

**Corporate Overview and Scrutiny
Management Board**

21 June 2019

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



Report of Lorraine O'Donnell, Director of Transformation and Partnerships

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 four, 2018/19

- 2 The performance report for quarter four, 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. This new vision will be launched in the autumn and the format and content of this performance report will be modified to align to the new ambitions.

Executive summary

- 4 Key performance messages for quarter four, by priority theme:

Altogether Wealthier

- (a) Overall, the medium-term employment rate remains positive as inward investment into the county continues (£17 million during 2018/19) and the tourism and cultural sector continues to grow

and contribute more to our local economy (now £870 million annually). However, the widening gap between ourselves and the national rate in household earnings for full-time employees is a cause for concern (a gap that currently stands at £3,536 per year), as is the employment gap between those with a disability and those without. We are addressing our concerns through continued engagement and support to businesses across the county, accessing additional funding to drive further economic improvement and building on current tourism and cultural activity through our '2019 Year of Culture'.

Altogether Better for Children and Young People

- (b) There were many positives during 2018/19; educational improvements across all key stages, early indications of decreasing caseloads across children's social care and a slow-down in the growth in the number of children looked after (CLA). There were also causes for concern; the widening gap between disadvantaged and non-disadvantaged pupils in GCSE attainment, the proportion of secondary schools rated as 'requires improvement' or 'inadequate' and the comparably high rates of teenage conceptions and alcohol-specific hospital admissions for under 18s. Further improvements are also needed to support pupils with Special Educational Needs and Disability (SEND). We are mitigating these concerns through a number of actions including a strategic review of the education service, a four-year plan to meet the needs of those with SEND and the implementation of preventative interventions. Our new case management system (Liquid Logic) will support further improvement in staff practice.

Altogether Healthier

- (c) Across the county, health continues to be a challenging area. Life expectancy is increasing, and life chances are improving. Smoking prevalence has fallen significantly in the last five years to a position where we are on par with the rest of the country. We are generally performing well against the national benchmark Better Care Fund indicators for adult social care services and user satisfaction with our services remains high. However, a number of challenges remain. Inequality between County Durham and the rest of the country and between the most deprived and least deprived areas within our county remain unacceptably high. In particular, we have a difference in healthy life expectancy of 19 years across the county. More than two in ten children starting primary school have excess weight, which increases to almost four in ten at the start of secondary school and further increases to six in ten by adulthood. Tobacco dependency in pregnancy

remains a concern. Those in the most deprived communities are at the greatest risk. We are addressing these challenges through our poverty action plan, the initiatives of the Stop Smoking Service (SSS), the breastfeeding call to action to support mothers in their communities and local businesses to be breastfeeding friendly, the Healthy Weight Alliance and our three-year action plan to reduce tobacco dependency in pregnancy.

Altogether Safer

- (d) Changes in recording practices have been the main driver for the increase in crime and decrease in anti-social behaviour. However, we are not complacent and are raising our concerns of increases in particular crime areas (alcohol-related violent crime, possession of a weapon or drugs, metal theft and shoplifting as well as hate crime), the continuing upward trend in 'medium' and 'high' risk domestic violence incidents, and the fact that the North East has one of the highest reported prescribing rates for opioids in the country. We are addressing these concerns through the Safe Durham Partnership on a range of specific actions including piloting countywide multi-agency risk assessment conferences (MARACs) so domestic violence cases are heard quicker and joint actions identified sooner, addressing hate crime through the multi-agency Joint Hate Crime Action group, and targeting road safety training to areas identified through a child casualty mapping exercise.

Altogether Greener

- (e) Overall, environmental cleanliness remains good and environmental satisfaction (National Highways and Transport Survey) generally exceeds or matches national levels. Across the county, carbon emissions are reducing significantly as we generate more energy from renewable sources and divert more waste from landfill. However, almost one fifth of kerbside recyclate is contaminated and cannot be reprocessed. Having declared a climate emergency and set a target to become carbon neutral by 2050, we are developing a new action plan, building on current activity, to address the issues. Single Use Plastics (SUP) are being addressed through quick wins at an operational level as well as more innovative projects such as using waste plastics in the road surface. A range of campaigns is underway to improve both the level and the quality of recycling.

Altogether Better Council

- (f) Our transformation programme is continuing to make a difference to the way we work and the services we provide to our customers.

Our new values and behaviours, simplified HR policies and new performance appraisal scheme that includes the offer of a coach / mentor and involves a discussion on health and well-being, are helping to retain and develop staff at all levels of the organisation. The use of digital tools, techniques and processes to automate paper-based systems, increase online services, optimise work programmes and protect our residents' privacy and security, are helping deliver better value for money services. Attendance management remains a focus and there are early signs that targeted interventions are beginning to have an impact, especially in relation to 'musculo-skeletal' issues. Deteriorating performance relating to Freedom of Information (FOI) and Environmental Information Regulations (EIR) is due to an increased workload of greater complexity. We expect our new FOI/EIR system will drive improved performance.

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 considers the overall position and direction of travel in relation to quarter four 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.

This page is intentionally blank



Altogether better



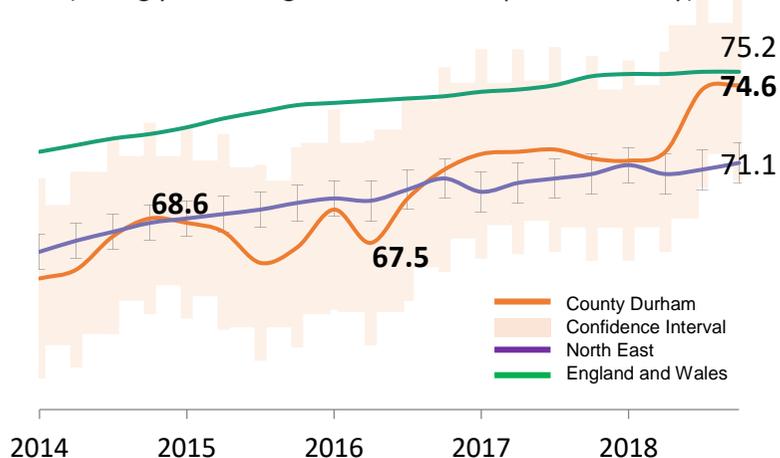
Durham County Council Performance Management Report

Quarter Four, 2018/19



1. Do residents have good job prospects?

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



Median gross weekly full-time pay

Region	2017	2018	% Change
County Durham	£490	£503	↑ 2.7%
National	£552	£571	↑ 3.4%

Additional information about the Annual Survey of Hours and Earnings is available [here](#)

Work and Health Programme

- For those prevented from working due to a health condition
- throughout 2018,
 - **947** referrals received
 - **617** people engaged

North Durham Assist and South Employability Mentoring

- Services to help people aged 25+ into employment / start their own business
- **82** registered
- **18** supported into employment

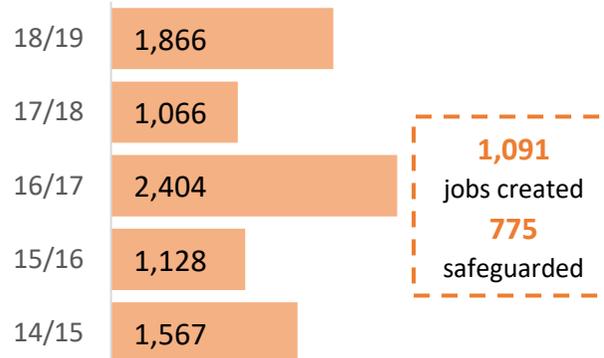
Key employment rate stats:

(Jan-Dec 2018)

	County Durham	National
Male	79%	79.9%
Female	70.4%	70.6%
Private sector	76%	78.9%
Part-time	24.7%	24.8%
Without a disability	83.4%	80.8%
With Equality Act core or work limiting disability	49.6%	53.8%

Additional employment rate information available [here](#)

Business Durham jobs created or safeguarded



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

Durham Advance

- DurhamWorks youth employment initiative supporting unemployed 18-24 year olds to access appropriate employment, education and training opportunities
- **227** registered
- **45** supported into employment

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 Creating highly skilled employment locations and better jobs continue to be a key priority. During 2018/19, we approved a detailed phased development plan of the Aykley Heads strategic employment site, which has the potential to attract up to 6,000 new jobs. In addition, Business Durham is continuing to help create jobs by securing inward investment projects.
- 3 At quarter two, the employment rate increased sharply by 2.8 percentage points. Since then, it has remained relatively static at 74.6% which is above the 73% target in the Regeneration Statement. However, we remain conscious that 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 (+/- 2.8%). We will be closely monitoring the data over the coming months.
- 4 We remain concerned by the employment gap across County Durham between those with an Equality Act core or work limiting disability and those without a disability. Although the gap increased from 37 percentage points in 2014 to 46.6 percentage points in 2016, it has now fallen to 29.4 points, while the national gap has remained stable at around 27 points.
- 5 Households with low incomes also remain a cause for concern, as although median gross weekly household earnings for employees across County Durham has increased, the gap between full-time employees across County Durham and the national average has widened.

ALTOGETHER WEALTHIER

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

Finance Durham 2018/19 (FD):

£4.3m investment in business

11 investment deals through FD fund

£2.75 million committed for 2019/20

County Durham

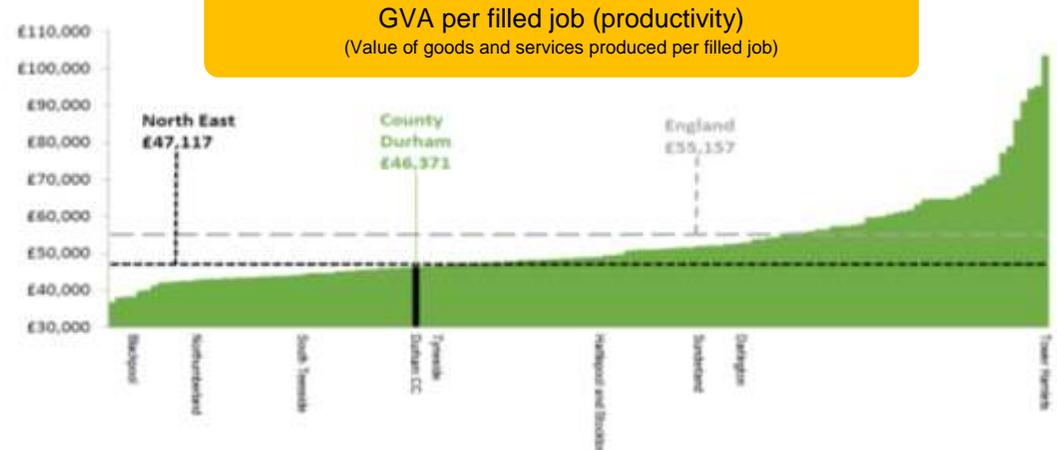
National

GVA per filled job

£39,311 (2009)
£46,371 (2017)
↑ **18%**

£46,276 (2009)
£55,157 (2017)
↑ **19%**

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



% of businesses surviving in first 5 years:

	Year 1	Year 2	Year 3	Year 4	Year 5
Durham	92.4	74.1	59.4	50.6	42.6
North East	92.2	75.6	60.4	51.2	43.6
England	91.2	73.8	59.2	50.3	43.1

Business Durham Activity		compared 2017/18
6	inward investments secured	↓ -6
£17m	value of inward investments	
£8.1m	value of new contracts secured	
84%	Business Durham floor space occupied	↑ +0.9pp
1,866	jobs created (1,091) or safeguarded (775)	↑ +75%
£54.8	GVA from jobs created/safeguarded (million)	↑ -12%

County Durham Plan

Consultation on the pre-submission draft closed 8 March 2019.

Approximately **2,800** comments received.

Plan to be submitted to Planning Inspectorate in June, with Examination in Public expected later in the year.

Is County Durham a good place to do business?

- 6 During 2018/19, six inward investment projects, valued at more than £17 million, came to fruition. These projects included luxury house builder Duchy Homes which created eight jobs with more envisaged, VBites, which purchased the former Walkers crisp factory at Peterlee and intends to create 300 jobs, and a plastic recycling plant for Biffa in Seaham.
- 7 Business Durham engaged with almost 1,000 businesses throughout the financial year, through the business park communities, the Durham 2sday networking event, Digital Drive County Durham Programme, Durham Business Opportunities Programme and North East Satellite Applications Catapult.
- 8 The Durham Business Opportunities Programme engages businesses that don't typically take up business support and connects them to development opportunities.
- 9 'Finance Durham' helps small and medium-sized enterprises (SMEs) struggling to access finance necessary for business and economic growth. During 2018/19, investment deals were completed with, for example: Dyer Engineering, based at Annfield Plain, received £750,000, Parsons Containers, based at Sedgefield, received £500,000 and G20 Water Technology received £200,000 to help increase its Research and Development facilities at its laboratory at NETPark.
- 10 During quarter three, in advance of a showcasing event for engineering and manufacturing companies (EMCON 2018), we supported 21 small and micro businesses which were exhibiting for the first time. Business Durham also launched its 'Powered by People' campaign, which helps businesses, influential developers, employers and partners promote the county and drive growth, as well as the annual Future Business Magnates competition, which involves pupils from local schools developing a product or service made using skills found within the county.
- 11 Bespoke broadband and connectivity services supplied by us is supporting our ambition to transform Aykley Heads into a leading business park. Incoming, high profile organisations are already running their services over DCC supplied fibre infrastructure, and there is potential to expand to meet future needs. We are also supporting developments in the city centre, business centres and industrial parks across the region including NETPark.
- 12 During 2018/19, we successfully bid for funding from the European Regional Development Fund (ERDF). This has enabled us to allocate grants of up to 40% to businesses investing at least £100,000 in capital equipment or new premises to support their growth, and grants up to £10,000 to businesses, trading for less than 12 months, through the 'Durham City Incubator', an initiative with Durham University and New College Durham.

- 13 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.
- 14 During 2018/19, we supported 24 businesses through the Target Business Improvement (TBI) programme, which is fewer than in previous years. The decline in businesses supported is due to various reasons including a shift toward business advice and support, a reliance upon participation of the business, the need for 30% match funding contribution from the business and the size of the individual investments as one scheme may utilise the bulk of available funding. During quarter two, Luciano's Italian Restaurant in Peterlee secured £1 million private sector investment in conjunction with a target business improvement grant, creating 16 full-time equivalent jobs and resulting in the complete refurbishment of the Oaklands pub.
- 15 During quarter four, we submitted four expressions of interest to the Government's recently launched the 'Future High Street Fund'¹, which aims to renew and reshape town centres. The areas are Chester-le-Street, Bishop Auckland, Seaham and Spennymoor. A progress update will be provided in future reports.

Do residents have access to decent and affordable housing?

- 16 Consultation on both the Housing Strategy and Homelessness Strategy closed on 8 March 2019. Comments and feedback are being considered and the final strategies will be submitted to Cabinet for approval in July.
- 17 We continue to work on 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.
- 18 The Homelessness Reduction Act (HRA), introduced during 2018/19, introduced new duties to prevent and relieve homelessness, extended the period of 'threatened with homelessness' to 56 days and placed a 'duty to refer' obligation on certain public bodies, such as the NHS or the police.
- 19 Because of the 'duty to refer', we expected more households to access Housing Solutions during quarters three and four. However, this was fewer than anticipated (129 clients during quarter four, which is 48% more than quarter three) so we have enhanced our communications to ensure public bodies are aware of and adhering to the duty, in particular prisons, Department of Work and Pensions and hospitals.

¹ <https://www.gov.uk/government/news/675-million-fund-to-transform-high-streets-and-town-centres-opens-to-communities>

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

Decent and affordable housing (Apr 18-Mar 19)

1,913	properties improved, adapted or brought back into use
12,264	households accessed Housing Solutions (↓ 8.5% compared to 17/18)
1,007	households helped to stay in their homes
1,036	households helped to move to alternative accommodation

Number of households supported under Homelessness Reduction Act (HRA)



517
Prevention

15.1 Average days spent in temporary accommodation (2018/19)

↑ **3.1 days** from 17/18

357 Relief
(within 56 days)

17 Main Duty
(to secure accommodation)

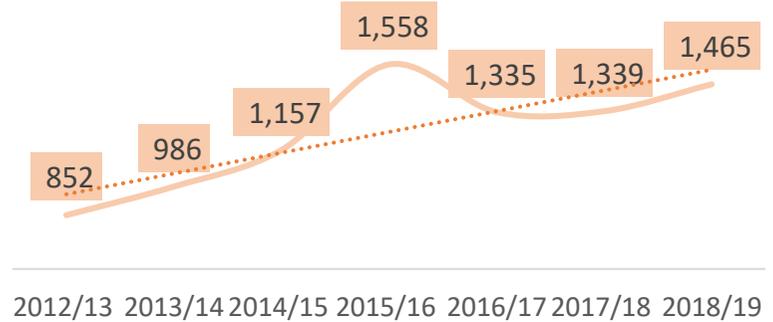
For more information about our duties under the HRA click [here](#)

External Wall Insulation project

In partnership with Durham University **£2.5 million ERDF** funding to improve **220** fuel poor homes with innovative external wall insulation

- It will:
 - save **5,040** tonnes of carbon
 - improve thermal efficiency
 - reduce energy costs for a typical household by **25% (£300 per year)**

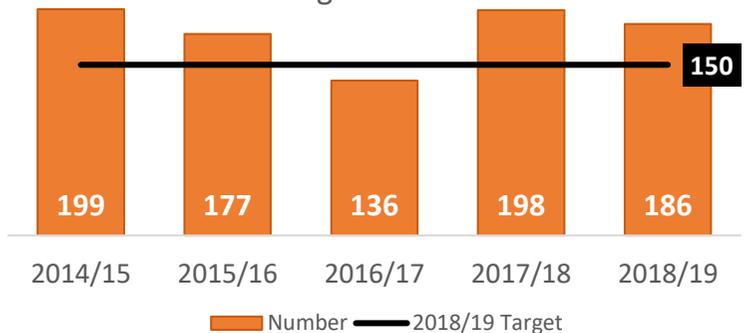
Net homes completed



473
affordable homes delivered (2017/18)

- **240** rental units
- **74** shared ownership
- **159** affordable rent and development management properties

No. of empty homes brought back into use following LA intervention



Unless stated all data is Apr 18-Mar 19, compared to Apr 17-Mar 18

- 20 As part of the Rough Sleeping Initiative bid, we have been awarded £700,000 from the Ministry of Housing, Communities & Local Government (MHCLG). The bid was made sub-regionally by all north east local authorities, with Durham leading the project. The money will be used to help those sleeping rough and struggling with mental health and substance misuse issues and will help fund two regional co-ordinators, a mental health worker, two prison workers and two substance misuse workers. A bid was also made for a Rapid Rehousing programme and we await confirmation of success which, if successful, would include supporting rough sleepers into long term accommodation and the formation of selected 'hubs' in the north east to temporarily house rough sleepers, where required. Changing Lives were successful in the tender process to provide support to homeless singles and families via a new Assessment Centre and various move-on properties in County Durham. A potential Local Lettings Agency that will work with prisons and probations service to house offenders more effectively is being discussed.

Is it easy to travel around the county?

- 21 Results from the 2018 National Highways and Transport Survey (NHT) indicate that satisfaction in relation to highways continues to exceed² national levels.
- 22 During 2018/19, the government committed extra funding of £420 million for local highways authorities to tackle pothole and bridge repairs, and £150 million to improve local traffic hotspots, such as roundabouts. We are using our allocation to resurface unclassified roads.
- 23 We also approved a Strategic Cycling and Walking Delivery plan for 2019-2029, which sets out our goal to help more people experience the benefits of cycling and walking.
- 24 The planning application for Horden Rail Station was approved and car park construction work will commence at the end of May 2019. Construction of the station will begin in September 2019 and will be operational by May 2020.
- 25 During February and March, we carried out public consultation to seek views of the proposed new bus station for Durham City. The current proposal being considered is to replace the existing station in North Road with a more modern, welcoming facility. Further consultation is planned for the end of the year prior to submitting a planning application in early 2020, with work expected to take place between April 2020 and July 2021.

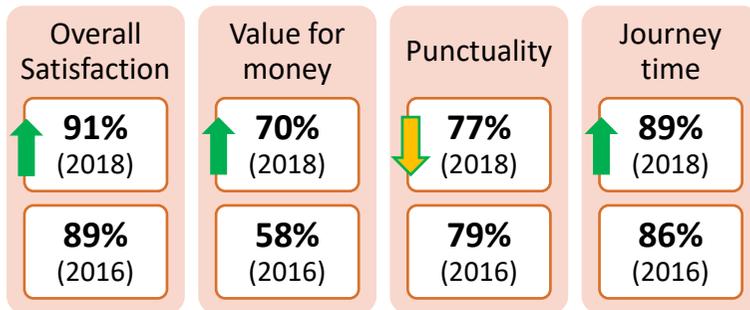
² NHT Survey, performance is significantly better if performance is 4% or more above average and significantly worse if performance is 4% or more below average.

4. Is it easy to travel around the county?

Local passenger journeys on the bus network (compared to 2016/17)



Transport focus bus passenger survey – autumn 2018 (compared to same period 2016)



Delay on locally managed 'A' roads	Average delay (seconds per vehicle per mile)	
	2015	2018
County Durham	21.2 (2015) 23.3 (2018)	↑ 2.1 spvpm
England	44.6 (2015) 47.3 (2018)	↑ 2.7 spvpm

(calculated across complete 24-hour period, including weekdays, weekends, bank holidays etc.)

Deerness Bridge

- **£1.5 million** project to replace the bridge
- work completed August 2018

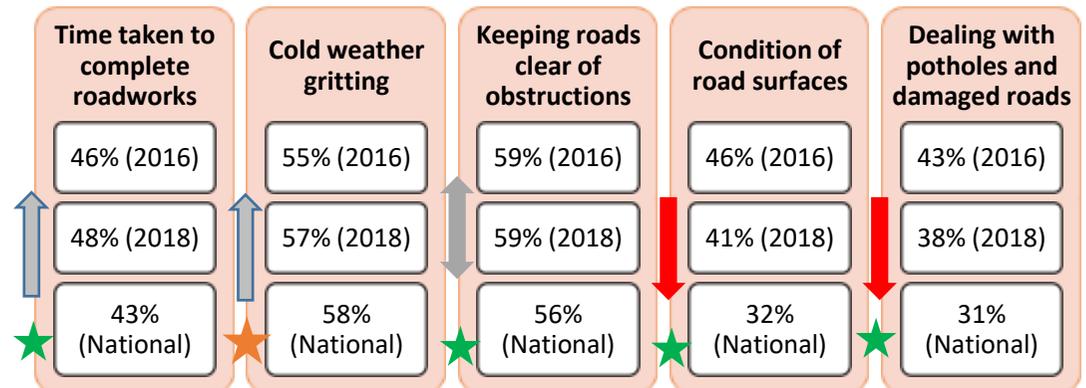
Horden Train Station

- **£10 million** invested
- **70,000** passengers expected each year
- creation of **139** car park spaces & new bus stops

Cycling and Walking Delivery Plan 2019-2029

- **Key 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

National Highways and Transport Survey: Satisfaction with...



- 26 We will undertake civil enforcement of bus lanes using a column mounted camera, taking over responsibility from Durham Constabulary during the summer 2019. Enforcing bus lanes by camera will encourage greater compliance to the restriction which in turn will improve bus journey times, increase service reliability and encourage sustainable transport.

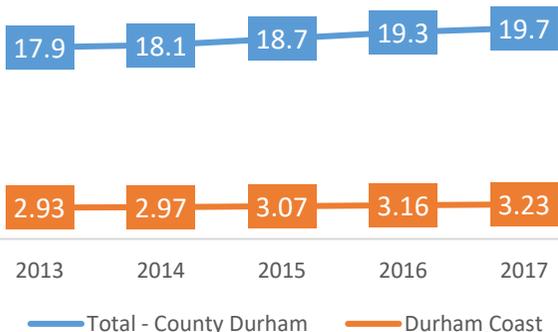
How well do tourism and cultural events contribute to our local economy?

- 27 Tourism and cultural events contributed almost £870 million³ to the county's economy in 2017, exceeding the 2014 benchmark of £752 million by almost £120 million (+15%) and meeting the 2020 target of £863 million ahead of schedule.
- 28 Key future activity to build on this success includes opening Auckland Castle to the public, following restoration work, at the end of 2019 (its walled garden and glass house will follow in 2020) and the 2019 Year of Culture, in conjunction with partners, which will showcase our programme of arts and sporting activities taking place over the next 12 months.
- 29 Established events such as Lumiere, which will celebrate its 10th anniversary in 2019, BRASS, Bishop Auckland Food Festival, Fire and Ice Festival and Kynren, will be held alongside new activities and celebrations such as the Cricket World Cup, Durham Running Festival, Seaham Food Festival and Norman Cornish Centenary Exhibitions.
- 30 In addition, a series of cultural activities and exchanges will mark the 50th anniversary of Durham's twinning with the German city of Tübingen, and the Auckland Project's Spanish Gallery and Faith Gallery will open in Bishop Auckland.
- 31 We are encouraging organisers of community events to join in by using the hashtag #Durham19.
- 32 We are continuing to apply for funding to enhance our environment and encourage visitors. If successful, £1.6 million of Heritage Lottery Funding will help restore Seaham's historic character, bring vacant properties into use, upgrade paving and public spaces, and develop a historic/cultural quarter at the seafront end of Church Street. We have also submitted a bid for £1.5 million from the Coastal Communities Fund for a Crimdon Coastal Hub comprising of a café, public toilets, and a community, educational and volunteer space. Updates will be provided throughout 2019/20.

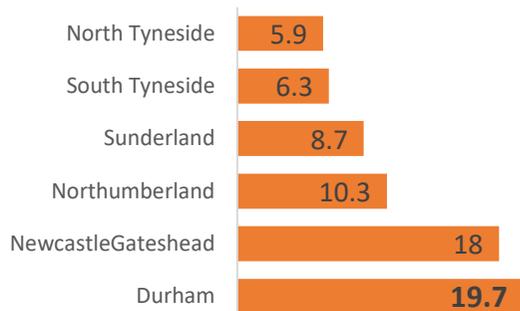
³ [Scarborough Tourism Economic Activity Monitor \(STEAM\)](#)

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

Number of visitors (million)



Visitor Numbers 2017³ (million)



Overall Visitor Expenditure 2017³

(£) millions



Generated by the visitor economy

£866.71m

(↑4.9%)

Employed in tourism

11,682

(↑ 4.7%)

93% satisfaction with visitor information network (2018/19)

↑ 2pp compared to 2017/18

Durham City Town Hall
5,258 visitors
(Dec 18-Mar 19)

Vélo North

- closed road cycling event will take place September 2019
- offers a choice of 50 or 100 mile routes
- event will also feature diverse programme of community events and activities aimed at encouraging people to take up cycling and lead a healthier more active lifestyle.

2018 Tour Series (May 2018)

- 10,000 visitors
- £326,471 gross expenditure impact
- £158,036 net visitor expenditure



Brass Festival (July 2018)

- 23,757 visitors
- £492,383 net visitor 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



North Pennines Stargazing Festival (Oct-Nov 2018)

- £118,748 estimated economic benefit
- 1,512 attendees (↑ 50% from 2017)
- £8.50 ROI for every £1 spent



Bishop Auckland Food Festival (April 2019)

- Almost 30,000 visitors
- More than 150 traders



Unless stated all data is 2017 compared to 2016

- 33 In conjunction with our partners, we organised a series of high profile equality awareness events during 2018/19. These events included Durham Pride (May 2018), Holocaust Memorial events (January 2019) and International Women's Day event (March 2019).
- 34 The Pride event, which promoted community cohesion and actively demonstrated support for our LGBT+ community, was attended by more than 15,000 people.
- 35 With Eva Clarke, who is a holocaust survivor, as a guest speaker, Holocaust Memorial Day highlighted the importance of tackling prejudice and hate. 200 students from nine schools attended the event at Durham Cathedral and approximately 400 people attended community events in Bishop Auckland, where there is the large Gypsy, Roma and Traveller (GRT) population.
- 36 Three inspirational women, Sue Snowdon, the Lord Lieutenant of County Durham, Rachel Mackenzie, World Thai-boxing champion and Kate Fox, poet and comedian, shared the stage of the free event at Bishop Auckland Town Hall, on International Women's Day. The event aimed at encouraging and inspiring girls and women across the county. Local schools put on theatre and dance performances and the event coincided with the 'No Man's Land' exhibition which provided an insight into the bravery of women during WW1 by uncovering their stories.

Altogether Better for Children and Young People

- 37 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 and early help services appropriately supported?

- 38 Post-Ofsted support, following judgement that a school 'requires improvement' or is 'inadequate', includes Education Development Partner⁴ (EDP) support, a review to

⁴ Job role within Education Development Service

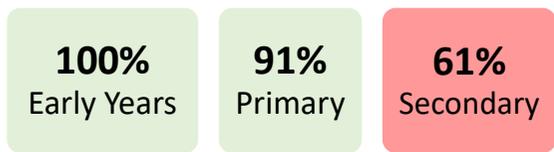
ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE

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

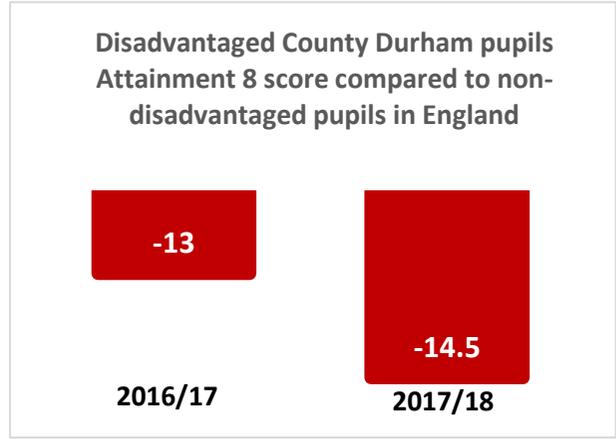
Educational Attainment 2017/18 academic year

Early Years Foundation Stage achieving good level of development 72.8%	KS2 pupils achieving expected standard in Reading, Writing, Maths 68%
KS2 Attainment Gap -18	Average Attainment 8 KS4 45.0
KS4 Attainment Gap -14.5	A-level average point score 33.4

Schools judged good or outstanding (as at 28 February 2019)

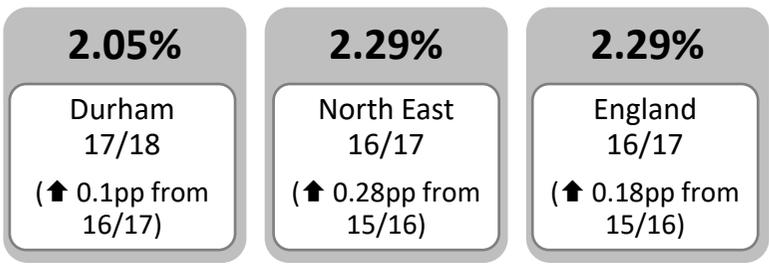


Click [here](#) for the relationship between secondary school Ofsted ratings and indices of deprivation.



Attainment 8 - more information available [here](#).

% of children with at least one fixed term exclusion

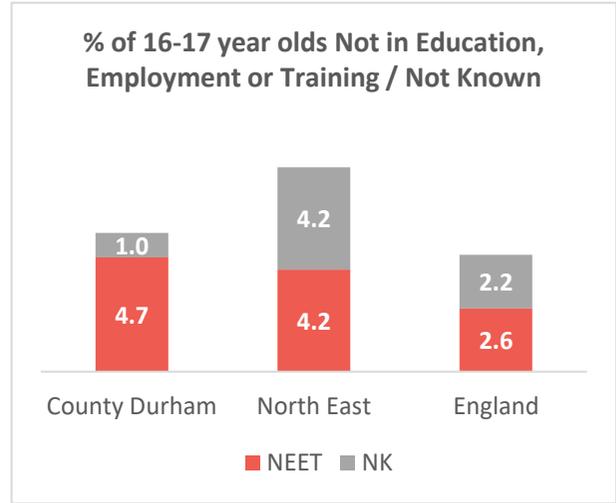
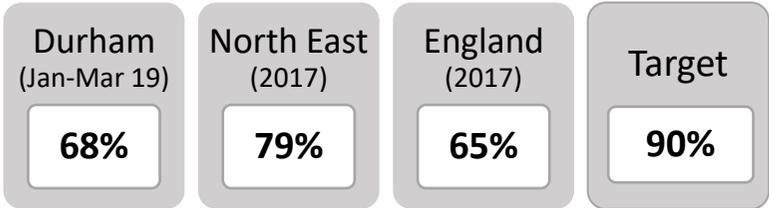


% of SEND pupils with at least one fixed term exclusion (Autumn term 2018)

- 2.4%** of pupils receiving SEN support with a fixed term exclusion
- 1%** of SEN primary school pupils
- 3.6%** of pupils in Pupil Referral Unit / Special Schools
- 4.8%** of SEN secondary school pupils (0.5% had at least one permanent exclusion)

■ better than last year ■ worse than last year

% EHCP completed within 20 week timescale



498 children and young people known to be electively home educated (as at March 19)

ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE

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

One Point

2,341 cases open (as at 31 March 2019)

94.5% assessments completed within 45 working days (Apr 18 - Mar 19)

2,575 families have achieved significant and sustained outcomes, as described in County Durham Family Outcome Framework (as at end March 2019).

This equates to **59%** of the target of 4,360 by May 2020.

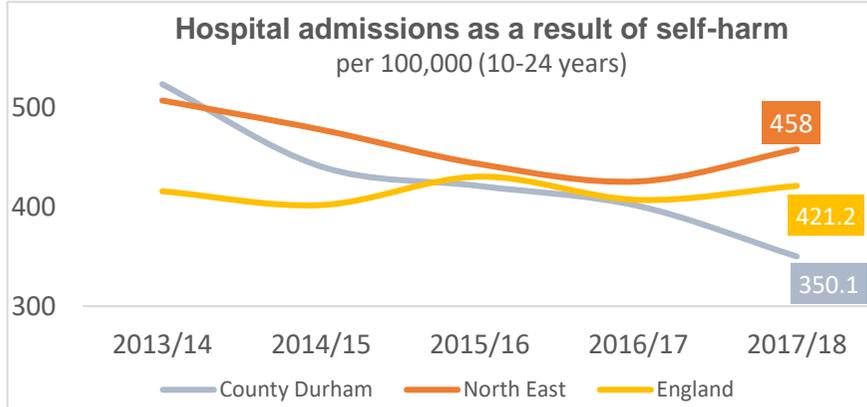


Stronger Families Earned Autonomy: Assessment of Progress

Assessment Area	Grade
Delivery of the Plan	Developing
Troubled Families Contribution	Maturing
Whole Family Practice	Maturing
Population outcomes	Developing

Alcohol specific hospital admissions for under-18s (rate per 100,000)

Durham (2015-2018)	North East (2015-2018)	National (2015-2018)
53.1 (↓ 3.1 from 12 months earlier)	62.7 (↓ 2.1 from 12 months earlier)	32.9 (↓ 1.3 from 12 months earlier)



Teenage Pregnancy Prevention Framework

- under-18 conception rate is higher than the same period in the previous year
- lower than the North East ↓
- higher than England ↑

evaluate progress to Ofsted recommendations and establishing a School Scrutiny Group to evaluate the impact of improvement actions.

- 39 Local Authority Monitoring and Intervention for Improvement (MII) procedures are a fundamental part of Education Durham, our school improvement service, and ensure schools receive support and monitoring appropriate to their needs. EDPs and the Head of Education review current issues and progress to actions at termly review meetings. EDPs ensure related support and monitoring is both timely and effective across all phases from EYFS through to secondary.
- 40 Consultation on Ofsted's proposed changes to the school inspection framework closed on 5 April 2019. A new framework is expected in September 2019.
- 41 The Education Service is reviewing its strategic approach to continue meeting the needs of both pupils and schools in terms of support and challenge. It is focused on making sure that we enhance our credibility as a service that provides real impact in schools.
- 42 We are planning our first Schools and Academies Conference for September and developing links with Ofsted, the Department for Education (DfE) and educational organisations such as the Education Endowment Foundation so we are at the forefront of educational developments both regionally and nationally.
- 43 The DfE has published new guidance, for both local authorities and parents, in relation to non-statutory elective home education. This coincided with the Government's response to the 'Call for Evidence', suggesting an intention to consult on new legislation which will place a duty on; local authorities to maintain a register of children who do not attend school, parents to inform the local authority if their child is not attending a mainstream school, settings attended by children on the register to respond to local authority enquiries, and local authorities to provide support to home educating families.
- 44 The Children and Young People's Overview and Scrutiny Committee will begin a local review on elective home education in July 2019.
- 45 We have developed a Special Educational Needs and Disability (SEND) Strategy, based on feedback from children, young people, families and key partners, which sets out where we would like to be in four years. The strategy is supported by a one-year action plan and is available on the Local Offer [website](#).
- 46 Unprecedented demand has impacted on our ability to complete Education Health and Care Plans (EHCP) for children and young people with SEND within 20 weeks, and the 90% target was not achieved. The following contributed to the demand increase: communications to schools regarding high needs block funding pressures and top-up funding requests, the requirement to submit all requests before the Easter term break (pushing the consistently high volume of requests received in May, June

and July into the latest quarter), and increased parental awareness and pressure for EHCPs over SEND support plans.

- 47 During the Autumn term just over 250 pupils with SEN had at least one school exclusion. 13 secondary school SEN pupils had a permanent exclusion. We are undertaking further analysis, comparing to students without SEN and looking at seasonal and geographical trends. The results of this analysis will be included in a future report.
- 48 An independent review of how head teachers use exclusion has produced 30 recommendations which includes making schools accountable for pupils they exclude. This is to prevent 'off-rolling' which is primarily in the interest of the school rather than the pupil. The Government intends to consult this year on how to make schools more accountable for permanently excluded children.
- 49 We are one of 14 local authorities awarded Earned Autonomy, which ensures children and families with complex needs receive effective 'whole family' 'outcomes focus' support at the earliest opportunity.
- 50 As part of the Earned Autonomy Memorandum of Understanding, we hosted a monitoring visit in April 2019 by members of the Minister for Housing, Communities and Local Government (MHCLG) Families Team. MHCLG concluded *"In relation to system transformation, we could see that there is strong and consistent leadership for whole family working and that significant progress has been made to embed this practice across the partnership of services. You have a strong vision to develop the 'earlier help' offer as evidenced by the place-based approach and Voluntary and Community Sector (VCS) alliance work. In particular, the VCS alliance is creating more links and capacity across the Early Help system both to support families earlier and to reduce demand for acute services."*
- 51 We are working with partners, to bring together intelligence which will enable us to target unmet needs earlier and more effectively.
- 52 More than 5,800 young people aged 16-24 are being helped by DurhamWorks to secure a place in education, employment or training (EET). 89% of those completing the programme have secured a place in EET or gained an accredited qualification.
- 53 There has been a 64% reduction in teenage conceptions since 1998 (499 to 181 in 2017) but some parts of the county have persistently higher rates than the countywide average. To address these inequalities, we are working with partners to co-ordinate a range of preventative interventions.
- 54 Having assessed the relationship and sex education (RSE) needs of children looked after, care leavers and the professionals supporting them, including foster carers, we are developing a bespoke offer which will inform and update our Teenage Pregnancy Action Plan.

- 55 A 2017 survey by Balance found only one in 20 adults in the North East were aware of national guidance stating children should not drink any alcohol before the age of 15. In conjunction with our partners, we held the ‘what’s the harm?’ event to increase parental knowledge of the dangers of children drinking alcohol.
- 56 In July 2016 the former Local Safeguarding Children’s Board (now Durham Safeguarding Children’s Partnership) established a managing self-harm task and finish group. Its purpose is to progress actions identified within the CYP Mental Health, Emotional Well-being and Resilience Transformation Plan, including: implementing a self-harm and suicide risk multi-agency pathway to enable appropriate and timely intervention, developing mental health led education package on self-harm and suicide prevention for schools and GPs, and developing best practice guidance for all schools and colleges.
- 57 We continue to promote resilience and emotional well-being in children and young people. 2,253 pupils participated in the Youth Aware Mental Health (YAM) programme which was rolled out to seven schools, part of a national randomised control trial co-ordinated by the DfE, in January 2017. We also created a bespoke package, currently being evaluated by the University of Brighton, which we rolled out to 25 schools each year from 2017.

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

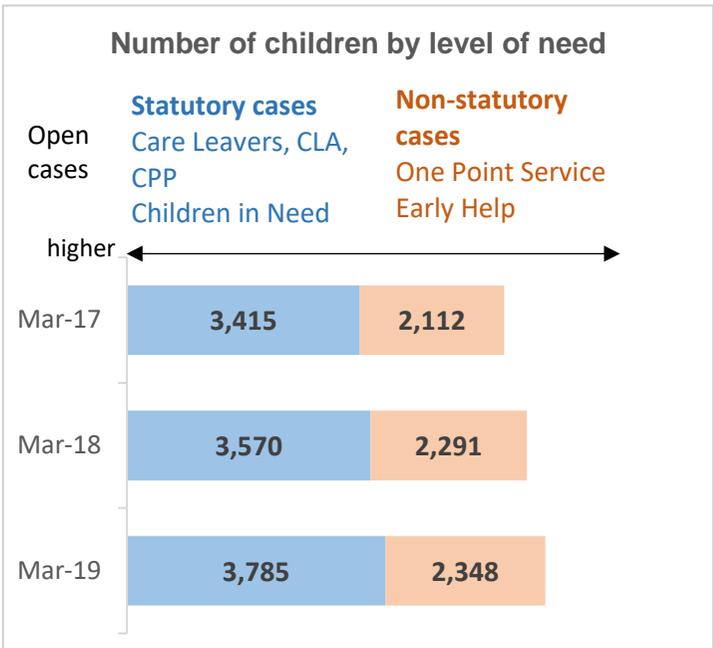
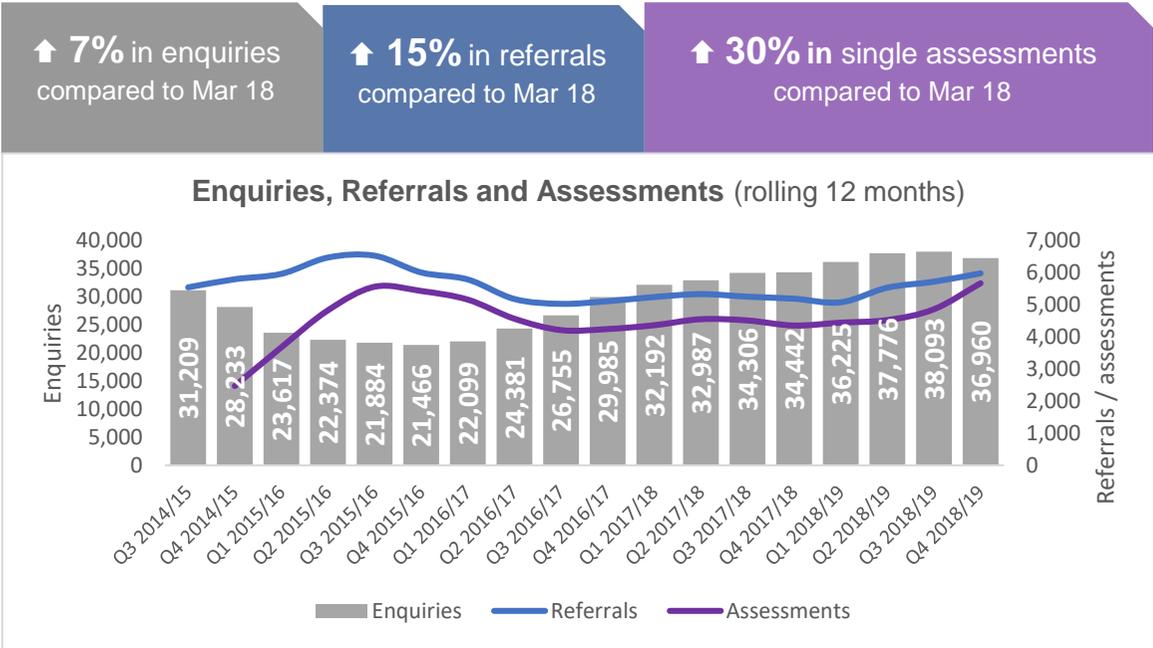
- 58 As at 31 March 2019, our statutory social work teams were supporting 3,785 children, including 431 children on a child protection plan and 833 looked after children.
- 59 In early January, we received a focused visit from Ofsted. Inspectors recognised the progress we are making, stating that we have a good understanding of our challenges, appropriately focused improvement plans and good support. They recognised that the pace of change, stepped up over recent months, needs to be maintained and increased. We continue to implement our planned changes as well as addressing additional recommendations following the focused visit⁵.

⁵ [Ofsted focused visit summary](#) (10-11 January 2019)

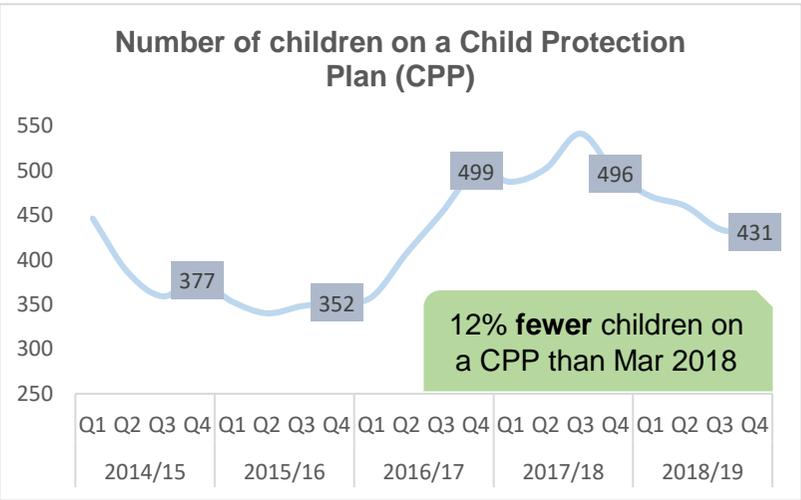
ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE

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

Journey of a child



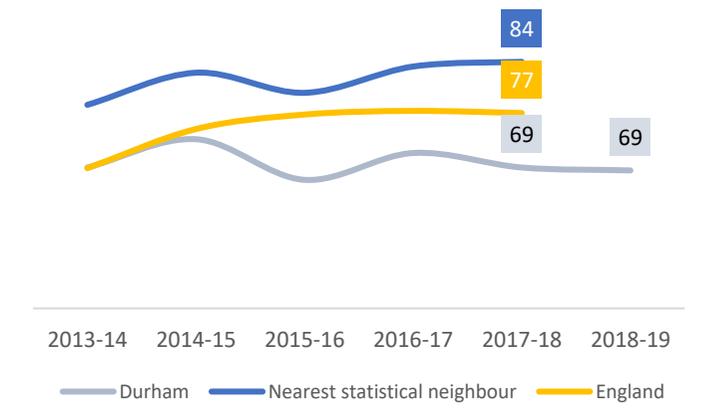
Highest % of assessments completed within timescale in 2018/19 during quarter 4



Quality of case work file audit: (Jan-Mar 2019)

86.5% (32 of 37) case files given a scaling score of 6 or above.

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



- 60 Following a further increase in statutory re-referrals within 12 months, we are undertaking additional analysis to identify any possible reasons for this increase.
- 61 We continue to closely monitor our child protection processes and the focus on holding Initial Child Protection Conferences (ICPCs) within 15 days of a strategy meeting is starting to drive improved performance. Following sharp increases between 2015/16 and 2017/18, the number of Section 47 investigations⁶ has stabilised. During quarter four, more assessments were completed within 45 working days. This follows the introduction of proportionate assessments in late 2018 which aims to complete the least complex assessments within 25 working days.
- 62 Significant investment, additional recruitment and support has improved the caseloads of social workers, a greater proportion now have caseloads of 20 or less. Permanent Team Managers are now in place in all of our Families First Teams. The quality of the case files, which were audited during the quarter, has improved and reflects ongoing improvements.
- 63 A recommendation from our 2016 Children's Services Ofsted inspection was 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 (Liquidlogic) successfully went live on 1 February 2019; providing a much-enhanced system to support staff practice and allows high quality recording of every child's journey. Phase 2 of the project is now underway and includes:
- A children's portal which allows partner agencies to refer directly into the system. We are exploring its functionality for communicating and sharing documents with parents/carers and young people.
 - A mobile app for social workers to carry out case recording, irrespective of connectivity, when visiting families, removing the need to re-key information at a later date. The app is being tested and a pilot due to commence in July.
 - A provider portal which allows electronic invoices to be confirmed by foster carers prior to payment. All payment remittance is also available through the portal.
- 64 From 1 April 2019, Durham's Local Safeguarding Children's Board (LSCB) was replaced by Durham Safeguarding Children Partnership (DSCP) which is led by three statutory safeguarding partners: Durham County Council, Durham Constabulary and the Clinical Commissioning Groups with responsibility for North

⁶ 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

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

Number of Children Looked After



Year	Q1	Q2	Q3	Q4
2014/15				
2015/16				
2016/17				
2017/18				
2018/19				

The Local Authority has successfully slowed the increase in CLA to just over 800: over the last 21 months there has been a 3% increase compared to 32% the two years prior to that. We have also seen a slight reduction (6 young people) from quarter three, 2018/19.

Outcomes for care leavers

% age 17-18 in education, employment or training (EET)

63.9%

↓ 18.1pp

64% England

% aged 17-18 in suitable accommodation

96.4%

↑ 23.4 pp

89% England

% aged 19-21 in suitable accommodation

94.4%

↑ 7.4pp

84% England

Following the migration to Liquidlogic, data for our care leavers is currently being checked to ensure accuracy. Data is therefore provisional.

as at 31 March 2019

compared to same period the previous year

% of children looked after continuously for 12 months with required number of health assessments:



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



Care Provider Classification	%
In-house foster care	48.6
Friends and family	16.3
Independent Fostering Agency	14.3
Placed with parents	7.6
In-house residential (incl. children's homes)	3.9
External residential (incl. children's homes and res school)	3.2
Placed for adoption	3.1
Independent living (incl. supported lodgings)	2.7
Secure (incl. YOI and prisons)	0.1

Durham and Durham Dales, Easington and Sedgfield geographic areas. New safeguarding arrangements were launched on 3 May 2019.

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

- 65 As at 31 March 2019, there were 833 children in care. The current number of CLA is high by historical standards, but growth slowed over the last couple of years following a significant period of increase. Between March 2015 and March 2017, CLA increased by 32% but in the two years since the number has increased by 2%. The rate of CLA remains above the national average but below our most similar and nearest neighbouring councils.
- 66 The high number of CLA has impacted upon the stability and availability of placements, as well as contributing to financial pressures, but we have established a Placement Stability Improvement Plan to develop safe, stable and secure placements.
- 67 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. The national “Foster Care Fortnight” campaign in May will be our next focus, with specific focus on those who wish to foster teenagers and sibling groups as there is currently a gap in provision.
- 68 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 Durham Family Courts which we use⁷. We continue to work closely with our legal team to ensure the best outcomes for children. The average duration of care proceedings in South Durham (27 weeks) remains lower than the England average (33 weeks), however North Durham (34 weeks) exceeds this.
- 69 We are working 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 and ensure children who come into care receive a health assessment as quickly as possible.
- 70 Provisional figures show fewer children were adopted compared to last year. We continue to focus on our Adopter Recruitment Strategy and during 2019/20 will move adoption services to a Regional Adoption Agency (RAA) called Adopt Coast to Coast.

⁷ Click [here](#) for more information about average duration of care applications (Section 31) by Designated Family Judge area in England.

- 71 We continue to maintain good relationships with children leaving care and remain in touch with the majority, whom we support to live in suitable accommodation, and access employment, further education and training.
- 72 Overall attainment of CLA is broadly positive, with improvements in writing, grammar punctuation and spelling, maths at Key Stage 2 and very strong performance in English at Key Stage 4. Our children in care made better progress from Key Stage 1 to 2 in writing and maths than those not in care. They also achieved above average for the CLA cohort nationally and regionally at most measures. Identified areas for improvement include reading at Key Stage 2, maths and the need to close the gender gap. We have developed new book packages, combined with activities to promote comprehension, for primary pupils. We are also working with schools to identify gaps in learning and will provide every child in years 2, 6 and 11 with one-to-one tuition. We have also supported schools to be attachment and trauma aware.

Altogether Healthier

- 73 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?

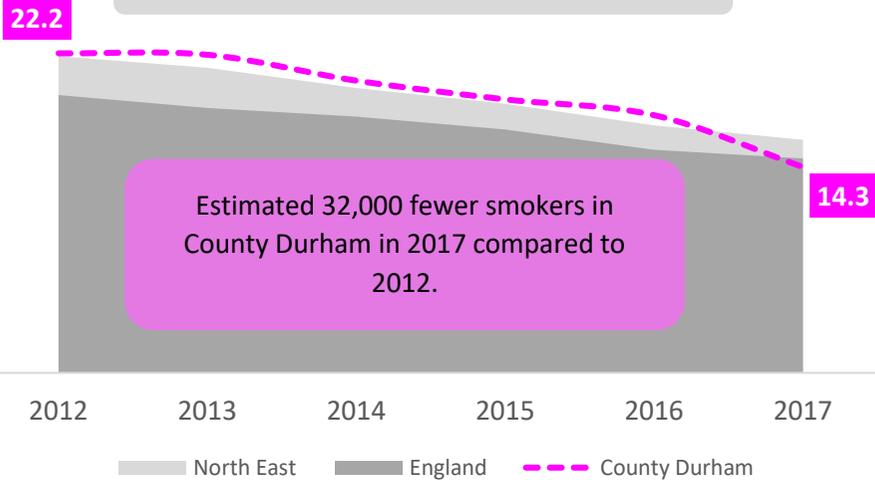
Are our services improving the health of our residents?

- 74 Estimated smoking prevalence (persons aged 18 and over) has improved and for the first time is not significantly different to both national and regional averages (see [Tobacco Control Profiles](#)).
- 75 It is estimated that, in 2017, just over 60,000 adults smoked, around 32,000 fewer than 2012. Many residents stopped smoking with support from the Stop Smoking Service (SSS) activities throughout 2018/19.
- 76 Throughout 2018/19, SSS activities to reduce smoking included promoting services within GP practices for smokers with long-term conditions and carrying out targeted locality-based campaigns with partner organisations such as Fresh and Public Health England. Campaigns included Stoptober, encouraging smokers to quit for 31 days in October; Quit 16, highlighting that smoking causes 16 types of cancer; Health Harms, focusing on the personal harm caused by smoking; and 'No Smoking Day', an annual health awareness day intended to help smokers quit.

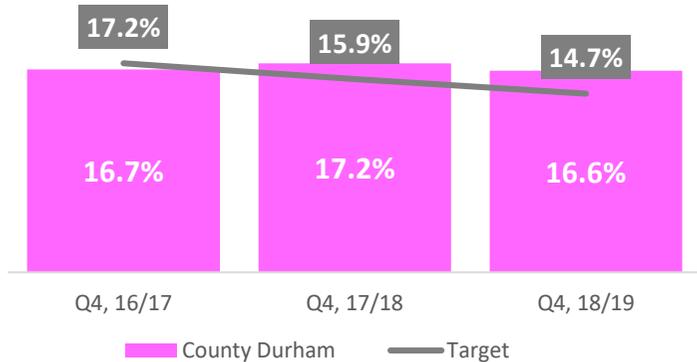
ALTOGETHER HEALTHIER

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

Smoking Prevalence – aged 18 and over

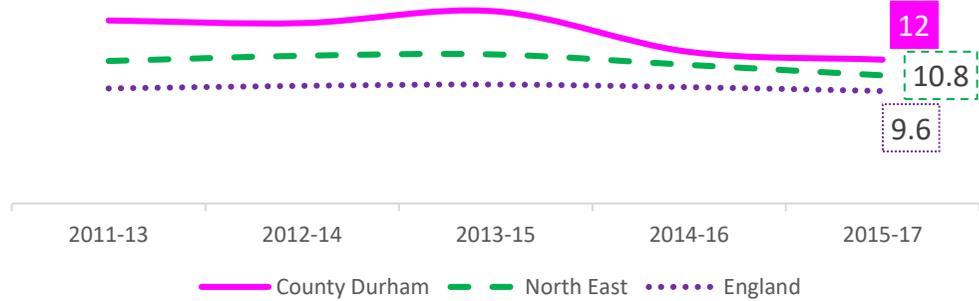


Mothers Smoking at Time of Delivery



Performance improving ↓ but did not meet target ✗
 Performance is worse than England average (10.5%) ✗

Suicide Rate per 100,000 population (2015-17)



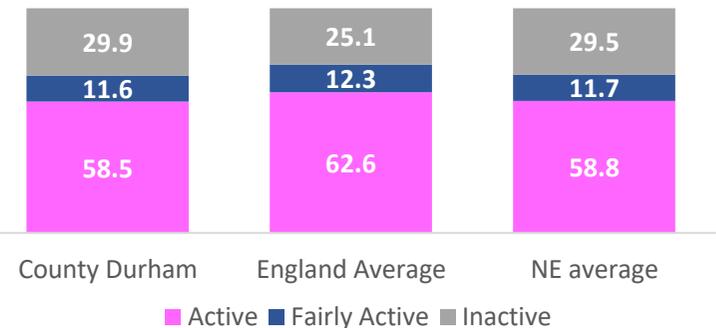
Prevalence of breastfeeding at 6-8 weeks from birth



Adult participation in sport and physical activity (Nov-17 to Nov-18)

↓ decreases have been seen in Active participation locally and regionally.

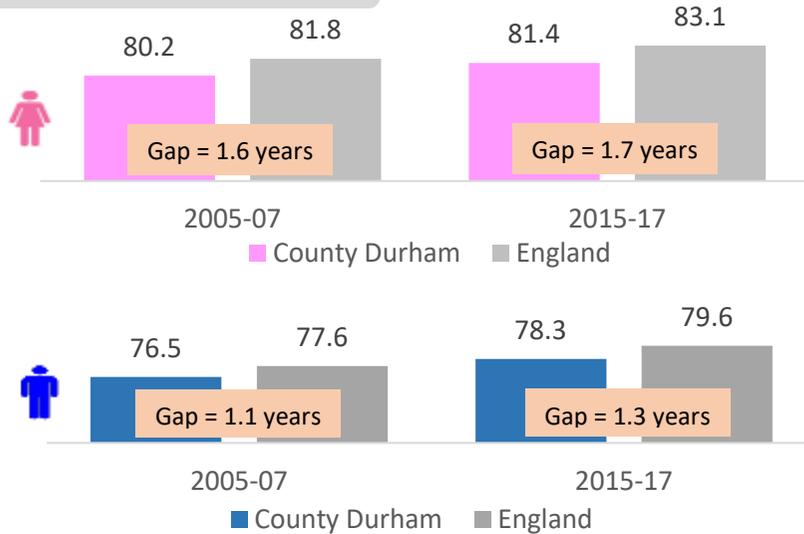
DCC data is not significantly different from national data



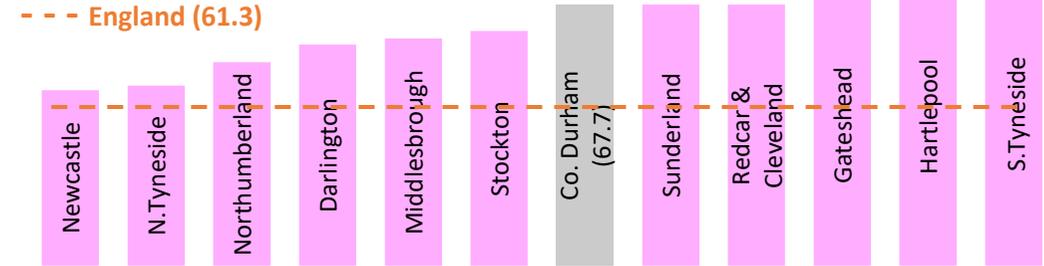
ALTOGETHER HEALTHIER

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

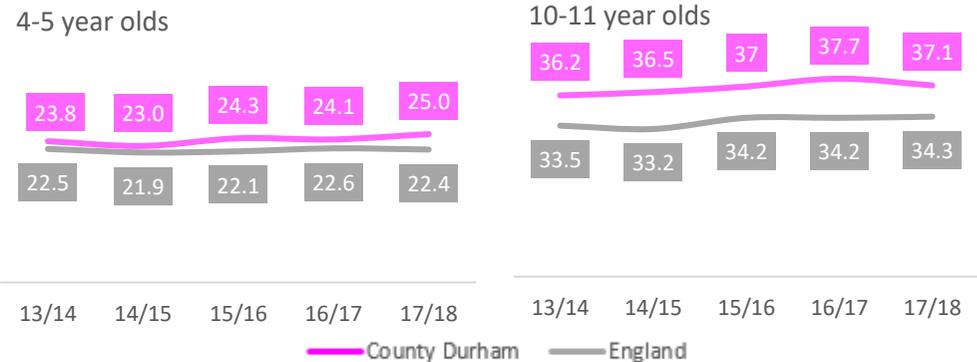
Life Expectancy (years)



Excess Weight - Adults



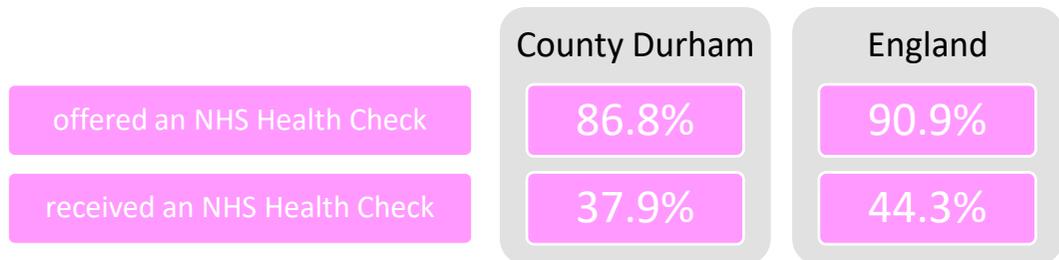
Excess Weight - Children and young people



Mortality Rates (2015-17)

Mortality rate per 100,000 from...		County Durham	England
causes considered preventable	all ages	215.1	181.5
all cardiovascular diseases	under 75-year olds	78.2	72.5
cardiovascular diseases considered preventable		48	45.9
cancer		150.1	134.6
cancer considered preventable		89.1	78.0
respiratory disease		42.8	34.3
respiratory disease considered preventable		26.9	18.9

NHS Health Checks - % of eligible population (age 40-74) (13/14 to 17/18)



- 77 The Director of Primary Care for Durham, Dales, Easington and Sedgefield (DDES) CCG has been identified as the CCG lead for Tobacco Control. Fresh North East have undertaken a DDES CCG “Time-out” event and reiterated the messages around making every contact count in relation to smoking for general practice promoting Ask, Advise and Act at every opportunity. The CCG are looking at streamlining the referral process from general practice to the SSS to make it easier for people to get the support they need to quit smoking. General practices supported National No Smoking Day in March and Quit 16 Campaign.
- 78 A narrative change has been made away from the use of the term ‘smoking in pregnancy’ and toward ‘tobacco dependency in pregnancy’; this is in line with a recommendation from the regional Local Maternity System (LMS). The Integrated Care System health strategy group have also become a chief officer level champion of reducing tobacco dependency in pregnancy. The ‘Yale’ group which covers the central and southern integrated care partnerships have identified reducing tobacco dependency in pregnancy as a key area for them to support the LMS and local delivery change. The County Durham Tobacco Dependency in Pregnancy steering group have produced a three-year plan, endorsed by the Integrated Steering Group for Children with an ambition to reduce tobacco dependency in pregnancy to 6% or less by 2022. A place-based pilot is currently being discussed in Shildon to work alongside the local community to address smoking at the time of delivery rates within Shildon. A 12-month action plan is currently in development for this piece of work which will link into the countywide Tobacco Dependency in Pregnancy Plan.
- 79 In 2018/19, 1,441 infants were breastfed at 6-8 weeks. During this period, we produced new marketing material to increase sign-up to the Breastfeeding Friendly County Durham Scheme, held an Infant Feeding Conference to raise awareness of the benefits of breastfeeding amongst practitioners and other stakeholders, and signed up to support the Breastfeeding Call to action which includes supporting mothers in their communities, supporting local businesses to be breastfeeding-friendly and addressing the social and cultural norms through education of children and young people.
- 80 The number of businesses signed up to the Breastfeeding Friendly County Durham scheme is 141 with a range of high profile organisations in discussion to receive training, including Asda, Sainsbury’s, Durham University and East Durham College. An Infant Feeding Conference is being held jointly by the DCC Public Health team and Harrogate and District Foundation Trust at the Durham Centre in June 2019; to date 200 attendees have signed up to the conference.
- 81 Throughout 2018/19, we have supported several campaigns as part of our efforts to raise awareness of the dangers of alcohol, including Dry January which encourages people to reduce their alcohol consumption and ‘A Spot of Lunch’ (re-launched in February 2019) which highlights the links between alcohol and breast cancer.

- 82 During November 2018, we were involved in an event with our partners ('what's the harm?') to increase parental knowledge of the dangers of children drinking alcohol. The event followed a survey by Balance in 2017 that found only one in 20 adults in the North East were aware of the national guidance that children should not drink any alcohol before the age of 15.
- 83 Alongside the Office of Durham's Police, Crime and Victims' Commissioner, we have signed up to the Local Government Declaration on Alcohol, which is a pledge to act and demonstrate our commitment to protecting local communities from the harm caused by alcohol.
- 84 We are working in partnership to deliver the Mental Health at Scale project, which is a Local Government Association (LGA) pilot programme tackling stigma and discrimination, with a focus on young people, workforce and the community, to build more resilient communities and reduce death by suicide. There are a number of initiatives and approaches underway which seek to promote good mental health across a variety of settings. These include new approaches to workforce co-ordination to help collate best practice and transfer this between organisations, mental health training for the workforce, and the development of informal social movements to promote good mental health (such as the 'Men's Sheds' initiative).
- 85 We have been selected as one of eight new national Time to Change hubs, the aim of which is to help change the way people think and act about mental health problems. We will receive a £15,000 start-up budget along with £10,000 for a champions fund, to allow local 'champions' to bid for funding to run stigma-busting events and activities within their area.
- 86 The work of the council and its partners is helping to maintain a downward trend in teenage conceptions. In 2017 there were 181 teenage conceptions, compared with 499 in 1998 – a reduction of 64%.
- 87 There is a geographical difference in rates across County Durham, with some areas of the county having persistently higher under-18 conception rates than the countywide average. In order to address these inequalities, our Public Health team is leading on the self-assessment of the Teenage Pregnancy Prevention Framework across County Durham, by working with stakeholders to co-ordinate a range of preventative interventions through the work of the Teenage Pregnancy Steering Group.
- 88 A self-assessment is being used to further explore the relationship and sex education (RSE) requirements and our offer for children looked after (CLA), care leavers and those professionals supporting them, including foster carers. Developments with the council's Education Development Service and the Integrated Sexual Health Service are ongoing and a bespoke offer for this vulnerable group is under development. This work will inform and update the Teenage Pregnancy Action Plan for County Durham.

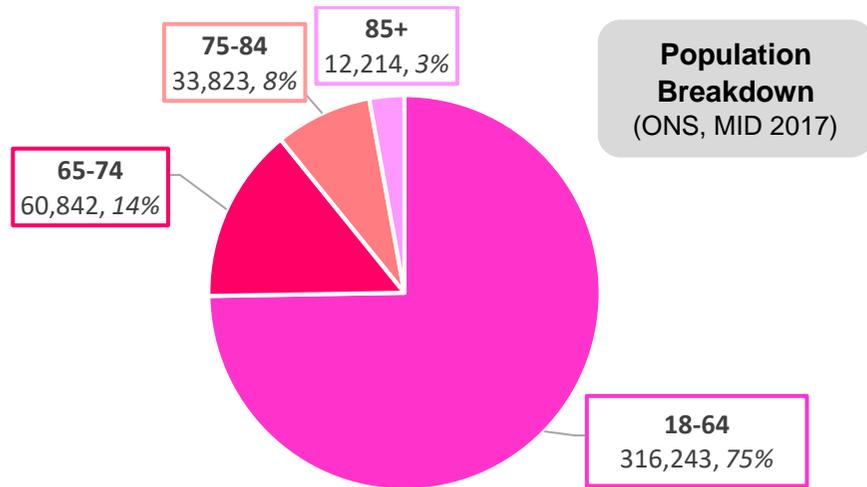
- 89 We continue to work with Area Action Partnerships and the voluntary sector to address child poverty, focusing on opportunity and food poverty experienced by families during school holidays. Although our funding application to the Department for Education's Holiday Activities with Food programme was unsuccessful, the intelligence gathered in support of the bid has enabled us to target resource to specific areas. We are also working with FareShare, a charity tackling hunger and food waste, to reduce food poverty during school holidays.
- 90 We continue to work with partners from the Healthy Weight Alliance to drive forward work to help tackle childhood obesity. Key actions include work around SugarSmart Durham, the Soft Drinks Industry Levy, vending of food and drinks across the Durham County Council estate and the Hot Food Takeaway policy.

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

- 91 Durham continues to be an outstanding performer in preventing delayed transfers of care from hospital. We have consistently had one of the lowest rates of delays in the country throughout 2018/19.
- 92 The main performance indicator which assesses the success of reablement – the percentage of users still at home 91 days after discharge – has finished the year at 86.2%, which achieves the Better Care Fund (BCF) target of 85.9%. Performance has dropped from 89.1% in 2017/18, but this year's performance should still be considered a success, given that service delivery transferred to the private sector mid-way through the year. Due to the reporting lag on this indicator, the first data consisting entirely of users who received reablement from the newly commissioned provider, will not be available until quarter one, 2019/20.
- 93 The adult safeguarding process continues to be successful, with 95.1% of individuals fully or partially achieving the desired outcomes which they set at the start of the process. The Safeguarding Adults Board (SAB) has its own performance monitoring framework which has been reviewed in 2018/19. The SAB has four key priorities in its plan (prevention & early intervention; user and carer voice; performance, quality & governance; learning and training). Each priority has an indicator set and is aligned to a working group of the board. Performance issues are escalated through these working groups to the board. The SAB also hopes to be able to map performance against Area Action Partnership areas to allow more detailed analysis of prevalence and more targeted intervention.

ALTOGETHER HEALTHIER

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



Adult Social Care users by age group & service type

Age Group	Learning Disability	Mental Health	Older Person	Physical Disability	Substance Misuse	Total	% of population receiving care
18-64	1,524	317	-	774	7	2,622	0.8%
65-74	152	89	850	-	4	1,095	1.8%
75-84	62	27	1,974	-	-	2,063	6.1%
85+	8	1	2,765	-	-	2,774	22.7%
Total	1,746	434	5,589	744	11	8,554	
Service %	20.4%	5.1%	65.3%	9.0%	0.1%		

- 11,262** safeguarding concerns received
- 3,235** safeguarding enquiries
- 28.3%** of concerns became enquiries
- 95.1%** achieved the desired outcomes from the adult safeguarding process

779.5
adults aged 65+ per 100,000 population admitted to residential or nursing care on a permanent basis
(Apr 18 -Mar 19)

↑ compared to last year (750.6)

86.2%
of patients discharged into reablement/rehabilitation services still at home after 91 days
(Jan-Dec 2018)

Better than target (85.9%)

1.5
daily delayed transfers of care, per 100,000 population
(Feb 2019)

Better than national (9.5) and regional (7.2)

3,181
Non-elective admission to hospitals, per 100,000 population
(Oct -Dec 18)

Slight improvement on last year, but worse than target (2,957)

- 94 The percentage of service users who received an assessment or review within the last 12 months was 87.5%. Performance in this indicator has been steady for three years. All overdue cases are regularly reviewed and prioritised for completion according to need.
- 95 We admitted 779.5 people per 100,000 population aged 65+ to residential or nursing care on a permanent basis through 2018/19, performance is worse than the BCF target (726.2).
- 96 The number of residential admissions is prone to regular fluctuation. Annual admissions per 100,000 over the last five years range from a high of 820.9 in 2014/15 to a low of 736.3 in 2015/16. When analysed over a five-year period, the longer-term trend remains static.
- 97 By focusing just on admissions, this indicator only represents the start of users' residential or nursing care journey. The number of discharges from residential and nursing care have been consistently higher than the number of admissions over the last five years, meaning the overall number of people receiving residential or nursing care has decreased by 50 users over a five-year period from 2,850 to 2,800.
- 98 The cost of residential and nursing care to the council is best represented by the number of bed days commissioned, as this excludes full-fee payers (who are included in admissions numbers) and accounts for the number of discharges from care and users' length of stay in care. In 2018/19, the number of bed days commissioned was 913,829. This is an increase of 1.6% from 899,637 in 2017/18, however the longer-term five-year trend shows a decline, with current performance representing a decrease of 3.5% from a high of 946,730 in 2014/15.

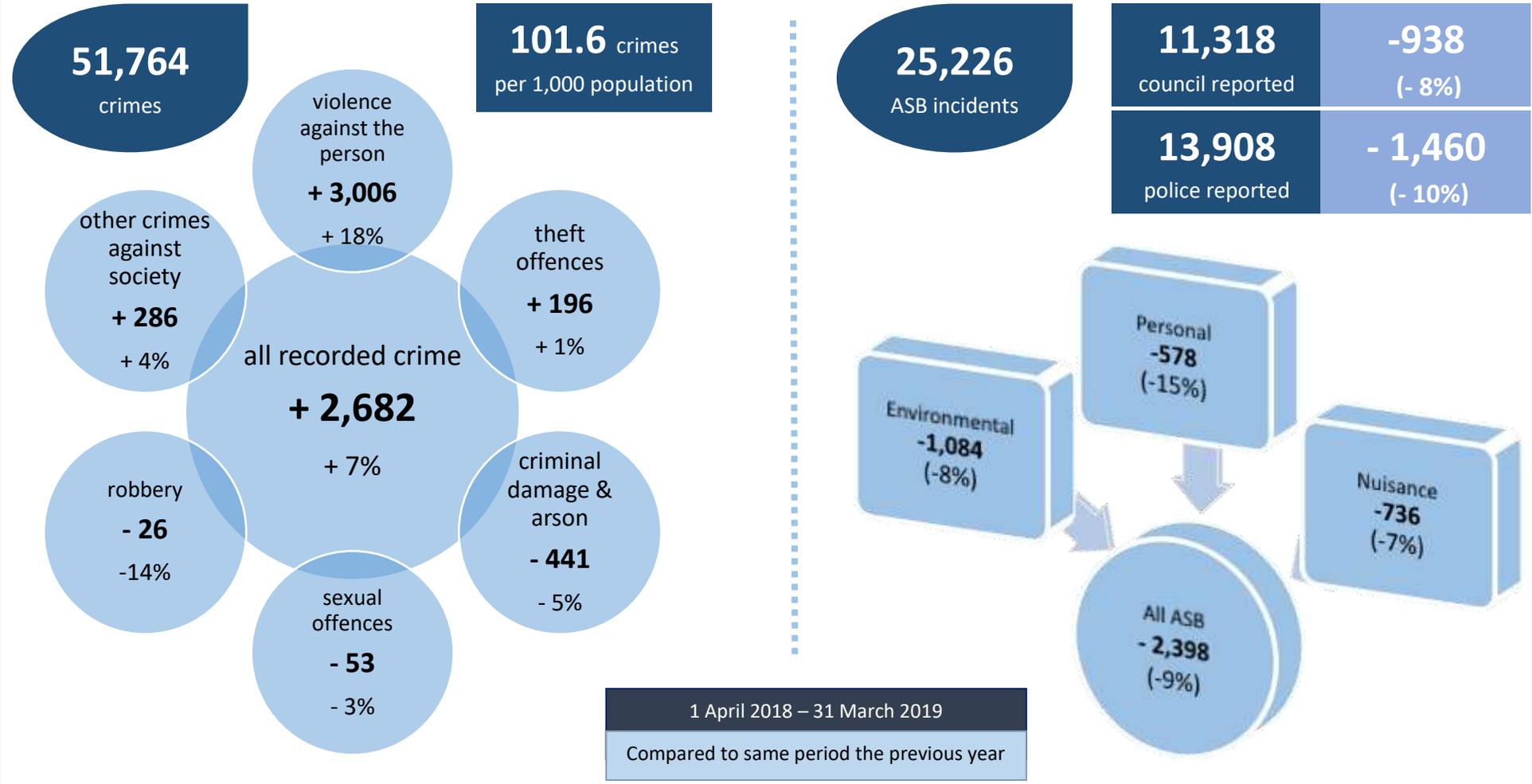
Altogether Safer

- 99 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?

ALTOGETHER SAFER

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

50.3% of respondents to National Crime Survey think Council & Police are dealing with ASB and crime issues that matter to the local area (December 2018)



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

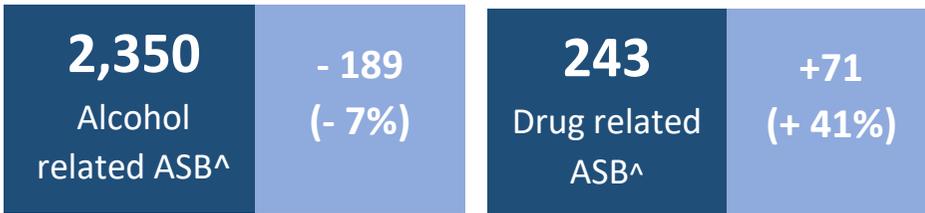
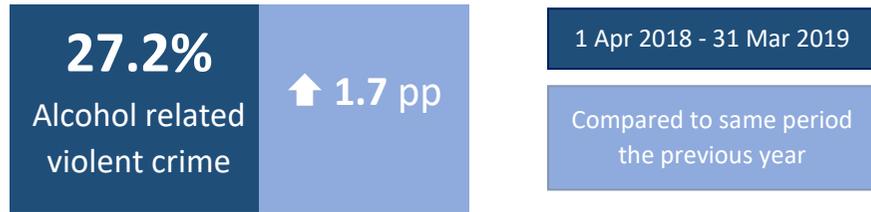
- 100 'Violence against the person' accounts for almost 39% of all recorded crime, most of which can be attributed to the sub-category of 'violence without injury', which experienced an 18% increase over the last year, mainly due to increases in reports of harassment (increased by 39%). This is consistent countywide and can be explained by an improved compliance with National Crime Recording Standards.
- 101 The second most frequently reported crime, accounting for almost 29%, is theft. Although, the overarching 'theft offence' category has shown a modest increase, some of the sub-categories have shown greater increases. For example, 'metal theft' increased by 25% to 526 crimes over the last year. The Safer and Stronger Communities Overview and Scrutiny Committee will review shoplifting as part of their 2019/20 work programme. An analysis is being undertaken to determine if poverty could be an underlying cause.
- 102 Although drug offences remain relatively low across the county, there has been a 14% increase during 2018/19. 'Possession' incidents show the greatest increase over the longer term.
- 103 'Possession of weapons', which accounts for less for 1% of all crimes, has increased by 22% over the last year
- 104 Public perception that the police and council are dealing with ASB and crime issues that matter to the local area has fallen over recent quarters. The Safe Durham Partnership joint task group is working to gain a better understanding of the reasons for this decline, with a view to drafting an action plan to improve performance. An update will be provided when this work has been concluded.
- 105 Deliberate and secondary fires have increased slightly, continuing the longer-term trend, however at a lesser rate. Conversely arson has seen a slight decrease, but remains higher than 2014/15.

How well do we reduce misuse of drugs and alcohol?

- 106 During 2018/19, there were increases in alcohol related violent crime and alcohol related domestic violence.
- 107 A review of our Statement of Licensing is underway with public consultation ending in May 2019. The policy provides advice in relation to the Licensing Act 2003 and is the basis for decision-making at our licensing committee. It aims to prevent crime and disorder, improve public safety, prevent public nuisance; and protect children from harm.

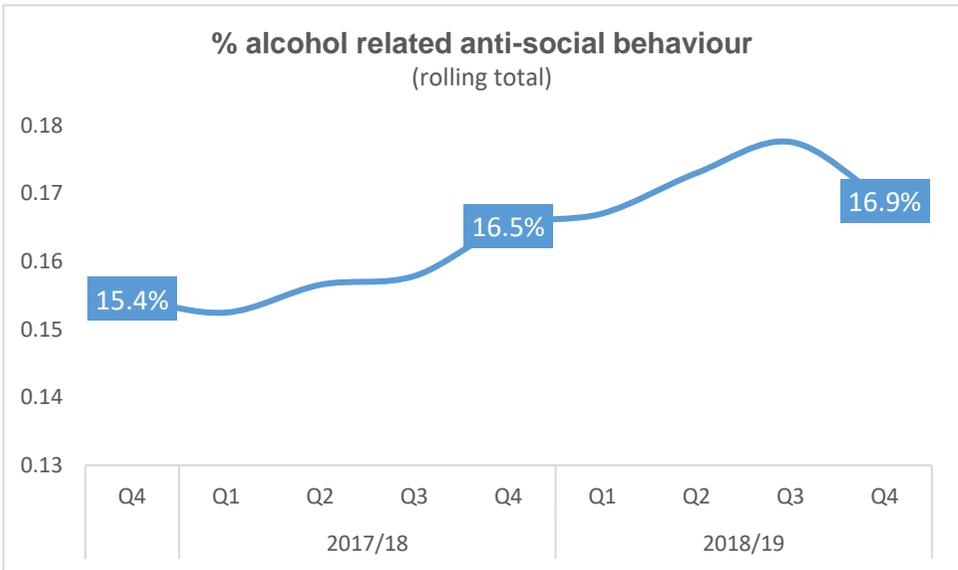
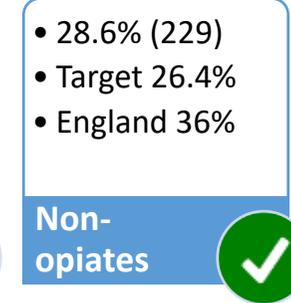
ALTOGETHER SAFER

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



[^]police figures only

Successful completion of treatment... (May 17 to Apr 18 with reps to Oct 18)



Drug and Alcohol Treatment Services

- DCC Public Health and DISC colleagues consulted partners to develop the new integrated model, which focuses on resolving vulnerability in people, rather than on the substance of choice, and involves more outreach support, taking services out to clients in their communities.
- The work taking place to develop the service includes six workstreams, which cover key areas including Criminal Justice, Families and Mental Health.
- Many partners have already been engaged in the workstreams and better integration with partners is key. Partners are encouraged to link in with the new service as appropriate.

ALTOGETHER SAFER

How well do we (4) tackle abuse of vulnerable people?

Domestic Violence (2018/19)

↑ 8% in incidents

↑ 4.7pp in DV incidents classified as crimes

↑ 3.1pp in incidents involving alcohol

6.3% of DV referrals received high risk (quarter 4)

↑ 3.8pp in repeat referrals to Harbour within 12 month period

Operation Encompass in **every** County Durham school

Reported violence against the person (VAP) crimes with a domestic abuse qualifier (rolling total)



169
child sexual exploitation referrals
(12 months ending Dec-18)

↓ 22 (12%)
(compared to same period last year)



More information about the County Durham and Darlington Unite Against Hate Crime campaign can be found [here](#).

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](#).

2018/19 compared to same period the previous year unless stated

108 There have been stories in the national media about the prescription of opioids, 'morphine-type' medications such as codeine, tramadol and fentanyl used to treat pain. The North East has one of the highest reported prescribing rates in the country, even after accounting for population, ageing and deprivation. We have put in place measures to ensure GPs are fully equipped to review current prescribing levels and provide suitable contracts with patients requiring pain management while battling addiction.

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

109 Domestic violence incidents reported to the police continue to increase. During 2018/19, there were 15,064 incidents, which equates to 28.8 per 1,000 population, an increase from 21.8 per 1,000 last quarter. There is a continued increasing trend within the 'medium' and 'high' levels of risk, while 'low' risk is steadily decreasing.

110 The number of crimes recorded as 'violence against the person with a domestic abuse qualifier' has steadily increased between April 2017 (1,557) and March 2019 (1,926).

111 Repeat referral to the multi-agency risk assessment conference (MARAC) and Harbour, a charity working with families affected by domestic violence, are showing a longer-term increasing trend. Presently, weekly meetings are held alternating focus between north and south areas of the county, resulting at times in delays in MARAC action being taken and risk being addressed by agencies individually rather than through joint working. A six-month pilot (commenced May 2019) is to be introduced to hold twice weekly 'dynamic' MARACs covering all areas. The pilot should mean cases will be heard quicker and joint actions identified sooner.

112 The Hate Hurts campaign has been launched showing that partners are united against Hate Crime in County Durham and Darlington. The number of hate crimes reported to the police has increased by about a quarter over the past four years, partly due to people being more prepared to report hate crimes to the police. The Joint Hate Crime Action group, a multi-agency group of colleagues in the public and community sectors, working with the Safe Durham Partnership, has overseen a number of projects to address hate crime and continues to do so.

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

113 Both water safety forums, responsible for managing water safety in the city centre and countywide, continue to meet. Each has undertaken a range of initiatives during 2018/19.

ALTOGETHER SAFER

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

Killed or seriously injured in road traffic collisions*

194 people
10 fatalities
184 injuries

21 children
0 fatalities
21 injuries

+6
(3%)

+2
(10%)

2018/19

Compared to 2017/18

Road Safety Activity Update

Safety Carousel attendees
3,276 November
2,402 March

1,012 Child Pedestrian Training attendees at **31** schools

Slow to 20 Project - **19** schemes and **24** schools

2,680 attendees at Young Driver Passenger Safety Training

205 attendees at 9 Car Seat Fitting Courses

38 attendees at Safer Driving with Age

2,966 attendees at Bikeability in **86** schools

Winter Maintenance

- **Four** new gritters and **23** new trailers
- Salt stocks **↑ 42,000 tonnes**
- **↑ 1,700km** of priority roads treated **45%** of the network

Road traffic collisions - fatalities

(rolling year)



Road traffic collisions - serious injuries

(rolling year)



*CRASH recording system allows casualty information to be updated throughout the year and as such numbers and severity of injury can change. 2018 data has been verified and can be used for provisional analysis, and will be published by the Dft in June 2019



- 114 The countywide group's focus is the 'dying to be cool' water safety campaign, as well as localised campaigns across the county. For example, tackling water safety concerns at Low Force and Wynch Bridge.
- 115 The countywide group is also undertaking a comprehensive review of all water safety priorities and risk to ensure the approach and use of resources is as effective as possible prior to summer 2019.
- 116 The City Safety Group's main projects included a targeted approach during student freshers' week in October 2018, the launch of the national 'Don't Drink and Drown' open water safety campaign in December 2018 and reviewing the safety control measures being put in place at the new Riverwalk development during quarter four.
- 117 Throughout the year, the City Safety Group reviews incidents within the city centre to assess the effectiveness of existing safety measures. It found that all recent incidents involved individuals with poor mental health where self-harm or suicide were factors. The group is working with partners to highlight the mental health aspect of these incidents and identify any required actions.
- 118 Overall road safety statistics show similar rates of injuries and fatalities to last year. There were nine fatalities during 2018/19, however, it should be noted that this may increase as some data is awaiting verification.
- 119 A child casualty mapping exercise which combines areas of multiple deprivation with areas with high child casualties, has been carried out. It highlighted Bishop Auckland and Shildon, Chester-le-Street, Durham, East Durham and Stanley AAP areas would benefit from specific initiatives. We will consult with these AAPs to identify potential partnership and funding opportunities to deliver targeted road safety education.
- 120 The 'Slow to 20 for Safer Streets' Project introduced 20mph part-time speed limits or zones on main and distributor roads around schools with the highest accident rates. 78 schools have been successfully introduced both on time and under budget. A further 31 schemes have been completed and 15 are in development, fully funded by local councillors, Area Action Partnerships, schools and Town/Parish Councils. The project scope has been expanded further, utilising budget underspend, to include a further six schools from the prioritisation list.
- 121 As part of the winter maintenance programme, some of the fleet of gritters were replaced, four power gritters and 23 trailer gritters are now among the council's 76 strong fleet of gritting and snow blowing vehicles. Salt stocks were increased to 42,000 tonnes to mitigate any shortage in supplies. Over the 2018/19 winter period, the fleet treated more than 1,700km of priority one roads (equates to 45% of the road network). During adverse weather, communications and live updates via social media were issued regularly in relation to information about any disruptions to services.

ALTOGETHER GREENER

1. How clean and tidy is my local environment?

Reported fly-tipping incidents



76 cameras deployed

14 incidents caught on CCTV

25 stop & search operations

47 duty of care warning letters

74 producers issued

1,688 further investigations

21 PACE interviews

9 prosecutions

27 FPNs

Environmental Cleanliness: % of relevant land and highways assessed as falling below an acceptable standard (18/19 compared to 17/18)

Litter  **6.24%** ↑ **+0.67pp**

Detritus  **12.61%** ↑ **+0.89pp**

Dog fouling  **1.08%** ↑ **+0.01pp**

350 bonfire incidents
↑ **97%** compared to 2017/18

424 graffiti incidents
↑ **24%** compared to 2017/18



Big Spring Clean
(19 Feb to 9 Apr)
Volunteers encouraged to separate recyclables and non-recyclables

Cleanliness of pavements

55% (2016)

51% (2018)

52% (National)

Cleanliness of roads

62% (2016)

58% (2018)

54% (National)

Condition of road markings

62% (2016)

61% (2018)

54% (National)

Maintenance of highway verges/trees/shrubs

55% (2016)

54% (2018)

50% (National)

Weedkilling on pavements and roads

54% (2016)

52% (2018)

49% (National)

Cutting back overgrown hedges

48% (2016)

49% (2018)

45% (National)

Satisfaction: National Highways & Transport Survey (1 Oct 17 to 30 Sep 18 – compared to same period the previous year)

ALTOGETHER GREENER

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

CO₂ emissions in County Durham

-52% (2016)
from 1990 baseline

↑ **4.7%** from 2015

CO₂ emissions from local authority operations

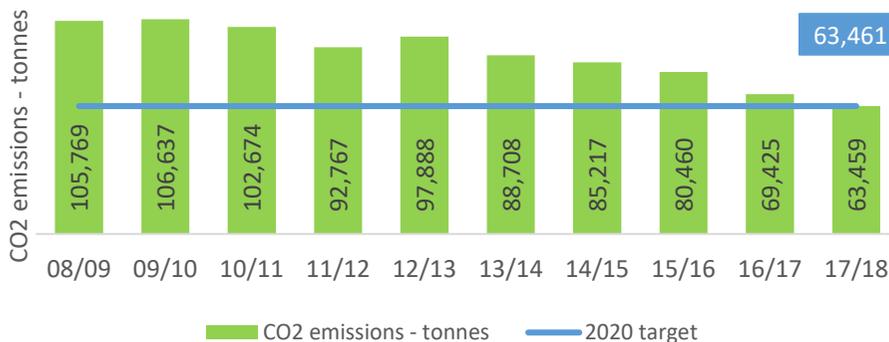
-9% (2017/18)
compared to -14 (2016/17)

- 40% from 2008/09 baseline

% reduction in CO₂ emissions in County Durham



Annual CO₂ emissions from local authority operations



to significantly reduce, and work towards removing, the use of unnecessary SUP.

DCC uses **recycled plastic materials for road resurfacing**. More details, [here](#)



Single Use Plastic - quick wins

- **6.5 tonnes** of SUP incorporated into A689
- **700kg** of SUP confetti removed from Gala Theatre
- **839,000** blue overshoes removed from Leisure Centres (annual figure)
- **Elimination** of plastic straws and cutlery from catering facilities
- **More than 300** reusable DCC coffee cups sold to date



Flood Prevention

- **£297,000** Lanchester surface water drainage system works completed (£70,000 from the council)
 - Additional drainage installed
 - Culvert roof repaired
 - Existing drainage system improved



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

Altogether Greener

- 122 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?

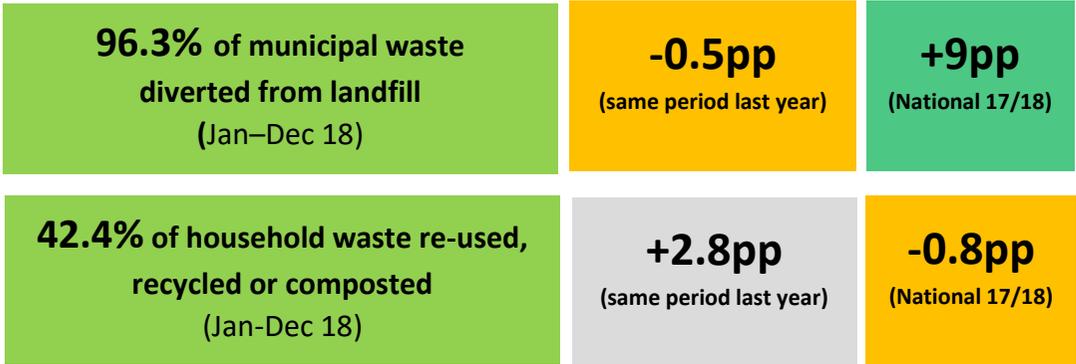
How clean and tidy is my local environment?

- 123 The year-end environmental cleanliness survey shows a slight deterioration. This is due to issues within industrial estates and business parks at quarter two. We worked with businesses through targeted interventions and the issues have been resolved.
- 124 The make-up of fly-tips reported during 2018/19 was consistent with previous years: main waste categories were household black bags (19%); furniture (13%); mattresses and carpets (11%); house or shed clearance (9%); and fridges (9%).
- 125 An increase in reported bonfires was noted during 2018/19, with hot-spots in Stanley and Peterlee, as well as more graffiti incidents, also within Stanley and Peterlee, as well as Durham City. 46% of graffiti incidents were 'offensive', an increase of 9% compared to previous year, 7% of incidents were racial graffiti, a decrease of 15% compared to previous year.
- 126 During quarter four, the Community Action Team tackled a range of housing and environmental issues at Cockton Hill. The team also revisited Dean Bank and although fewer environmental issues were identified, rubbish accumulations in rear yards remained (although the extent of the problem was smaller). Actions were taken on all identified issues.

Are we reducing carbon emissions and adapting to climate change?

- 127 The reduction in CO₂ emissions across the county is mainly due to generating more energy from renewable sources. Having declared a climate emergency and set a target to become carbon neutral by 2050, we are now developing a plan outlining the action required.
- 128 The carbon reduction programme is saving more than £12 million each year (compared to business as usual energy and fuel costs). We are building on progress to date through various projects such as our street lighting energy reduction programme and the £2 million buildings retrofit which includes the Freemans Quay hydro-electricity plant and the installation of 35 solar panels.

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



Waste e-permits

- emailed to customer with a QR code for scanning at HWRC.
- Almost 24,000 issued since launch in June.
- Quick and easy for residents.

Recycling Matters Campaign

- During 2018/19, **17.8%** of collected recycling could not be reprocessed due to contamination (**↑ 2.7pp** from 2017/18).
- campaign aims to re-educate residents about what can/cannot be recycled and reduce contamination.
- a 'no black bag' sticker will be added to every recycling bin as a reminder to residents.

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**, equivalent to 1,650 fewer cars on the road.

Green Move Out 2018

- Partnership project enabling students leaving Durham City to donate unwanted items to a local charity.
- **907** properties in **66** streets visited.
- **356** bags weighing **2.5** tonnes collected from student homes and **2,524** bags weighing **16** tonnes collected from around university colleges.

- 129 The Business Energy Efficiency Project (BEEP) engaged with 218 small and medium sized enterprises (SMEs) during 2018/19. Of these, 168 received support and 25 received grants totalling £110,486. We are developing a funding application for submission to the European Regional Development Fund (ERDF) which would extend the scheme for a further three years.
- 130 With businesses and partners, we have signed a Single Use Plastic (SUP) pledge for the county which commits us to significantly reduce, and work towards eliminating, unnecessary SUP from our operations. We have already reduced SUP consumption through a range of quick wins.
- 131 Northumbrian Water has been encouraging businesses to sign-up as refill stations; places where people can fill up their bottles with tap water, free of charge. Durham University is trialling reusable lunches boxes, replacing disposable cups and planning to stock vending machines with cans, rather than plastic bottles.
- 132 Additional drainage, to capture excess surface water and discharge into a culvert, has been installed in Lanchester as drains struggled to cope with the volume of water during a severe flood. Repairs to sections of the culvert have also been carried out and the existing drainage system improved.

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

- 133 The new Stainton Grove Household Waste Recycling Centre (HWRC) has reopened following a £3 million refurbishment. It now features additional recycling skips, an area for trade waste from small businesses, a new reuse shop and extended opening hours.

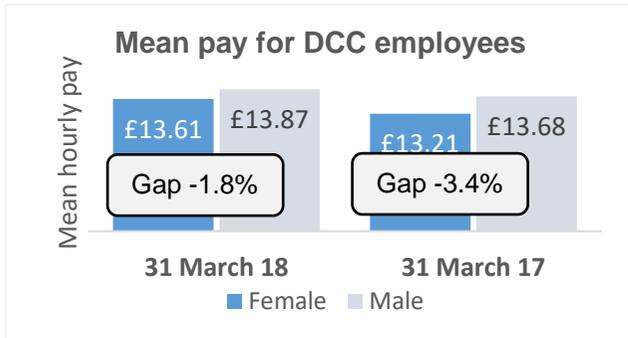
Altogether Better Council

- 134 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?

ALTOGETHER BETTER COUNCIL

1. How well do we look after our people?

Gender Pay Gap



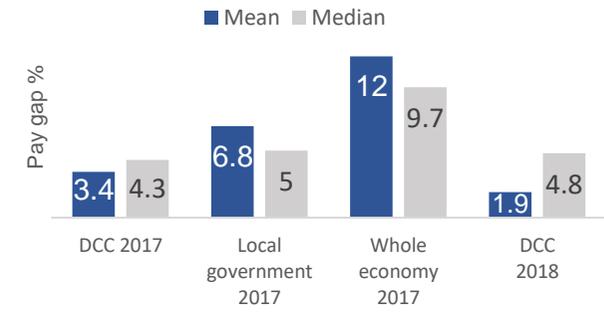
Proportion of staff by pay quartile

(as at 31 March 18)



quartile 1 has the lowest hourly rate and quartile 4 the highest.

Comparisons with local government and whole economy



Sickness Absence (2018/19)

59% of posts had no absence. 79% had 5 days or fewer

10.25 days lost per FTE, equating to 4% of time

65% was long term (>20 working days)

12% of absence was work related

32% due to 'mental health' 25% due to 'musculo-skeletal'

62 Mental Health First Aiders
74 awaiting training

12 month rolling trend: days lost to sickness



Staff Turnover (excl. schools)

9.1% (2018/19)
8.30% (2017/18)



Health and Safety Incidents (2018/19)

1,578 3 most frequent

- 368 behavioural (23%)
- 219 physical violence and aggression (14%)
- 187 slips, trips and falls (12%)

8,347 Days lost to work related incidents



Click [here](#) for 'Talk to Terry' as he tells us about the CMT Challenge and encourages staff to be more active.



How well do we look after our people?

- 135 Having achieved silver status for Better Health at Work Award in March 2019, we are now progressing with our application for gold award status. In support of our application, we have asked staff to complete a survey so we can better understand the factors which affect their health and well-being and develop an appropriate strategy and action plan. We have also committed to participating in, and promoting to the wider business community, at least five health topics each year, as well as putting environmental management systems in place, for example, recycling schemes, sustainable travel plans, ethical purchasing and use of local suppliers.
- 136 In response to staff feedback via the previous health and well-being survey in 2017, we delivered at various locations across the council; men's mental health awareness; cancer awareness; a Better Health at Work activity programme which includes walking groups, running groups, exercise classes and creative classes; a healthier canteen menu; sugar consumption awareness; vending machines offering drinks and snacks with lower sugar and calorie content; and alcohol awareness.
- 137 Throughout 2018/19, we also made changes to help us achieve our objectives whilst retaining and developing staff. Key activity included embedding our new values and behaviours, simplifying all key HR policies to make it easier for both managers and employees to find the information they need, and replacing the existing appraisal system with a 'Managing Employee Performance' framework that now includes an offer of a coach / mentor and requires a discussion on health and well-being.
- 138 We continue to focus on attendance management and target services with high absence rates. We are seeing improvements in those areas targeted during 2018/19 so the programme, which involves working extensively with senior managers, facilitating case review groups, holding practical workshop sessions and developing actions / interventions, has moved to other identified service areas across the authority.
- 139 To encourage staff to do more to help their own mental and physical health, our corporate directors have launched Challenge CMT. Corporate directors will set themselves various challenges, such as a lunchtime walk, taking the stairs, cycling to work or trying a new sport, and then share their progress with staff.
- 140 To help prevent musculo-skeletal disorders in the workplace, we launched 'Get Up and Move' and began a two-year pilot of early intervention physiotherapy services through routine health surveillance. There are early signs of success as this type of sickness declined during quarter four.
- 141 We introduced Mental Health First Aiders (MHFA) to the workforce. 62 employees are now fully trained, with an additional 74 employees scheduled to complete the training over the next six months. Having signed the Time To Change (TTC) employer pledge to improve mental health, we trained more than 100 employees as

TTC champions. Our 'Time to Talk' Day, in February 2019, reached an estimated 5,000 employees.

- 142 During 2018/19, we enhanced our training programme relating to mental health. Having delivered 'Mental Health Awareness' training to all tier four and tier five managers, it is now being rolled out to all tier six managers. All employees can now access, via the e-learning portal, 'zero suicide' and 'mental health for life' training and our pilot 'mindfulness' course has been completed by 29 staff with a further 150 enrolled. 'Resilience to Stress' training is being piloted across Children and Young People's Services before it is rolled out to the wider authority.
- 143 Take up of our 2018 flu vaccination programme, which protects the individual, helps prevent the disease spreading and reduces risk to the vulnerable, remains low (205 employees) so we are surveying staff to gather their views on the current scheme and how it can be improved.
- 144 Although the most recent data shows a negative gender pay gap for women, it has reduced from last year and is lower than most when compared with other local authorities regionally and the private sector⁸.
- 145 The narrowing gap is most likely due to the 2016/17 pay award which increased first quartile salaries by a greater percentage than those on higher grades. As the majority of our workforce is female (63%), this had a greater impact on female employees which helped narrow the pay gap.
- 146 We are also implementing long-term actions to further narrow the pay gap. These include attracting diverse talent via apprenticeship and graduate programmes, tackling low representation of women and men in 'gender-dominated' sectors, promoting work-life balance for both men and women and promoting an inclusive working culture in line with our corporate values and behaviours.

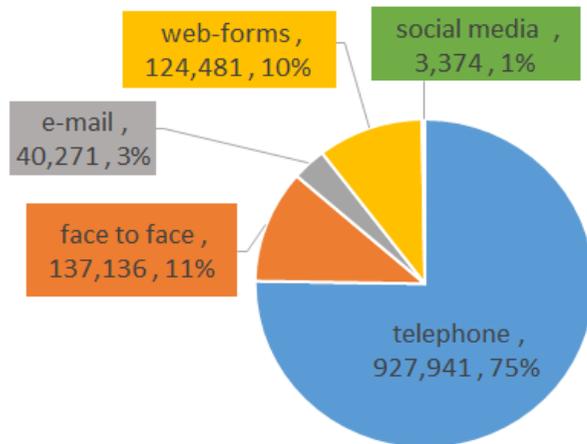
⁸ <http://www.durham.gov.uk/genderpaygap>

ALTOGETHER BETTER COUNCIL

Are (2) our resources being managed for the best possible outcomes for residents and customers and (3) how good are our services to customers and the public?

Contact Channels

Telephone ↓ 4% ↓ 34,296	Face to face ↓ 11% ↓ 11,528	Web-forms ↑ 32% ↑ 29,982	E-mail ↓ 3% ↓ 12,940	Social media ↓ 0.2% ↓ 438
-------------------------------	-----------------------------------	--------------------------------	----------------------------	---------------------------------



Council Tax

96.6% collected
2017/18 ↓ 0.2pp Target
↓ 0.1pp

Gross charge collectable ↑ **5.5%**

18% of all council tax bills are now e-bills (**44,214**).

Business Rates

97.9% collected
2017/18
↑ 0.1pp
Target ↓ 0.5pp

Business Rates Collectible Debit

£121.2 million

↑ **2.1%**

3,461 corporate complaints

47% refuse & recycling (mainly missed collections)

915 compliments

507 suggestions

3,901 customer experience questionnaires completed

95% felt request was handled knowledgeably and effectively ↑

91% found it easy to contact the right service ↑

89% felt they were treated with dignity and respect ↑

84% were satisfied with the handling of their initial contact ↑

80% felt they were provided with clear information ↑

79% were satisfied with the time taken to complete their task ↑

76% were satisfied with service delivery ↑

68% were informed of progress ↑

64% were informed how long it would take to resolve task ↓



83% FOI/EIR responses sent within 20 working days: **worse** than last year (86%↓), **below** national target (90%)



Durham County Record Office online shop launched.

Follow [link](#) to the site.

36,122 customers provided online experience feedback (1 Apr 2018 - 20 Feb 2019)

- ★★★★★ - 60%
- ★★★★☆ - 21%
- ★★★☆☆ - 10%
- ★★☆☆☆ - 3%
- ★☆☆☆☆ - 5%

Unless stated all data is Apr 18-Mar 19, compared to the same period the previous year

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

- 147 As at the end of March 2019, almost 97% of council tax and almost 98% of business rates had been collected. However, we expect this to increase as we take steps to collect the outstanding payments.
- 148 Having signed up to the Local Digital Declaration, alongside 150 other local authorities, we are committed to designing services that best meet the needs of our residents, challenging the technology market to offer flexible tools and services, protecting residents' privacy and security, and delivering better value for money.
- 149 During 2018/19, through our transformation programme, we used digital tools, techniques and processes to make our internal processes more efficient and effective. We introduced SMS mass bulk-messaging, voice recognition for call transfer (Eckoh), council tax e-billing and Robotic Process Automation (RPA). We digitised and automated paper-based processes, such as the new appraisal process, leave management, approvals in finance and procurement. Committee meetings now use tablets and software for the management of formal papers.
- 150 Service requests are now instantly received by frontline operatives which has reduced double entry in the back office, printing and travelling time. Software installed in our fleet vehicles is helping optimise routes / work programmes. These initiatives are facilitating real-time progress updates to the customer.

How good are our services to customers and the public?

- 151 During 2018/19, we sought views of both the public and employees on how we use digital technology and the areas we need to develop. We have used this feedback to develop our new Digital Strategy.
- 152 Through the Digital Durham programme, we now have almost 98% of residential and commercial properties connected to superfast broadband. In addition, the Digital Drive programme, delivered by Business Durham and Digital Durham, supports small businesses by helping them get the most out of digital tools.
- 153 Every week, the council's computer system is subjected to more than 1.3 million attacks and 80,000 spam emails. Having recently achieved a top 5% national rating in the Local Government Cyber Security stocktake, we advise other public bodies about security health checks. We are also carrying out campaigns with the Police and Get Safe online to protect end-users.
- 154 More customers are extending council tax payments over 11 or 12 months. Almost 10,000 customers took up this option during 2018/19 bringing the total to 33,639.

- 155 The number of businesses extending their business rates payments over 11 or 12 months has now settled. A quarter of business rate payers (2,194 of 9,056) use this option.
- 156 The lower performance relating to Freedom of Information (FOI) and Environmental Information Regulations (EIR) is due to a combination of receiving 25% more FOI / EIR requests during 2018/19 than the previous year, an increased workload following the introduction of the General Data Protection Regulation (GDPR) and the greater complexity of requests. We have recently procured a new FOI /EIR system, which is currently being tested in a pilot area, and fully expect this system to drive improved performance.

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	74.6	2018	Tracker	71.3	75.2	71.1			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	3,866	2018/19	Tracker	1,066					Yes
				N/a	GREEN					
4	% of 16 to 17 year olds in an apprenticeship	7.9	as at Feb 2019	Tracker	9.2	5.4	7.2	6.9		Yes
				N/a	AMBER	GREEN	GREEN	GREEN		

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			No
				N/a	GREEN	RED	RED			
6	Number of registered businesses in County Durham	17,150	2018	Tracker	17,120					Yes
				N/a	GREEN					
7	Value (£M) of new contracts secured	8.1	2018/19	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	113.5	2018/19	10	31.3					Yes
				GREEN	GREEN					
9	Number of Inward Investments secured	6	2018/19	Tracker	12					Yes
				N/a	RED					
10	% of Business Durham business floor space that is occupied	84.0	Jan-Mar 2019	Tracker	83.1					Yes
				N/a	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	
11	Number of properties improved, adapted or brought back into use	1,913	2018/19	Tracker	New indicator					Yes
				N/a	N/a					
12	Number of empty properties brought back into use as a result of local authority intervention	186	2018/19	150	198					Yes
				GREEN	RED					
13	Number of net homes completed	1,465	2018/19	Tracker	1,339					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	12,264	2018/19	Tracker	13,397					Yes
				N/a	N/a					
16	Number of households helped to stay in their home	1,007	2018/19	Tracker	New indicator					Yes
				N/a	N/a					
17	Number of households helped to move to alternative accommodation	1,036	2018/19	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	46.6	45.2			Yes
				N/a	GREEN	RED	AMBER			
28	Average point score per A level entry of state-funded school students	33.4	2017/18 (academic year)	Tracker	31.9	32.4	32.5			Yes
				N/a	GREEN	GREEN	GREEN			
29	% of pupils achieving the expected standard in Reading, Writing and Maths (KS2)	67.7	2017/18 (academic year)	Tracker	64.6	65	68			Yes
				N/a	GREEN	GREEN	AMBER			
30	% of 16 to 17 year olds who are not in education, employment or training (NEET)	4.7	Dec 18-Feb 19	Tracker	4.6	2.6	4.2			Yes
				N/a	AMBER	RED	RED			
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	-13.5	-15.4			Yes
				N/a	RED	RED	GREEN			
32	% of children in the Early Years Foundation Stage achieving a Good Level of Development	72.8	2017/18 (academic year)	64	71.9	71.6	71.5			Yes
				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	-20	-16			Yes
				N/a	GREEN	GREEN	RED			
34	Ofsted % of Primary schools judged good or better	91*	as at 31 Mar 19	Tracker	91	87	90		as at 28 Feb 19	Yes
				N/a	GREEN	GREEN	GREEN			
35	Ofsted % of secondary schools judged good or better	61*	as at 31 Mar 19	Tracker	65	75	56		as at 28 Feb 19	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	2.05	2017/18 (academic year)	Tracker	1.95	2.29	2.29		2016/17 (academic year)	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	23.7	2017	Tracker	21.6	17.9	24.7			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)	53.1	2015/16-2017/18	Tracker	56.2	32.9	62.7			Yes
				N/a	GREEN	RED	GREEN			
41	Young people aged 10-24 admitted to hospital as a result of self-harm (rate per 100,000)	350.1	2017/18	Tracker	400.8	421.2	458.0			Yes
				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			No
				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			No
				N/a	GREEN	RED	GREEN			
44	% of Education Health and Care Plans completed in the statutory 20 week time period (excl. exceptions)	68	Jan-Mar 2019	90	78.8	64.9	78.8		2017	Yes
				RED	RED	GREEN	RED			

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]	59 [2,574]	Sep 14- March 19	67.5 [2,945]	N/a	32.1	36.9	27.0	Sep 2018	Yes
				RED	GREEN	GREEN	GREEN	GREEN		
46	% of children aged 0-2 years in the top 30% IMD registered with a Family Centre and having sustained contact	90.0	2018/19	80	89.6					Yes
				GREEN	GREEN					

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	85.2 [4,267]	2018/19	Tracker	85.4 [4,322]					Yes
				N/a	AMBER					
48	% of statutory children in need referrals occurring within 12 months of a previous referral	21.2 [1441]	2018/19	Tracker	16.3 [843]	21	18	18	2017/18	Yes
				N/a	RED	AMBER	RED	RED		
49	% of single assessments completed within 45 working days	77.6 [4,460]	2018/19	Tracker	80.4 [3,916]	83	82	86	2017/18	Yes
				N/a	RED	RED	RED	RED		
50	Rate of children subject to a child protection plan per 10,000 population aged under 18 [number of children]	42.9 [431]	as at 31 Mar 19	Tracker	49.3 [496]	45	66	50	as at 31 Mar 18	Yes
				N/a	N/a	N/a	N/a	N/a		

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]	376.47 [3,785]	as at 31 Mar 19	Tracker	355 [3,570]	341	460	404	as at 31 Mar 18	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]	233.5 [2,348]	as at 31 Mar 19	Tracker	228.4 [2,291]					Yes
				N/a	N/a					
53	% of strategy meetings initiated which led to an initial child protection conference being held within 15 working days	69.2 [510]	2018/19	75	69.4 [592]	77	83	84	2017/18	Yes
				RED	AMBER	RED	RED	RED		
54	% of Social Workers with fewer than 20 cases	56	as at 9 Apr 19	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	86.5	Jan-Mar 2019	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]	82.9 [833]	as at 31 Mar 19	Tracker	80 [800]	64	95	90	as at 31 Mar 18	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]	12.3* [39 of 316]	2018/19	15	14.1 [53 of 375]	13	14	19	2017/18	Yes
				RED	RED	RED	RED	RED		
58	% of CLA who are fostered	73.6 [613]	as at 31 Mar 19	Tracker	81.4 [651]	73	77	73	2017/18	Yes
				N/a	N/a	N/a	N/a	N/a		
59	% of external residential placements	2.5 [21]	as at 31 Mar 19	Tracker	3.4 [27]					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	No
				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	91.4	as at 31 Mar 19	Tracker	91.3	88	94	95	2017/18	Yes
				N/a	GREEN	GREEN	RED	RED		
62	Emotional and behavioural health of children looked after continuously for 12 months or more (score between 0 to 40)	15.5	2017/18	Tracker	16.0	14.2	14.1	14.0		No
				N/a	GREEN	RED	RED	RED		
63	Average Attainment 8 score of Children Looked After	23.2	2017/18 (academic year)	Tracker	21.9	19.3	20.1	19.5	2016/17 (academic year)	Yes
				N/a	N/a	GREEN	GREEN	GREEN		
64	% of CLA achieving the expected standard in Reading, Writing and Maths (at KS2)	36.6	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)	64	as at 31 Mar 19	Tracker	82.3	64	66	64	2017/18	Yes
				N/a	RED	GREEN	RED	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)	54	as at 31 Mar 19	Tracker	59.3	51	52	58	2017/18	Yes
				N/a	RED	GREEN	GREEN	RED		
67	% of care leavers aged 17-18 in suitable accommodation	96	as at 31 Mar 19	Tracker	73.0	89	93	84	2017/18	Yes
				N/a	GREEN	GREEN	GREEN	GREEN		
68	% of care leavers aged 19-21 in suitable accommodation	94	as at 31 Mar 19	Tracker	86.9	84	91	90	2017/18	Yes
				N/a	GREEN	GREEN	GREEN	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	
69	% of mothers smoking at time of delivery	16.6*	Oct-Dec 2018	14.7	17.4	10.5*	14.9*			Yes
				RED	GREEN	RED	RED			
70	Four week smoking quitters per 100,000 smoking population [number of quitters]	N/a**	-	n/a	n/a					No
71	Male life expectancy at birth (years)	78.3	2015-17	Tracker	78.0	79.6	77.9			Yes
				N/a	GREEN	AMBER	GREEN			
72	Female life expectancy at birth (years)	81.4	2015-17	Tracker	81.3	83.1	81.6			Yes

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	
				N/a	GREEN	RED	AMBER			
73	Female healthy life expectancy at birth (years)	58.7	2015-17	Tracker	59.0	63.8	60.4			Yes
				N/a	AMBER	RED	RED			
74	Male healthy life expectancy at birth (years)	58.9	2015-17	Tracker	59.1	63.4	59.5			Yes
				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			No
				N/a	GREEN	RED	RED			
77	Prevalence of breastfeeding at 6-8 weeks from birth	28.6	Jan-Mar 2019	Tracker	29.1	46.4	33.7		Jul-Sep 2018	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 well-being - people with a low happiness score	8.9	2017/18	Tracker	6.9	8.2	9.1			Yes
				N/a	RED	AMBER	GREEN			
80	Participation in Sport and Physical Activity: active	58.5%	Nov 17- Nov 18	Tracker	63.1	62.6	58.8			Yes
				N/a	RED	RED	AMBER			
81	Participation in Sport and Physical Activity: inactive	29.9%	Nov 17- Nov 18	Tracker	25.3	25.1	29.5			Yes
				N/a	RED	RED	AMBER			

*provisional data

** quality of data being reviewed

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	779.5	2018/19	726.2 RED	750.6 RED					Yes
83	% of older people who were still at home 91 days after discharge from hospital into reablement/ rehabilitation services	86.2	2018	85.9 GREEN	89.1 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	95.1	2018/19	Tracker N/a	96.2 AMBER	94.2 Not comparable		93.6* Not comparable	2017/18	Yes
85	% of service users receiving an assessment or review within the last 12 months	87.5	2018/19	Tracker N/a	86.4 GREEN					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+	1.5	Feb 2019	Tracker N/a	2.5 GREEN	9.5 GREEN	7.2 GREEN	10.0* 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 aged 10 to 17)	250.2	Oct 17- Sep 18	Tracker	371	248	328.5	252.6		Yes
				N/a	GREEN	AMBER	GREEN	GREEN		
91	Overall crime rate per 1,000 population	101.6	2018/19	Tracker	93.7					Yes
				N/a	RED					
92	Rate of theft offences per 1,000 population	29.1	2018/19	Tracker	28.1					Yes
				N/a	AMBER					
93	Proportion of all offenders who re-offend in a 12 month period	30.6	Jul 16 – Jun 17	Tracker	32.4	29.5	35			Yes
				N/a	GREEN	AMBER	GREEN			
94	Proven re-offending by young people (who offend) in a 12 month period (%)	46.3	Jul 16 – Jun 17	Tracker	43.8	40.1	41.8			Yes
				N/a	RED	RED	RED			

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	50.3	Dec 18	Tracker	61.3			58.1		Yes
				N/a	RED			RED		

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	
96	Number of police reported incidents of anti-social behaviour	13,908	2018/19	Tracker	15,390					Yes
				N/a	GREEN					
97	Number of council reported incidents of anti-social behaviour	11,318	2018/19	Tracker	12,249					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	No
				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	No
				AMBER	AMBER	AMBER	GREEN			
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	No
				GREEN	GREEN	RED	GREEN			
101	% of anti-social behaviour incidents that are alcohol related	16.9	Apr-Dec 2018	Tracker	16.5					Yes
				N/a	AMBER					
102	% of violent crime that is alcohol related	27.2	Mar 19	Tracker	25.5					Yes
				N/a	AMBER					

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	
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					No
				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	194	2018/19	Tracker	188					Yes
	- Number of fatalities	10		N/a	RED					
	- Number of seriously injured	184			15					
107	Number of children killed or seriously injured in road traffic accidents	21	2018/19	Tracker	19					Yes
	- Number of fatalities	0		N/a	RED					
	- Number of seriously injured	21			0					

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	6.24	2018/19	Tracker	5.57	10				2014/15	Yes
				N/a	AMBER	GREEN					
109	% of relevant land and highways assessed as having deposits of detritus that fall below an acceptable level	12.61	2018/19	Tracker	11.72	27				2014/15	Yes
				N/a	AMBER	GREEN					
110	% of relevant land and highways assessed as having deposits of dog fouling that fall below an acceptable level	1.08	2018/19	Tracker	1.07	7				2014/15	Yes
				N/a	GREEN	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	7,269	2018/19	Tracker	7,617					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	2018	95	96.8	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	42.4	2018	Tracker	39.6	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)	10.25	2018/19	11.20	11.08	9.2 **			2016/17	Yes
				GREEN	GREEN	RED				
118	% posts with no absence in rolling year (excluding schools)	59.09	2018/19	Tracker	56.46					Yes
				N/a	GREEN					
119	% of sickness absence which is short term	21.26	Jan-Mar 2019	Tracker	19.62					Yes
				N/a	N/a					
120		15.32		Tracker	15.75					Yes

*due to new system introduction

**All single / upper tier councils: [Local Government Workforce Survey 2016/17](#)

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	
	% of sickness absence which is medium term		Jan-Mar 2019	N/a	N/a					
121	% of sickness absence which is long term	63.42	Jan-Mar 2019	Tracker	64.63					Yes
				N/a	N/a					
122	% of employees having five days or less sickness per 12 month period	78.94	2018/19	Tracker	77.97					Yes
				N/a	GREEN					

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	96.65	2018/19	96.8	96.83	97.32	95.82		2017/18	Yes
				AMBER	AMBER	AMBER	GREEN			
124	% of business rates collected in-year	97.9	2018/19	97.8	98.42	98.33	98.81		2017/18	Yes
				GREEN	AMBER	AMBER	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	83	Jan–Mar 2019	90 RED	86 RED					Yes
126	Average time taken to answer a telephone call (seconds)	49	2018/19	Tracker	51					Yes
				N/a	GREEN					
127	% of abandoned calls	4.4	2018/19	Tracker	5.1					Yes
				N/a	GREEN					
128	Customer contacts: face to face	137,136	2018/19	Tracker	148,664					Yes
				N/a	N/a					
129	Customer contacts: telephone	927,941	2018/19	Tracker	962,237					Yes
				N/a	N/a					
130	Customer contacts: web forms	124,481	2018/19	Tracker	94,499					Yes
				N/a	N/a					
131	Customer contacts: emails	40,271	2018/19	Tracker	53,211					Yes
				N/a	N/a					
132	Customer contacts: social media	3,374	2018/19	Tracker	3,812					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 March 2019, there were 26 risks on the corporate strategic risk register and there had been no changes since 31 December 2018. The following matrix categorises the strategic risks according to their net risk evaluation as at 31 March 2019. The number of risks as at 31 December 2018 is shown in brackets.

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

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

- (a) If there was to be slippage in the delivery of the agreed MTFP savings projects, this will require further savings to be made from other areas, which may result in further service reductions and job losses (Critical / Possible);
- (b) 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 unknown and could also have a significant impact of 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 (where service failure is a factor or issue).

5 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.*