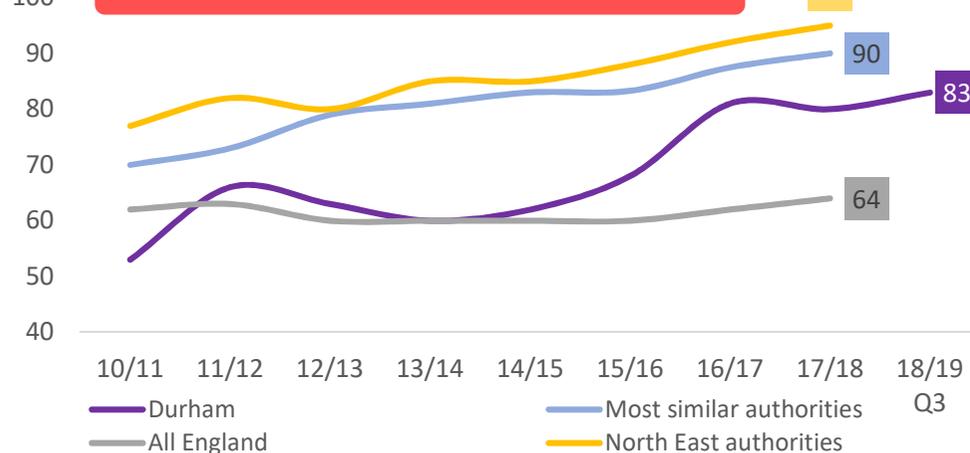
4. Are we being a good corporate parent to Looked After Children (LAC)?

Number of LAC



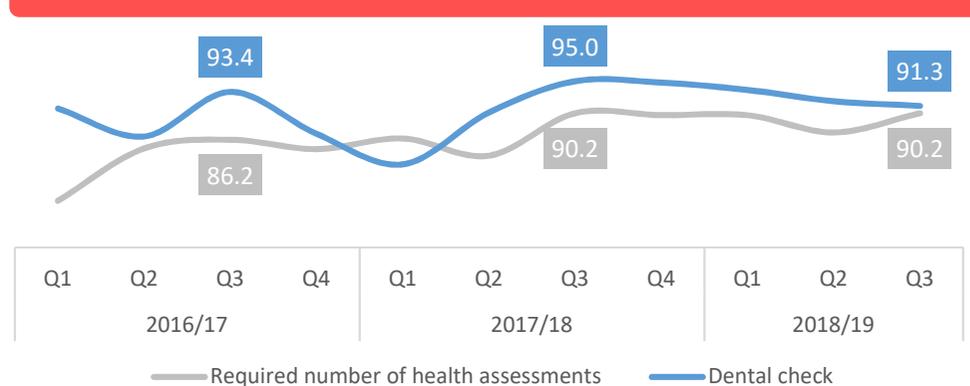
The Local Authority has successfully slowed the increase in LAC to just over 800: over the last 21 months there has been a 3% increase compared to 32% the two years prior to that.

Rate of LAC per 10,000 population under 18



Our LAC rate is **lower** than regional and most similar authority averages, but higher than national average.

% of children looked after continuously for 12 months or more who had:



South Durham is one of four designated family judge areas in the country meeting the 26 week care proceedings target.

Click [here](#) for more information about average duration of care applications (Section 31) by Designated Family Judge area in England.



207 foster carer enquiries received (Apr-Dec 18)

Foster care recruitment drive in January 2019

Fostering & Adoption

- **Fewer** children adopted from care
- Campaign to recruit new adopters continues
- Fewer children in **foster care**
- **Fewer** looked after children in **external residential placements**

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

- 43 The current number of LAC is high by historical standards, but growth has slowed over the last couple of years. In the two years between March 2015 and March 2017, the number of LAC increased by 32% but in the 21 months since then the number increased by 3%.
- 44 The regional Association of Directors of Children's Services is investigating increases in LAC. Local analysis is also scheduled to take place and will incorporate age profiles, length of time they are looked after and reasons for ceasing to be looked after. The local and regional increases mirror trends seen elsewhere across the country.
- 45 The confirmed high rate of LAC has impacted upon the stability of placements. Some placement moves are because it will be positive for the child, others are due to the rise in numbers, complexity of children in care, loss of support services, increases in emergency placements and placement breakdowns. Our Placement Stability Strategy aims to address these issues and an action plan is being developed.
- 46 We are continuing our foster care recruitment campaign to increase in-house capacity. Our January campaign aimed to take advantage of the increased interest in fostering seen in January on an annual basis.
- 47 We feel that care proceedings take too long for some children. Children and Family Court Advisory Support Service (CAFCASS) data identifies variance in performance between the North and South courts which we use. Children's Social Care continue to work closely with the council's Legal Team to ensure the best outcomes for children in the most efficient and effective way. The average number of weeks for care proceedings in Durham remains lower than the England average.
- 48 We are continuing to work jointly with colleagues in County Durham and Darlington NHS Foundation Trust to ensure initial health assessments are undertaken within 20 days of a child becoming looked after. Workshops have been held with council and health colleagues to review the process.
- 49 Fewer children were adopted in the year to date than last year and we are continuing to focus upon our Adopter Recruitment Strategy. There is a lot of activity ongoing with potential adopter assessments, second-time adopters coming forward, and nine completing training in January and 14 starting. Training is also booked for new adopters in March and June. Work is also progressing on developing Foster to Adopt arrangements for five children. Development of a new training programme is ongoing in line with the development of the Regional Adoption Agency (RAA).

ALTOGETHER HEALTHIER

1. Are our services improving the health of our residents?

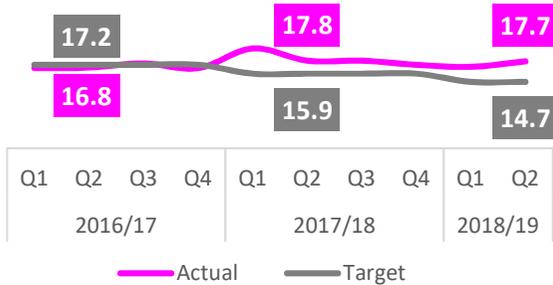
Smoking Quitters (Apr-Sep 2018)

1,104 supported to quit via SSS

Did not meet target **1,150** ✘

fewer than last year **1,315** ↓

% of mothers smoking at time of delivery



Suicide Rate (2015-17)

12 per 100,000 pop'n (166 people)

- Slight decrease since 2014-16 ↓
- Worse than England average (9.6) ✘
- Worse than NE average (10.8) ✘

Children and Young People Participation in Physical Activity

County Durham

Active **43.6%**

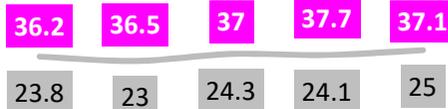
Less Active **32.6%**

England

Active **43.3%** ✓

Less Active **32.9%** ✓

% children overweight or obese



2013/14 2014/15 2015/16 2016/17 2017/18
 — 4-5 yr olds — 10-11 yr olds

Click [here](#) for more detailed analysis of excess weight and contributing factors in County Durham.



Data Academic Year 2017/18

Prevalence of Overweight and Obese Children (ages 10-11)

Less than 28 28 to <32 32 to <38 38 and over

North East
 We are ranked **4th lowest**
 Sunderland is highest

England
 We are **worse than** England average (34.3%) ✘

Active 30 Campaign

- **139** of 256 schools (**54%**) have pledged to be more active
- Can choose to commit 10,20 or 30 minutes

Altogether Healthier

- 50 The priority theme of Altogether Healthier is structured around the following two key questions:
- (a) Are our services improving the health of our residents?
 - (b) Are people needing adult social care supported to live safe, healthy and independent lives?

Are our services improving the health of our residents?

- 51 The Clinical Commissioning Groups (CCGs) have set up a task and finish group to reverse the recent decline in referrals to the Stop Smoking Service. The group is amending processes for Long Term Condition reviews and streamlining the referral process. We will also be working closely with County Durham and Darlington NHS Foundation Trust (CDDFT) to increase referrals from secondary care.
- 52 We have evaluated the incentive scheme to reduce smoking at the time of delivery where those who commit to quit are offered high street shopping vouchers. We found a small increase in the rates of those women who quit as part of the scheme, however the scheme has now been discontinued.
- 53 A Smoking in Pregnancy steering group has been established, based on the outcomes of a local multi-agency workshop, to achieve the regional ambition of reducing smoking in pregnancy to 6% by 2022. The first meeting was in February 2019 and focused on developing a multi-agency strategic plan for the County.
- 54 Our Adults, Wellbeing and Health Overview and Scrutiny Committee (AWHOSC) has reviewed the measures put in place by the council and its partners to improve mental health and wellbeing of residents. A Suicide Prevention Alliance Action Plan has been developed which includes an extension to the early warning system to flag up those at risk of suicide in order that preventative mental health services can be better targeted.
- 55 The AWHOSC report recommends a multi-agency approach to learn from suicides, along with a flagging system for self-harm/attempted suicide across all visitors to A&E departments. The paper also calls for reviews of the referral processes to mental health services and accessibility of out-of-hours crisis provision, as well as an audit of current support within the community and voluntary sector.
- 56 Sport England has carried out the first ever Active Lives Children and Young People Survey, which shows that nationally one in three children are not active, i.e. doing less than 30 minutes of physical activity a day, which is half the amount recommended by government guidelines (this equates to 2.3 million children aged 5 to 16). The survey also found that the gap between girls' and boys' activity levels widens from the end of primary school and there are inequalities in activity levels

based on family income. A second report is due to be published in March 2019 with data about the attitudes of children and young people towards physical activity.

- 57 A range of initiatives to increase levels of physical activity and improve food that children eat are now in place. Active Durham's 'Active 30' Campaign to support schools to increase physical activity opportunities for all pupils, every school day, was launched in September 2018.
- 58 Work is being developed by the Child Poverty Action Group to address child poverty - a specific focus of the group is to address opportunity and food poverty experienced by families during school holidays throughout the year. Work is continuing with Area Action Partnerships and the voluntary sector to develop a coordinated approach to provision during 2019, and a bid for funding has been submitted (in early February) to the Department for Education's Holidays Activities with Food Programme. The outcome of the bid is expected in March.
- 59 Across County Durham, funding from the Soft Drinks Industry Levy has been used to improve school kitchen and dining environments, purchase school outdoor play equipment and develop school outdoor sports facilities. An allocation of funding has also been used for schools to bid for matched funding to develop facilities, e.g. trim trails, green gym facilities, hard court and sports hall markings, changing facilities, bike sheds and the development of school growing clubs. To date 25 primary and 12 secondary schools have taken advantage of this funding.
- 60 We are consulting, as part of the County Durham Plan until 8 March, on the Hot Food Takeaway Policy, which seeks to restrict applications for new premises within 400m of school or college buildings or in areas where the proposal would result in hot food takeaways making up more than 5% of premises.

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

- 61 #NextStepHome is a County Durham Integrated Community Care Partnership campaign launched in November, it is designed to improve patient flow especially in the winter months when demand increases. It promotes the use of a 'perfect discharge' pathway, a helpful tool for both hospital and community colleagues to identify key steps in assessing patients for discharge and planning for home. By improving patient flow, we can help manage the pressure on the emergency departments, and it is hoped that by working together in this way we will be able to embed this good practice across the system for the longer term.

ALTOGETHER HEALTHIER

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



583.7

adults aged 65+
(per 100,000 population)
admitted to residential or
nursing care on a permanent
basis
(Apr-Dec 2018)

**Increase compared to
last year (533.8)**



684,681

Bed days commissioned
for 65+ in residential or
nursing care
(Apr-Dec 2018)

**Increase compared to
last year (679,583)**



2.5

Daily delayed transfers of
care, per 100,000 population
(Nov 2018)

**Better than national
(9.3) and regional (6.4)**



86.1%

of patients discharged into
reablement/ rehabilitation
services were still at home
after 91 days
(Jan-Sep 2018)

**Better than target
(85.9%)**

No. of Excess Winter Deaths

Latest data
published by Public
Health England is
available
[here](#)

**33,092
England**

Across England death rate increases by 19%
during winter months

**1,686
North East**

County Durham rate of excess winter deaths is 20.6
North East (19.5) England (21.6)

**365
Co. Durham**

In many northern European countries with much colder
weather than ours a rise of such magnitude is not observed

**County
Durham Cold
Weather Plan
2018-19 will
remain active
until 31 March**

Data - Aug 16-Jul 17

- 62 The County Durham Cold Weather Plan 2018/19 was activated in line with the Met Office Cold Weather Health Watch Service on 1 November 2018 and will remain active until 31 March. Elements of the plan, such as the provision of emergency accommodation and support for those who are homeless during periods of exceptionally cold weather, will be activated as needed.
- 63 Permanent admissions aged 65+ to residential or nursing care per 100,000 have risen by 9.5% when compared to the same period in 2017/18. This increase is not equally reflected in the number of bed days commissioned, which has only risen by 0.8%. The much smaller rise in bed days commissioned demonstrates that the admissions indicator's focus on the entry point into the system does not demonstrate true activity.

Altogether Safer

- 64 The priority theme of Altogether Safer is structured around the following five key questions:
- (a) How effective are we at tackling crime and disorder?
 - (b) How effective are we at tackling anti-social behaviour?
 - (c) How well do we reduce misuse of drugs and alcohol?
 - (d) How well do we tackle abuse of vulnerable people, including domestic abuse, child exploitation and radicalisation?
 - (e) How do we keep our environment safe, including roads and waterways?

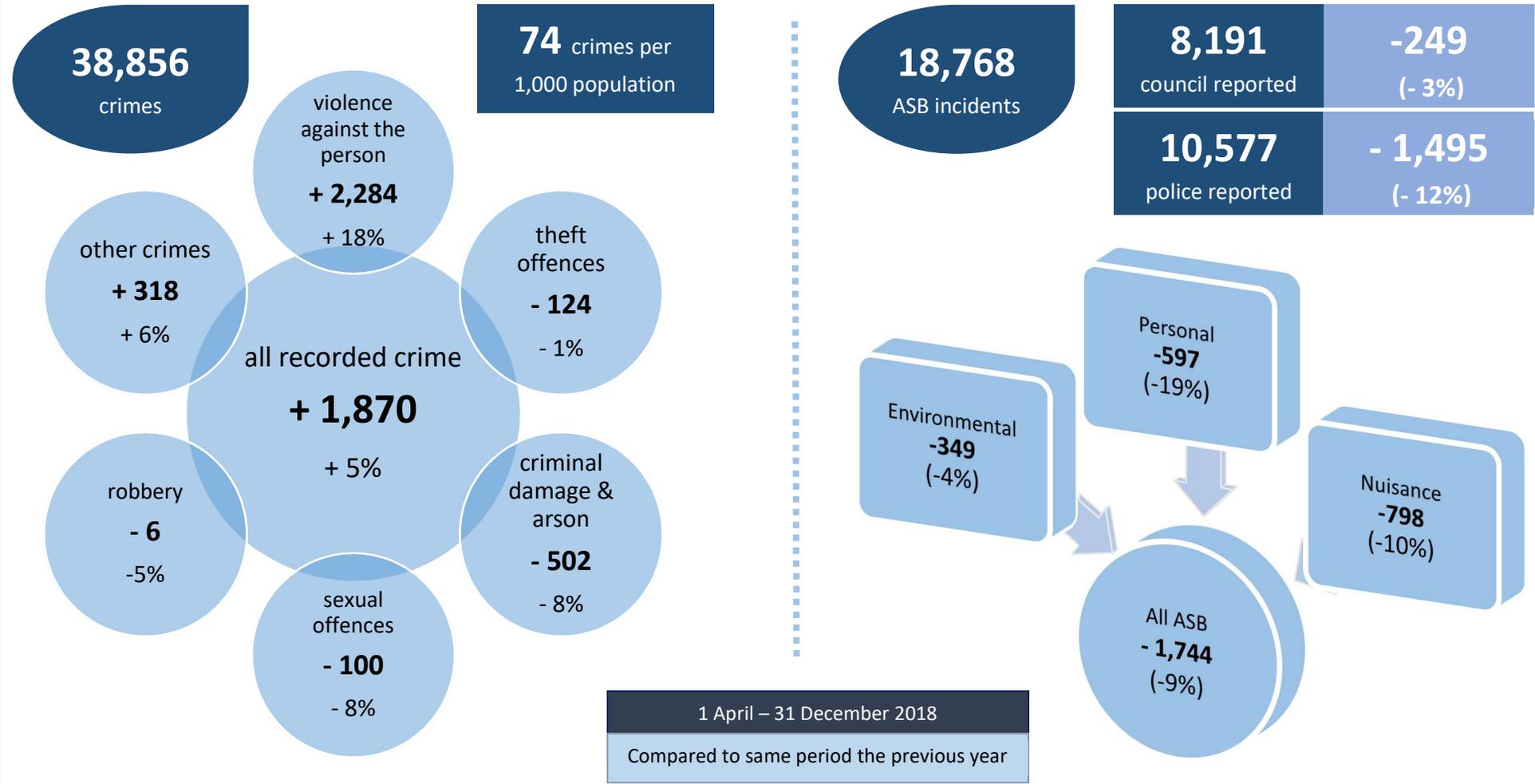
How effective are we at tackling crime and disorder, and Anti-Social Behaviour (ASB)?

- 65 The increase in crime and decrease in ASB incidents can be partly attributed to the change in crime recording practices. Many incidents that were previously recorded as ASB would now be recorded as crimes.
- 66 Within the category of 'violence against the person', which accounts for 36% of all recorded crime, most of the increase could be attributed to the sub-category of 'violence without injury'. This is consistent across the county and can be explained by an improved compliance with National Crime Recording Standards, particularly in relation to harassment.
- 67 Although there has been an overall improvement in theft offences, there have been increases in the underlying categories of 'theft from vehicles' (+4%), 'theft from the person' (+7%) and 'shoplifting' (+22%).

ALTOGETHER SAFER

How effective are we at tackling (1) crime and disorder, and (2) anti-social behaviour?

50% of respondents to National Crime Survey think Council & Police are dealing with ASB and crime issues that matter to the local area (September 2018)



- 68 There was an increase in 'shoplifting' across some localities: Bishop Auckland, Crook, Newton Aycliffe, Spennymoor, Chester-le-Street and Stanley. Further analysis is being carried out, in conjunction with the Police, to determine if there is any link between these increases and the rollout of Universal Credit.
- 69 The Police and Local Council ASB confidence indicator continues to decline (although the latest figure remains within the 5.5% confidence level). The Safe Durham Partnership is establishing a joint tasking group to better understand the reasons for this decline, and to implement plans to improve performance.

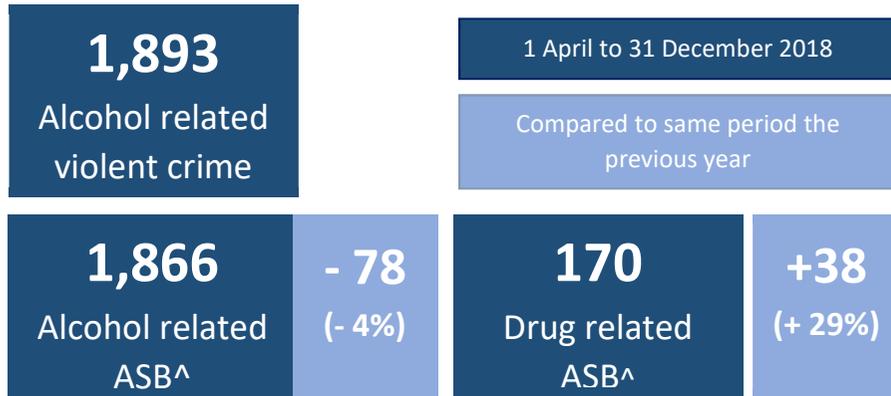
How well do we reduce misuse of drugs and alcohol?

- 70 Following a Care Quality Commission (CQC) inspection, our Substance Misuse Service, Centre for Change, received an overall rating of 'requires improvement'.⁵ This was because staff did not always record safety related information within client care records, despite the potential serious risks associated with people with drug and alcohol addictions. Staff did not record sufficient information about clients who use the service which meant that care was not always person-centred, patients were not routinely involved in decisions about their care and treatment and staff were not up to date with their mandatory training (only 65% had completed their e-learning).
- 71 An action plan outlining remedial action for each concern has been developed and has been submitted to the CQC. Ongoing progress against the action plan will be reported to the County Durham Drug and Alcohol Recovery Services Contract Review Group. The e-learning training issue has since been addressed and improvements highlighted in the case management process are being developed.
- 72 The CQC also highlighted areas of good practice including: sufficient numbers of skilled and experienced staff to deliver safe care and treatment; clients are treated in a kind, caring and compassionate manner; staff monitor and address the physical healthcare of clients; service users can give feedback; care and intervention treatments following national guidance on best practice; information is accessible to those with dyslexia, literacy issues, visual impairment and for those whom English was not a first language and the service proactively engages with the local community.

⁵ [CQC report](#) (01/01/2019)

ALTOGETHER SAFER

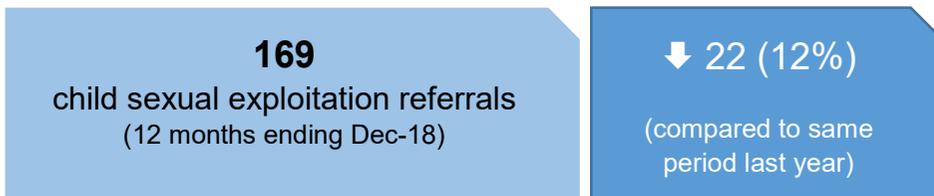
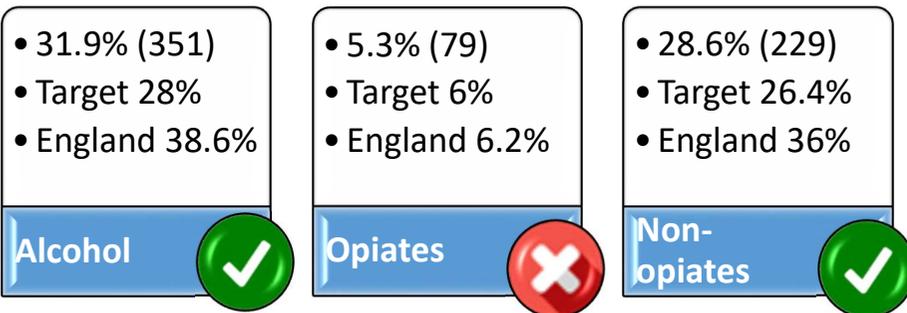
How well do we (3) reduce misuse of drugs and alcohol, and (4) tackle abuse of vulnerable people?



[^]police figures only

Successful Completion of treatment...

(May 17 to Apr 18 with reps to Oct 18)



Domestic Violence

↑ 5.7% in incidents
(YTD compared to 2017)

↑ 36% in incidents involving alcohol

↑ 23% in incidents involving mental health

an issue in **61.5%** of Initial Child Protection Conferences

a factor in **38%** of social care assessments

268 children referred to outreach services

95% of children felt safer upon exiting Harbour support services

89% of adults felt safer upon exiting Harbour support services

Operation Encompass in **every** County Durham school

Preventing Modern Day Slavery

We have approved a new Modern Slavery Charter which outlines our commitment to preventing modern slavery in County Durham

To find out more about the charter, click [here](#).

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

- 73 A Joint Targeted Area Inspection (JTAI) of the multi-agency response to domestic abuse in County Durham was carried out during quarter two.
- 74 The Local Safeguarding Children Board (LSCB) Executive Group and its partners have worked closely together to develop a detailed action plan to address the areas inspectors identified as requiring improvement. The LSCB Executive Group will hold responsibility for the overall monitoring of the action plan. By receiving quarterly reports, they will hold to account, challenge and scrutinise the actions of individual partner agencies and partnership groups to ensure our actions are having the desired impact on outcomes for children in County Durham.
- 75 The LSCB held a number of activities as part of National Safeguarding Week (26-30 November 2018), focusing on CSE and Prevent. We launched a joint social media campaign which aimed to highlight safeguarding issues, encourage conversations about keeping children safe and improving understanding of safeguarding in the community.

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

- 76 In January 2019, the Cleveland and Durham Strategic Road Safety Partnership Board was established to oversee the strategic direction of casualty reduction. Membership includes the local authorities, Police and Fire and Rescue services. The group is supported by the Cleveland and Durham Operational Delivery Group, previously the County Durham and Darlington Casualty Reduction Forum.
- 77 We continue to plan for countywide delivery of the 'dying to be cool' water safety campaign, which includes school assemblies. Monitoring assessments and new open water safety risk assessments were undertaken throughout the quarter, some of which were in response to concerns raised by elected members and the public. There were no significant incidents throughout quarter three.
- 78 During quarter three, a multi-agency meeting took place at Bowlees Visitor Centre at Middleton-in-Teesdale to discuss safety concerns relating to access to Low Force and the misuse of the listed Wynch Bridge structure. It was agreed to issue information to recreational groups using the river and remind them of the Low Force river code of conduct during quarter four.
- 79 In December 2018, via the City Safety Group, we launched the national 'Don't Drink and Drown' open water safety campaign.

80 The group also looked at the recommendations, previously provided by an independent Royal Society for the Prevention of Accidents (RoSPA) study, relating to the design of the new Riverwalk development, and the Riverwalk manager provided an update of safety control measures being put in place. City Safety Group members will tour the development prior to the final opening to ensure that all safety concerns relative to water safety and the river have been addressed.

ALTOGETHER SAFER

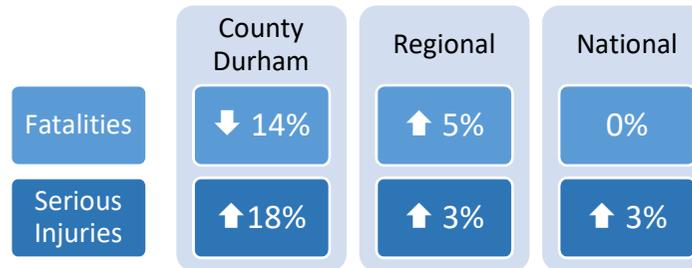
5. How do we keep our environment safe including roads and waterways?

Killed or seriously injured in road traffic collisions*

152 people	-52 (25%)
6 fatalities	
146 injuries	
16 children	-2 (11%)
0 fatalities	
16 injuries	

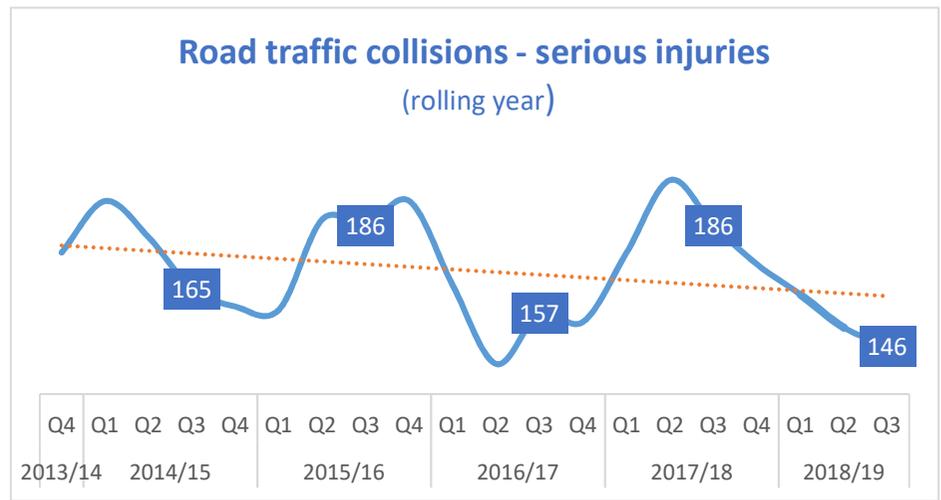
Jan-Dec 2018 Compared to Jan-Dec 2017

DfT Road User Casualty Statistics: change from 2016 to 2017



National and regional figures were lowest recorded since records began in 1979. Some of lowest figures recorded over last five years

Information about the Royal Lifesaving Society's 'Don't Drink and Drown' campaign can be found [here](#).

* CRASH recording system allows casualty information to be updated throughout the year, therefore numbers and severity of injury can change. 2018/19 data verified February 2019. 2017 casualty data verified June 18.

ALTOGETHER GREENER

1. How clean and tidy is my local environment?

7,259 Reported fly-tipping incidents

-681
(-9%)

Jan - Dec 18

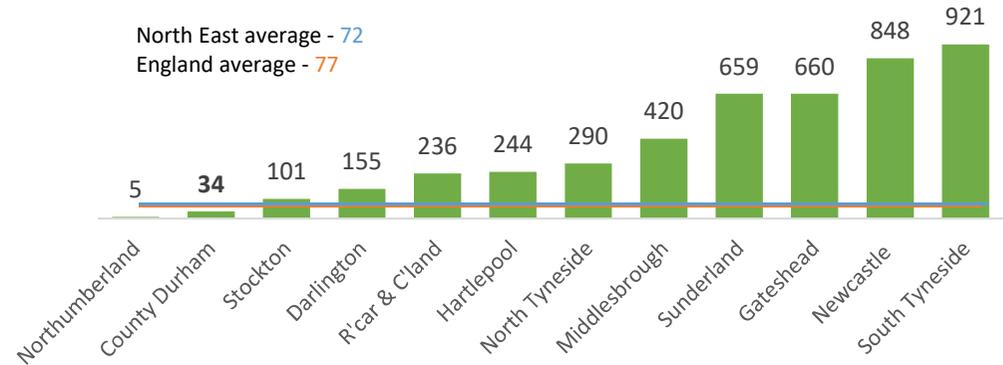
Compared to Jan - Dec 17



Year	Q1	Q2	Q3	Q4
2015/16				
2016/17				
2017/18				
2018/19				

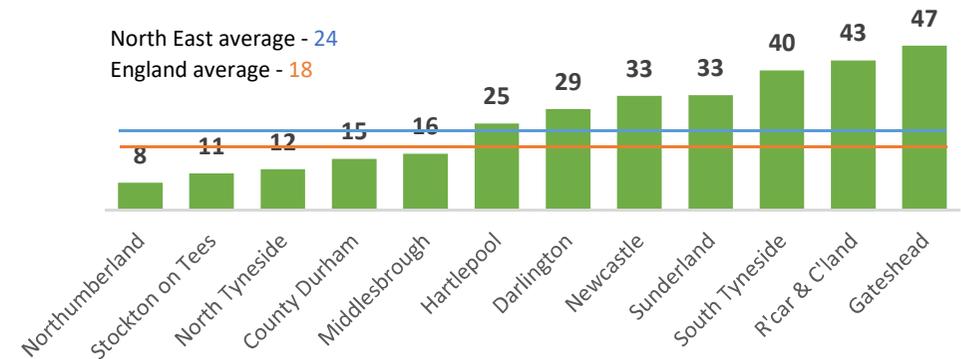
Proportion of fly tipping incidents per 1000 hectares 2017/18

North East average - 72
England average - 77



Proportion of fly tipping incidents per 1000 population 2017/18

North East average - 24
England average - 18



Quarter 3, 2018/19

12 cameras deployed

8 incidents caught on CCTV

8 stop & search operations

5 duty of care warning letters

3 producers issued

371 further investigations

6 PACE Interviews

1 prosecution

451 FPNs

Operation Spruce Up (since November 2016...)

24 areas have benefitted from a 'spruce up'

Has involved more than **4,000** children and young people: planting, litter picking and designing campaign posters

Winner of 'Campaign of the Year' at the Keep Britain Tidy Awards 2018

Finalist in the Local Government Chronicle 2018 Environmental Services Award

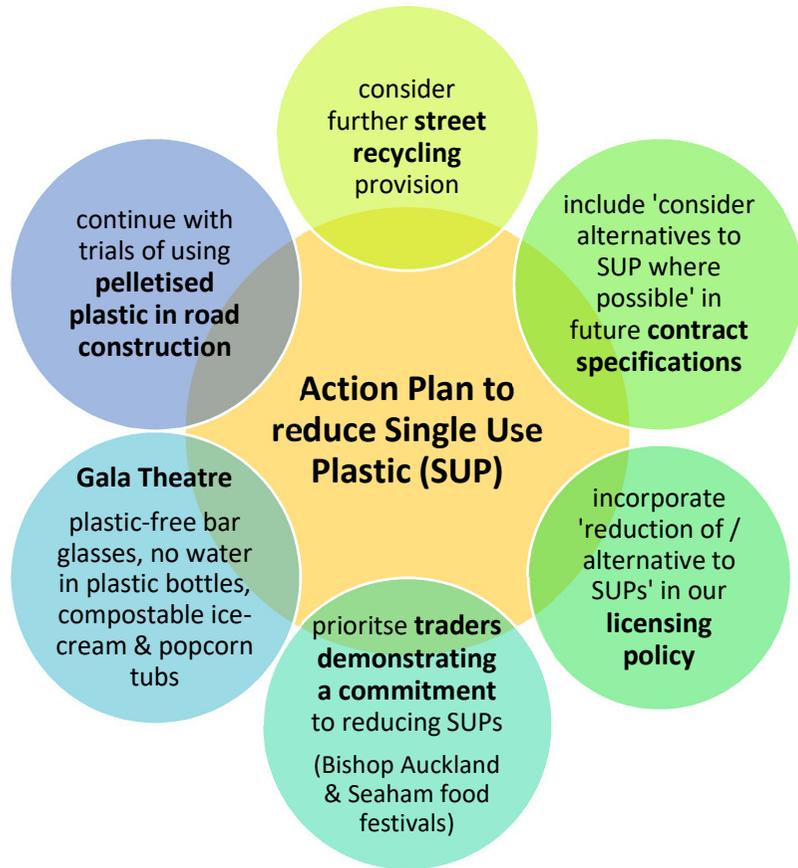
Altogether Greener

- 81 The priority theme of Altogether Greener is structured around the following three key questions:
- (a) How clean and tidy is my local environment?
 - (b) Are we reducing carbon emissions and adapting to climate change?
 - (c) How effective and sustainable is our collection and disposal of waste?

How clean and tidy is my local environment?

- 82 During quarter two, analysis of the environmental cleanliness survey results highlighted issues with industrial estates and business parks. Targeted interventions to improve these areas has been undertaken.
- 83 Between 1 January and 31 December 2018, reported enviro-crime incidents increased by 1%. Increases were noted in litter, graffiti and most notably bonfires which increased by 117% (148 in 2017 to 321 in 2018).
- 84 There were fewer reported fly-tips, with decreases seen in green waste, white goods and other commercial waste. In relation to size of the fly-tips, decreases in single black bags and significant / multiple loads were balanced by increases in car boot loads and tipper lorry loads. Overall, the weight of fly-tipped waste has reduced. During the first half of 2018/19, there was an 18.6% reduction (144 tonnes) compared to the same period last year.
- 85 We continue to tackle fly-tipping using covert CCTV in hotspot areas and enforcement actions. During quarter three, we utilised our powers for the second time in six months and seized a van used for fly-tipping. In addition to the forfeiture of the vehicle, the individual was also fined £350. The vehicle will be sold at auction and the proceeds ring-fenced to fund future fly-tipping interventions.
- 86 As part of the multi-agency Community Action Scheme, between 8 October and 23 December, we tackled a range of housing and environmental problems in Easington Colliery in an area covering approximately 1,000 properties. 16 referrals were made to Neighbourhood Wardens, mostly in relation to detritus and fly-tipping. Additional patrols were carried out in the six dog fouling hotspots identified. 53 notices were served in relation to properties, 29 of which were complied with and 13 where works were carried out in default. We brought 15 empty properties back into use.
- 87 The Community Action Scheme programme will then progress to Cockton Hill Road (21 January to 7 April), Grange Villa (22 April to 7 July), Crook Central (8 July to 22 September) and Eldon (14 October to 24 December).

- 2. Are we reducing carbon emissions and adapting to climate change?
- 3. How effective and sustainable is our collection and disposal of waste?



Flood Prevention

- £6 million scheme is about to start
- Expected completion in March 2020
- Opens a 90 metre stretch of the Cong Burn, underneath Chester-le-Street market place

96.3% of municipal waste diverted from landfill
(Oct 17–Sep 18)

-0.4pp
(same period last year)

42.2% of household waste re-used, recycled or composted
(Oct 17–Sep 18)

+2.9pp
(same period last year)

Recycling Matters Campaign

- At quarter three, **18%** of recycling we collected could not be reprocessed due to contamination (↑ **2.9pp** from 2017/18 total).
- Implemented in response to this increase, the campaign aims to re-educate residents about what can / cannot be recycled and reduce contamination.
- We are adding a 'no black bag' sticker to all recycling bins to remind residents these cannot be recycled.

Metal Matters Campaign

- Each year, our residents use more than **287 million** cans, foil trays and aerosols.
- **Less than half** of these items are recycled.
- If all metal used across the county was recycled, each year we would reduce carbon dioxide by **7,773 tonnes**, this is the equivalent to 1,650 fewer cars on the road.

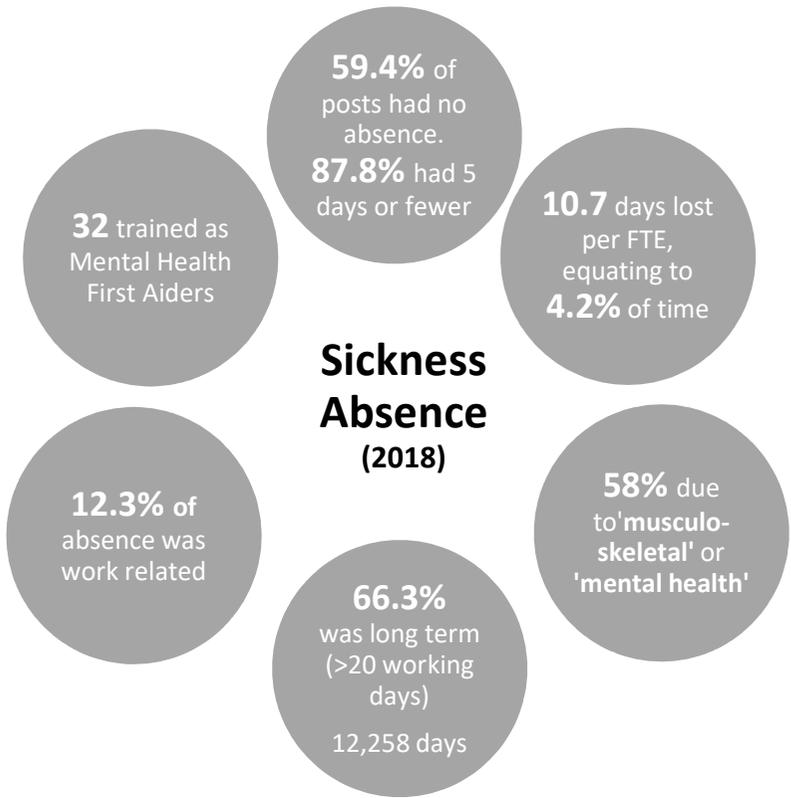
Are we reducing carbon emissions and adapting to climate change?

- 88 The resulting transformation of the market place in Chester-le-Street, following the £6 million flood prevention scheme, will also create a location that could host festival and events, providing an economic boost to the town centre.
- 89 We have submitted a £798k bid to the ERDF fund to extend the Business Energy Efficiency Project (BEEP) which currently runs until July 2019. If successful, the BEEP will be extended for a further three years.

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

- 90 There have been increases in recycling at both our Household Waste Recycling Centres (HWRCs) (up 4.7%), mainly due to additional tonnages in green waste and wood, and at the kerbside (up 0.7%). We continued with several campaigns including Metal Matters as part of the wider Recycling Matters. A Plastic Matters campaign is planned for the coming months.
- 91 The new Stainton Grove HWRC, due to re-open in December, has been delayed to early March. This is due to delays caused by utilities not being as per site plans, areas of acute hard ground and re-profiling deliveries to accommodate.
- 92 An action plan, which sets out the council's future strategy towards single use plastics (SUP), considering the wider implications and alternatives, has been approved.
- 93 Unfortunately, our funding bid to the Department for Transport ADEPT Innovation Fund for further road surfacing trials using plastics was unsuccessful.
- 94 The Department for Environment, Food and Rural Affairs (DEFRA) has released a Resources and Waste Strategy for England. This strategy sets out how we will preserve material resources by minimising waste, promoting resource efficiency and moving towards a circular economy. The implications for the council are currently being assessed and an update will be provided to Environment and Sustainable Communities Overview and Scrutiny Committee.

1. How well do we look after our people?



Dry January
243 members of staff signed up.
 Benefits include weight loss and saving money.
 DCC had more staff sign-ups than any other Local Authority

Health and Safety (2018)	
1,493	Incidents <ul style="list-style-type: none"> - 315 behavioural (21%) - 217 physical violence & aggression (14%) - 200 slips, trips and falls (13%)
7,793	Days lost due to work related accidents

Council Flu Immunisation Programme 2018

- Eligible staff defined as those who routinely provide up close and personal care to clients at risk of flu complications.
- Vaccinations provided at **22 onsite clinics** in October.

Onsite flu vaccinations

- **127** of 717 eligible staff members vaccinated (18%)

Flu vouchers

- **78** staff vaccinated from 177 vouchers distributed (44%)

12 month rolling trend: days lost to sickness



Staff Turnover (excl. schools)
9.4% (2018)
 ↑ 9.3% (compared to Q3 2017/18)



Altogether Better Council

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

How well do we look after our people?

- 96 We have achieved the silver standard of the better health at work award and are working toward gold award status in 2019 with the launch of a new employee health and wellbeing survey in early 2019.
- 97 Attendance management remains a focus and we have identified key service areas with high absence rates which will be our focus. Senior managers will participate in monthly performance meetings and regular HR clinics, all absences over six months will be reviewed and not only will we address outstanding Return to Work (RTW) interviews, we will carry out quality audits of those completed.
- 98 Our two most frequent causes of sickness absence remain 'musculo-skeletal' and 'mental health' which mirrors other councils across England⁶. However, a higher proportion of our employees (58%) cite these reasons compared to the England average (50.3%).
- 99 193 employees have attended appointments with the Occupational Health Service for routine statutory health surveillance. This two-year pilot project commenced within Direct Services and is based on early intervention, improving musculo-skeletal health and reducing the associated sickness absence.
- 100 Mental health first aiders are being introduced into the workforce to support staff suffering poor mental health in the same way that regular first aiders support employees injured or taken ill at work. Although we are aiming to have one mental health first aider per 100 employees, in line with Health and Safety Executive (HSE) recommendations for physical first aiders, we expect that some areas of the organisation might require a higher concentration of trained staff. We have already trained 32 employees, plan further sessions over the next six months, then one training session each month for the remainder of the year. Other training being rolled-out includes:

⁶ p.5, LGA (2018) *Local Government Workforce Survey 2016/17: Research Report June 2018*.

Course	Delivery method
Mental Health Awareness/Health and Safety for Managers (<i>tier 5 managers</i>)	Three-hour session: February or March.
Mental Health Awareness for Managers (<i>all employees</i>)	Three-hour session: April or June
Mental Health First Aid (<i>via application</i>)	Two-day session: March or June.
Challenging stigma and discrimination associated with mental health (<i>Time to Change champions</i>)	Three-hour session: January to June
Zero Suicide (<i>all employees</i>)	E-learning: available now
Mental Health for Life (<i>all employees</i>)	E-learning: available now
Mindfulness (<i>via manager referral</i>)	Online course: available soon
Resilience to Stress (<i>all employees</i>)	Available soon

- 101 Our 'respect your workforce' campaign continues, and indications are that this campaign is popular with the public and has assisted in raising awareness and protecting operational employees.
- 102 205 eligible staff received a free flu vaccination and we are currently evaluating the programme, which includes seeking views from staff and managers, to determine how it can be improved and to further increase take-up.
- 103 The existing performance appraisal scheme ended 30 September 2018 and the first phase of the new scheme has been implemented. The programme for all Heads of Service and Strategic Managers is underway, all other managers will follow from 1 April and remaining staff from 1 July. In this new process, appraisals will be live documents that can be updated continuously throughout the year and will link to employee recognition.
- 104 We are creating a new corporate network for coaching and mentoring. There will be 36 coaches, 24 existing with a further 12 to be recruited and trained. In addition, key post holders (Heads of Service and Strategic Managers) will act as mentors to support succession planning. We will advertise the network more widely and the offer of a coach will become an integral part of the corporate leadership and management development programme.
- 105 We held our first apprentice forum in December which was an opportunity for our apprentices (216 across our services and 154 in our schools) to receive updates on what is happening across the council, build a support network, discuss required support and provide feedback in relation to the apprenticeship programme. We are working with the Local Government Association (LGA), as part of their

Apprenticeship Accelerator Programme, to develop a 3-year apprenticeship strategy linked to succession planning.

- 106 Some aspects of our employee recognition programme, the inspiring people awards, have been changed. As well as re-branding and aligning criteria with our new organisational values (OPEN), we replaced 'Apprentice/Young Employee of the Year' with 'Learner of the Year' to recognise a broader range of people investing in their own professional and personal development. Although we received fewer nominations for this year's event (162 compared to 207 in 2017), we believe they were of a higher quality. Attendance at the 2018 event was at full capacity.
- 107 We have moved from a 'Grievance Policy' to a 'Resolution Policy' which encourages early resolution of issues and reduces the need for (and the time and stress associated with) formal processes through employees discussing the issues as they arise and working together to find acceptable solutions.

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

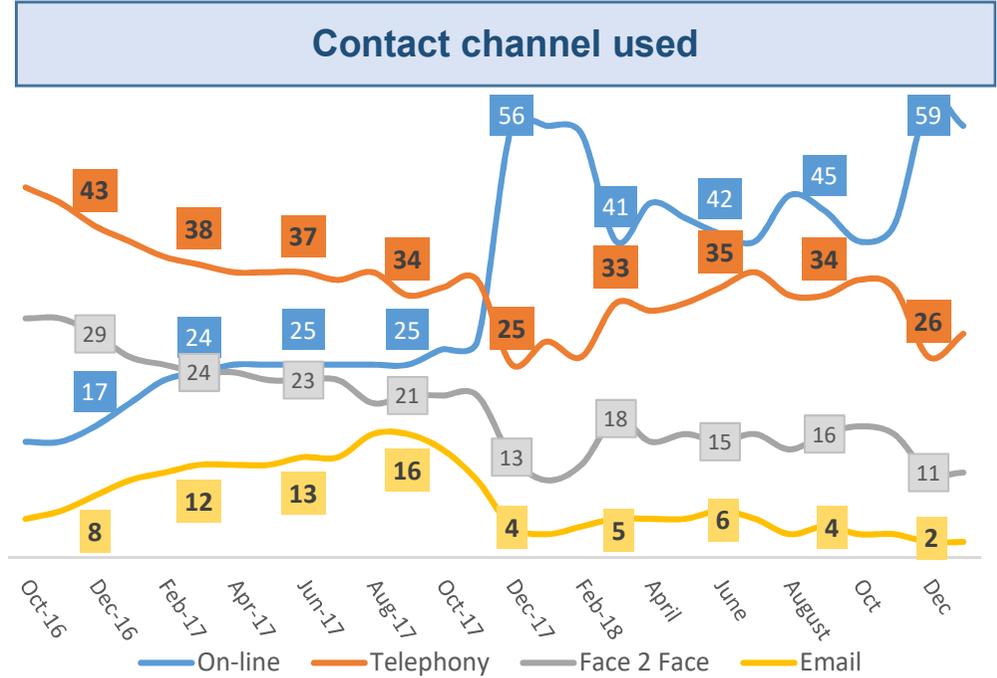
- 108 We will continue to consult on the new council vision until March. The new vision will be launched in June 2019.
- 109 Our major programme of transformation is underway with a renewed focus on organisational development implemented through cultural change and learning and development; investment in new digital systems, with an increasing number of services available online; renewed business processes and programme of reviews; and council headquarters and premises modernisation.
- 110 A members' portal, a 'one-stop shop' for accessing information, reporting issues, receiving progress updates and completing administrative tasks, e.g. training and expenses, went live the week commencing 4 February.
- 111 We are trialling Robotic Process Automation (RPA) to investigate the potential of using these tools to handle high volume, repeatable tasks that are currently performed by staff.
- 112 In relation to the Digital Durham programme, the contractor has committed to completing installation work by the end of March 2019. Planning for Phase 3 is underway.
- 113 Performance on Council Tax and Business Rates is marginally behind target at this stage in the year, reflecting changing payment patterns. Previously many people paid Council Tax over 10 months, but this is shifting to 11 or 12 month

patterns. This means that additional payments will be received in February and March 2019, when historically payments have reduced significantly over these months.

- 114 Turning to business rates, following new assessments, rates are often backdated and payment plans put in place to clear the account by 31 March. A number of new assessments have been included in quarter three. In addition, there has been an increase in the number of businesses electing to pay their rates over 12 months when compared to previous years, which is not reflected in the year to date profile. This means that additional payments will be received in February and March 2019 compared to previous years.
- 115 Area Action Partnerships have been using their annual £10,000 welfare reform grant to tackle local poverty and deprivation issues. Beneficiaries include the foodbank project, holiday activity fund including access to food and REfUSE, a 'pay as you feel' café.

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

Contact Channels				
75% telephone (956,020) ↑ 2%	11% face to face (141,305) ↓ 5%	10% web-forms (125,679) ↑ 65%	3% e-mails (41,397) ↓ 29%	0.2% social media (2,733) ↑ 204%



Council Tax*

84.15% collected

2017 - ↓ 0.55pp
Target - ↓ 0.61pp

Net charge collectable
↑ 5.98%

Business Rates

83.01% collected

2017 - ↓ 0.49pp
Target - ↓ 0.58pp

Collectable debit
↑ 2.13%

REfUSE café in Chester-le-Street:

- Intercepts food before it becomes waste & turns it into healthy, accessible meals
- Serves on a 'pay as you feel' basis
- Provides valuable training opportunities
- Tackles social isolation and food insecurity

New council vision is under consultation

Unless stated all data is Jan-Dec 18, compared to the same period the previous year

* Year to date and comparison with last year continues to be impacted by the number of households extending Council Tax payments over 11 or 12 months rather than 10 months.

How good are our services to customers and the public?

- 116 The Freedom of Information (FOI) request backlog, caused by a combination of organisational restructures, increased workload following the introduction of the General Data Protection Regulation (GDPR) and more complex requests, has now been cleared. In addition, a more streamlined sign-off process has been introduced which is helping to improve performance. We intend to procure a new FOI/ EIR system, updates will be provided in future performance reports.
- 117 We continue to develop our Customer Relationship Management system and now have almost 113,000 live accounts. Applications for animal licences are now only available online (although the number of applications is small at about 150 per year, we are expecting this to increase following changes to dog breeding legislation). Customers will soon be able to apply online for Landlord Accreditation, Economic Development Form, Taxi Licences and Trade Waste.
- 118 We are working to enhance the appointment process within our Customer Access Points by allowing customers to directly book, cancel and amend appointments online. The system will also automatically send text message reminders which we hope will reduce the number of missed appointments. The new process will also provide greater customer insight as it will collect feedback as to why an appointment is needed, e.g. seeking clarification, or no longer needed. We intend to roll this out to other relevant areas across the council that have booking systems in place, e.g. leisure centres.
- 119 We have now captured enough utterances to programme the Eckoh system (voice recognition for call transfer). Initial analysis showed utterances to be 20% longer than expected so we added prompting to the system to encourage customers to state their request in fewer words. We can now design and build our new Interactive Voice Response (IVR) and model speech recognition technology and the new system should go live by March 2019.
- 120 During quarter two, we sought views on how we use digital technology and the areas we need to develop. The resulting feedback is now being used to inform our new Digital Strategy which will be in place by April 2019.

ALTOGETHER BETTER COUNCIL

3. How good are our services to customers and the public?

Telephony Stats	Number of contacts	% abandoned calls	average time to answer (seconds)
All	955,969 (Dec-17) 956,020 (Dec-18)	5.0% (Dec-17) 5.0% (Dec-18)	45 (Dec-17) 56 (Dec-18)
Customer Services	629,072 (Dec-17) 617,103 (Dec-18)	4.0% (Dec-17) 4.3% (Dec-18)	50 (Dec-17) 62 (Dec-18)
Other DCC	326,897 (Dec-17) 338,917 (Dec-18)	6.9% (Dec-17) 6.4% (Dec-18)	33 (Dec-17) 46 (Dec-18)

726 corporate complaints

64% refuse & recycling (mainly missed collections)

237 compliments

92 suggestions

623 customer experience questionnaires completed

94% felt request was handled knowledgeably and effectively

90% found it easy to contact the right service

87% felt they were treated with dignity and respect

81% were satisfied with the handling of their initial contact

78% felt they were provided with clear information

75% were satisfied with the time taken to complete their task

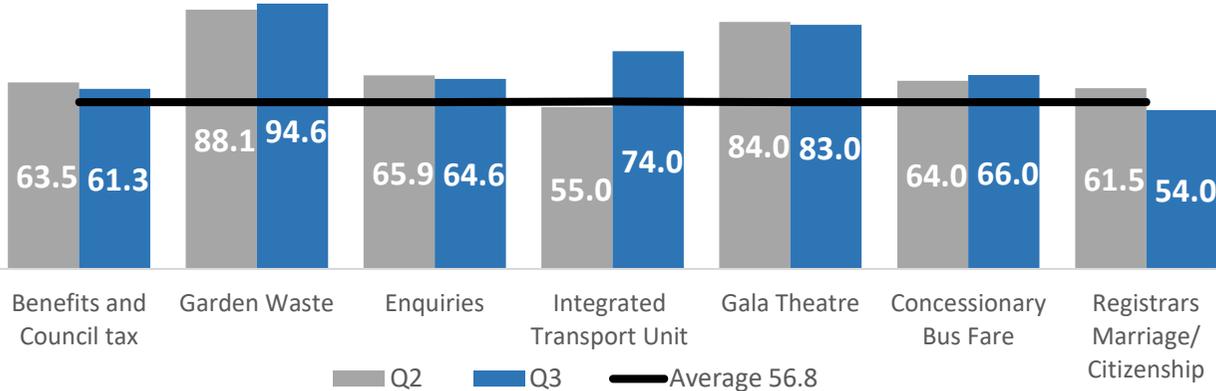
73% were satisfied with service delivery

67% were informed of progress

65% were informed how long it would take to resolve task

Unless stated all data is 1 Oct 18 to 31 Dec 18, compared to the same period the previous year

Telephony lines - higher than average seconds to answer (12 months rolling)



Each £1 of AAP funding spent brings back **71p** to the town centre



79% FOI/EIR responses sent within 20 working days - better than last year (67%) Not achieving national target (90%)

Key Performance Indicators – Data Tables

There are two types of performance indicators throughout this document:

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

A guide is available which provides full details of indicator definitions and data sources for the 2017/18 corporate indicator set. This is available to view either internally from the intranet or can be requested from the Strategy Team at performance@durham.gov.uk

KEY TO SYMBOLS

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

National Benchmarking

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

North East Benchmarking

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

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

ALTOGETHER WEALTHIER

1. Do residents have good job prospects?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
1	% of working age population in employment	74.4*	Sep 17-Aug 18	Tracker	71.3	75.2	70.8			Yes
				N/a	GREEN	AMBER	GREEN			
2	Per capita household disposable income (£)	15,221	2016	Tracker	15,496	19,878	15,595			No
				N/a	AMBER	RED	RED			
3	Number of gross jobs created or safeguarded as a result of Business Durham activity	765	Oct-Dec 2018	Tracker	280.5					Yes
				N/a	GREEN					
4	% of 16 to 17 year olds in an apprenticeship	5.1	As at 30 Sep 2018	Tracker	5.1	3.3	4.3			Yes
				N/a	GREEN	GREEN	GREEN			

*provisional data

ALTOGETHER WEALTHIER

2. Is County Durham a good place to do business?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
5	Gross Value Added (GVA) per capita in County Durham (£)	16,718	2017	Tracker	16,513	27,430	20,121			Yes
				N/a	GREEN	RED	RED			
6	Number of registered businesses in County Durham	17,120	2017	Tracker	16,585					No
				N/a	GREEN					
7	Value (£M) of new contracts secured	6	Oct-Dec 2018	Tracker	New indicator					Yes
				N/a	N/a					

ALTOGETHER WEALTHIER
2. Is County Durham a good place to do business?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
8	Value (£M) of GVA growth from jobs created	19.2	Oct-Dec 2018	10	New indicator					Yes
				GREEN	N/a					
9	Number of Inward Investments secured	5	Oct-Dec 2018	Tracker	New indicator					Yes
				N/a	N/a					
10	% of Business Durham business floor space that is occupied	84.0	Oct-Dec 2018	Tracker	New indicator					Yes
				N/a	N/a					

ALTOGETHER WEALTHIER
3. Do residents have access to decent and affordable housing?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
11	Number of properties improved, adapted or brought back into use	411	Oct-Dec 2018	Tracker	New indicator					Yes
				N/a	N/a					
12	Number of empty properties brought back into use as a result of local authority intervention	152	Apr-Dec 2018	74	153					Yes
				GREEN	AMBER					
13	Number of net homes completed	1,126	Apr-Dec 2018	Tracker	1,101					Yes
				N/a	GREEN					
14	Number of affordable homes delivered	473	2017/18	200	322					No
				GREEN	GREEN					

ALTOGETHER WEALTHIER
3. Do residents have access to decent and affordable housing?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
15	Number of households accessing the Housing Solutions Service	2,929	Oct-Dec 2018	Tracker	New indicator					Yes
				N/a	N/a					
16	Number of households helped to stay in their home	269	Oct-Dec 2018	Tracker	New indicator					Yes
				N/a	N/a					
17	Number of households helped to move to alternative accommodation	336	Oct-Dec 2018	Tracker	New indicator					Yes
				N/a	N/a					

ALTOGETHER WEALTHIER
4. Is it easy to travel around the county?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
18	% of A roads where maintenance is recommended	3	2017/18	Tracker	3	3			2016/17	No
				N/a	GREEN	GREEN				
19	% of B and C roads where maintenance is recommended	4	2017/18	Tracker	3	6			2016/17	No
				N/a	AMBER	GREEN				
20	% of unclassified roads where maintenance is recommended	21	2017/18	Tracker	20	17			2016/17	No
				N/a	AMBER	RED				
21	Highways maintenance backlog (£millions)	187.6	2017	Tracker	191.7					No
				N/a	GREEN					

ALTOGETHER WEALTHIER

4. Is it easy to travel around the county?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
22	Bridge Stock Condition – Principal Roads	80.0	2017	Tracker	83.8					No
				N/a	RED					
23	Bridge Stock Condition – Non-Principal Roads	81.0	2017	Tracker	83.7					No
				N/a	RED					

ALTOGETHER WEALTHIER

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
24	Number of visitors to County Durham (million)	19.71	2017	Tracker	19.3					No
				N/a	GREEN					
25	Number of jobs supported by the visitor economy	11,682	2017	Tracker	11,158					No
				N/a	GREEN					
26	Amount (£ million) generated by the visitor economy	866.71	2017	Tracker	806					No
				N/a	GREEN					

ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
27	Average Attainment 8 score	45.0	2017/18 (Academic Year)	Tracker	44.6	46.4	45.2			Yes
				N/a	GREEN	RED	AMBER			
28	Average point score per A level entry of state-funded school students	32.6	2017/18 (Academic Year)	Tracker	31.9	31.1	30.8	30.7	2016/17 Ac Yr	Yes
				N/a	GREEN	GREEN	GREEN	GREEN		
29	% of pupils achieving the expected standard in Reading, Writing and Maths (KS2)	68.0	2017/18 (Academic Year)	Tracker	64.6	64.4*	67.0*	65.9*		Yes
				N/a	GREEN	GREEN	GREEN	GREEN		
30	% of 16 to 17 year olds who are not in education, employment or training (NEET)	4.5%	Oct-Dec 2018	Tracker	4.6%	2.4%	3.9%			Yes
				N/a	GREEN	RED	AMBER			
31	Gap between average Attainment 8 score of Durham disadvantaged pupils and non-disadvantaged pupils nationally (KS4)	-14.5	2017/18 (Academic Year)	Tracker	-13		-13.9*			Yes
				N/a	RED		RED			
32	% of children in the Early Years Foundation Stage achieving a Good Level of Development	72.8	2017/18 (Academic Year)	64	71.9	71.5	71.5	69.8		Yes
				GREEN	GREEN	GREEN	GREEN	GREEN		
33	Gap between % of Durham disadvantaged pupils and % of non-disadvantaged pupils nationally who achieve expected standard in reading, writing and maths (KS2)	-18	2017/18 (Academic Year)	Tracker	-18	-19.8*				Yes
				N/a	GREEN	GREEN				
34	Ofsted % of Primary schools judged good or better	91	As at 31 Dec 2018	Tracker	91	87	90		at 30 Nov 2018	Yes
				N/a	GREEN	GREEN	GREEN			
35	Ofsted % of secondary schools judged good or better	58	As at 31 Dec 2018	Tracker	65	75	58		at 30 Nov 2018	Yes
				N/a	RED	RED	GREEN			

*provisional data

ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
36	Exclusion from school of All Durham children - percentage of children with at least one fixed exclusion	2.01*	2017/18 (Academic Year)	Tracker	1.95	2.29	2.29		2016/17 Ac Yr	Yes
				N/a	RED	GREEN	GREEN			
37	% of all school pupils eligible for and claiming Free School Meals (FSM)	19.4	Jan 2018	Tracker	20.2	14.2	19.8			No
				N/a	GREEN	RED	GREEN			
38	Under 18 conception rate per 1,000 girls aged 15 to 17	24.6	Oct 16-Sep 17	Tracker	22.2	17.9	25.0			Yes
				N/a	RED	RED	GREEN			
39	% of five year old children free from dental decay	74.2	2016/17	Tracker	64.9	76.7	76.1			No
				N/a	GREEN	RED	AMBER			
40	Alcohol specific hospital admissions for under 18s (rate per 100,000)	56.2	2014/15-2016/17	Tracker	67.5	34.2	64.8			No
				N/a	GREEN	RED	GREEN			
41	Young people aged 10-24 admitted to hospital as a result of self-harm	400.8	2016/17	Tracker	420.8	404.6	425.3			No
				N/a	GREEN	GREEN	GREEN			
42	% of children aged 4 to 5 years classified as overweight or obese	25.0	2017/18 (Academic Year)	Tracker	24.1	22.4	25.0			Yes
				N/a	AMBER	RED	GREEN			
43	% of children aged 10 to 11 years classified as overweight or obese	37.1	2017/18 (Academic Year)	Tracker	37.7	34.3	37.5			Yes
				N/a	GREEN	RED	GREEN			
44	% of Education Health and Care Plans completed in the statutory 20 week time period (excl. exceptions)	84.4	2018	90	78.8	64.9	78.8		2017	Yes
				RED	GREEN	GREEN	GREEN			

ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
45	% of successful interventions (families turned around) via the Stronger Families Programme (Phase 2) [number]	39.7 [1,731]	Sep 14-Dec 18	59.4 [2,591] RED	N/a GREEN	32.1 GREEN	36.9 GREEN	27.0 GREEN	Sep 2018	Yes
46	% of children aged 0-2 years in the top 30% IMD registered with a Family Centre and having sustained contact	88.7	Oct 17-Sep 18	80 GREEN	89.6 AMBER					No

ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
47	% of statutory referrals received by the First Contact Team or Emergency Duty Team processed within 1 working day	82.5 [3,256]	Apr-Dec 2018	Tracker N/a	84.6 [3,167] RED					Yes
48	% of statutory children in need referrals occurring within 12 months of a previous referral	21.1 [938]	Apr-Dec 2018	Tracker N/a	16.7 [647] RED	21 AMBER	17 RED	20.7 AMBER	2017/18	Yes
49	% of single assessments completed within 45 working days	78.1 [3,061]	Apr-Dec 2018	Tracker N/a	79.2 [2,648] AMBER	83 RED	82 RED	79 AMBER	2017/18	Yes
50	Rate of children subject to a child protection plan per 10,000 population aged under 18 [number of children]	43.2 [434]	As at 31 Dec 2018	Tracker N/a	53.9 [541] N/a	45 N/a	66 N/a		As at 31 Mar 2018	Yes

ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
51	Rate of children in need per 10,000 population aged under 18 (statutory L4 open cases) [number of children]	379.6 [3,817]	As at 31 Dec 2018	Tracker	355.17 [3,562]	341	460	380	As at 31 Mar 2018	Yes
				N/a	N/a	N/a	N/a	N/a		
52	Rate of children at level 2 or 3 per 10,000 population aged under 18 (One Point open cases) [number of children]	238.4 [2,397]	Apr-Dec 2018	Tracker	206.7 [2,073]					Yes
				N/a	N/a					
53	% of strategy meetings initiated which led to an initial child protection conference being held within 15 working days	67.8 [368]	Apr-Dec 2018	75	67 [431]	77	83	75	2017/18	Yes
				RED	GREEN	RED	RED	RED		
54	% of Social Workers with fewer than 20 cases	49.1	As at 3 Jan 2019	Tracker	48	44.1				Yes
				N/a	GREEN	GREEN				
55	% of Statutory Case File Audits which are given a scaling score of 6 or above	80	Oct-Dec 2018	80	New indicator					Yes
				GREEN	N/a					

ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
56	Rate of children looked after per 10,000 population aged under 18 [number of children]	83.1 [835]	As at 31 Dec 2018	Tracker	78.9 [791]	64	95	90	As at 31 Mar 2018	Yes
				N/a	N/a	N/a	N/a	N/a		

ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
57	% of children adopted from care (as % of total children leaving care) [number of children]	11.1* [28 of 252]	Apr-Dec 2018	15.0	N/a	13	14	19	2017/18	Yes
				RED	N/a	AMBER	RED	RED		
58	% of LAC who are fostered	73.4 [613]	As at 31 Dec 2018	Tracker	82.8 [656]					Yes
				N/a	N/a					
59	% of external residential placements	2.4 [20]	As at 31 Dec 2018	Tracker	3.8 [30]					Yes
				N/a	GREEN					
60	% of children looked after continuously for 12 months or more who had a dental check	91.3	As at 31 Dec 2018	Tracker	95	88	94	95	2017/18	Yes
				N/a	RED	GREEN	RED	RED		
61	% of children looked after continuously for 12 months or more who have had the required number of health assessments	90.2	As at 31 Dec 2018	Tracker	90.2	88	89	89	2017/18	Yes
				N/a	GREEN	GREEN	GREEN	GREEN		
62	Emotional and behavioural health of children looked after continuously for 12 months or more	15.5	2017/18	Tracker	16.0	14.2	14.1	14.0		Yes
				N/a	GREEN	RED	RED	RED		
63	Average Attainment 8 score of Looked After Children	24.8	2017/18 (Academic Year)	Tracker	21.9	19.3	20.1	18.3	2016/17 (Academic Year)	Yes
				N/a	N/a	GREEN	GREEN	GREEN		
64	% of LAC achieving the expected standard in Reading, Writing and Maths (at KS2)	35	2017/18 (Academic Year)	Tracker	35	32	33	38	2016/17 (Academic Year)	Yes
				N/a	GREEN	GREEN	GREEN	RED		
65	% of care leavers aged 17-18 in education, employment or training (EET)	83	As at 31 Dec 2018	Tracker	New definition	64	65		2017/18	Yes
				N/a	N/a	GREEN	GREEN			

ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
66	% of care leavers aged 19-21 in education, employment or training (EET)	48	As at 31 Dec 2018	Tracker	New definition	51	52	58	2017/18	Yes
				N/a	N/a	RED	RED	RED		
67	% of care leavers aged 17-18 in suitable accommodation	94	As at 31 Dec 2018	Tracker	New definition	89	93	84	2017/18	Yes
				N/a	N/a	GREEN	GREEN	GREEN		
68	% of care leavers aged 19-21 in suitable accommodation	83	As at 31 Dec 2018	Tracker	New definition	84	91	90	2017/18	Yes
				N/a	N/a	AMBER	RED	RED		

ALTOGETHER HEALTHIER

1. Are our services improving the health of our residents?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
69	% of mothers smoking at time of delivery	17.7*	Jul-Sep 2018	14.7	17.8	10.5*	15.6*			Yes
				RED	GREEN	RED	RED			
70	Four week smoking quitters per 100,000 smoking population [number of quitters]	1,462.0 [1,104]	Apr-Sep 2018	1,523 [1,150]	1,741.4 [1,315]					Yes
				RED	RED					
71	Male life expectancy at birth (years)	78.0	2014-16	Tracker	78.1	79.5	77.8			No
				N/a	AMBER	AMBER	GREEN			

ALTOGETHER HEALTHIER

1. Are our services improving the health of our residents?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
72	Female life expectancy at birth (years)	81.3	2014-16	Tracker	81.2	83.1	81.5			No
				N/a	GREEN	RED	AMBER			
73	Female healthy life expectancy at birth (years)	59	2014-16	Tracker	57	63.9	60.6			No
				N/a	GREEN	RED	AMBER			
74	Male healthy life expectancy at birth (years)	59.1	2014-16	Tracker	59.7	63.3	59.7			No
				N/a	AMBER	RED	AMBER			
75	Excess weight in adults (Proportion of adults classified as overweight or obese)	67.7	2016/17	Tracker	67.5	61.3	66.1			No
				N/a	AMBER	RED	AMBER			
76	Suicide rate (deaths from suicide and injury of undetermined intent) per 100,000 population	12	2015-17	Tracker	12.6	9.6	10.8			Yes
				N/a	GREEN	RED	RED			
77	Prevalence of breastfeeding at 6-8 weeks from birth	28.4	Oct-Dec 2018	Tracker	29.1	46.4	33.7		Jul-Sep 18	Yes
				N/a	AMBER	RED	RED			
78	Estimated smoking prevalence of persons aged 18 and over	14.3	2017	Tracker	17.9	14.9	16.2			No
				N/a	GREEN	GREEN	GREEN			
79	Self-reported wellbeing - people with a low happiness score	6.9	2016/17	Tracker	11.5	8.5	8.7			No
				N/a	GREEN	GREEN	GREEN			
80	Participation in Sport and Physical Activity: active	62.9	May 17– May 18	Tracker	60.9	62.3	60.1			No
				N/a	GREEN	GREEN	GREEN			
81	Participation in Sport and Physical Activity: inactive	26.6	May 17- May 18	Tracker	24.5	25.2	28.2			No
				N/a	RED	RED	GREEN			

*provisional data

ALTOGETHER HEALTHIER

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
82	Adults aged 65+ per 100,000 population admitted on a permanent basis in the year to residential or nursing care	583.7	Apr-Dec 2018	535.5 RED	533.8 RED					Yes
83	% of older people who were still at home 91 days after discharge from hospital into reablement/ rehabilitation services	86.1	Jan-Sep 2018	85.9 GREEN	89.5 RED	82.9 Not comparable	83.9 Not comparable	81.8* Not comparable	2017/18	Yes
84	% of individuals who achieved their desired outcomes from the adult safeguarding process	95.7	Apr-Dec 2018	Tracker N/a	96.0 AMBER	94.2 N/a		93.6* N/a	2017/18	Yes
85	% of service users receiving an assessment or review within the last 12 months	87.1	2018	Tracker N/a	88.8 AMBER					Yes
86	Overall satisfaction of people who use services with their care and support	66.6	2017/18	Tracker N/a	63.6 GREEN	65.0 GREEN	67.9 AMBER	66.3* GREEN		No
87	Overall satisfaction of carers with the support and services they receive (Biennial survey)	43.3	2016/17	Tracker N/a	Biennial Survey N/a	39.0 GREEN	45.7 RED			No
88	Daily delayed transfers of care beds, all, per 100,000 population age 18+	2.5	Nov 2018	Tracker N/a	2.6 GREEN	9.3 GREEN	6.4 GREEN	10.2* GREEN		Yes
89	% of adult social care service users who report they have enough choice over the care and support services they receive	74.9	2017/18	Tracker N/a	73.1 GREEN	68.2 GREEN	72.1 GREEN	69.1* GREEN		No

*unitary authorities

ALTOGETHER SAFER

1. How effective are we at tackling crime and disorder?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
90	First time entrants to the youth justice system aged 10 to 17 (per 100,000 population of 10 to 17 year olds)	250	Jul 17– Jun 18	Tracker	371	262	349	266		Yes
				N/a	GREEN	GREEN	GREEN	GREEN		
91	Overall crime rate per 1,000 population	96.3	2018	Tracker	91.6					Yes
				N/a	RED					
92	Rate of theft offences per 1,000 population	27.7	2018	Tracker	27.7					Yes
				N/a	GREEN					
93	Proportion of all offenders who re-offend in a 12 month period	31	Apr-Mar 17	Tracker	32.5	29.3	34.8			Yes
				N/a	GREEN	AMBER	GREEN			
94	Proven re-offending by young people (who offend) in a 12 month period (%)	41.4	Apr 16– Mar 17	Tracker	46.4	40.9	41.8			Yes
				N/a	GREEN	AMBER	GREEN			

ALTOGETHER SAFER

2. How effective are we at tackling anti-social behaviour?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
95	Dealing with concerns of ASB and crime issues (%) by the local council and police	50	2017	Tracker	55.1			58.1		Yes
				N/a	RED			RED		
96	Number of police reported incidents of anti-social behaviour	10,577	Apr-Dec 2018	Tracker	12,072					Yes
				N/a	GREEN					
97	Number of council reported incidents of anti-social behaviour	8,191	Apr-Dec 2018	Tracker	8,440					Yes
				N/a	GREEN					

ALTOGETHER SAFER

3. How well do we reduce misuse of drugs and alcohol?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
98	% of successful completions of those in alcohol treatment	31.9	May 17-Apr 18 with rep to Oct 18	28.0	30.3	38.6	30.7		North East 2017	Yes
				GREEN	GREEN	RED	GREEN			
99	% of successful completions of those in drug treatment - opiates	5.3	May 17-Apr 18 with rep to Oct 18	6.0	6.8	6.2	4.9		North East 2017	Yes
				AMBER	AMBER	AMBER	AMBER			
100	% of successful completions of those in drug treatment - non-opiates	28.6	May 17-Apr 18 with rep to Oct 18	26.4	27.6	38.6	25.8		North East 2017	Yes
				GREEN	GREEN	RED	GREEN			
101	% of anti-social behaviour incidents that are alcohol related	17.6	Apr-Dec 2018	Tracker	16.1					Yes
				N/a	RED					

ALTOGETHER SAFER

3. How well do we reduce misuse of drugs and alcohol?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
102	% of violent crime that is alcohol related	31.6%	Apr-Dec 2018	Tracker	25.1					Yes
				N/a	RED					
103	Alcohol seizures	194	Apr-Jun 2018	Tracker	398					No
				N/a	GREEN					

ALTOGETHER SAFER

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
104	Building resilience to terrorism (self-assessment). Scored on level 1 (low) to 5 (high)	3	2017/18	Tracker	3					No
				N/a	GREEN					
105	Number of child sexual exploitation referrals	169	2018	Tracker	191					Yes
				N/a	N/a					

ALTOGETHER SAFER

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
106	Number of people killed or seriously injured in road traffic accidents	152	2018	Tracker	204					Yes
	- Number of fatalities	6		N/a	GREEN					
	- Number of seriously injured	146			18					
107	Number of children killed or seriously injured in road traffic accidents	16	2018	Tracker	18					Yes
	- Number of fatalities	0		N/a	GREEN					
	- Number of seriously injured	16			0					
					18					

ALTOGETHER GREENER

1. How clean and tidy is my local environment?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter	
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different		
108	% of relevant land and highways assessed as having deposits of litter that fall below an acceptable level	6.61	Aug-Sep 2018	Tracker	5.22	10				2014/15	No
				N/a	AMBER	GREEN					
109	% of relevant land and highways assessed as having deposits of detritus that fall below an acceptable level	13.87	Aug-Sep 2018	Tracker	10.72	27				2014/15	No
				N/a	RED	GREEN					
110	% of relevant land and highways assessed as having deposits of dog fouling that fall below an acceptable level	1	Aug-Sep 2018	Tracker	0.44	7				2014/15	No
				N/a	AMBER	GREEN					

ALTOGETHER GREENER

1. How clean and tidy is my local environment?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
111	Number of fly-tipping incidents	7,259	2018	Tracker	7,940					Yes
				N/a	GREEN					

ALTOGETHER GREENER

2. Are we reducing carbon emissions and adapting to climate change?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
112	% reduction in CO ₂ emissions in County Durham (by 40% by 2020 and 55% by March 2031)	52.3	2016	Tracker	49.9					No
				N/a	GREEN					
113	% change in CO ₂ emissions from local authority operations	-9	2017/18	Tracker	-14					No
				N/a	RED					

ALTOGETHER GREENER

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter	
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different		
114	% of municipal waste diverted from landfill	96.3	Oct 17– Sep 18	95	96.7	87.3	92			2017/18	Yes
				GREEN	AMBER	GREEN	GREEN				

ALTOGETHER GREENER

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
115	% of household waste that is re-used, recycled or composted	42.2	Oct 17– Sep 18	Tracker	39.3	43.2	34.5		2017/18	Yes
				N/a	GREEN	AMBER	GREEN			

ALTOGETHER BETTER COUNCIL

1. How well do we look after our people?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
116	% of performance appraisals completed in current post in rolling year period (excluding schools)	N/a*	-	n/a	n/a					No
				N/a	N/a					
117	Days / shifts lost to sickness absence (all services excluding schools)	10.7	2018	11.20	10.70					Yes
				GREEN	GREEN					
118	% posts with no absence in rolling year (excluding schools)	59.4	2018	Tracker	57.26					Yes
				N/a	GREEN					
119	% of sickness absence which is short term	17.15	Oct-Dec 2018	Tracker	17.29					Yes
				N/a	N/a					
120	% of sickness absence which is medium term	16.59	Oct-Dec 2018	Tracker	14.14					Yes
				N/a	N/a					
121	% of sickness absence which is long term	66.26	Oct-Dec 2018	Tracker	68.57					Yes
				N/a	N/a					

ALTOGETHER BETTER COUNCIL

1. How well do we look after our people?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
122	% of employees having five days or less sickness per 12 month period	87.79	2018	Tracker	78.94					Yes
				N/a	RED					

*due to new system introduction

ALTOGETHER BETTER COUNCIL

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
123	% of council tax collected in-year	84.15	Apr–Dec 2018	84.82	84.7					Yes
				AMBER	AMBER					
124	% of business rates collected in-year	83.01	Apr–Dec 2018	83.01	83.52					Yes
				GREEN	AMBER					

ALTOGETHER BETTER COUNCIL
3. How good are our services to customers and the public?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
125	% of Freedom of Information and Environmental Information Regulations requests responded to within 20 working days	79	Oct-Dec 2018	90 RED	71 GREEN					Yes
126	Average time taken to answer a telephone call (seconds)	56	2018	Tracker	45					Yes
				N/a	RED					
127	% of abandoned calls	5	2018	Tracker	5					Yes
				N/a	GREEN					
128	Customer contacts: face to face	141,305	2018	Tracker	154,104					Yes
				N/a	N/a					
129	Customer contacts: telephone	956,020	2018	Tracker	955,969					Yes
				N/a	N/a					
130	Customer contacts: web forms	125,679	2018	Tracker	80,131					Yes
				N/a	N/a					
131	Customer contacts: emails	41,397	2018	Tracker	59,317					Yes
				N/a	N/a					
132	Customer contacts: social media	2,733	2018	Tracker	4,189					Yes
				N/a	N/a					

Appendix 3: Risk Management

- 1 Effective risk management is a vital component of the council's challenging improvement agenda, so that any risks to successful delivery can be identified and minimised. The council's risk management process therefore sits alongside service improvement work and is integrated into all significant change and improvement projects.
- 2 The key risks to successfully achieving the objectives of each corporate theme are detailed against each 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.
- 3 As at 31 December 2018, there were 26 risks on the corporate strategic risk register, the same as at 30 September 2018. During this period, one risk was added and one was removed. The following matrix categorises the strategic risks according to their net risk evaluation as at 31 December 2018. To highlight changes in each category during the last quarter, the number of risks as at 30 September 2018 is shown in brackets.

Corporate Risk Heat Map						
IMPACT	Critical	1 (1)		3 (4)		1 (1)
	Major		5 (5)	4 (4)		
	Moderate			9 (8)	2 (2)	
	Minor				1 (1)	
	Insignificant					
		Remote	Unlikely	Possible	Probable	Highly Probable
		LIKELIHOOD				
	Key risks					

- 4 One risk has been added during the latest review period:

Potential significant size and scope of the liabilities of equal value claims. This was previously listed as an emerging risk. However, as the scope of potential liabilities becomes clearer, the financial risk to the Council could be significant. Claims have been lodged since 2005 by over 1,000 staff in relation to equal value claims. The claims are based upon the comparison of the pay of one job with another.

5 One risk has been removed:

Major interruption to IT service delivery: Following completion of the electrical upgrade works at the Council's main data centre, the likelihood of this risk has been downgraded to remote and it has now been removed from the risk register.

6 At a corporate strategic level, key risks to the Council, with their respective net risk evaluations shown in brackets, are:

- a) If there was to be a slippage in the delivery of the agreed MTFP savings projects, this will require further savings to be made from other areas, which may result in further service reductions and job losses (critical / possible);
- b) Government funding cuts, which will continue into 2019/20, will have an increasing major impact on all council services. In addition the outcome of the Fair Funding Review is not known and could also have a significant impact on the level of funding available to the Council (critical / highly probable);
- c) Failure to protect child from death or serious harm - where service failure is a factor or issue. (critical / possible);
- d) Failure to protect a vulnerable adult from death or serious harm (critical / possible).

7 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.

- a) **Altogether Wealthier:** There are no key risks in delivering the objectives of this theme.
- b) **Altogether Better for Children and Young People:** *Failure to protect a child from death or serious harm (where service failure is a factor or issue).* Management consider it possible that this risk could occur which, in addition to the severe impacts on children, will result in serious damage to the council's reputation and to relationships with its safeguarding partners. To mitigate the risk, actions are taken forward from Serious Case Reviews and reported to the Local Safeguarding Children Board. Lessons learned are fed into training for front line staff and regular staff supervision takes place. This risk is long term and procedures are reviewed regularly.
- c) **Altogether Healthier:** There are no key risks in delivering the objectives of this theme.
- d) **Altogether Safer:** *Failure to protect a vulnerable adult from death or serious harm.* Management consider it possible that this risk could occur which, in addition to the severe impacts on service users, will result in serious damage to the council's reputation and to relationships with its safeguarding partners. As the statutory body, the multi-agency Safeguarding Adults Board has a Business Plan in place for taking forward actions to safeguard vulnerable adults including a comprehensive training programme for staff and regular supervision takes place. This risk is long term and procedures are reviewed regularly.
- e) **Altogether Greener:** There are no key risks in delivering the objectives of this theme.

f) **Altogether Better Council:**

- i. *If there was to be slippage in the delivery of the agreed Medium Term Financial Plan savings projects, this will require further savings to be made from other areas, which may result in further service reductions and job losses. Management consider it possible that this risk could occur, which will result in a funding shortfall, damaged reputation and reduced levels of service delivery. To mitigate the risk, a programme management approach for key projects has been established and embedded across the council. Monitoring by Corporate Management Team and Cabinet provides assurance over the implementation of the agreed MTFP savings projects. It should be recognised that this will be a significant risk for at least the next four years.*
- ii. *Government funding cuts, which will continue into 2019/20 will have an increasing major impact on all council services. In addition the outcome of the Fair Funding Review is not known and could also have a significant impact of the level of funding available to the Council. 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.*