

Cabinet

11 September 2019

**Quarter One, 2019/20
Performance Management Report**

Ordinary Decision



Report of Corporate Management Team

Lorraine O'Donnell, Director of Transformation and Partnerships

Councillor Simon Henig, Leader of the Council

Electoral division(s) affected:

Countywide.

Purpose of the Report

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

Performance Report for quarter one, 2019/20

- 2 The performance report for quarter one 2019/20 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 one, by priority theme:

Altogether Wealthier

- (a) Our focus on investment that creates more and better jobs continues. Three further inward investments were confirmed this quarter and we are developing new business sites with the potential to create thousands of jobs, creating new infrastructure, investing in our roads so they are on par with those nationally, and building on our growing tourism and cultural activity. We have put in place effective programmes to engage and support both businesses and people across the county, and we are successfully accessing additional funding to maximise our impact. Although the medium-term employment rate remains positive and the employment rate for young people (aged 16-24) is higher than regional and national levels, we are concerned about the employment gap between those with a disability and those without, and the relatively low employment of older people (50-64).

Altogether Better for Children and Young People

- (b) There are many positives in this area. Strong multi-agency delivery through our Early Help Strategy and the stronger families programme is helping to drive opportunity, address inequalities and secure better outcomes for children, young people and their families. Schools across the county have maintained their success from last year and there has been significant improvements in the academic performance of disadvantaged pupils in relation to Attainment 8. Caseloads across children's social care have improved, and there is improving performance in a number of areas. Improvements in practice are also being supported through more detailed review and analysis of performance information, as well as continued development/refinement of data reports and dashboards following the migration to Liquidlogic. There are however still a number of challenges: poverty pressures across the county, 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. We are mitigating these concerns by reviewing educational provision across the county (including elective home education), strengthening our links with Ofsted and educational establishments, implementing initiatives and interventions that support physical and mental wellbeing of children and young people and improve their life chances.

Altogether Healthier

- (c) Health continues to be a challenging area. Inequality across the county and between County Durham and the rest of the country remains unacceptably high, in particular the difference in healthy life expectancy (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 almost seven in ten adults, which is higher than regional and national rates. Smoking prevalence appears to have stabilised at a lower level, where we are on par with the rest of the country, but tobacco dependency in pregnancy remains a concern with rates higher than both the national and regional averages and with geographical variation across the county. We are working with partners to address these challenges; running campaigns and initiatives that encourage people to quit smoking, reduce excess weight and improve oral health, supporting mothers in their communities and local businesses to be breastfeeding-friendly, helping organisations achieve the Better Health at Work Award and working with pharmacies to promote NHS health checks. We continue to perform extremely well in preventing delayed transfers of care and the latest survey of adult carers shows satisfaction across the county is higher than the England and North East averages.

Altogether Safer

- (d) Although crime and anti-social behaviour levels have remained static, we are concerned about increases in specific crime areas (repeat 'violence without injury', alcohol-related violence, possession of a weapon or drugs and shoplifting) along with an increase in domestic violence referrals. We are continuing to address our concerns, through the Safe Durham Partnership, via specific actions which include the continuation of countywide multi-agency risk assessment conferences (MARACs) so domestic violence cases are heard quicker and joint actions identified sooner, multi-agency screening of medium risk domestic violence cases to speed up processing times, a new streamlined process for referrals to mental health services and mapping child casualties to better target road safety training.

Altogether Greener

- (e) Although overall environmental cleanliness levels remain good, there has been some deterioration, especially relating to detritus, and we have noted increases in some enviro-crime categories (graffiti, bonfires, drug paraphernalia (incl. needles). Across the county, carbon emissions are reducing significantly as we

generate more energy from renewable sources. Having declared a climate emergency and set a target to become carbon neutral by 2050, we have developed a new action plan, building on current activity, that sets out how we will address the issues. However, almost one fifth of kerbside recyclate is contaminated and cannot be reprocessed. A range of campaigns is underway to improve both the level and the quality of recycling.

Altogether Better Council

- (f) Our transformation programme continues to make a difference to the way we work and the services we provide. Having recognised the need to strengthen our approach to workforce development, we have enhanced training and development opportunities, produced a new suite of HR guidance documents, further simplified HR policies and rolled-out our new digitised performance appraisal scheme. These changes are helping us achieve our objectives whilst retaining and developing staff. We are also continuing to develop and use digital tools, techniques and processes to make our internal procedures more efficient and effective, and our integrated customer services initiative, to develop a customer-focused, one-council approach to service delivery, is underway. Targeted interventions appear to be impacting positively on attendance management. Although, performance relating to Freedom of Information (FOI) and Environmental Information Regulations (EIR) remains below expectation 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 Cabinet considers the overall position and direction of travel in relation to quarter one performance, and the actions being taken to address areas of underperformance.

Contact: Jenny Haworth

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Appendix 1: Implications

Legal Implications

Not applicable.

Finance

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

Consultation

Not applicable.

Equality and Diversity / Public Sector Equality Duty

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

Human Rights

Not applicable.

Crime and Disorder

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

Staffing

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

Accommodation

Not applicable.

Risk

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

Procurement

Not applicable.

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Altogether better

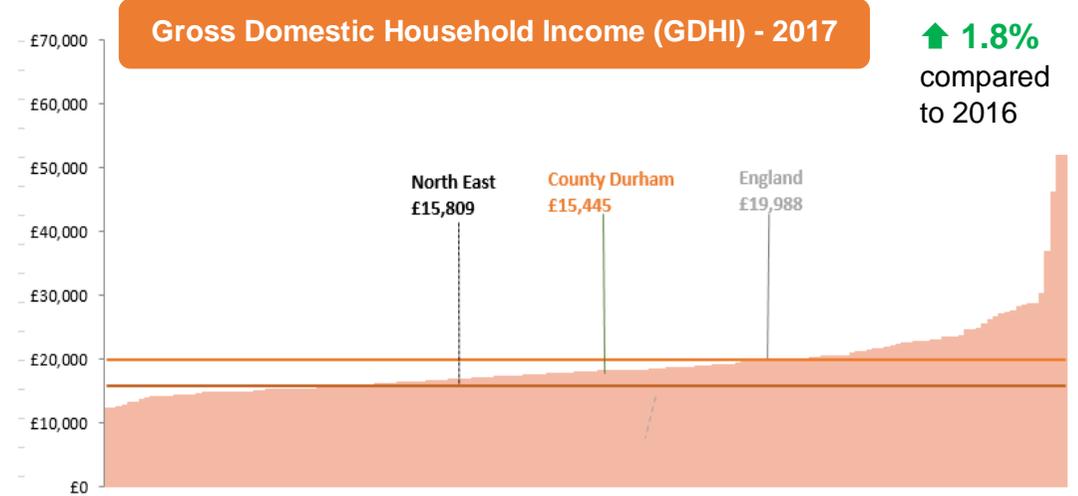
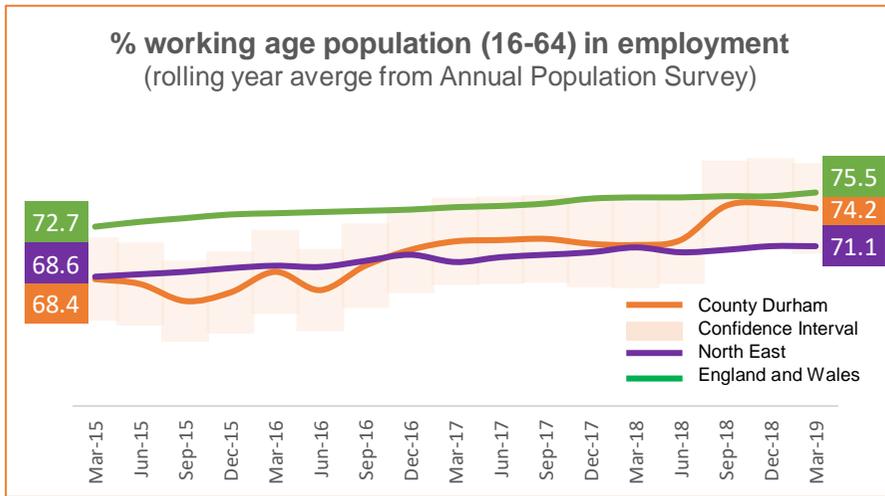


Durham County Council Performance Management Report

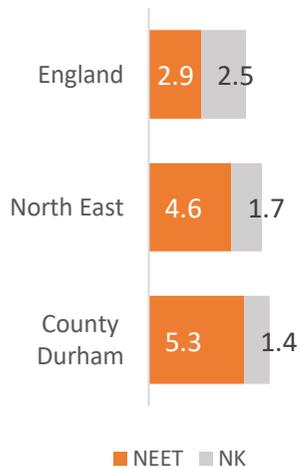
Quarter One, 2019/20



1. Do residents have good job prospects?



% 16 – 17 year olds NEET / Not Known



Key employment rate stats:

(Apr 18-Mar 19)

	County Durham	National
Male	78.9%	80.1%
Female	69.7%	70.8%
Private sector	75.6%	79.0%
Part-time	24.4%	24.6%
Without a disability	83.7%	81.1%
With Equality Act core or work limiting disability	47.7%	54.2%

Additional employment rate information available via Durham Insight and Index of Deprivation in County Durham (Employment Domain)



2,312 jobs created & 117 jobs safeguarded* as a result of Business Durham activity during quarter one

1,106 people registered & 285 people supported into employment / self-employment via Employability Programmes to date

*Job safeguarded: must be a permanent, paid, full time equivalent (FTE) job which is at risk



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 The employment rate has remained relatively static at 74.2% and continues to exceed our target (73%). However, as the rate is an estimate from a sample survey it is possible that the increase since June 2018 is due to random sample variation, as it is within the estimated confidence intervals (+/- 2.8%). We will be closely monitoring the data over the coming months.
- 3 However, the employment rate varies across population sub-groups. A 36 percentage point gap exists for the employment rate of those with an Equality Act core or work limiting disability and those without. This is the 17th highest of 125 authorities. Currently a Disability Confident Employer, we will apply to become a [Disability Confident Leader](#) in autumn 2019. Our proposed leadership action plan sets out how we will enhance support for our staff and how we will support local businesses to become disability confident. This will include engaging with local employers (especially SMEs with limited capacity), sharing good practice and providing bespoke support to help local employers attract and retain their disabled staff.
- 4 The employment prospects of young people (16-24) have steadily improved since 2012. In 2019, almost three in five young people (57%) are employed, compared to two in five (38%) in 2012, and is above the national (54%) and regional (50%) averages. However, the rate is lower than other age groups and its pre-recession rate of 61%.
- 5 The increased proportion of young people not in education, training and/or employment (NEET) is partly due to figures being at a transition point, as academic programmes close and young people have yet to confirm a new destination, i.e. employment or continuation of training.
- 6 All young people who are NEET are referred to DurhamWorks which specialises in helping vulnerable young people, including those with Special Educational Needs and Disabilities (SEND), care leavers and those supervised by the Youth Offending Service. To date, 6,245 young people have been supported and, of the 52% who have completed their supported intervention, 88% have progressed to EET.

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

Apr-Jun 19	Business Durham Activity	compared Apr-Jun 18
3	inward investments secured	↑ 3
28	businesses received intensive support received	
86.1%	Business Durham floor space occupied	↑ 3.7pp
£12.6	GVA from jobs created/safeguarded (million)	↑ £1.5m

£690,000 grant request submitted to European Regional Development Fund (ERDF) in May 2019 for a new project to support ambitious business start-ups

Finance Durham (FD)

To date:

£3.4m investment in business

12 investment deals through FD fund

96.2%

major planning applications determined within 13 weeks (target 90%)

County Durham Plan

Submitted to Planning Inspectorate in June.

Examination in Public to commence October 2019.

Businesses Supported (quarter one)

11 as a result of Development and Housing targeted business improvement schemes

15 through Community Economic Development Team who provide advice, grant support and access to training

Additional information on businesses is available via [Durham Insight](#)



LEADER Programme - EU initiative to support rural business to create jobs and support the economy



Durham Coast & Lowlands

40 projects worth **£1,308,042** approved to date (91% of programme allocation). If approved, 3 projects at full application stage will commit remainder of programme allocation.

North Pennines & Dales

43 projects worth **£1,611,305** approved to date (83% of programme allocation). 6 projects at full application stage. If approved, 2% of budget to allocate by end quarter two.



- 7 Having recognised more action is required to further increase young people in EET, we have undertaken various consultative activities including peer led discussions with young people and workshops involving key stakeholders. Feedback has helped develop a new vision and key aims for a revised partnership plan.
- 8 Employment across the 50 to 64 age group, where there is a relatively lower number of workers, is 68%. This is comparable with the regional rate but lower than nationally (72%).
- 9 Three inward investments were confirmed during quarter one: Orchidsoft Limited (an intranet software specialist), Maveco Stone Machinery Ltd and a company that wishes to remain confidential.
- 10 Work on our new headquarters commenced in August, paving the way to develop Aykley Heads as a multi-million pound business district, creating up to 6,000 jobs and boosting the local economy by £400 million.

Is County Durham a good place to do business?

- 11 Bishop Auckland has been shortlisted for the second phase of the government's 'Future High Street Fund', which aims to renew and reshape town centres, and will bid for a share of £675 million. In addition, the masterplan for Bishop Auckland town centre has now been approved. It sets out how key spaces are used, how to access and navigate the town centre and the impact of developing visitor attractions on its infrastructure.
- 12 Forrest Park in Newton Aycliffe, with the potential to create more than 3,000 jobs, is one of 11 projects selected by the Department for International Trade to showcase Britain's key business sectors and investment opportunities at an international level.
- 13 The LEADER funding programme, helping businesses and organisations develop, diversify and grow in rural areas across the county, is delivered through two area based schemes (Durham Coast and Lowlands and North Pennine Dales). Examples of success are: Taylored Fit Physio renovated and adapted an unused chapel in Langley Park into a new physio and health centre (£56,388, created five jobs); Moorcock Inn, Weardale constructed a glamping site with 12 camping pods, facilities block, café and shop selling local produce (£124,763, created five jobs); and, Parlourmade, Teesdale purchased and installed a new cheese store / ripening room and washing facility (£5,695) and a robotic milking system (£65,636).

ALTOGETHER WEALTHIER

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

Housing advice and support

(Apr–Jun 19, compared to same period last year)

546	properties improved, adapted or brought back into use	↓ 6%
3,019	households accessed Housing Solutions	↓ 3.5%
260	households helped to stay in their homes	↑ 29%
249	households helped to move to alternative accommodation	

Net homes completed

(Apr-Jun 19)

401

↑ 20 (5%)
compared to same period last year

532 affordable homes delivered (2018/19)

234 rental units

100 shared ownership

198 affordable rent and development management properties

Additional housing information available via the [Durham Insight – Housing factsheet](#)



Number of households supported under Homelessness Reduction Act (HRA) during quarter one

167 prevention

125 relief (within 56 days)

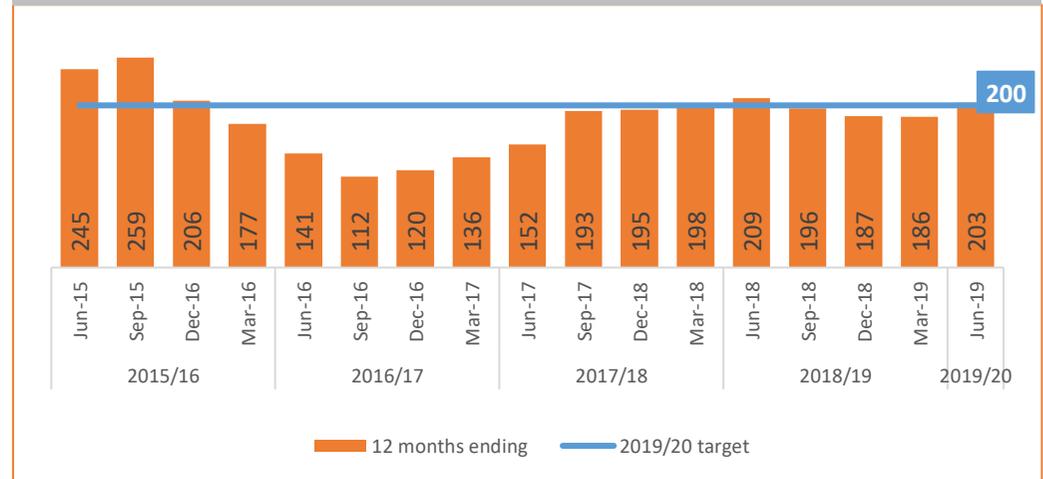
7 main duty (to secure accommodation)

15.4

Average days spent in temporary accommodation (Apr-Jun 19)

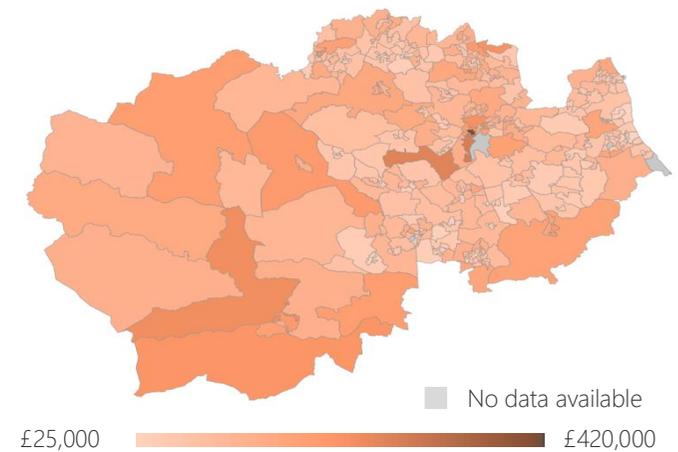
↑ 2.6 days from same period last year

Empty properties brought back into use following LA intervention



County Durham median house price by lower layer super output area (year ending Dec 18)

Source: [ONS](#)



Do residents have access to decent and affordable housing?

- 14 Feedback received from consultation on the [Housing](#) and [Homelessness](#) Strategies has been considered and, where appropriate, included within the final documents which have now been approved. We included an additional section in the Housing Strategy relating to support, adaptations and housing products for people with disabilities, a section on 'health' as a cross-cutting theme, and health and housing related case studies.
- 15 We are continuing to work on a business case to widen selective licensing across the county. The scheme will require private landlords to obtain a licence for each of their properties. Data collection and cleansing is complete, and we are now analysing the findings which will be reported to Cabinet in October ahead of consultation.
- 16 An Assessment Centre (based at the Fells, Plawsworth) and a Stay Safe Hub have now opened following a successful bid for regional funding. The initiative gives rough sleepers immediate access to accommodation and supports them in finding a more permanent place to stay. Once housing is secured, the funding allows for tenancy support, helping vulnerable people maintain their tenancy through regular visits, assistance with bills, cleaning and establishing the tenancy.
- 17 We have also been successful in securing almost £250,000 of funding from the Rapid Rehousing Programme to establish a lettings agency that will help secure housing for homeless people.
- 18 The definition of affordable housing¹ has widened, and grant rates increased, in response to government legislation. It is now defined as social rented, affordable rented and intermediate housing provided to specified eligible households whose needs are not met by the market, and can be a new build or private sector property purchased for use as an affordable home. Increased partnership working with registered providers and Homes England has contributed to the high number of affordable homes delivered.
- 19 The Chapter Homes development at Eden Field, Newton Aycliffe is scheduled for completion in August 2019. The final phase has been released and only six of the 143 homes are yet to be reserved.
- 20 Fewer properties have been improved, adapted or brought back into use due to a 33% decrease in Disabled Facilities Grants, which are demand led and dependant on internal referrals. However, 145 future adaptations are committed and 151 applications in progress.

¹ See Annex 2 of the [National Planning Policy Framework](#)

4. Is it easy to travel around the county?

Overall condition of A, B & C roads

Good / stable

55/148 national rank

Declined

91/116 national rank

Overall condition of unclassified roads

National Highways and Transport Survey: satisfaction with...

	Overall (local)	Highway maintenance	Street lighting
Durham	57%	53%	62%
North East	56%	51%	67%
National	53%	51%	65%

Confidence interval – 3%

Highways Maintenance Backlog



Bridge Stock Condition - Principal roads

Good to fair

80.7% (+0.7pp)

Good to fair

79.9% (-1.1pp)

Bridge Stock Conditions - Non-principal roads

Cycling and Walking Delivery Plan 2019-29



Renovations and improvements to the A167 cycle path running from Cock o' the North roundabout to Merryoaks are now complete.

Work included; resurfacing, signage improvements and the closure of a layby to make the area safer.



Local passenger journeys on the bus network

(compared to 2016/17)

2016/17 - 23.52 million	2017/18	2018/19
	-142,444	-273,895

Is it easy to travel around the county?

- 21 The latest Transport Asset Management Plan (TAMP) 2018, which sets out our long term plan for managing highways, indicates our maintenance backlog is decreasing which is, in part, due to investment made in carriageways and footways resurfacing.
- 22 The condition of A, B and C roads has improved and is now rated close to the national average. Structures such as bridges and tunnels are generally in 'good to fair' condition and the backlog has now stabilised after increasing in recent years mainly due to collection of improved data.
- 23 Whorlton Suspension Bridge is closed to traffic (but not pedestrians or cyclists) following a routine inspection which identified a safety issue. As a scheduled monument, the repairs require permission from Historic England, so the duration of the closure is not yet known. Engineers have also started repairing a large sinkhole that unearthed a Victorian railway bridge alongside the A691 at Blackhill in Consett. Works are expected to take two to three weeks.
- 24 Having retained our maximum Department for Transport Band 3 efficiency rating in 2019 (only two of 119 Highway Authorities in England achieved this) we will continue to access maximum funding from the DfT's Incentive Fund going forward.
- 25 Construction works to create a 139-space car park and bus stops at Horden Rail Station has started. Work to develop the station, which will feature two 100-metre platforms with shelters connected by an accessible footbridge, will begin in September.

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

- 26 £1.3 million grant from the Coastal Communities Fund will go toward the £2.2 million project to create a Crimdon Coastal visitor and events hub, which will consist of a café, public toilets, and a community, educational and volunteer space. The council will provide match funding.
- 27 Despite the first day of Seaham Food festival being cancelled due to strong winds and torrential rain, almost 15,000 people attended the second day and traders reported selling two days of produce in a single day and town centre businesses reported a bumper day's trade.
- 28 Unfortunately, the Velo North Series, scheduled to take place in September 2019, has been cancelled as it was unable to attract sufficient riders to justify the event going ahead.

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

Durham Pride (May 2019)

- 6th Pride event in Durham
- Around **20,000** attendees



Seaham Food Festival (June 2019)

- **15,000** attendees
- **100+** traders



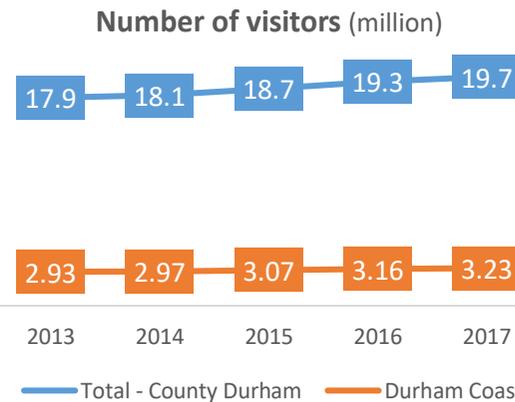
Pyjamarama (June 2019)

- *Book trust event encouraging children to read bedtime stories*
- **778** children and **284** adults attended
- **48** events and activities held
- **46** children signed up to become a new library members



Cricket World Cup (July 2019)

- **3** matches held at Durham County Cricket Club
- Durham hosted one of eight city fan zones



Generated by the visitor economy	Employed in tourism
£866.7m	11,682
↑4.9%	↑4.7%

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

↑ 2pp compared to 2017/18

Durham County Records Office

During 2018/19:

1.1m interactions with archive services

77 groups visited

80 outreach activities undertaken

36 exhibitions staged



Durham History Centre

Mount Oswald Manor House will be brought back into use, adding a high quality, visually appealing extension.

Phase 2 consultation ended 28 July 2019.

Feedback from **193** respondents will be used to develop the project.

More information is available [here](#).

- 29 Peterlee leisure centre and library has re-opened following a £2 million improvement programme. This included refurbishing the pool changing rooms, reception space, parking facilities and the creation of the new library facility.
- 30 New ticket prices have been introduced at the Gala cinema, including a £20 family ticket and £5 cinema tickets regardless of the day or time.
- 31 Consultation on plans for a new Durham History Centre closed in July 2019. We are currently analysing feedback from 193 respondents, but initial findings suggest the majority of respondents like the design. The project will bring into one central location historic records, photographs and objects, bring Mount Oswald Manor House back into use, provide space for exhibitions, activities and events and provide enhanced registration services. It is anticipated that a planning application will be submitted in autumn 2019.

Altogether Better for Children and Young People

- 32 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?

- 33 We are developing, with key partners, an updated strategic approach to early help to ensure effective, targeted and co-ordinated 'early help' that promotes opportunity, addresses inequalities and secures better outcomes for children, young people and their families. Feedback from parents, carers, children and young people helped to shape its approach. Key actions over the coming year include implementation of Early Help Guidance and Support meetings which will provide an environment for professionals to discuss those children and families in need of early help and decide on best possible solutions in order to provide the right support to the child and family, developing a Quality Improvement Framework across Early Help, Inclusion and Vulnerable Children services and developing programmes to support children young people and families affected by parental conflict.

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?

Schools judged good or outstanding
(as at 30 June 2019)

100% Early Years **90%** Primary **64%** Secondary



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

401 children and young people known to be electively home educated (as at June 19)

% EHCP completed within 20 week timescale

Durham (Jan-Jun 19)	North East (2018)	England (2018)	Target
64%	82%	60%	90%

Student Voice Survey (spring 18/19)

3,111 pupils from **74** primary schools **5,625** pupils from **29** secondary schools

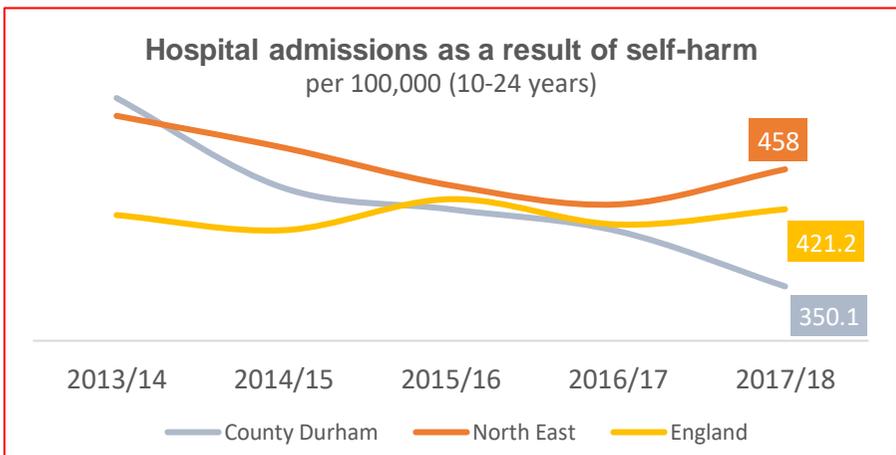
Detailed results will be available during quarter two.

2,210 cases open to **One Point** (as at 30 Jun 19)



2,885 families have achieved significant and sustained outcomes (as at end June 2019).
66% of May 2020 target

Early help assessments completed within 45 working days (Apr-Jun19) **88%**



Teenage Pregnancy Prevention Framework

Under-18 conception rate is higher than the same period last year, lower than the North East & higher than England

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

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

Legend: ■ better than last year ■ worse than last year

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

- 34 One in every five children (20%) across the county is eligible for, and claiming, free school meals (compared to one in seven (15%) nationally) and although the take-up rate (based on eligible children taking their free meal on census day) has decreased nationally, it has remained relatively static across the county (at 80%).
- 35 As at 30 June 2019, more than 8,000 families were engaged with our Stronger Families Programme. One of only 14 councils with Earned Autonomy (EA) status, and therefore eligible to receive all of the funding over 2018/19 and 2019/20 from the Troubled Families programme, we are working collaboratively to a 'whole family' approach to ensure children, young people and families with a range of multiple and complex needs can access effective early help.
- 36 We have made progress in several key areas: redesigning our One Point Service; providing more targeted early help and outcome focussed working; implementing the Voluntary and Community Sector Alliance programme; and, providing specialist social care services such as the Pre-Birth Intervention Service and Supporting Solutions (Edge of Care Service).
- 37 To date, we have evidenced that 2,885 families have achieved significant and sustained outcomes through our Stronger Families programme which equates to two-thirds of our March 2020 target.
- 38 Across the county, eight in ten pupils (81%) attend a primary or secondary school rated as 'good' or 'outstanding'. Although slightly higher than the North East average (79%), it is below the England average (84%). Ofsted has now piloted its new school inspection framework prior to full implementation from September 2019.
- 39 Ofsted is refocusing inspections of schools, early years settings and further education and skills providers. Inspectors will spend less time looking at exam results and test data, and more time considering how a nursery, school, college or other education provider has achieved their results. Schools will be empowered to put the child first and be actively discouraged from negative practices, such as 'off-rolling', where schools remove pupils in their own best interests, rather than that of the pupils. Such schools are likely to find their 'leadership and management' judged inadequate under the new framework.
- 40 More than 9,600 schools across England have voluntarily registered to participate in the Reception Baseline Assessment pilot this autumn. Schools will complete the assessment within six weeks of the children starting school. It will be an activity-based assessment of pupils' ability in language, communication and literacy and mathematics. It will be used as the baseline for measuring the progress primary

schools make with their pupils. This is a voluntary pilot and it is not yet known which County Durham primary schools are participating.

- 41 The overall attainment 8 score (formerly GCSE) for pupils in County Durham has risen again to 44.7 from 44.4 last year. This is a measure of a pupil's average grade across a set of eight subjects. Disadvantaged attainment 8 has improved considerably to 40.4 compared to 35.5 in 2018.
- 42 The proportion of pupils achieving success at grade 4 and above in both English and maths is 60%. This matches last year's performance, which was an improvement from 56% in 2017. The average attainment score for both subjects has also increased. (A level 4 is deemed as a 'pass' which is similar to the old 'C' grade).
- 43 The A-level overall point score is now 35.4 compared to 31.9 three years ago, and the average attainment grade has increased to B-. This is higher than the national average of C+.
- 44 Pupils who did not receive the grades they hoped for and those looking for careers advice are supported by [DurhamWorks](#) to find apprenticeships, recruitment and training for 16 to 24-year-olds across the county.
- 45 The Children and Young People's Overview and Scrutiny Committee is undertaking a review of elective home education, focusing on education standards, protecting children from harm and the support available for children and their families. Evidence gathering will commence in September 2019 and recommendations considered in early 2020.
- 46 Although better than the national level, our performance in relation to completing Education Health & Care Plans (EHCP) for children and young people with Special Educational Needs and Disabilities (SEND) within 20 weeks has deteriorated. This stems from the significant increase in demand for EHCPs in early 2019. Identifying placements for children with complex needs remains both a local and national issue and is a consistent factor in EHCPs going out of timescale.
- 47 As part of our work to improve the mental health of our children and young people in County Durham, and in response to the new theme of the Ofsted led Joint Targeted Area Inspection around mental health, there are a number of activities planned as part of the Children and Young People Mental Health and Resilience Local Transformation Plan.
- 48 We are participating in the national rollout of the [Mental Health Services and Schools and Colleges Link Programme](#) (MHSSCLP), a ground-breaking initiative to help CCGs and local authorities work with schools and colleges to provide timely mental health support to children and young people. It works to empower staff by

brokering contact, sharing expertise and developing a joint vision for CYP mental health and wellbeing in each locality.

- 49 We are also delivering the Durham Resilience programme (DRP) to develop greater awareness and understanding of resilience within schools and to promote working practices that support resilience in both pupils and staff. The Youth Aware Mental Health (YAM) programme which, to date, has reached 2,253 year 9 pupils across 14 schools continues to be rolled out.
- 50 A recent consultation event with children, young people and their families at Durham Cricket Ground, gathered views on the Mental Health Support Teams (MHST) within schools. Feedback will be used to inform our 'Trailblazer' bid which was successful in securing funding for the three MHST across County Durham. There is over £1 million coming into Durham from NHS England and Public Health are complementing this funding for the next three years. The funding will support 5-18 year olds within up to 60 educational establishments which includes three colleges in a North, South and East team structure.
- 51 We have introduced a children, young people and family-focused physical activity offer within the context of the developing wellbeing model. It will be introduced via a locality-based stepped approach between September 2019 and August 2020.
- 52 Across the county, tooth decay remains a concern. Phase 3 of the tooth brushing "train the trainer" scheme, available to the top 30% deprived areas across the county with the County Durham Integrated Needs Assessment for Oral Health indicating the priority areas, started at the end of April. An additional 14 settings, with the combined potential to reach 540 children, have accepted this offer.
- 53 A County Durham Oral Health Neglect Conference, held in early May 2019, raised awareness of dental decay being a significant factor in neglect. Feedback from the conference will help develop an action plan led by the neglect sub-group.
- 54 Although teenage conceptions across the county have greatly reduced, they remain higher than nationally. To help young people make informed choices and in preparation for the introduction of statutory Relationship and Sex Education (RSE) in September 2020, a range of interventions, co-ordinated through the Teenage Parent Steering Group and delivered by key stakeholders, has been put in place. The Integrated Sexual Health Service (ISHS) delivered by County Durham and Darlington Foundation Trust (CDDFT) are increasing their offer for young people particularly in areas where conception rates are consistently 20% higher than the Durham average. The ISHS have recently consulted service users with the aim of improving the service offered this includes the following;
- (a) Increase in the numbers of community-based evening Teen Plus Contraception and Sexual Health (CaSH) /GUM clinics;
 - (b) Ensure that weekend provision of CaSH/GUM is made available;

ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE

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

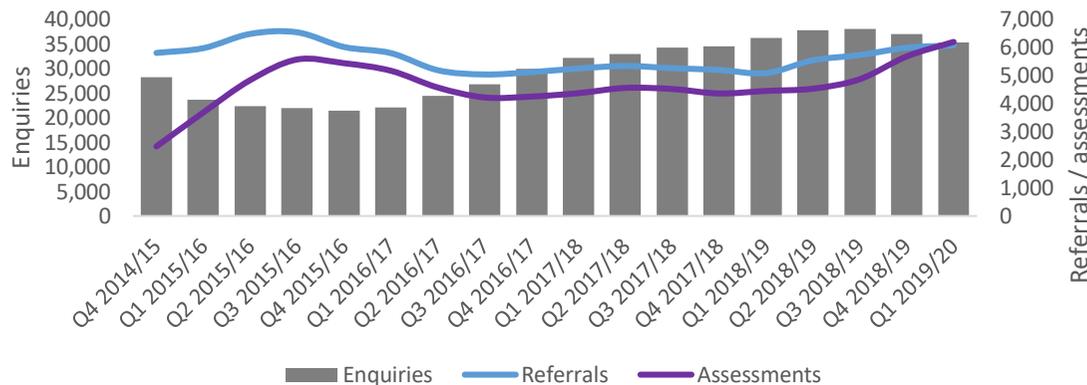
Journey of a child

↓ **2%** in enquiries compared to Jun 18

↑ **19%** in referrals compared to Jun 18

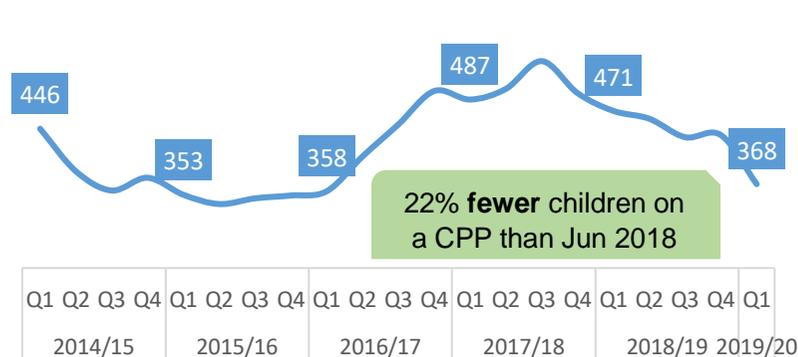
↑ **39%** in single assessments compared to Jun 18

Enquiries, Referrals and Assessments (rolling 12 months)



91% social work assessments completed within 45 working days (Apr-Jun19)
Highest ever in June 2019 at 96%

Number of children on a Child Protection Plan (CPP)



Quality of case work
Collaborative audits (Jan-Mar19)

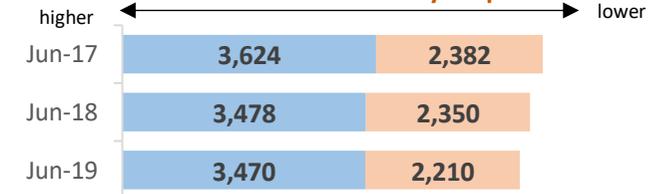
86% case files given a scaling score of 6 or above



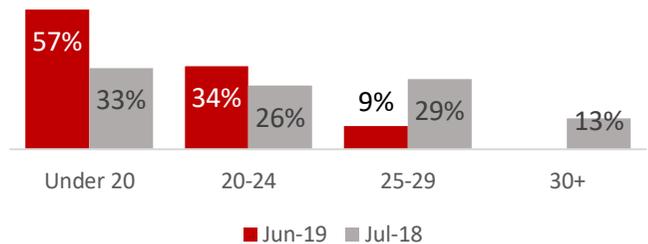
Number of children by level of need

Level 4 (statutory cases)
LAC, CPP, Children in Need

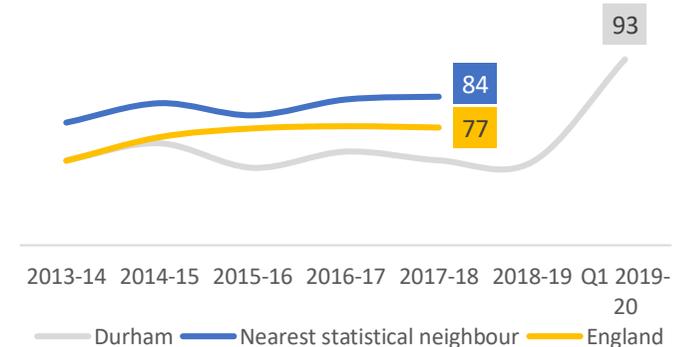
Level 3/2
One Point Service,
Early Help



Social Worker - Caseload Distribution



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



- (c) Increase in the number of community-based walk in Teen Plus CaSH clinics;
- (d) Increase in the number of school-based CaSH clinics.

55 The Student Voice Survey was carried out in early 2019 for the third year. Responses were received from 3,111 pupils attending 74 primary schools and 5,625 pupils attending 29 secondary schools across County Durham. Analysis of these results is ongoing and will be reported later this year; key topics include achievement and quality of teaching, safety and bullying, use of technology, careers advice, and wellbeing, including eating habits, mental health, alcohol and drugs and culture and sport.

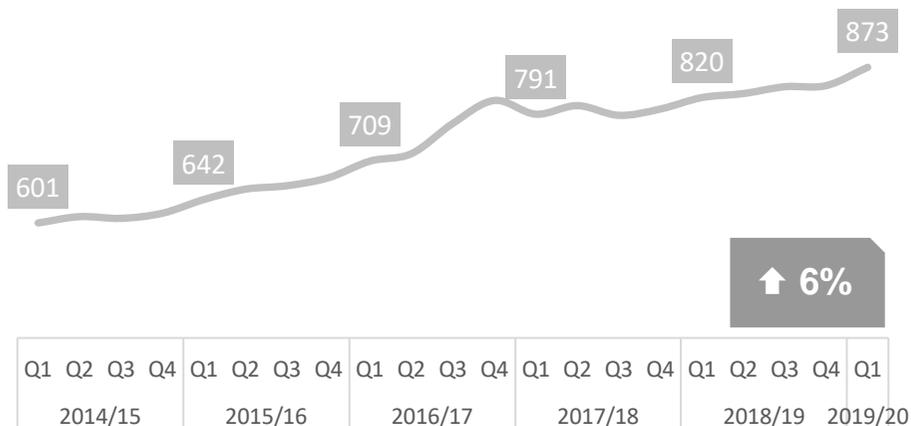
Are children, young people and families in receipt of social work services appropriately supported and safeguarded?

- 56 As at 30 June 2019, our statutory social work teams were supporting 3,470 children, including 368 children on a child protection plan and 873 children in care.
- 57 During quarter 1, around nine in ten children's case files audited were scored as six or above. Detailed analysis of our collaborative audit work is routinely reported to our social care Quality Improvement Board and corrective action and support put in place where the need for improvement is identified. We have commissioned external peer review of our audit process. Improvements in practice are also being supported through more detailed review and analysis of performance information, as well as continued development / refinement of data reports and dashboards following the migration to Liquidlogic.
- 58 The move to a new case management system was driven by a recommendation from our 2016 Children's Services Ofsted inspection 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". Moving to a new children's social care case management system is a significant and complex project which is providing many modernising improvement opportunities to process and present performance data and management information in new ways as well as develop our understanding of outcomes for children and families.
- 59 Some significant performance improvements are evident, supported by the introduction of monthly performance clinics across the social care service. Highlights include the timeliness of assessments and initial child protection conferences.

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



Children's Commissioner Stability Index 2019

CLA with **0 Social Worker changes** over 12 months

46%

39% England

43% Statistical Neighbours

CLA with **0 placement changes** over 24 months

57%

53% England

52% Statistical Neighbours

CLA with **any school changes** in 1 year

14%

17% England

16% Statistical Neighbours

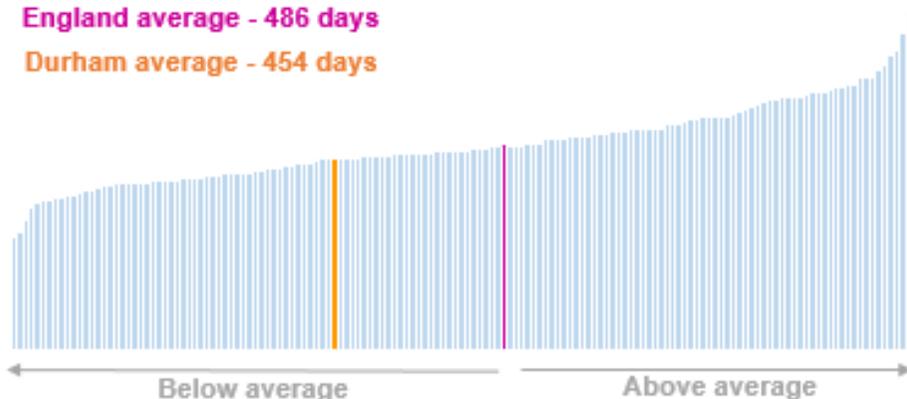


The [Stability Index](#) is an annual measure of the stability of the lives of children in care. It was first launched by the Children's Commissioner in 2017 to shine a light on the issue of stability... and ultimately drive improvements in stability for children in care. (Data relates 2017/18)

Average time between a child entering care and moving in with its adoptive family (2015-18)

England average - 486 days

Durham average - 454 days



One child comes into care every day!



Could you offer a child a loving home?

Where do our children in care live?	%
In-house foster care	48.0
Friends and family	16.4
Independent Fostering Agency	14.4
Placed with parents	7.7
In-house residential (incl. children's homes)	3.6
External residential (incl. children's homes and res school)	4.0
Placed for adoption	3.2
Independent living (incl. supported lodgings)	2.3
Secure (incl. YOI and prisons)	0.2

- 60 A reduction in children on a child protection plan (CPP) is evident. Initial analysis has begun which shows that of those CPPs closed in less than three months the most common reason was the child becoming looked after (four in ten children) but for those CPPs closed in over three months the main reason was that “threshold of significant harm no longer being met”. We will continue to provide updates on our findings.
- 61 Signs of Safety, which continues to be implemented across the service as the model for practice, has been positively received by social workers, children, young people and families. This is in addition to a new system of collaborative audits, making practitioners, children, young people and families central to the audit process. Social workers value the feedback and learning the process provides. The quality of the case files, which were audited during the quarter, has improved and reflects ongoing improvements.
- 62 In the last six months, eight agency workers have been employed on permanent contracts and a further four are currently undergoing pre-employment checks for new posts. This is part of a strategic investment in children’s social care and, as a result, caseloads have reduced, with no Social Workers now having a caseload of 30 or more, assisting us in our aim to create an environment where good quality social work practice can flourish.

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

- 63 As previously reported, the number of children in care increased in Durham from 2016 and then stabilised at around 800, this has however begun to increase again since summer 2018. Increases in CLA are evident throughout most of the North East and regional analysis has been undertaken. This analysis is intended to inform and support a deep dive of children looked after numbers, primarily examining if any trends or features can be identified which can explain the recognised increase in children looked after which will be led by the regional Association of Directors of Children’s Services (ADCS). Despite the more recent increasing trend our rate of children in care per 10,000 children aged 10-17 is lower than the North East average and is third lowest in the region based upon provisional 2018/19 data.
- 64 It is encouraging to note that despite an increasing number of children in care, around eight in ten children in care live in foster care and the national Children’s Commissioner Stability Index 2019 identifies placement stability, social worker changes and school moves as better than national and statistical neighbour averages.
- 65 Linked to our increase in children in care, care proceedings across the county increased by 24% in 2018/19, whilst decreasing by 5% nationally. Durham has the 21st highest rate of care proceedings in the country. Regionally, only one council

was not in the top quartile of care proceedings nationally. The family courts used by the council, and other North East councils, regularly do not meet the 26 week target for care proceedings, with high levels of demand in the region prevalent. We continue to work closely between our children's social care service, legal team, Children and Family Court Advisory and Support Service (CAFCASS) and the courts to achieve the best outcomes for children and their families. Fortnightly legal panels are well established to ensure as little drift and delay as possible for children and their families.

- 66 The next key foster carer recruitment period, our main campaign activity, will be in September. The 'empty nester' campaign is time marked by the start of a new academic term which heralds changes in family life and family composition. Last year, our highest number of enquiries were in September.
- 67 There were 48 children adopted from care in the 12 months to August 2019. Adoption timeliness is positive with the average time between a child entering care and moving in with its adoptive family in 2015-18 reducing from 2014-17 and lower than the England and statistical neighbour average.

Altogether Healthier

- 68 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?

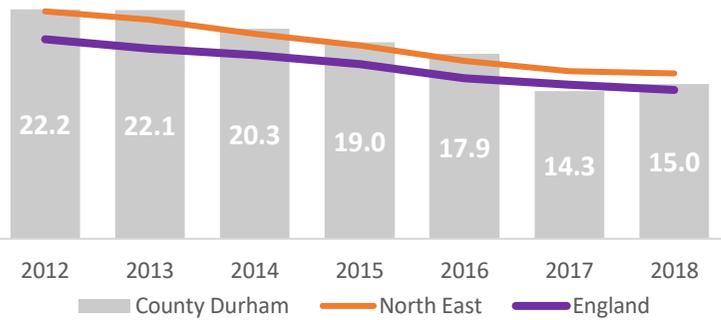
Are our services improving the health of our residents?

- 69 Since 2011 there has been a continued reduction in smoking prevalence across County Durham. However, the latest data ([Tobacco Control Profiles](#)) shows a slight increase in the prevalence rate. As the rate is calculated from a sample survey and remains within the estimated confidence intervals (+/-2.3), we do not believe this increase is significant but rather due to random sample variation. We will continue to closely monitor the data.
- 70 The government plans to eradicate smoking in England by 2030 by cracking down on the industry and pledging to help smokers quit or move to reduced risk products like e-cigarettes. In the meantime, [Stop Smoking Services](#) continue with various activities to reduce smoking. Campaigns such as the Fresh [Quit16](#) which highlights that smoking causes 16 types of cancer, and the [Take Seven Steps](#) campaign to reduce exposure to second-hand smoke, are included in training sessions for midwives, health visitors and other children and family's workforce.

ALTOGETHER HEALTHIER

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

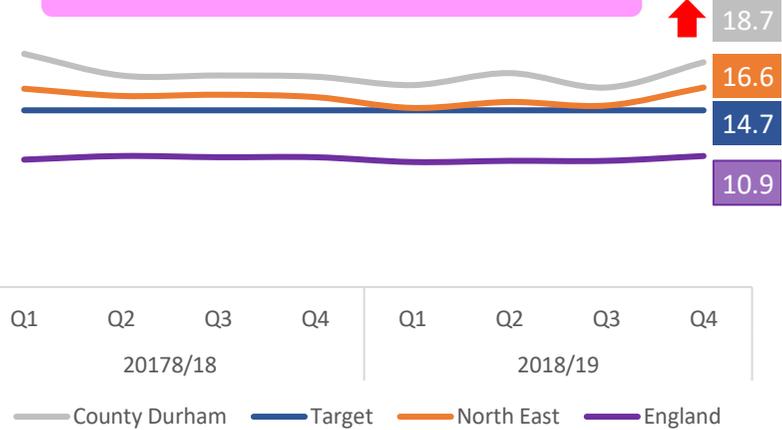
Smoking Prevalence – aged 18 and over



North East 16.0%
England 14.4%

29,000 fewer smokers than in 2012

Mothers Smoking at Time of Delivery

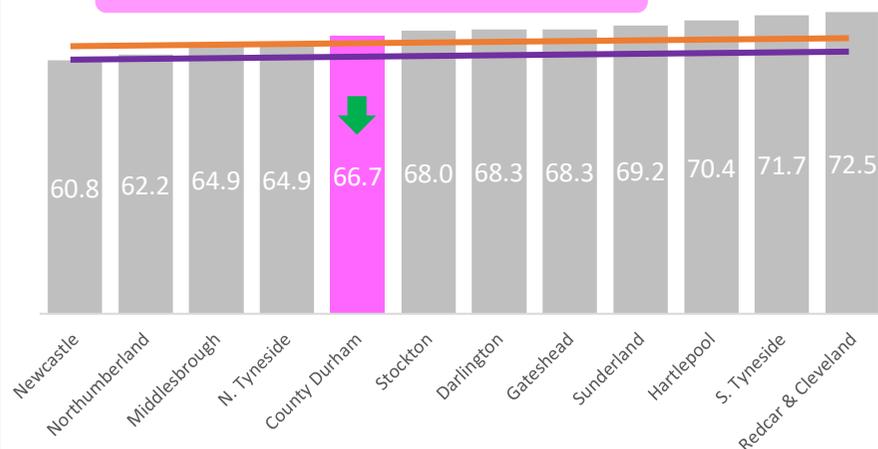


Mental Health

DCC participated in awareness week in May. Staff were encouraged to talk about mental health

More than **80** staff have signed up to become Time to Change Champions.

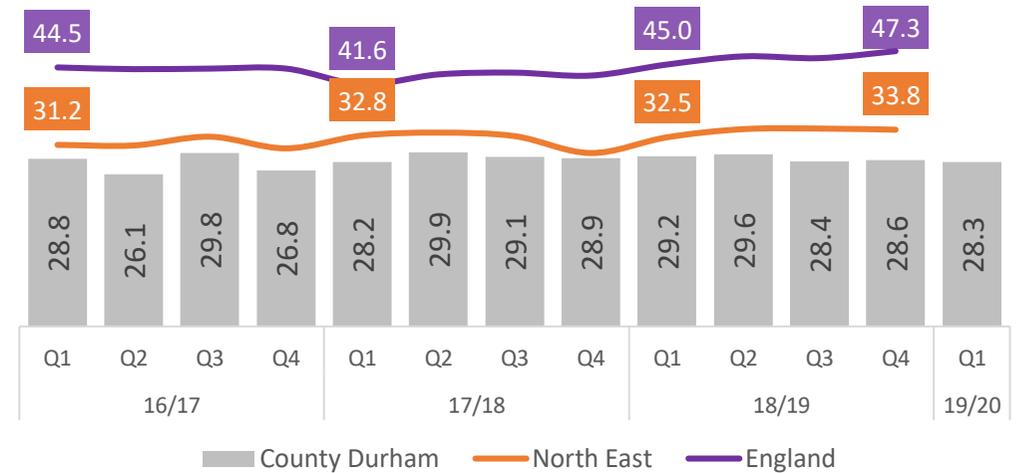
Excess weight in adults (2017/18)



North East 66.5%
England 62.0%

Almost seven in ten adults in County Durham have excess weight

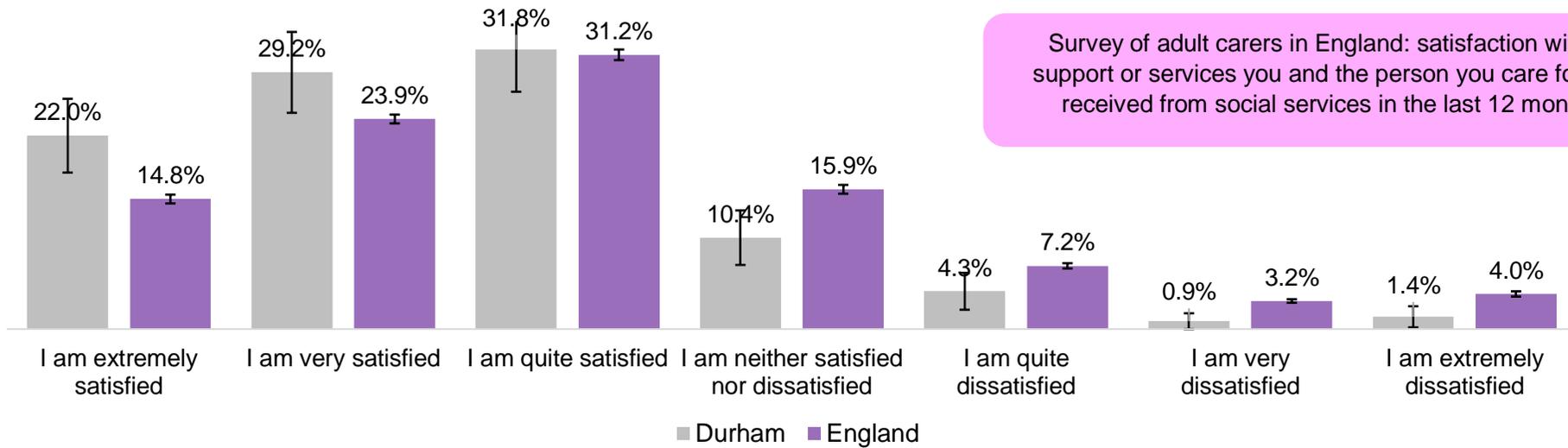
Breastfeeding Prevalence at 6-8 weeks



- 71 Reducing smoking in pregnancy remains a major priority. Not only are our smoking at time of delivery (SATOD) rates higher than both regional and national rates, there is wide geographical variation across the county. Sedgefield locality has the highest SATOD rate (20.6%) and Durham City the lowest (13.1%). Furthermore, analysis (pooled for the period 2014/15-2016/17) shows a clear social gradient across the county for SATOD. It is higher in the most deprived areas. We have identified those areas where SATOD is at least 20% higher than the average rate for the county to inform commissioners of where need is greatest and where resources should be targeted.
- 72 We also used this analysis to develop a three-year plan, for the County Durham Tobacco Dependency in Pregnancy steering group, with an overarching aim to reduce tobacco dependency in pregnancy to 6% or less by 2022. We are developing a 12-month action plan which includes a place based pilot in Shildon where Stop Smoking Services will be present at midwife clinics.
- 73 Latest provisional data shows that breastfeeding prevalence within County Durham remains lower than both national and North East averages. It has remained consistently under 30% for a number of years and is lower than national and regional data
- 74 As at the end of June, 155 businesses had signed up to our Breastfeeding Friendly scheme. Beamish Museum and East Durham College have received training and are now fully accredited. Training is also being discussed with our local Fire and Rescue Service and both of our Clinical Commissioning Groups to ensure a positive environment for staff returning from maternity leave. We are hoping Dalton Park Shopping Centre will become the first breastfeeding friendly shopping centre in the county. Plans are underway for a Big Latch On event in Dalton Park and Wharton Park in August 2019.
- 75 During Mental Health Awareness Week in May, we encouraged our staff to hold conversations about mental health, and more than 80 colleagues agreed to become Time to Change (TTC) champions, actively tackling stigma and discrimination in the workplace and promoting good mental health.
- 76 During quarter one, we supported 63 organisations across the county to achieve the North East Better Health at Work Award. Organisations included Citizen's Advice, Durham Constabulary, DDES CCG, North Durham CCG, Hitachi, HM Passport Office and Northumbrian Water.
- 77 We are developing an 'approach to wellbeing' and held a stakeholder event to determine how the wellbeing approach can be incorporated into the commissioning of future services. The Wellbeing for Life service, supported by 40 trained health champions, has seen 888 clients on a one-to-one basis between April and June 2019.

ALTOGETHER HEALTHIER

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



196.7
adults aged 65+ per 100,000 population admitted to residential or nursing care on a permanent basis (Apr-Jun 19)

↓ compared to last year (199.5)

87.2%
of patients discharged into reablement/ rehabilitation services still at home after 91 days (Jan-Mar 19)

↑ compared to last year (85.9)

2.0
daily delayed transfers of care, per 100,000 population (May 2019)

better than national (9.2) and regional (5.9)

95.7%
of individuals achieved their desired outcomes from the adult safeguarding process (Apr-Jun 19)

↓ compared to last year (97.7)

- 78 The Joining the Dots project, providing support to adults with cancer, has now engaged with 252 clients: 147 clients with cancer, the remainder being carers, families or friends.
- 79 A review of the NHS Health Checks programme is underway to ensure clear pathways into lifestyle / behaviour change support are fully embedded. In addition, a pilot involving 22 pharmacies, held between February and August 2019, will identify irregular pulse and give brief advice and/or signpost to primary care. An evaluation of the scheme later in the year will determine if this is to be rolled out as part of the community element of the health checks programme.
- 80 We are reviewing the catering and vending offer inside leisure facilities and a trial (started May 2019) will offer a canned water only vending machine in Freeman's Quay Leisure Centre. This not only aligns to reducing single use plastic but also the sugar reduction agenda, as a mechanism to tackle obesity and poor oral health.

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

- 81 The latest survey of adult carers in England shows 51% of carers in County Durham are either 'extremely' or 'very' satisfied with the support or services they and the person they care for have received from social services in the last 12 months. This is an improvement on the 43% in the last survey in 2016/17. The result is also statistically significantly better than the England average of 39%. In Durham, only 2.3% of carers were 'extremely' or 'very' dissatisfied with the support or services received. This is an improvement on the 6% in the 2016/17 survey and is also statistically significantly below the England average of 7%.
- 82 96% of individuals achieved their desired outcomes from the adult safeguarding process. Although a slight deterioration from 98% over the same period last year, it is an improvement on the end-of-year 2018/19 performance of 95%.
- 83 Targets for the following two Better Care Fund (BCF) indicators have not yet been set for 2019/20, as the national planning guidance was not released until 20 July 2019:
- (a) 65+ permanent admissions to residential / nursing care
 - (b) the percentage of people still at home 91 days after discharge from hospital into reablement / rehabilitation services.
- 84 The BCF planning submission from the Health and Wellbeing Board is due by 27 September 2019, so provisional targets will be available at quarter two. National BCF reporting will now not take place for quarter one. Both indicators have improved compared to the same period in 2018/19.

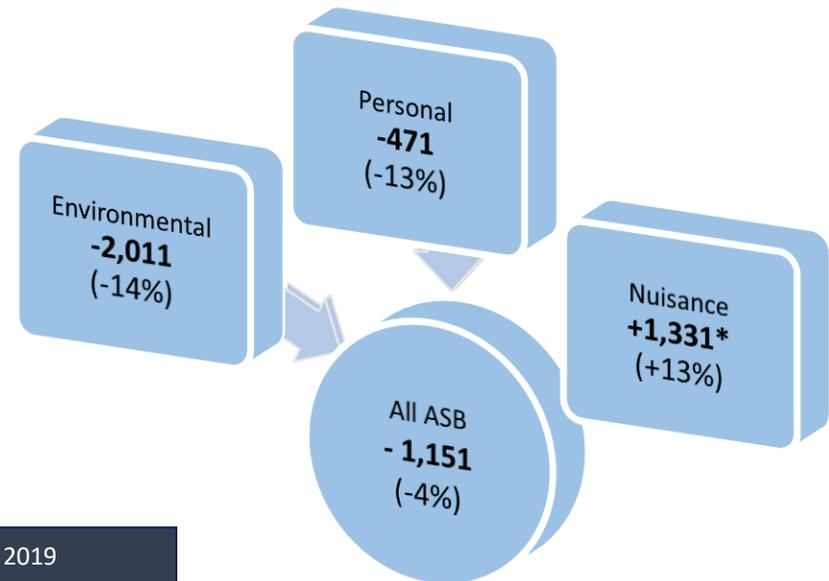
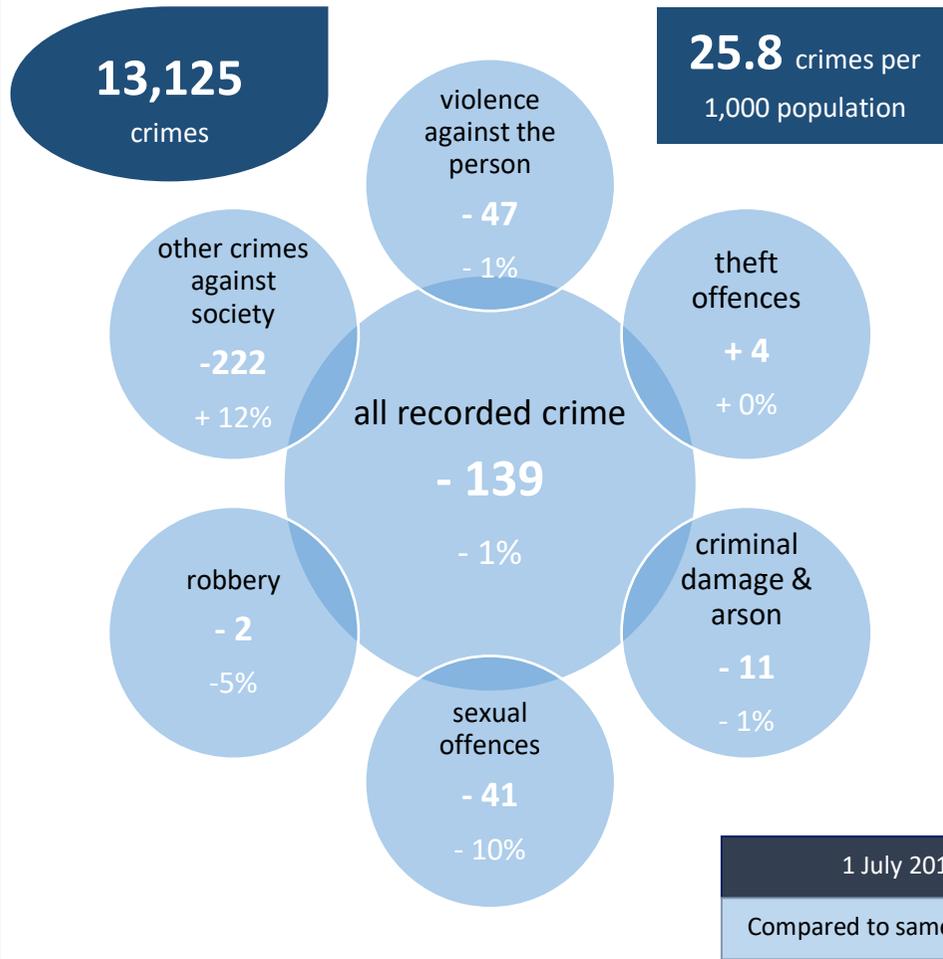
ALTOGETHER SAFER

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

Durham Constabulary has been congratulated on **'excellent performance'** in its annual [police effectiveness, efficiency and legitimacy \(PEEL\) report](#)



You can view [County Durham Crime benchmarking data](#) and the level of crime in your area online by [Durham Constabulary crime map](#)



*Now includes Environmental Health & Consumer Protection Noise

- 85 County Durham continues to perform extremely well in preventing delayed transfers of care. The data for May 2019 show that we recorded an average of 2.0 daily delayed transfers per 100,000 population, which is better than the England (9.2) and North East (5.9) averages.

Altogether Safer

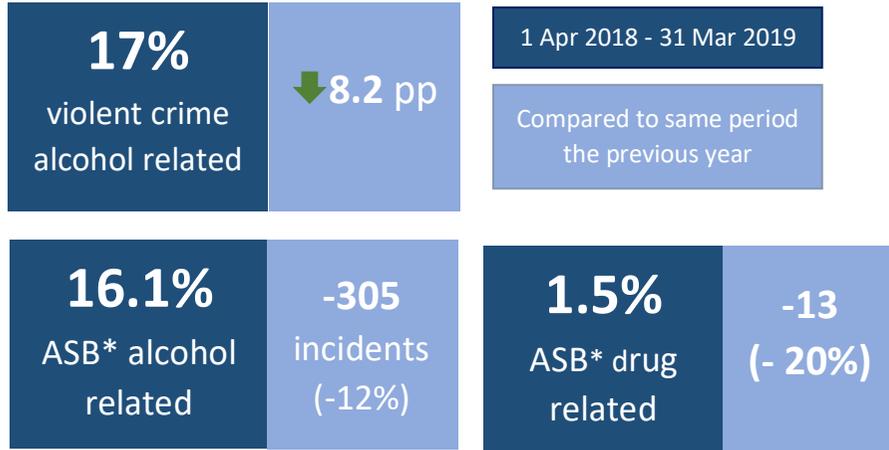
- 86 The priority theme of Altogether Safer is structured around the following five key questions:
- (a) How effective are we at tackling crime and disorder?
 - (b) How effective are we at tackling anti-social behaviour?
 - (c) How well do we reduce misuse of drugs and alcohol?
 - (d) How well do we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

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

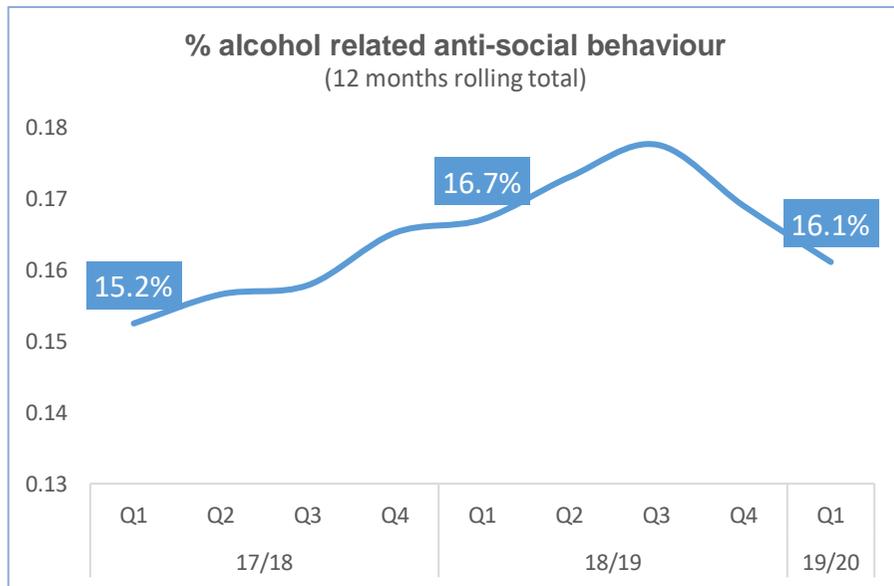
- 87 'Violence against the person' (VAP) is the most frequently recorded crime, this mainly consists of 'violence without injury'. Recent analysis shows that most violent crime is single episodes (70%), with repeats making up the remainder. Further analysis is underway to look at repeat victims of VAP crimes. Crime victims can potentially be victims of both 'violence with injury' and 'violence without injury'. Consideration is being given to target victim care/support/prevention activities on victims of 'violence without injury' to address the one category of recorded crime that has increased so markedly in volume over the last two reporting years.
- 88 Although overall theft, the second most frequently reported crime, has remained static, shoplifting continues to increase. The Safer and Stronger Communities Overview and Scrutiny Committee is to review shoplifting as part of their 2019/20 work programme to determine if poverty could be an underlying factor.
- 89 Although 'possession of weapons' accounts for less for 1% of all crimes, we are concerned about the year-on-year increases over the last two years (69% and 41% respectively).
- 90 Council reported anti-social behaviour now includes 'noise complaints' reported to Environmental Health and Consumer Protection, as these 'complaints' are not included in previous data sets, the nuisance category of ASB has increased by 13%.

ALTOGETHER SAFER

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



*police figures only



Successful completion of treatment...

(Nov 17 to Oct 18 with reps to Apr 19)

- 29.5% (303)
- Target 28%
- England 37.9%

Alcohol



- 5.3% (80)
- Target 6%
- England 6.0%

Opiates



- 27.7% (207)
- Target 26.4%
- England 34.9%

Non-opiates



Alcohol CLear Assessment

CLear self-assessment tool helps partnership areas to assess local arrangements and delivery plans for reducing alcohol-related harm and identify opportunities for further development

- Recognises our robust partnership arrangements with political and senior officer buy-in
- Commends how active the public health team is across the alcohol agenda
- Highlights concerns regarding the lack of strategic engagement of NHS partners
- Identifies the need to refresh action plans and recognised opportunities for more integrated or joint working in areas such as alcohol licensing, information sharing and commissioning.
- Following the assessment, Alcohol and Drug Harm Reduction and Alcohol CLear action plans are currently being consulted on with partners.

How well do we reduce misuse of drugs and alcohol?

- 91 During quarter one, both alcohol related violent crime and alcohol related domestic violence increased. Alcohol remains a key driver in recorded crime and incident demand.
- 92 Drug offences account for only 2% of overall recorded crime and show only a slight increase compared to the same period last year. 'Possession' shows the most significant longer term increase. We have also seen increases in the number of reports of drug paraphernalia (including needles) within our 'enviro-crime' figures. Further geographical analysis is being undertaken to identify and understand hotspot areas.
- 93 We expect the government to publish a new National Alcohol Strategy for England in 2019. We anticipate it will include preventing and reducing harmful drinking (preventing dependency, improving pathways into treatment, preventing re-offending), tackling vulnerability and changes to the licensing regime.
- 94 We are reviewing our Statement of Licensing following public consultation which ended in May 2019. Feedback, where appropriate, will be used to develop the new document which will be launched in October 2019.
- 95 Training courses are available to our staff, through County Durham Drug and Alcohol Recovery Services, in relation to drug and alcohol including Cannabis and Brief interventions, opiate awareness and performance and image enhancing drugs.

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

- 96 Following continued increases over the past three years, domestic violence incidents reported to the police have fallen this quarter by 7%.
- 97 Repeat referral to the Multi-Agency Risk Assessment Conference (MARAC) and Harbour, a charity working with families affected by domestic violence, continue to show a longer-term increasing trend. Despite fewer referrals to MARAC, there has been a 77% increase in repeat cases, compared to the previous year.
- 98 Process reviews have been undertaken by the police to improve efficiency against increasing demand in relation to several areas of multi-agency safeguarding work. Improvements included introducing multi-agency screening to medium-risk domestic abuse cases (thereby saving time sharing research / information). This has reduced processing times from 7-10 days to 1-2 days. A sifting process for adult referrals, avoiding duplication of referral to mental health services, was also introduced. As was a six-month pilot to hold 'dynamic' MARAC meetings twice weekly: received

ALTOGETHER SAFER

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

Domestic Violence (Jun 19)

↓ 7% in incidents

↓ 3.2pp in DV incidents classified as crimes

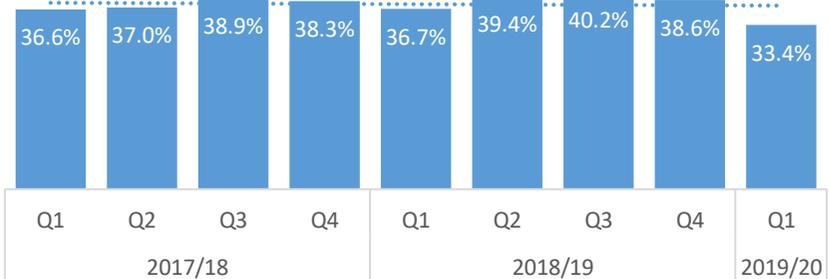
↑ 19.6% in incidents involving alcohol

↓ 5.6% of DV referrals received high risk (quarter four)

↑ 6.6pp 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)



No. of child sexual exploitation referrals (12 months ending)



↓ 42 (-24%) compared to same period last year

Year	Q1	Q2	Q3	Q4
2015/16				
2016/17				
2017/18				
2018/19				
2019/20				

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](#).



More information about the Get Safe Online in Durham campaign can be found [here](#).

Apr/Jun 19 compared to same period the previous year

positively from all agencies, the more action focused meetings are leading to more prompt joint agency visits improving outcomes for victims.

- 99 Fewer young people have been identified as at risk of or subject to child sexual exploitation (CSE). The decrease is mainly attributed to better understanding, which has led to more appropriate referrals. The strategic Missing and Exploited Group (MEG) is developing a scorecard which evidences gender, age and risk level of young people on discharge from the service.
- 100 Durham Constabulary is refreshing the Child Sexual Abuse Exploitation Profile; findings are expected by the end of September.
- 101 Multi-agency training and awareness sessions have been delivered to police and partner agencies, following the adoption of the Police's initiative 'Intervene to Protect a Child'. Agencies include frontline professionals such as health, fire service, education, social services, scouts, brownies and swimming coaches with more is planned in the future. Training will be also be incorporated into the Police's Specialist Child Abuse Investigators Development Programme.
- 102 The Police's Street Triage Team, deployed to incidents requiring a mental health assessment to reduce officer time, is currently being evaluated. The Force Control Room is changing the process for identifying incidents tagged as mental health related. Control room staff are undergoing training to better define what mental health demand looks like.
- 103 The Vulnerability Intervention Pathways (VIP) programme, for adults with no parental responsibility who require a multi-agency response, aims to reduce adults coming to the attention of the Safe Durham Partnership agencies because of presenting problems, support needs, and repeat requirements for service. The programme has been evaluated and, of sampled clients, 70% had a reduction in total reported incident volumes. 95% had improvement in combined total assessment scores across ten problematic areas. Across 59% of the sample, there was a perceived improvement by the referrer. Mental health was identified as a key problematic area for VIP clients.

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

- 104 Both water safety forums, responsible for managing water safety in the city centre and countywide, continue to meet.
- 105 Throughout the year, the City Safety Group reviews incidents within the city centre to assess the effectiveness of existing safety measures. Following a number of incidents last quarter, involving individuals with poor mental health where self-harm or suicide were factors, the group has worked with partners to identify any required actions. There were fewer incidents during quarter one.

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

People killed or seriously injured in road traffic collisions*

209

16 fatalities
193 injuries

+35
(20%)

*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 comparative analysis, published by the Dft in June 2019

Jul 18 - Jun 19

compared Jul 17 - Jun 18

28

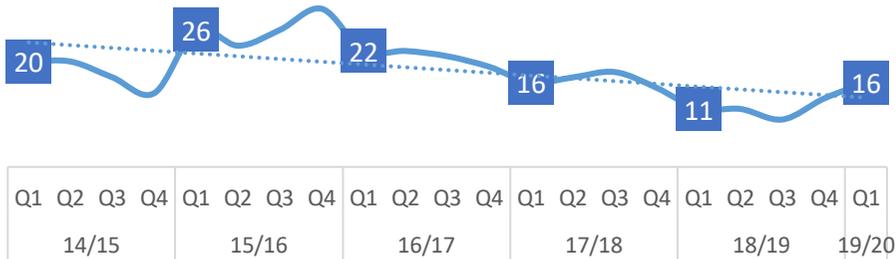
0 fatalities
28 injuries

+8

(40%)

Children killed or seriously injured in road traffic collisions*

Fatalities (rolling year)



Serious injuries (rolling year)



Road Safety
'Slow to 20'
by Dec 2019

Shotton Primary School, Shotton Colliery

St. Helen Auckland Community Primary School, St Helen, Auckland

St. Margaret's C of E Primary School, Durham

Waterway Safety

- **fourth** Dying to be Cool campaign this year
- more than **15,000** school children attended sessions
- **no** water related child fatalities in the county since **2016**

[Dying to Be Cool](#)



6% reduction in deliberate secondary fires in East Durham area (from 2017/18 to 2018/19) For more details, [click here](#)



Benfieldside Primary School, Consett

St. Patrick's RCVA Primary School, Langley Moor

Brandon Community Primary School, Brandon

- 106 During quarter one, the group undertook a further site visit to the completed Riverwalk development and arranged for a final assessment following the initial desktop review by RoSPA. It also arranged the installation of additional fencing at key parts of the footpath, in the vicinity of Pelaw woods adjacent to the rowing club and repaired existing fencing. This was completed in advance of the Durham Regatta.
- 107 The countywide group carried out a comprehensive review of all water safety priorities and risk to ensure its approach and use of resources is as effective as possible prior to summer 2019. Several site visits, in response to safety related issues, were undertaken and where appropriate additional control measures were recommended and passed to colleagues in the appropriate area for action.
- 108 Water safety assemblies were delivered to more than 2,000 primary and secondary school pupils. These were supported by a range of multi-agency communications, focusing on the school summer holiday period.
- 109 Although collisions resulting in injury decreased by 28%, there has been a slight increase in the number of fatalities and seriously injured. This quarter has also seen an increase in the number of children seriously injured.
- 110 A child casualty mapping exercise, combining areas of multiple deprivation with areas with high child casualties, highlighted Bishop Auckland and Shildon, Chester-le-Street, Durham, East Durham and Stanley AAP areas would benefit from specific initiatives. Individual analysis is being undertaken and the results reported to the associated Area Action Partnership throughout September 2019 to assist the delivery of target road safety education.
- 111 Six additional sites have been identified as suitable for the Slow to 20 for Safer Streets initiative and will be in place by the end of December 2019.

Altogether Greener

- 112 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?

ALTOGETHER GREENER

1. How clean and tidy is my local environment?

Reported and responded to fly-tipping incidents

↓ 889
(-11%)



Year	Q1	Q2	Q3	Q4
2015/16				
2016/17				
2017/18				
2018/19				
2019/20				

Top 3 fly-tip categories

During quarter one;

451
household black bags

271
old furniture

231
mattresses and carpets

24
cameras
deployed

4
incidents
caught
on CCTV

12 stop and
search
operations

6 duty of
care
warning
letters

5 producers
issued*

369 further
investigations

1
prosecution

6 FPNs

* producers are issued to scrap and waste businesses to produce their documents to show they are licensed to collect and dispose of scrap and waste materials.

Environmental Cleanliness: % of relevant land and highways assessed as falling below an acceptable standard

Litter



5.83%



-0.59pp

Detritus



16.22%



+3.61pp

Dog
fouling



0.45%



-0.63pp

(18/19 compared to 17/18)

**Graffiti
Incidents**

451

↑ 2.6% compared to same period last year

**Bonfire
Incidents**

390

↑ 78.1% compared to same period last year

**Reports of
needles and drug
paraphernalia**

181

↓ 2.7% compared to same period last year

66 quarter one

↑ 24.5% compared to previous quarter

How clean and tidy is my local environment?

- 113 Although, litter and dog fouling continue to make up the majority of enviro-crime, fewer incidents are being reported. However, we have noted increases in bonfires, graffiti and drug paraphernalia (including needles). Reports of bonfires were predominantly seen within Crook, Seaham, Stanley and Newton Aycliffe, while graffiti concerns were mainly within Horden, Peterlee, Bishop Auckland Spennymoor and Durham. Almost two thirds of graffiti was offensive or racist. Drug paraphernalia was mainly concentrated within Durham City Centre. We will provide an update regarding actions taken to address this during quarter two, 2019/20.
- 114 Most fly-tipping incidents responded to this quarter were household black bags within the Easington and Durham City areas. Old furniture, mattresses and carpets were also prominent.
- 115 During quarter one, our Community Action Team (CAT) tackled a range of housing and environmental issues at Grange Villa, issuing 81 referrals and 14 legal notices. Additional patrols were carried out by neighbourhood wardens and the police, the fire service completed 11 Safe and Wellbeing visits and there were three housing inspections. Three properties were brought back into use, gates were reinstated to prevent fly-tipping, gas box covers replaced, weeds cleared, shrub beds improved, and new bins installed. The CAT team will move to Crook over the summer.
- 116 In addition, Spruce Up campaigns were carried out in Wolsingham, Grange Villa and Shotton Colliery. 88% of residents surveyed felt the work was a positive improvement.

Are we reducing carbon emissions and adapting to climate change?

- 117 Following our declaration of a Climate Emergency on 20 February 2019, we produced a [Climate Emergency Update Report](#) setting out; what we need to do to achieve our targets; what is required from the county as a whole (working in partnership) and measures that may be required on a national level. This report begins a wide consultation process across community, public and business sectors, as well as setting out some specific measures we plan to take.
- 118 One project in progress is the development of a solar farm at Tanfield Lea, expected to be operational from September. We are also seeking funding to develop an innovative project at the Louisa Centre, Stanley, where a mine water heat pump will be installed (alongside other energy efficiency measures) to provide heat for swimming pools and parts of the building.

ALTOGETHER GREENER

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

% reduction CO₂ emissions in County Durham

-52%*
(2016)
from the
1990
baseline

↑ 4.7%
from
2015



Climate Change
Emergency

- Climate Emergency Plan adopted by Council 17 July 2019.
- Public consultation on recommendations will begin in autumn.



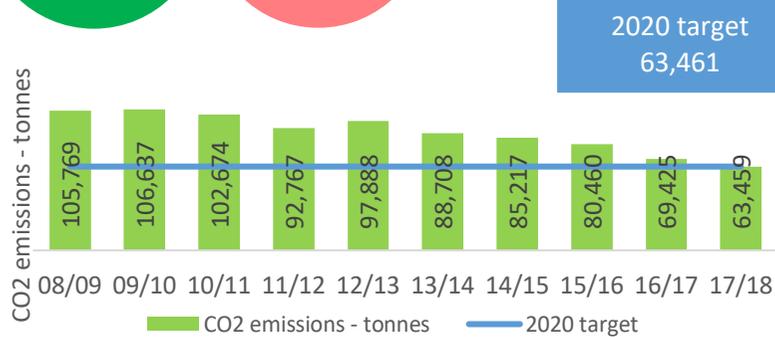
Electric Cleaning
Equipment

- Clean and Green Team are using a new electric bin lift and road sweeper.
- Overall carbon footprint for electric sweeper is approx. one third of conventional machines.

-40%
from
2008/09
baseline

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

Annual CO₂ emissions from local authority operations



Single Use Plastics (SUP)

- The SUP pledge has now been signed by **73** organisations and residents.
- **11.3 tonnes** of plastic waste (equivalent of **2.8 million** plastic bags) incorporated into **22,477 m²** of road surface at;
 - A689 Sedgefield
 - Murton
 - A68 Toft Hil



*Latest available figures from Department for Environment, Food & Rural Affairs (DEFRA)

- 119 We also recently hosted our first [Climate Change Emergency Expo](#), showcasing projects, services and technologies from across the region, and providing information in relation to electric bikes and vehicles, walking and cycling routes, energy efficiency measures, recycling, woodland and peatland restoration projects and how to respond to flooding incidents.
- 120 Our Street Lighting Energy Reduction Project (SLERP), to remove almost 2,000 street lights and retrofit 60,000 more with energy efficient LED lights, has reduced energy consumption by almost 70% and is responsible for 8% of the reduction in our baseline carbon emissions, We are now developing a business case to retrofit an additional 15,000 street lights to further reduce energy consumption and contribute to our ambition to make the county carbon neutral by 2050.
- 121 We now use plastic in most of our resurfacing schemes, almost 100 tonnes to date, which is more than any other authority. This not only provides an outlet for single use plastic, it reduces bitumen required and carbon emissions produced.
- 122 The Durham Woodland Revival project, to conserve and restore the woodland network and improve resilience against disease and the effect of climate change, has received more than £400,000 of Heritage Lottery funding. Once in place, the team will provide help and support to woodland owners, people who would like to help manage their local woods and landowners wishing to plant new woodland.
- 123 Having completed the work to reinvigorate the existing 'red carpet' area of Chester-le-Street Market Place and create a location that could host festivals and events, as well as the existing market, the scheme to open up the Cong Burn, and alleviate flooding, is on target for completion in March 2020.
- 124 The Business Energy Efficiency Project (BEEP) has engaged with 259 small and medium sized enterprises to date. We have submitted a funding application to the European Regional Development Fund (ERDF) which would extend the scheme for a further three years. We expect to hear the outcome in September.

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

- 125 The government is currently consulting on flagship policies linked to its [Resources and Waste Strategy](#). The strategy, which sets out the ambitions for higher recycling rates, greater resource efficiency and a more circular economy, is intended to lead to changes in how we produce, consume and dispose of products and materials. The policies under consultation relate to reforming the packaging producer responsibility regulations in the UK, introducing a deposit return scheme for drinks containers and ensuring consistency in recycling. Updates, including the impact of these measures on the council, will be provided in future performance reports.

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

95.3% of municipal waste diverted from landfill (Apr 18–Mar 19)

-1.3pp
(same period last year)

+8pp
(National 17/18)

+2.2pp
(same period last year)

-0.9pp
(National 17/18)

42.3% of household waste re-used, recycled or composted (Apr 18–Mar 19)



Recycling Matters Campaign

- Campaign aims to re-educate residents about what can/cannot be recycled and reduce contamination.
- From 25 June, stickers are being attached to all recycling bins reminding residents that bags (black bin liners, bags for life etc.) should not be included.

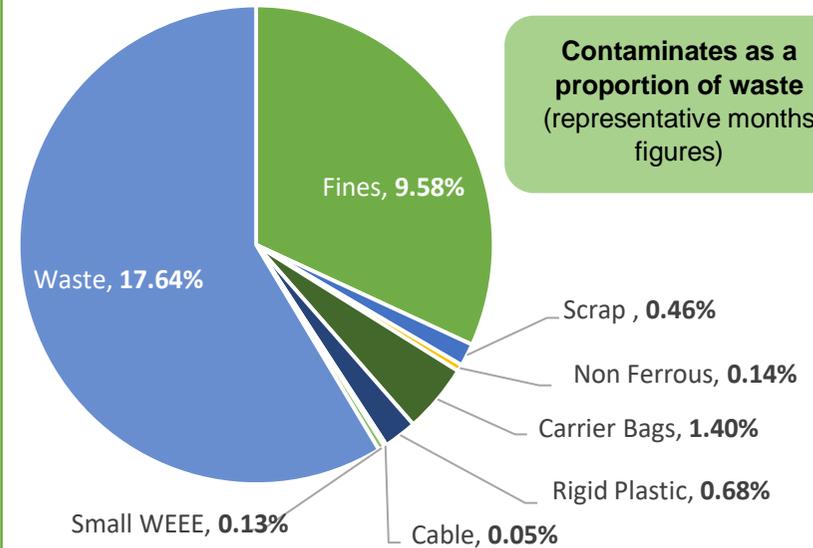
Stainton Grove Household Waste Recycling Centre (HWRC)

• **175.17 tonnes** of material recycled at the site during May 2019 (34% of total tonnage received during 2017/18)

Proportion of waste collected for recycling identified as contaminated (12 months ending)



Mar 2017/18	Jun	Sep	Dec	Mar 2018/19
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Contaminates as a proportion of waste (representative months figures)

- 126 Latest waste figures show approximately 29% of the recyclate we collect from the kerbside is contaminated – 17% is waste that should have been placed in the general waste bin, and a further 12% is non-target material, e.g. hard plastics. Campaign stickers, urging residents not to put black bags into their recycling, have been placed on every household recycling bin and there are early indications that this is making an impact. During quarter one, waste collection crews received additional training in relation to contaminated bins and this has led to more bins being identified as contaminated.
- 127 Although we request that residents only place pure garden waste (grass cuttings, small branches, leaves, etc.) in their garden waste bins, we are aware that people are adding compostable and biodegradable bags. As these decompose at different rates, they are not suitable for use in the system employed at our current facility.
- 128 Since Stainton Grove Household Waste Recycling Centre (HWRC) reopened in March 2019, following a £3 million refurbishment, there has been a dramatic increase in the amount of material being recycled. The re-use shop is proving popular and approximately two tonnes of items, that would otherwise have been sent for disposal, have been sold.

Altogether Better Council

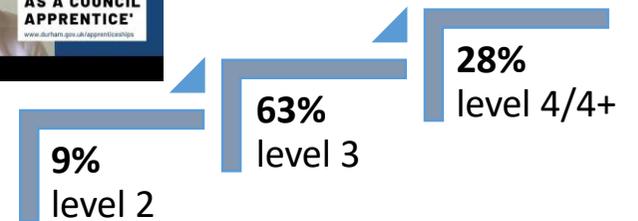
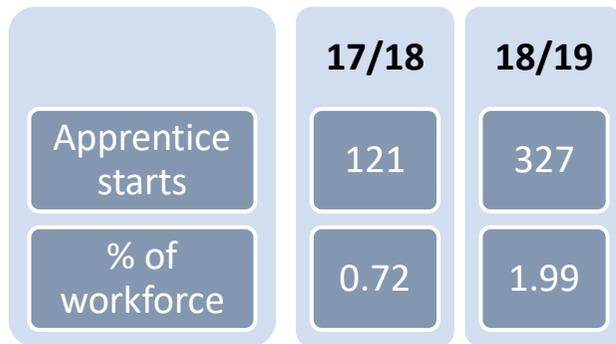
- 129 The priority theme of Altogether Better Council is structured around the following three key questions:
- (a) How well do we look after our people?
 - (b) Are our resources being managed for the best possible outcomes for residents and customers?
 - (c) How good are our services to customers and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

How well do we look after our people?

- 130 During quarter one, in support of our application for gold status for Better Health at Work Award, we asked staff to complete a survey so we could better understand the factors affecting their health and wellbeing and develop an appropriate strategy and action plan. 2,662 people completed the survey and the main findings will be reported in the next quarter. The five campaigns for the Gold award will centre on; personal resilience, mental health, physical activity, women's health and men's health.

ALTOGETHER BETTER COUNCIL

1. How well do we look after our people?



12 month rolling trend: days lost to sickness



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

10.17 days lost per FTE equates to 4% of work hours

12.6% was work related

68% was long term (>20 work days)

34% due to mental health

32% due to 'musculo-skeletal'

Health & Safety incidents: 1,580 (Jul 18-Jun 19)

3 most frequent :

- 412 behavioural (26%)
- 211 physical violence & aggression (13%)
- 178 slips, trips and falls (11%)

(Jul 18-Jun 19)

6,077
days lost to work related incidents

% Staff Turnover (excl. school staff)

Jun 17-Jul 18

8.4

Jun 18-Jul 19

8.2

17/18
England
Average

13.8*

* include school support staff, but exclude teachers

- 131 Having recognised the need to strengthen our approach to workforce development, we have made changes that will help us achieve our objectives whilst retaining and developing staff. All support and development available to managers is now captured in one place, and 'Durham Leadership Way' which details expectations of managers at all levels of the organisation will be available shortly.
- 132 We are expanding our suite of key HR documents. Our Workforce Strategy, focusing on re-shaping and developing our workforce, building leadership capacity and being a good employer, will be available later in the year. Our Valuing our Employees Strategy, consisting of four strands of engagement, recognition, benefits, ideas/innovation, will be available in the autumn. We are also developing proposals to take forward succession planning and talent management for key posts.
- 133 Simplification of key HR policies, making it easier for both managers and employees to find the information they need, continued with 'Recruitment and Selection' and 'Mental Wellbeing in the Workplace' policies.
- 134 Our new appraisal system, digitised through our Learning and Development System, has now been rolled out to all staff. Having gathered feedback from those who have used the system, we have further simplified the process, developed a short 'one-off' digitised transition Performance and Development Review (PDR) and improved goal setting functionality.
- 135 By December 2019, all employees will have completed a PDR reflecting on performance, setting future objectives and identifying learning and development needs. The digitised PDRs will be live documents, continually updated throughout the year at regular staff supervision rather than an annual document. Once this first cycle is complete, we will re-introduce the performance monitoring of appraisals into the corporate performance report. The new framework includes the offer of a coach, and our corporate coaching network was launched on 18 April 2019.
- 136 We have also launched the 2019/20 Corporate Learning and Development Programmes and allocated a dedicated fit for purpose training room to support their delivery. The two programmes (Employee Learning and Development Programme and Leadership and Management Development Programme) will meet all mandatory training requirements, corporate priorities and development needs.
- 137 In addition to these programmes, we have introduced two new mandatory e-learning courses for managers (coaching as a management style and mental health awareness) and will continue to provide further employee support to assist transformation such as the roll-out of Office 365.
- 138 Each mandatory element will be championed by a member of CMT who will agree, with the Head of People and Talent Management, the delivery methodology and content.

- 139 We are also required to meet the government's target that at least 2.3% of our staff (averaged between 1 April 2017 and 31 March 2021) enrol in an apprenticeship, whether as a new recruit or part of career development for existing employees (upskilling). Actions, identified as part of our apprenticeship strategy to ensure the target is met, include identifying opportunities as part of workforce planning and a 'grow our own' approach to addressing skills shortages / hard to fill posts, holding drop-in sessions to increase awareness of apprenticeships and mapping apprenticeship standards against job roles. The complete action plan and progress to date can be found in our [Apprenticeship Strategy 2019-2022](#).
- 140 We continue to focus on attendance management and are working extensively with senior managers of services identified as having high absence rates. We are starting to see improvements in those services identified in April 2019 and, following a full progress report and sign-off in October 2019, expect to move onto other areas with high absence levels around December.
- 141 We continue with initiatives to reduce absence caused by the two most frequent sickness types of mental health and musculo-skeletal issues.
- 142 'Mental Health Awareness' training has been rolled out to tier four and five managers. The authority now has 102 Mental Health First Aiders (with another 128 completing their training over the next six months), 89 Time for Change Champions and 49 Health Advocates. We have also introduced a series of online courses including mindfulness and Zero Suicide courses.
- 143 Outcomes of the 'Get Up and Move' project include reducing ergonomic related risks through new ways of working and encouraging employees to work 'actively' throughout the day. The two-year pilot project within direct services of early intervention and improved musculo-skeletal health and wellbeing is ongoing. To date, 193 employees have attended appointments with Occupational Health.
- 144 We are working on delivering our 2019 flu vaccination programme, which is in place to protect both staff and vulnerable residents, and traditionally has a low take-up. Having gathered staff views via a survey, we have made changes to its delivery to include management buy-in and myth-busting in relation to perceived side effects. We are also working in parallel with the NHS flu board to drive vaccination uptake in the wider eligible population.

ALTOGETHER BETTER COUNCIL

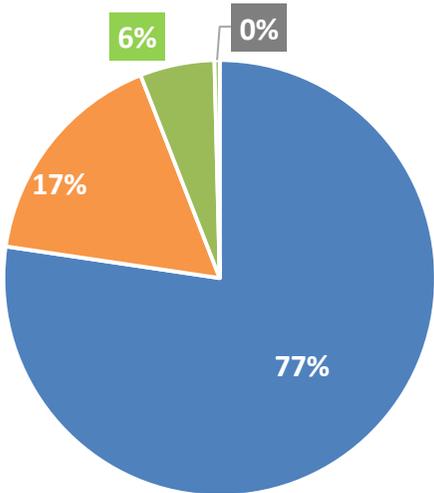
Are our resources being managed for the best possible outcomes for residents and customers?

<ul style="list-style-type: none"> • 573,921 calls • 98% answered <p>Customer Services (ACD) </p>	<ul style="list-style-type: none"> • 335,185 calls • 93% answered <p>Other ACD lines </p>
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Self-serve

- 164,000 self-serve requests logged
- 73% of waste permits
- 92% of garden waste joins
- 34% of bulky waste collections
- 46% of service requests
- 129 web-forms
- 135,752 accounts

Contact through customer services



social media: 2,898	↓ 34%
email: 41,373	↓ 15%
face to face: 124,062	↓ 17%
telephone: 573,921	↓ 10%

e.g. cultural events: timings, ticket availability, prices / recycling: what can be recycled, what can be taken to HWRC / costs & prices: bulky waste, pest control

e.g. new claims, change of circumstances, discounts,

e.g. bills / payments / unclear correspondence / arrears

Customer services: top actions

logging service requests 193,000	transferring calls 130,000	providing information 120,000	actioning CT requests 100,000	answering queries 80,000	providing progress updates 21,000	booking appointments 17,500
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Unless stated all data is Jul 18-Jun 19, compared to the same period the previous year

- 145 The slight increase in reported behavioural health and safety incidents² followed further work which encouraged the reporting of incidents within educational and support establishments and highlighting the mechanisms to report. To assist with controlling risk, we are continuing to: provide training relative to risk; ensure specific risk assessments of problematic locations and cohorts; ensure adequate staff numbers to manage and control risk; work with teaching staff to ensure risk controls are in place where specific risks emerge; complete accident investigations to ensure compliance and identify opportunity for improvements.

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

- 146 As at the end of June 2019, almost 29% of council tax and 35% of business rates had been collected in-year, both in line with expectation. However, we are aware that the fluctuating incomes of people on universal credit, which results in multiple revised bills, is impacting collection rates, both nationally and across County Durham. We will be investigating the impact throughout the year.
- 147 Due to proactive promotion, there has been a continued increase in small business rate relief awards. Introduced in 2019/20, this retail discount, which aims to encourage small retail businesses, awarded over £2 million during quarter one.
- 148 Through our transformation programme, we are continuing to use digital tools, techniques and processes that make our internal procedures more efficient and effective. In addition, our integrated customer services initiative, to develop a customer-focused, one-council approach to service delivery, is underway.
- 149 Having fully mapped our First Point of Contact (FPOC) telephony offer, we are now widening our use of Automatic Call Distribution (ACD) technologies. This will standardise our telephony channel (including messaging and call routing), provide a strong foundation for the implementation of new technologies, and enhance reporting enabling us to develop a deeper understanding of customer demand and service performance.
- 150 We are also harmonising our activity by implementing quality assurance software across three of our larger contact centres and extending the use of workforce management software. We are also trialling various communication technologies to support collaborative and flexible working and improve customer journeys.

² The behavioural category in relation to Health and Safety incidents refers to service users who have a physical, learning or mental health disability which could lead to outbursts that are not appropriate for categorisation as intentional violence and aggression.

ALTOGETHER BETTER COUNCIL

How good are our services to customers and the public?

Customer Satisfaction:
from the CRM closure process
(based on 4,093 responses)

75%
satisfied
with service
delivery

91%
found it easy
to contact
the right
service

85%
satisfied with
the handling
of their initial
contact

80%
felt they were
provided with
clear
information

80%
satisfied with
time taken to
complete
their task

89%
felt they were
treated with
dignity and
respect

Not resolved / not
satisfactorily
resolved

49%

Time taken to
resolve

25%

No feedback / poor
communication

19%

Top 3 reasons people
are dissatisfied

Customer experience of
completing online request
(based on 25,797 customers)

- ★★★★★ - 61%
- ★★★★☆ - 21%
- ★★★☆☆ - 10%
- ★★☆☆☆ - 3%
- ★☆☆☆☆ - 5%

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

Customer Feedback:

from the CRM including compliments, suggestions and complaints

915
compliments
(-116)

488
suggestions
(-17)

177
comments about
policies and
procedures
(-138)

10.5 average
working days to
respond

52% of
complaints related
to three issues:

182 objections to
our decisions
(-103)

123
dissatisfied with
fees and
charges
(+76)

3,048
corporate
complaints
(+236)
3,018 investigated &
69% upheld*

Missed collections

- 938
- 31% of all complaints
- 84% upheld

Issues with correspondence

- 476
- 16% of all complaints
- 92% upheld

Staff practices

- 172
- 6% of all complaints
- 85% upheld

220
statutory
complaints (+17)
140 CYPS: 37%
upheld
80 AHS: 54% upheld*

177
independent
investigation
requests

84
decisions from
the Ombudsman
13 complaints
upheld
(15%)

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 which will be launched in the autumn.
- 152 We held our first Digital Customer Feedback event in June 2019. A small focus group of six residents, who had all volunteered, provided some very insightful feedback that mirrors that gained from our satisfaction surveys and star rating. We are using feedback such as this to develop our website's home page and online forms. We are currently working on online forms in a pilot area (street lighting) and will provide a further update once completed, which is expected to be in September. Key milestones relating to the home page of the website will be provided in the quarter two report.
- 153 Although there has been an increase in recorded corporate complaints, this can mainly be attributed to a change in the complaints process, which re-categorised disputed missed collection service requests as complaints, and our increased activity to tackle contamination issues.
- 154 Performance relating to Freedom of Information (FOI) and Environmental Information Regulations (EIR) has improved slightly compared to the same period last year. However, it has deteriorated when compared to the previous quarter. This is due to a capacity issue as staff are trained to operate our new FOI/EIR performance system, which will become fully operational in August. Performance is expected to improve steadily over the following months.
- 155 More customers are extending council tax payments over 11 or 12 months. Over 12,000 customers took up this option in quarter one, bringing the total to 28,000.
- 156 Due to our Digital Durham infrastructure programme, superfast broadband is now available to 96%³ of residential and commercial properties in County Durham, which is in line with the rest of the UK. As of May 2019, residential take up of superfast broadband services for coverage delivered was 58% for phase one and 46% for phase two - well above the government's programme targets of 20% and 30% respectively. We do not currently have figures that include commercial uptake, but will provide an update (including line speeds, availability start dates etc) at quarter three.

³ [ThinkBroadband](#) – County Durham Superfast and Fibre Coverage

- 157 It is ten years since we formed our Area Action Partnerships (AAPs) and during this time, they have delivered more than 5,000 community projects, engaged with over 30,000 people and helped secure funding in excess of £100 million. They have also strengthened links with the towns and villages they serve, giving residents more say on how funding is spent and the opportunity to shape their local area.
- 158 The county has recently welcomed its 50th family under the vulnerable persons resettlement programme and vulnerable children's resettlement programme. The programmes are on track to assist with the resettlement of 250-300 individuals by March 2020.

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 2019/20 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	74.2	Apr18 – Mar 19	Tracker	71.2	75.5	71.1			Yes
				N/a	GREEN	AMBER	GREEN			
2	Per capita household disposable income (£)	15,445	2017	Tracker	15,166	19,988	15,809			Yes
				N/a	GREEN	RED	RED			
3	Number of gross jobs created or safeguarded as a result of Business Durham activity	2,429	Apr-Jun 2019	Tracker	379					Yes
				N/a	GREEN					
4	% of 16 to 17 year olds in an apprenticeship	7.8	as at Jun 2019	Tracker	9.8	5.8	7.6	7.7		Yes
				N/a	RED	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					No
				N/a	GREEN					
7	Value (£M) of new contracts secured	0	Apr-Jun 2019	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	12.6	Apr-Jun 2019	10	11.1					Yes
				GREEN	GREEN					
9	Number of Inward Investments secured	3	Apr-Jun 2019	Tracker	0					Yes
				N/a	GREEN					
10	% of Business Durham business floor space that is occupied	86.1	Apr-Jun 2019	Tracker	82.4					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	546	Apr-Jun 2019	Tracker	447					Yes
				N/a	N/a					
12	Number of empty properties brought back into use as a result of local authority intervention	73	Jul 18– Jun 19	50	56					Yes
				GREEN	GREEN					
13	Number of net homes completed	401	Apr-Jun 2019	Tracker	381					Yes
				N/a	GREEN					
14	Number of affordable homes delivered	532	2018/19	200	473					Yes
				GREEN	N/A					

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
15	Number of households accessing the Housing Solutions Service	3,019	Apr-Jun 2019	Tracker	3,138					Yes
				N/a	N/a					
16	Number of households helped to stay in their home	260	Apr-Jun 2019	Tracker	202					Yes
				N/a	N/a					
17	Number of households helped to move to alternative accommodation	249	Apr-Jun 2019	Tracker	117					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	2.6	2018	Tracker	2.6	3			2016/17	Yes
				N/a	GREEN	GREEN				
19	% of B and C roads where maintenance is recommended	4.7	2018	Tracker	4.7	6			2016/17	Yes
				N/a	GREEN	GREEN				
20	% of unclassified roads where maintenance is recommended	21	2018	Tracker	20	17			2016/17	Yes
				N/a	AMBER	RED				
21	Highways maintenance backlog (£millions)	179.7	2018	Tracker	187.6					Yes
				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	80.7	2018	Tracker	80.0					Yes
				N/a	GREEN					
23	Bridge Stock Condition – Non-Principal Roads	79.9	2018	Tracker	81.0					Yes
				N/a	AMBER					

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	44.9			No
				N/a	GREEN	RED	GREEN			
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			No
				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			No
				N/a	GREEN	GREEN	AMBER			
30	% of 16 to 17 year olds who are not in education, employment or training (NEET)	5.3	Apr-Jun 2019	Tracker	5.1	2.9	4.6			Yes
				N/a	RED	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			No
				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			No
				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			No
				N/a	GREEN	GREEN	RED			
34	Ofsted % of Primary schools judged good or better	90	as at 30 Jun 19	Tracker	92	87	91		as at 31 May 19	Yes
				N/a	AMBER	GREEN	AMBER			
35	Ofsted % of secondary schools judged good or better	64	as at 30 Jun 19	Tracker	61	75	56		as at 31 May 19	Yes
				N/a	GREEN	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	2.16	2017/18 (academic year)	Tracker	1.95	2.33	2.81		2016/17 (academic year)	No
				N/a	RED	GREEN	GREEN			
37	% of all school pupils eligible for and claiming Free School Meals (FSM)	20.8	Jan 2019	Tracker	19.4	15.4	21			Yes
				N/a	RED	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			No
				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			No
				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			No
				N/a	GREEN	GREEN	GREEN			
42	% of children aged 4 to 5 years classified as overweight or obese	25.0	2017/18 (academic year)	Tracker	24.1	22.4	25.0			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)	63.9	Jan-Jun 2019	90	92.4	60.1	81.7		2018	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]	66 [2,885]	Sep 14- Jun 19	TBC	N/a	49.9	52.5	46.5	Mar 19	Yes
					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	90.2	2018/19	90	89.4					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	93.1 [1,207]	Apr-Jun 2019	Tracker	88.1 [1,120]					Yes
				N/a	GREEN					
48	% of statutory children in need referrals occurring within 12 months of a previous referral	33.2 [440]	Apr-Jun 2019	Tracker	17.9 [232]	21	18	18	2017/18	Yes
				N/a	RED	RED	RED	RED		
49	% of single assessments completed within 45 working days	90.5 [1,285]	Apr-Jun 2019	Tracker	75.7 [892]	83	82	86	2017/18	Yes
				N/a	GREEN	GREEN	GREEN	GREEN		
50	Rate of children subject to a child protection plan per 10,000 population aged under 18 [number of children]	36.6 [368]	as at 30 Jun 19	Tracker	47 [471]	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]	345.1 [3,470]	as at 30 Jun 19	Tracker	346.9 [3,478]	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]	219.8 [2,210]	as at 30 Jun 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	92.5 [147]	Apr-Jun 2019	75	72.5 [137]	77	83	84	2017/18	Yes
				GREEN	GREEN	GREEN	GREEN	GREEN		
54	% of Social Workers with fewer than 20 cases	52.1	as at 9 Apr 19	Tracker	45.5	44.1				Yes
				N/a	GREEN	GREEN				
55	% of Statutory Case File Audits which are given a scaling score of 6 or above	85.7	Apr-Jun 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]	86.8 [873]	as at 30 Jun 19	Tracker	80.5 [807]	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]	9* [7 of 78]	Apr-Jun 2019	15	12.5 [10 of 80]	13	14	19	2017/18	Yes
				RED	RED	RED	RED	RED		
58	% of CLA who are fostered	77.7 [678]	as at 30 Jun 19	Tracker	80 [646]	73	77	73	2017/18	Yes
				N/a	N/a	N/a	N/a	N/a		
59	% of external residential placements	3.6 [31]	as at 30 Jun 19	Tracker	3.2 [26]					Yes
				N/a	GREEN					
60	% of children looked after continuously for 12 months or more who had a dental check	94.7	as at 30 Jun 19	Tracker	93.7	88	94	95	2017/18	Yes
				N/a	GREEN	GREEN	RED	RED		
61	% of children looked after continuously for 12 months or more who have had the required number of health assessments	89.8	as at 30 Jun 19	Tracker	89.9	88	94	95	2017/18	Yes
				N/a	AMBER	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	18.9	20.8	19.5	2017/18 (academic year)	No
				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	35	44	38	2017/18 (academic year)	No
				N/a	GREEN	GREEN	RED	RED		
65	% of care leavers aged 17-18 in education, employment or training (EET)	Data being validated	Data being validated	Tracker	N/a	64	66	64	2017/18	No
				N/a	N/a	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)	Data being validated	Data being validated	Tracker	N/a	51	52	58	2017/18	No
				N/a	N/a	GREEN	GREEN	RED		
67	% of care leavers aged 17-18 in suitable accommodation	Data being validated	Data being validated	Tracker	N/a	89	93	84	2017/18	No
				N/a	N/a	GREEN	GREEN	GREEN		
68	% of care leavers aged 19-21 in suitable accommodation	Data being validated	Data being validated	Tracker	N/a	84	91	90	2017/18	No
				N/a	N/a	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	18.7*	Jan-Mar 2019	14.7	17.5	10.9*	16.6*			Yes
				RED	RED	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			No
				N/a	GREEN	AMBER	GREEN			
72	Female life expectancy at birth (years)	81.4	2015-17	Tracker	81.3	83.1	81.6			No
				N/a	GREEN	RED	AMBER			

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	
73	Female healthy life expectancy at birth (years)	58.7	2015-17	Tracker	59.0	63.8	60.4			No
				N/a	AMBER	RED	RED			
74	Male healthy life expectancy at birth (years)	58.9	2015-17	Tracker	59.1	63.4	59.5			No
				N/a	AMBER	RED	AMBER			
75	Excess weight in adults (Proportion of adults classified as overweight or obese)	66.7	2017/18	Tracker	67.7	62.0	66.5			Yes
				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	28.3	Apr-Jun 2019	Tracker	29.2	47.3	33.8		Jan-Mar 2019	Yes
				N/a	RED	RED	RED			
78	Estimated smoking prevalence of persons aged 18 and over	15.0	2018	Tracker	14.3	14.4	16.0			Yes
				N/a	AMBER	AMBER	GREEN			
79	Self-reported well-being - people with a low happiness score	8.9	2017/18	Tracker	6.9	8.2	9.1			No
				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			No
				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			No
				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	196.7	Apr-Jun 2019	TBD	199.5					Yes
				N/a	GREEN					
83	% of older people who were still at home 91 days after discharge from hospital into reablement/ rehabilitation services	87.2	Jan-Mar 2019	TBD	85.9	82.9	83.9	81.8*	2017/18	Yes
				N/a	GREEN	Not comparable	Not comparable	Not comparable		
84	% of individuals who achieved their desired outcomes from the adult safeguarding process	95.7	Apr-Jun 2019	Tracker	97.7	94.2		93.6*	2017/18	Yes
				N/a	AMBER	Not comparable		Not comparable		
85	% of service users receiving an assessment or review within the last 12 months	87.6	Apr-Jun 2019	Tracker	86.9					Yes
				N/a	GREEN					
86	Overall satisfaction of people who use services with their care and support	66.6	2017/18	Tracker	63.6	65.0	67.9	66.3*		No
				N/a	GREEN	GREEN	AMBER	GREEN		
87	Overall satisfaction of carers with the support and services they receive (Biennial survey)	51.2	2018/19	Tracker	43.3**	38.7	47.2	41.8*		Yes
				N/a	GREEN	GREEN	GREEN	GREEN		
88	Daily delayed transfers of care beds, all, per 100,000 population age 18+	2.0	May 2019	Tracker	4.9	9.2	5.9	9.8*		Yes
				N/a	GREEN	GREEN	GREEN	GREEN		
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	73.1	68.2	72.1	69.1*		No
				N/a	GREEN	GREEN	GREEN	GREEN		

*unitary authorities

** results from 2016/17 survey

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)	257	Jan 17-Dec 18	Tracker	371	238	332	251		Yes
				N/a	GREEN	RED	GREEN	GREEN		
91	Overall crime rate per 1,000 population	25.8	Apr-Jun 2019	Tracker	25.3					Yes
				N/a	AMBER					
92	Rate of theft offences per 1,000 population	7.3	Apr-Jun 2019	Tracker	7.1					Yes
				N/a	AMBER					
93	Proportion of all offenders who re-offend in a 12 month period (%)	30.6	Oct 16 – Sep 17	Tracker	32	29.4	35.5			Yes
				N/a	GREEN	AMBER	GREEN			
94	Proven re-offending by young people (who offend) in a 12 month period (%)	46.3	Oct 16 – Sep 17	Tracker	41.6	39.2	41.7			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	51.9	Mar 19	Tracker	53			56.4		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	13,573	Jul 18-Jun 19	Tracker	15,058					Yes
				N/a	GREEN					
97	Number of council reported incidents of anti-social behaviour	11,585	Jul 18-Jun 19	Tracker	12,495					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	29.5	Nov 17-Oct 18 with rep to Apr 19	28	33.6	37.9	32.7			Yes
				GREEN	RED	RED	RED			
99	% of successful completions of those in drug treatment - opiates	5.3	Nov 17-Oct 18 with rep to Apr 19	6	6	6	4.6			Yes
				AMBER	AMBER	AMBER	GREEN			
100	% of successful completions of those in drug treatment - non-opiates	27.79	Nov 17-Oct 18 with rep to Apr 19	26.4	30.6	34.9	25.7			Yes
				GREEN	RED	RED	GREEN			
101	% of anti-social behaviour incidents that are alcohol related	16.1	Jun 19	Tracker	18.5					Yes
				N/a	GREEN					
102	% of violent crime that is alcohol related	17	Jun 19	Tracker	25.2					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	
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	128	Jul 18-Jun19	Tracker	191					Yes
				N/a	N/a					

ALTOGETHER SAFER

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
106	Number of people killed or seriously injured in road traffic accidents	209	Jul 18 – Jun 19	Tracker	174					Yes
	- Number of fatalities	16		N/a	RED					
	- Number of seriously injured	193			11					
107	Number of children killed or seriously injured in road traffic accidents	28	Jul 18 – Jun 19	Tracker	20					Yes
	- Number of fatalities	0		N/a	RED					
	- Number of seriously injured	28			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	5.83	2018/19	Tracker	6.24					Yes
				N/a	GREEN					
109	% of relevant land and highways assessed as having deposits of detritus that fall below an acceptable level	16.22	2018/19	Tracker	12.61					Yes
				N/a	RED					
110	% of relevant land and highways assessed as having deposits of dog fouling that fall below an acceptable level	0.45	2018/19	Tracker	1.08					Yes
				N/a	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	7,052	Jul 18- Jun 19	Tracker	7,941					Yes
				N/a	GREEN					

*Not directly comparable

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	95.3	Apr 18 – Mar 19	95	96.6	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	42.3	Apr 18 – Mar 19	Tracker	40.1	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 ⁴	-	N/a	N/a					No
				N/a	N/a					
117	Days / shifts lost to sickness absence (all services excluding schools)	10.17	Jun 18/Jul 19	11.20	11.10	9.2 ⁵			2017/18	Yes
118	% posts with no absence in rolling year (excluding schools)	59.13	Jun 18/Jul 19	Tracker	57.73					Yes
				N/a	GREEN					
119	% of sickness absence which is short term	13.88	Apr-Jun 2019	Tracker	13.95					Yes
				N/a	N/a					
120	% of sickness absence which is medium term	17.74	Apr-Jun 2019	Tracker	16.15					Yes
				N/a	N/a					

⁴ Due to new system introduction

⁵ Include school support staff, but exclude teachers. All single / upper tier councils: [Local Government Workforce Survey 2017/18](#)

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	
121	% of sickness absence which is long term	63.38	Apr-Jun 2019	Tracker	69.89					Yes
				N/a	N/a					
122	% of employees having five days or less sickness per 12 month period	78.98	Jun 18/Jul 19	Tracker	78.57					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	28.51	Apr-Jun 2019	28.86	28.79					Yes
				AMBER	AMBER					
124	% of business rates collected in-year	34.36	Apr-Jun 2019	34.53	34.42					Yes
				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	76	Apr–Jun 2019	90 RED	75 GREEN					Yes
126	Customer contacts: telephone	909,106	Jul 18-Jun 19	Tracker	971,918					Yes
				N/a	N/a					
127	Customer contacts: face to face	124,062	Jul 18-Jun 19	Tracker	150,252					Yes
				N/a	N/a					
128	Customer contacts: web forms	135,402	Jul 18-Jun 19	Tracker	107,801					Yes
				N/a	N/a					
129	Customer contacts: emails	41,373	Jul 18-Jun 19	Tracker	50,622					Yes
				N/a	N/a					
130	Customer contacts: social media	2,898	Jul 18-Jun 19	Tracker	4,413					Yes
				N/a	N/a					
131	% of calls answered	95.9	Jul 18-Jun 19	Tracker	94.8					Yes
				N/a	GREEN					
132	% of calls answered within 3 minutes	91.8	Jul 18-Jun 19	Tracker	88.6					Yes

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 May 2019, there were 27 risks on the corporate strategic risk register, one more than as at 31 December 2018. During this period, two risks were added, and one was removed. The following matrix categorises the strategic risks according to their net risk evaluation as at 31 May 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			10 (9)	2 (2)	
	Minor				1 (1)	
	Insignificant					
		Remote	Unlikely	Possible	Probable	Highly Probable
		LIKELIHOOD				
	Key risks					

4 Two risks were added during the latest review period:

- (a) *Potential violence and aggression towards members and employees from members of the public.* Several incidents of violence and aggression towards members and employees occur each year. There are various triggers, for example, the enforcement of regulations and consultation activity. Other potential factors include the current national and economic climate, and incitement through social media.
- (b) *Risk of suspension notice under Regulation 37, Environmental Permitting Regulations 2016, leading to a partial cessation of operations at Mountseth Crematorium.* With the aim of preventing this risk, officers are in ongoing communications with the supplier of the cremator to improve the arrangements for ensuring compliance with the Environmental Permitting Regulations. Servicing activities and performance of the equipment are being monitored closely.

5 One risk has been removed:

Potential adverse financial and operational impacts of the Homelessness Reduction Act 2017 on the Housing Solutions Service. All mitigating actions have now been implemented and the risk has been downgraded.

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

- (a) If there was to be 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) There is significant uncertainty in relation to future funding settlements from government, which will be impacted by the upcoming Comprehensive Spending Review and the Fair Funding Review (Critical / Highly Probable);
- (c) Failure to protect a 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) (Critical / Possible).

7 The implementation of additional mitigation on several 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 Durham Safeguarding Children Partnership. 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. *There is significant uncertainty in relation to future funding settlements from government, which will be impacted by the upcoming Comprehensive Spending Review and the Fair Funding Review.* 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.