

Cabinet

16 September 2020

Quarter One, 2020/21

Performance Management Report

Ordinary Decision



Report of Corporate Management Team

John Hewitt, Corporate Director of Resources

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.

The impact of COVID-19

- 2 A highly infectious virus (SARS-CoV-2) causing respiratory illness (COVID-19) spread rapidly across the world during 2020. This resulted in a global pandemic being declared by the World Health Organisation on 11 March 2020.
- 3 Significant restrictions to normal ways of life, travel and business were introduced by the government to try to contain the spread of the virus, minimise deaths and prevent COVID-19 cases overwhelming our health and social care systems.
- 4 It was necessary for the Council to adapt and we significantly changed our service provision and ways of working. Some services were closed, others changed and began to operate remotely. Gold command arrangements were activated nationwide to respond to the emergency. Locally, this involved the council working in partnership with other agencies on the local resilience forum which covers both County Durham and Darlington to protect our communities and support those affected by the pandemic.

- 5 Although our regular quarterly corporate reporting cycle was suspended, we are now able to resume quarterly performance reporting with this report which combines quarter four, 2019/20 and quarter one, 2020/21.

Performance Reporting

- 6 This performance report is structured around the three externally focused results-based ambitions of [the County Durham Vision 2035](#) alongside a fourth 'excellent council' theme, and also includes an overview of the impact of COVID-19 on council services, our staff and residents.
- 7 The report will be further developed to reflect the reporting requirements of the Council Plan 2020-2023 (subject to Cabinet approval in September), cultural change resulting from the COVID-19 pandemic, COVID-19 Recovery and Restoration, which is likely to run over the medium term, and the council's new senior management structure (particularly 'Regeneration and Economic Growth' and 'Neighbourhoods and Climate Change').
- 8 These changes will commence from quarter three onwards to align with new corporate planning arrangements and developments in business analytics.

More and Better Jobs

- (a) The UK economy has experienced a significant shock since the start of the COVID-19 pandemic. GDP has fallen dramatically, with significant falls in output. April 2020 experienced sharper falls than March as the negative impacts of business slow down led to a significant fall in consumer demand, business and factory closures, and supply chain disruptions.
- (b) Across the county, and in-line with the national picture, unemployment has risen (and, if this mirrors the 2008 recession in scale, is projected to double by March 2021, an increase of around 13,000 people¹) and almost one in three jobs has been furloughed (with 33% of businesses expecting to make redundancies in the next three months). The impact has been greater across the 18-24 age range and for women and older people. There has been an increase of 74% in universal credit claims for people aged 18-24, compared to June 2019.
- (c) The economic impacts of COVID-19 are expected to be severe, wide-ranging and long term. More than half of businesses across Durham indicated (via Business Durham survey in June 2020) that

¹ [Experimental estimates of unemployment across County Durham](#)

their turnover was impacted by more than 50% and 25% stated they remained closed.

- (d) The leisure, tourism and cultural sector has been particularly hard hit. Although some events moved online, the majority were either cancelled or rescheduled. The Empire and Gala theatres will remain closed until January 2021.
- (e) We therefore remain extremely concerned about poverty pressures across the county (pre-COVID data placed us within the top 40% most deprived upper-tier authorities across England), the impact of school closures on the education of our children and young people, and the increasing employment gaps between those with a disability and those without, and the overall employment rate and especially for those aged 16-24.
- (f) To mitigate against these challenges, we are continuing to support employees and businesses through a variety of projects and grants, with a specific focus on addressing inequality across employment for those aged 16-24. We have developed a COVID-19 economic recovery plan and are identifying a pipeline of investment projects which will stimulate the economy. We are also developing employability programmes to support those who have been left with no employment because of the crisis.

Long and Independent Lives

- (g) The UK care sector has been significantly affected by the COVID-19 pandemic. In County Durham supporting our care market has been a priority. As a system the County Durham Care Partnership has put in place a range of financial and practical support for our care providers to enable them to continue to provide care and support to our residents in line with national guidance.
- (h) Care providers across County Durham have experienced issues relating to rates of infection, supply of personal protective equipment or staffing. However, with the targeted support, 90% currently have no or very low concerns. We continue to work nationally to increase the quality of the data to identify and address infection and risk of infection amongst staff and patients.
- (i) The council continues to assess the impact of falling occupancy rates within care homes and is providing short-term financial support to providers to ensure sustainability of the market pending conclusion of a review of our approach to commissioning care.
- (j) The consequences of COVID-19 on the health needs of our residents has led to initially reduced referrals across adult social

care, specifically older people and those with learning disabilities. However, referrals for those who have problems with substance misuse have increased by 58% compared to last year. There is a GP referral backlog of more than 40,000 urgent and non-urgent secondary care, and reports that children and young people are suffering increased levels of anxiety. Predictive analysis by Tees, Esk and Wear Valleys NHS Trust suggests there will be significant increases in demand for mental health support.

- (k) In addition, pre-COVID data estimates that 6% of children across the county (more than 4,000) are eligible for, but not claiming, free school meals. We anticipate food pressures will increase as the economic situation worsens. To help mitigate this issue, more than 50 'holiday hunger' programmes have taken place during the school holidays.
- (l) There are areas where we continue to make positive progress and help people to live long and independent lives. We remain on track to achieve our stronger families programme target, achieving 'significant and sustained outcomes' for more than 4,600 families, have put additional support in place for pregnant smokers and new mothers who smoke, with a doubling of those setting a quit date during lockdown, and continue to offer infant-feeding support at home to those who need it.

Connected Communities – Safer focus

- (m) In relation to keeping children and young people safe, there are many positives across this area. We continue to perform well in relation to the timeliness of processing statutory referrals (first contact) and single assessments (and are carrying out audits to ensure quality of assessments remains consistently high). However, demand for children's social care remained high throughout 2019/20, with an increasing trend in the number of children on a child protection plan and children looked after.
- (n) Overall crime levels remain relatively static. However, anti-social behaviour incidents have increased, peaking in April before declining as lockdown restrictions were lifted. There were increases to both domestic violence (up 8%) and hate crime (up 30%) during lockdown, reflecting the national picture.
- (o) During quarter one, we used our focused improvement plans, initiatives and interventions to mitigate against the challenges we face. For example, multi-agency screening of all domestic violence incidents, setting up a Child Exploitation Vulnerability Tracker, and water safety actions both in Durham City and countywide.

Connected Communities – Sustainable Communities focus

- (p) Actions aimed at controlling the spread of COVID-19 have brought about unexpected consequences. The sudden, significant drop in carbon emissions as businesses closed and people stayed at home. The reduction in road traffic has also led to improvements in air quality, a reduction in environmental noise and the more visible wildlife. Negative impacts of COVID-19 include increased waste and reduced recycling. These changes are mirrored across County Durham.
- (q) Most council services falling under this ambition showed a significant decrease in demand during quarter one. Exceptions were reports of fly-tips and smoke from garden fires – issues which are being addressed through multi-agency problem solving. Although there were fewer presentations to our Housing Solutions Service, we are concerned numbers will increase once the government's temporary eviction ban is lifted, mortgage payment holidays end and 'normal service' resumes across the sector. We will be working with both landlords and supporting tenants, as far as possible, to minimise the impact.
- (r) To maintain an essential travel network, we have provided financial support to our local bus companies, which are currently operating to approximately 10% of normal service. As lockdown measures are relaxed, the volume and frequency of services will increase.

An Excellent Council

- (s) Since the start of the pandemic, the council has been continually adapting its service provision and ways of working to help slow the spread of COVID-19, prevent our health and social care systems being overwhelmed, and protect our staff and residents.
- (t) Although we are successfully maintaining essential services, such as refuse collection and social care, other non-essential services had to be closed or delivered remotely. In addition, new services were developed to meet growing needs of our residents who were shielding, self-isolating or experiencing loneliness. To manage the risk of transmitting COVID-19 and to safeguard our employees, our staff continued to work from home wherever possible. A recent staff survey, focusing on the pandemic, highlighted many positives in our response, however it raised concerns, most specifically around mental health and well-being.
- (u) Our COVID-19 response involved rapidly expanding our online service delivery and developing digital alternatives to face-to-face contact. Our COVID-19 response, detailed in a [report](#) to Cabinet in

June, involved rapidly expanding our online service delivery and developing digital alternatives to face-to-face contact. More residents created online accounts and our council meetings were live streamed online, with residents participating and submitting questions remotely. We created a community support hub (staffed by redeployed council employees) to protect those clinically vulnerable, experiencing hardship or who needed help when self-isolating, and we provided financial assistance to both residents and businesses.

- (v) During quarter one, we also continued with our programme of cultural change, digital development and training and organisational development. However, challenges remain. To truly understand our customers, we need to bring together and analyse data from across the entire council. We are also concerned about response rates for the CRM satisfaction surveys - satisfaction is good but the response rate is low.
- (w) For some services the impact of new working arrangements via telephone, digital and social media channel has been a more flexible and responsive service, and some of these changes may be beneficial to maintain once the impact has been properly evaluated e.g. support for young people via online mechanisms, schools, breastfeeding mothers.

Risk Management

- 9 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 and how we are managing them.

Recommendation

- 10 That Cabinet considers the overall position and direction of travel in relation to quarter one performance, the impact of COVID-19 on performance, and the actions being taken to address areas of underperformance including the significant economic and well-being challenges because of the pandemic.

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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.

Climate Change

We have declared a climate change emergency and consider the implications of climate change in our reports and decision-making.

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.



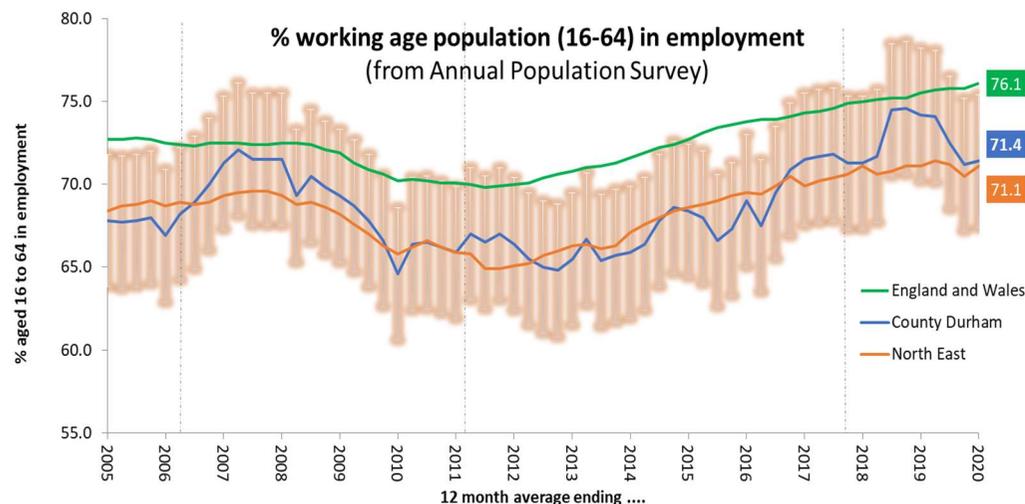
Durham County Council Performance Management Report

Quarter One, 2020/21



MORE AND BETTER JOBS

(a) Do residents have good job prospects?



Employment impact of COVID-19 (Apr-Jun 2020)

	County Durham	National
Jobs furloughed	29.8*	29.7*
Businesses utilising the furlough/ job retention scheme	50**	75***
Self-employed claiming on income support scheme	71***	71***

* ONS

** Business Durham Survey (Jun-20: 180 responses^^)

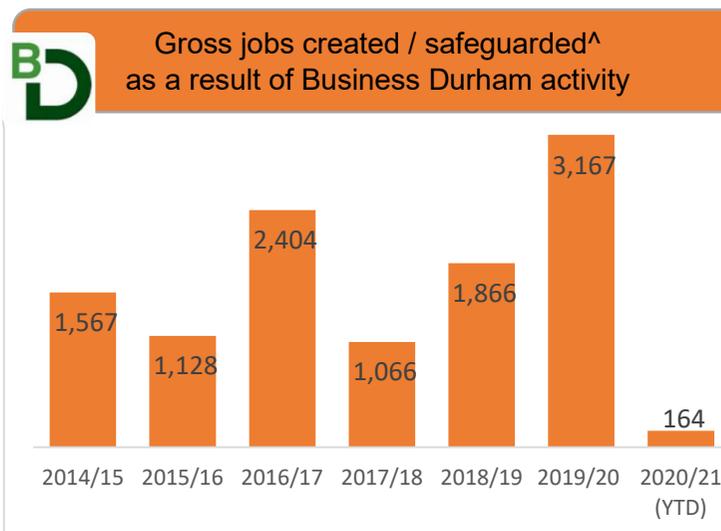
*** ONS business Impact of COVID-19 Survey

^^as a large proportion of respondents were micro-businesses employing fewer than five people, the results should not be considered as representative of the wider County Durham business population.

Key employment rate stats %: (Apr 19-Mar 20)

	County Durham	National
Male	73.9	80.0
Female	69	72.2
Private sector	73.4	78.9
Part-time	24.2	24.6
Without a disability	80.5	81.7
with Equality Act core or work limiting disability	40.6	56.2
Age 16-24	46.8	53.9

additional employment rate information available via [Durham Insight](#) and [Index of Deprivation in County Durham](#)



[^] job safeguarded: must be a permanent, paid, full time equivalent (FTE) job which is at risk

Employability Programmes (Apr 19-Mar 20)

1,519 registrations
309 progressed into employment
14 progressed into education or training

More and Better Jobs

- 1 The ambition of More and Better Jobs is linked to the following key questions:
 - (a) Do residents have good job prospects?
 - (b) Is County Durham a good place to do business?
 - (c) How well do tourism and cultural events contribute to our local economy?
 - (d) Do our young people have access to good quality education and training?

Do residents have good job prospects?

- 2 The employment rate data for March 2020 dropped, although is in line with regional data. As there is a data lag in this information, and a need to understand the impact of COVID-19, a June 2020 experimental estimate using Labour Force Survey employment data has been produced. As this data is only regional, the percentage change in the rate for the North East was applied to the latest data for County Durham. The estimated 'experimental' employment rate for County Durham is 70.9% for June 2020, this is below both regional and national rates but does not yet show a significant COVID-19 effect due to the support provided by the furlough and income support schemes.
- 3 HM Revenue and Customs data show that around 64,000 jobs in County Durham (29.8%) were 'furloughed' under the government's Job Retention Scheme. This is in line with both regional (29.6%) and England (29.7%) rates.
- 4 Throughout quarter one, Business Durham carried out two surveys which assessed how many businesses had utilised the Job Retention Scheme. The first survey in April (based on 279 responses) indicated 52% of businesses had accessed the job furlough scheme, the second in June (based on 180 responses) indicated 50%. However, as a large proportion of respondents were micro-businesses employing fewer than five people, the results should not be considered as representative of the wider County Durham business population.
- 5 In addition, around 14,000 self-employed people have made claims from the Self Employment Income Support Scheme, representing 71% of those who are potentially eligible for the scheme.
- 6 There is concern over the current and potential impact on jobs once these schemes come to an end. The British Chambers of Commerce coronavirus impact tracker (as at 22 July 2020) shows that, nationally, 13% of respondents have made redundancies since the start of the crisis and 33% are intending to

make redundancies over the next three months. Similarly, although manufacturing businesses within County Durham remained reasonably resilient in the early stages, and several manufacturers have seen new market opportunities, some are now stating their intention to make redundancies.

- 7 We have undertaken work to estimate what the potential impact might be on the levels of unemployment in County Durham. Using the rate of increase in unemployment following the 2008 recession, if similar increases are seen, estimates suggest that employment could rise to around 27,000 by March 2021 from around 14,000 (December 2019).
- 8 Working with the National Careers Service and the Department for Work and Pensions, we have launched County Durham Jobs Fuse to support employers and help individuals whose jobs have been affected as a result of COVID-19. Additional resource is available to provide triage to those who have lost their jobs, been furloughed and in fear of job loss.

Is County Durham a good place to do business?

- 9 The economic impacts of COVID-19 are expected to be severe, wide-ranging and long term. The latest results of the ONS Business Impact of COVID-19 Survey (survey reference period of 29 June to 12 July) shows that almost 7% of industries have temporarily closed or paused trading and of those continuing to trade almost 15% reported that turnover had decreased by more than 50%.
- 10 Of the businesses who responded to the second Business Durham survey in June 2020: 51% indicated that the impact of COVID-19 on revenue has been greater than 50%; 25% stated that their business was still closed and 12% stated it was closed, but they intended to re-open in July.
- 11 As part of its response, the government launched several financial support measures for businesses. 73% of businesses in County Durham responded that they had been able to access a local authority grant, either small business grant, retail, hospitality and leisure grant or a discretionary grant.
- 12 Take-up levels of the government loan schemes were low amongst those responding, with only 22% having accessed a Bounce Back loan and less than 1% reporting they had accessed the coronavirus business interruption loan scheme (CBILS), however these take-up rates are likely to reflect the high level of responses to the survey from smaller businesses employing fewer than five people.

- 13 The impact of COVID-19 has varied across different business sectors, many manufacturing and engineering businesses which account for a significant proportion of our GVA have had to furlough staff and operate at a reduced capacity; similarly, in the construction sector, work either ceased temporarily or continued at a slower pace. However, anecdotal evidence from businesses in the IT/digital and business and professional services sectors indicates they have not been hit as hard as other sectors, with operations continuing effectively from home and some productivity gains and innovation being experienced. The contact centre sector has largely managed to maintain operations by deploying home working for large numbers of staff.
- 14 There has been some business diversification and expansion leading to job creation in response to the pandemic:
- (a) Bishop Auckland-based carton manufacturer JSB Enterprises, diversified into PPE production by adapting a number of its cardboard cutting machines to create protective visors, which has enabled the business to safeguard six jobs including those of two staff members recruited through the council's Employability Durham scheme.
 - (b) A Seaham-based company that is a sub-contractor to Serco has won a contract under the national test and trace programme, creating 170 new jobs over a 12-week period.
 - (c) Technimark in Middleton-in-Teesdale is producing filters for ventilators as part of the COVID-19 response. The council's planning team has provided advice to enable the company to maximise its space and consider options to increase manufacturing capacity on-site.
- 15 Business Durham's properties, including its business centres, NETPark and other industrial property remained open throughout the lockdown for those tenants that required access to continue their business operations, and to accommodate requests for additional space from some businesses.
- 16 In relation to the re-opening of town centres across the county, we co-ordinated plans to ensure all necessary measures were in place including changes to roads and footpaths; leaflets were delivered to town centre premises with guidance and support for opening safely and webinars to support the retail sector to help them embrace online selling and find new ways to market their product or service.
- 17 The Durham Ambitious Business Starts (DABS) ERDF project, was launched in June 2020, to support an anticipated increase in people looking to start a business in the county, linked to the likely rise in redundancies. The programme includes several innovative approaches to supporting ambitious

start-up businesses and newly established businesses in their first 12 months of trading.

- 18 Business Durham and the economic development team have provided support and advice to approximately 400 businesses in relation to COVID-19.

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

- 19 During the lockdown, there were some innovative initiatives to encourage cultural activities including online exhibition content to replace the planned physical exhibition for VE Day 75th Anniversary, there were 3,000 online visits during May alone. An online pilot of archive education resources and online workshops were developed in partnership with schools and the Humanities Network with activities for children in school in July. Remote volunteering opportunities were developed for the Durham History Centre NHLF project while lockdown restrictions were in place, including for students who had been due to undertake work experience over the summer holidays.
- 20 The visitor economy has been significantly affected. The latest results from the ONS Business Impact of COVID-19 Survey (survey reference period of 29 June to 12 July) show that accommodation and food service and the arts, entertainment and recreation industries were more severely affected due to the temporary cessation of trading.
- 21 A Visit County Durham survey in May 2020 showed local impacts: 78% of respondents stated that income had been reduced by more than 50% and 34% did not know when they would re-open. The main concerns when considering re-opening were lack of demand, social distancing requirements, stringent cleaning measures and cashflow.
- 22 With an estimated 30% of accommodation providers open during July and with others opening by the end of 2020, it is estimated that there would be a potential drop of 7.4 million (37.5%) in visitor numbers compared to 2018 and a drop of £399 million in spend in the local economy.
- 23 Festivals and events have been cancelled since the end of March, however where possible, we are looking at alternative dates. For example, we are working with British Cycling and other stakeholders to identify suitable alternatives dates for the Tour Series and Durham City Run Festival has been rescheduled for 8-11 October.

- 24 Alternative formats are also being utilised, Durham BRASS moved to Online Durham BRASS in July and Durham Book Festival will move online, a digital programme is currently being developed.

Do our young people have access to good quality education and training?

- 25 Due to COVID-19, early years providers, schools, colleges and universities closed on 20 March 2020 and the subsequent cancellation of examinations means limited education data is currently available.
- 26 Ofsted inspection activity was also suspended. There are three primary and three secondary schools judged to be inadequate at their last inspection. Education Durham continue to work closely with schools across the county, with our Education Development Partners offering support, particularly to those schools judged as requires improvement or inadequate.
- 27 During COVID-19 support to schools has been maintained virtually with remote visits with 367 primary schools, 26 secondary schools and 10 special schools. Support was also provided to 18 academies in County Durham. On-site visits were also made to all our special schools and 99.5% of primary schools receiving at least one visit and three-quarters of secondary schools receiving two visits. Support was also provided to early years providers across the county.
- 28 Our virtual school for children looked after has worked with schools and given them an additional £50 for each child to purchase either a licence for home learning, or to provide other materials to support carers. Caseworkers are working with schools to complete the summer Personal Education Plan (PEP) for children. This is very different to the usual PEP due to the experiences the children have had over recent months. This will also inform a plan for the autumn term, allowing us to put in support depending upon the area of need. This PEP involves conversations with school, social worker, child and caseworker. Our virtual school have worked with staff to prepare a transition workbook for Year 6 children moving to secondary school in September. A "Returning to school safe, happy and settled" document has been developed with the SEND and Inclusion Team to support some of our most vulnerable children on their return to school.

MORE AND BETTER JOBS

(b) Is County Durham a good place to do business, (c) How well do tourism and cultural events contribute to our local economy and (d) do our young people have access to good quality education and training?

Apr-Jun 2020	Business Durham Activity	compared last year
3	inward investments secured	↔ 3
410	businesses engaged	↑ 198
131	businesses received intensive support	↑ 28
92%	floor space occupied	↑ 5.9pp
£8.2	GVA from jobs created/safeguarded (million)	↓ £12.6

2

businesses supported as a result of targeted business improvement schemes
(Apr-Jun 2020)

28

new businesses supported through advice, grant support and access to training
(Apr-Jun 2020)

Visit County Durham

COVID-19 Impact Survey*

(Visit County Durham)

78% responded

50% income affected

34% did not know when they would re-open

*from 13 May to 31 May
(79 responses)

change in visitor numbers compared to 2018

(based on estimate for 2020)

↓ 37.5% (7.4m) in visitors

↓ 42.7% (£399m) in spend

based on 30% accommodation providers re-opening in July

Ofsted
raising standards
improving lives

Schools judged good or outstanding (as at June 2020)

100%
Maintained
nurseries

89%
Primary

64%
Secondary

There are three primary and three secondary schools rated as inadequate (all under the former inspection framework).

Click for the latest [Ofsted school ratings](#) in County Durham

■ better than last year ■ worse than last year

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

- 29 There has been considerable activity to support children and young people in their homes through a revised service delivery offer from the Specialist Inclusion Support Teams and the development and publication of resources to support learning at home for children with a range of additional needs. These have been shared directly with families as well as being available on the Local Offer. There has also been direct support work undertaken with children and their families using virtual platforms including therapeutic support and direct teaching e.g. braille, emotional well-being etc.
- 30 We have strengthened our response to children missing from education (CME) and children who are electively home educated (EHE): In 2019/20, 382 CME referrals were received, 368 children were located and 14 remain open cases (five left county, three travelling and six recent referrals). 53 EHE children were successfully reintegrated to schools in 2019/20, although a reduction from 68 in 2018/19 this is in the context of COVID-19.
- 31 We continue to progress our Inclusion Strategy which aims to achieve fewer exclusions, fewer children seeking EHE and more children and young people in mainstream or appropriate specialist settings. We will look to build on the strengths of our Primary and Secondary School Behaviour/Inclusion Panels by reframing the remit and extending membership and develop a countywide Re-integration Protocol to enable children and young people in alternative provision to reintegrate into mainstream schools.
- 32 COVID-19 had a significant impact on youth unemployment with the number of 18-24 year old Universal Credit claimants rising from 6,305 in March to 9,121 in June. The June 2020 figure represents a 74% increase on the position in June 2019 when there were 5,247 young people claiming Universal Credit.
- 33 DurhamWorks continue to support 16-24 year olds in County Durham who are not in education, employment or training. At the start of lockdown, DurhamWorks commenced a digital only offer, supporting young people via telephone, text, email, video chat (24,950 interventions in April, May and June). Schools have been submitting Year 11 intended destinations to identify those who are unconfirmed or have no plans and may benefit from DurhamWorks support. DurhamWorks are also bidding for additional resources to address youth unemployment, including a £4 million bid recently submitted to the [Youth Futures Foundation](#).
- 34 DurhamWorks are offering a £2,500 grant for small businesses, to support a young person into employment. It is designed to help employers create jobs for unemployed 16-24 year olds who are currently on the DurhamWorks programme. The grant lasts for six months and offers up to £2,500 towards salary costs.

- 35 The council is looking to recruit 30+ apprentices across a wide range of occupations with opportunities at Levels 2, 3 and Degree (Level 6) to work towards. DurhamWorks delivery partner, Citizens Advice County Durham, will be holding online sessions to help DurhamWorks participants understand and successfully complete the DCC Apprenticeship application process.
- 36 The Government recently announced a new £2 billion ‘Kickstart Scheme’ will be launched in August 2020, subsidising employers who offer six-month work placements for 16-24 year olds. It will be targeted at young people who are claiming Universal Credit and “at risk of long-term unemployment”. The government will cover the cost of paying the national minimum wage for 25 hours a week, with employers able, though not required, to pay more on top.
- 37 Progression and Learning are working with Jobcentre Plus to establish three DurhamWorks Youth Hubs in the county (Bishop Auckland, Peterlee, Stanley). The Youth Hubs will co-locate DurhamWorks and Jobcentre Plus staff and will seek to provide a ‘one stop shop’ for young people who are unemployed. Partners, including DurhamWorks delivery partners/sub-contractors and the National Careers Service, will spend several days a week in the hub. Young people will have access on site to one-to-one mentoring/coaching; job search skills; digital skills; interview practice, etc.

Long and Independent Lives

- 38 The ambition of Long and Independent Lives is linked to the following 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 our services improving the health of our residents?
 - (d) Are people needing adult social care supported to live safe, healthy and independent lives?

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

- 39 We achieved our 2019/20 Stronger Families Programme target, with ‘significant and sustained outcomes’ made for 4,360 families in areas such as worklessness, school attendance and domestic abuse. This success is due, in part, to embedding whole family working across all partners in our early help

system, our ability to successfully capture evidence of impact and well attended multi-agency forums which facilitate networking and sharing good practice.

- 40 Additional government funding for the National Troubled Families Programme has been agreed until March 2021. A target of helping a further 1,050 families to achieve significant and sustained outcomes was set by government, however due to the impact of COVID-19 this target has been reduced to 730 and we are well on our way to achieving this at quarter one.
- 41 The introduction of multi-agency locality early help conversations commenced in three localities in October 2019 and this was rolled out countywide at the beginning of March 2020. These early help conversations were postponed in light of COVID-19 but have started to take place virtually since June 2020. Early help conversations provide an opportunity for genuine collaboration across the early help system in County Durham facilitating a more proportionate response to meet the needs of children, young people and their families, reducing duplication, maximizing use of our collective local resources and building family and community resilience.
- 42 Our early help One Point service has continued to undertake virtual and physical visits to children and families and are working closely with statutory social care teams to offer support to those families who may benefit from additional services once closed to a statutory team.
- 43 Almost one in four children, 17,543 (24%) across the county are eligible for free school meals (FSM), an increase on last year (20%). This is higher than nationally but in line with our regional neighbours. The take-up rate (based on the census day 16 January 2020) has decreased to 76% (80% last year). This means that there were over 4,000 children attending County Durham schools that were known to be eligible for, but not claiming free school meals. This was pre-lockdown and the position will have worsened with the increase in Universal Credit claimants. Since April 2018, transitional protections have been in place for FSM eligibility while Universal Credit is introduced nationwide. This has been the main driver in the increase in the proportion of pupils eligible for and claiming free school meals as pupils continue to become eligible but fewer pupils stop being eligible even if a family's circumstances improve financially².
- 44 Unfortunately, we were unsuccessful in our bid for Department for Education funding for the Holiday Activity with Food Programme for 2020, however funding from Area Action Partnerships (AAPs) and Public Health has enabled over 50 'holiday hunger' programmes to take place across the county during the school holidays.

² [Schools, pupils and their characteristics: January 2019](#)

- 45 According to the Children's Society *"the rapid spread of the COVID-19 virus is resulting in massive and widespread changes to daily life and will have consequences for children's well-being. For young people with mental ill-health the effects of the virus may be particularly challenging. There are currently one in eight children aged 5-19 in England who have a diagnosable mental health condition. COVID-19 may result in heightened feelings of anxiety and worry and could exacerbate low-mood and other mental health conditions"*.
- 46 Schools are now closed for the summer holidays, but prior to this, school was closed for most pupils; young people are directly experiencing social distancing, high levels of isolation, and the wider social and economic dislocation COVID-19 will cause. Already there have been reports of COVID-19 related anxiety³.
- 47 Existing early help provision, such as the Young People's Support Cafés (YASC) offered by Investing in Children, have now moved online. This is in addition to existing online support, such as Rollercoaster and Kooth.
- 48 Youth Access conducted a rapid review⁴ of remote mental health interventions for young people. Initial findings suggest these forms of support can lead to positive outcomes amongst young people, including reductions in the severity of clinical symptoms, increased well-being, and lower levels of suicidality and stigma.
- 49 The SEND revisit from Ofsted and CQC took place in January which found that significant progress had been made in the four areas for improvement identified at the previous inspection. County Durham is one of eight local authority areas in the country with a revisit to have all areas deemed to have made sufficient progress.
- 50 Requests for assessment for an education, health and care plan (EHCP) had a record spike in March last year. This spike has not been repeated this year with requests reducing by 10% up to June and being spread more evenly across the year so far. However, performance in terms of requests completed in 20 weeks has remained the same as for the same period last year (64%), although this remains higher than the national rate. Despite schools being shut due to COVID-19, requests have still been received at similar levels for the April to June period compared to last year. The impact of COVID-19 is not yet known due to the timeframe to complete assessments.

³ [Children's Society impact of COVID-19 on CYP](#)

⁴ [Youth Access review](#)

LONG AND INDEPENDENT LIVES

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



348 families achieved significant and sustained outcomes (Apr-Jun 2020)



1,865

workless families progress to work following intervention



2,204

families reported reduced mental health issues following intervention



803

families reported reduced substance misuse following intervention

as at March 2020

1,315

cases open to One Point

(as at 30 Jun 2020)

100%

Early help assessments completed within 45 working days

(Apr-Jun 2020)

% of free school meals eligible pupils taking free school meals (as at census day 16 Jan 2020)



Over 4,000 children are known to be eligible for but not claiming free school meals

% EHCP completed within 20 week timescale

Durham (Jan-Jun 2020)

64% ↔

Durham (Jan-Jun 2019)

64%

North East (2019)

70% ▲

England (2019)

60% ★

Are our services improving the health of our residents?

- 51 Having reviewed the countywide specialist Stop Smoking Service, additional support is now in place for pregnant smokers and new mothers who smoke. A new provider (ABL Health) commenced delivery of the contract on 1 April 2020, for an initial period of three years.
- 52 In response to COVID-19, the service moved to a proactive telephone support model in April 2020. This has allowed for evidence-based behavioural support to continue to be offered to pregnant smokers through weekly telephone consultations. All pregnant smokers are contacted within 24 hours of referral and remote working allows the service to offer same-day or next-day appointments. Pharmacotherapy, in the form of Nicotine Replacement Therapy (NRT⁵), continues to be provided through the voucher scheme, with vouchers emailed directly to the client's chosen pharmacy. Following the initial 12-week programme, further support is offered throughout the entire pregnancy and the post-partum period as part of relapse prevention. The service has seen a significant increase in engagement during the lockdown period, with the percentage of pregnant women setting a quit date having more than doubled compared to the same period last year.
- 53 The breastfeeding action plan has been reviewed, and a new approach is being applied to identify key areas of focus by providing an overview of breastfeeding activities, their impact and outcomes. In response to COVID-19, the Infant Feeding Team now provides online support and daily social media updates, asking new mums to pose infant-feeding questions. Infant-feeding support continues to be offered at home to those who require it and new mums can access support via WhatsApp and other social media.
- 54 As part of the County Durham response to COVID-19, the Local Resilience Forum (LRF) established a community hub to protect those both clinically vulnerable to COVID-19 (shielded) and socially vulnerable due to the measures put in place to prevent the spread of the virus. The hub was established to co-ordinate food provision, social contact, welfare support, volunteering and to provide a central co-ordination function for the voluntary and community sector (VCS).
- 55 Based on the principles of well-being, the hub was designed to reach those in most need and encourage self-help through the VCS. Processes are in place to identify and escalate the most vulnerable to appropriate support.

⁵ The enhanced provision of NRT through the new contract delivered by ABL includes an expanded formulary and the offer of two NRT products to both the pregnant woman and her significant others.

- 56 Whilst demand into the hub decreased throughout the pandemic, client vulnerability has become more apparent. Clients have multiple and often complex needs linked to social isolation, emotional and mental well-being and wider financial hardship / resilience. Many of the people contacting the hub are not known to services.
- 57 As part of the hub, the council provided a COVID-19 response fund through the Area Action Partnerships (AAPs) and elected member neighbourhood budgets. A group⁶ was established to co-ordinate funding and to provide advice and work to address the inequalities created by COVID-19 across County Durham. This community grants group improved partnership working and created greater solidarity, working to streamline activity and avoid duplication in effort.
- 58 An evaluation of the effectiveness of the hub to date has resulted in the following identified strengths, which will be used to take forward future work:
- Staff training on Making Every Contact Count (MECC) has resulted in effective conversations, brief intervention and positive advice for holistic assessment of needs.
 - The well-being principles have supported the empowering of communities.
- 59 We supported Mental Health Awareness Week (18-24 May 2020), raising the profile of mental health and inspiring actions to promote the message of good mental health for all. The theme for this year was 'kindness' and the council's Corporate Management Team took part, promoting it through vlogs made available on the staff intranet, sharing and talking about their experiences.
- 60 Council managers and employees were surveyed on their experiences working through the pandemic and feedback has been very positive. There has been regular communication led by the council's senior management to thank staff and support their physical and mental well-being throughout lockdown and the wider period of the pandemic.
- 61 It is not known at this stage what impact COVID-19 will have on people's physical health but recent evidence suggests that people living with obesity are significantly more likely to become seriously ill and to be admitted to intensive care with COVID-19, compared to those with a healthy Body Mass Index (BMI).
- 62 The government has recently published a national strategy, 'Tackling obesity: empowering adults and children to live healthier lives', which includes making

⁶ Membership included County Durham Community Foundation, The Lottery, AAPs, Commissioning and Public Health

weight management services available from 2021 for people at risk living with obesity, with type 2 diabetes and/or hypertension.

- 63 The latest data from the Sport England Active Lives Survey shows that County Durham is the seventh most active local authority area in the north east with almost 60% of respondents actively participating in more than 150 minutes of moderate sport and physical activity every week, a drop from fifth when last reported. Conversely, 28% of adults in County Durham participate in less than 30 minutes sport and physical activity per week. However, it should be noted that the sample used for the Active Lives Survey is very small (0.08%) of the population which makes it hard for us to influence the outcome. It also doesn't consider indices of deprivation etc. which is known to affect activity levels.

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

- 64 The COVID-19 crisis has brought about substantial direct and indirect impacts on health and social care outcomes in the county. Care homes have been impacted significantly, both locally and nationally, due to high infection and death rates ([COVID-19 surveillance dashboard](#))
- 65 To help us support the care home market during this period, Adult and Health Services (with local health system teams) developed a local rating system based on the national Operational Pressures Escalation Levels (OPEL) system for health and social care. This uses data, collected daily directly from local providers, focusing on infection rates, personal protective equipment (PPE) and staffing levels in each care home and enables support to be targeted according to individual needs and issues.
- 66 By the end of April 2020, our OPEL tracker showed around half of older people care homes had significant issues with either COVID-19 infection, PPE or staffing. Nationally collected data released later showed that by early May, just over half of care homes had notified Public Health England of a coronavirus outbreak⁷. Co-ordinated and targeted support to care providers continued throughout this period. This remains a key priority of our local health and social care system in conjunction with local CQC leads. By the end of June, no County Durham care home was at the highest priority level - with around nine out of ten of care homes having either no or very low-level concerns.

⁷ <https://www.gov.uk/government/statistical-data-sets/COVID-19-number-of-outbreaks-in-care-homes-management-information>

- 67 As a consequence of COVID-19, demand for social care has greatly changed over this period. Admission rates April to June 2020 are less than half that of the same period last year.
- 68 COVID-19 has also impacted on the level of referral rates for adult social care. These are substantially lower in quarter one compared to the same period last year, with a reduction of more than 2,700 referrals. Referrals involving older people have reduced by 24% year-on-year, with learning disability referrals also significantly reduced.
- 69 Substance misuse referrals, however, have seen a substantial increase of 58% in comparison to last year, although this continues to comprise a relatively small proportion of adult care referrals overall.
- 70 In the short-term, changing demand is also likely to impact on the number of assessments and reviews and subsequent provision - although these impacts will take longer to emerge. However, over this period, frontline social care teams have managed to improve the timeliness of their response, with the proportion of reviews and assessments for service users completed on schedule improving from 88% to 93%.
- 71 Lockdown may also be contributing to a slight drop in performance in the reablement service. The percentage of reablement service users remaining at home 91 days after their service has ended is 6.1pp lower compared to the same period last year. This equates to 42 people (Jan-Mar 2020).
- 72 This may be due to indirect effects of COVID-19, as lockdown disrupted service user routines and also the amount of help received from informal carers during this time. This, in turn, can impact on service user health. Performance will continue to be closely monitored.
- 73 Further information is awaited on the 2020/21 Better Care Fund (BCF) Policy Framework. National data collection for delayed transfers of care has temporarily been paused due to COVID-19. However, the last recorded data for this (February 2020) demonstrate that County Durham continues to have one of the lowest rates in the country.

Connected Communities - Safer

- 74 The ambition of Connected Communities – Safer is linked to the following key questions:
- (a) Are children, young people and families in receipt of social work services appropriately supported and safeguarded?
 - (b) Are we being a good corporate parent for children looked after?
 - (c) How effective are we at tackling crime and disorder?
 - (d) How effective are we at tackling anti-social behaviour?
 - (e) How well do we reduce misuse of drugs and alcohol?
 - (f) How well do we tackle abuse of vulnerable people, including domestic abuse, child exploitation and radicalisation?
 - (g) How do we keep our environment safe, including roads and waterways?

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

- 75 Demand for children’s social care remained high through 2019/20, with an increasing trend in the number of children on a child protection plan (CPP) and children looked after (CLA). We do however remain the third lowest local authority in the region for the rate of CPP and CLA. COVID-19 has had a significant impact across children’s services, with referrals at the front door decreasing. However, the ability to close cases has also been affected with some work identified on children’s plans unable to be completed e.g. domestic abuse perpetrator courses. The closure of the Family Courts in lockdown impacted upon the number of children in care which brings with it budget and placement pressures. The Family Courts are beginning to reopen, and some hearings were held virtually. We anticipate further spikes in demand once children return to school in September and work is ongoing to determine what we can do to enable us to keep children safe and support our staff.
- 76 Children and Young People’s Services responded swiftly and decisively to all the challenges of delivering safe services in the context of a global pandemic.
- 77 In March 2020 we established daily senior management meetings and held several virtual engagement sessions with staff and managers across our services. On the 1 April 2020 we published an operating framework underpinned by a set of key principles. The framework has been designed around ensuring that our most vulnerable children continue to receive the highest level of support and protection. We committed from the very beginning of COVID-19 to have a greater level of contact with our most vulnerable children and young people. This covered both our early help and statutory services.

- 78 All children we were working with at the time, as well as any new children referred, across both early help and children's social care were rated as high, medium or low risk. This determined new visiting frequencies and virtual visits were introduced. Physical visits were maintained for the children who we were most concerned about and all new children referred into statutory services. We developed weekly monitoring of business-critical PIs with a focus on visits to children as well as management oversight and levels of demand in addition to the wider monthly performance framework.
- 79 We developed information sharing systems between social care and the education sector to ensure that we know which individual children are particularly vulnerable. This system has now been adapted and will become part of our standard operating model. A protocol has been developed and implemented to ensure that where children are not attending school and there is a concern about their welfare a visit is undertaken by the Early Help service. Where there is a specific safeguarding concern and it has not been possible to access a household a protocol to ensure a joint response with police colleagues is in place.
- 80 We have continued to create opportunities to learn from staff about how they are adapting their practice and have produced comprehensive guidance to support them to undertake this work with skill, confidence and support. We have adapted tools from our practice framework to produce videos for children and young people living in a range of different settings to help them understand what COVID-19 is⁸.
- 81 Despite the impact of COVID-19 we have continued to perform well in relation to many of our KPIs such as assessment and Initial Child Protection Conference (ICPC) timeliness. ICPCs and CPP reviews continued virtually and we are starting to move back to a hybrid/physical meeting.
- 82 We continue to implement the Children's Social Care Improvement Plan, including:
- (a) Continued implementation of the Signs of Safety Practice Framework to continue to drive practice improvement.
 - (b) Improving the quality of care planning for children, ensuring that children, young people and their naturally connected network are at the centre of this work. Some early indications are evident from our latest collaborative evaluations *"The improvement in planning and plans is encouraging. We have a service wide focus on improving our planning and plans and have*

⁸ An example video can be seen [here](#)

undertaken significant work to improve this area of practice. As such, our auditing expectations have heightened: we expect to see better plans and are using the Planning Principles to help evaluate practice”

(c) Our re-referral rate remains a priority and a number of strategies have been implemented to address it: audit of all cases where there was a threshold challenge to ensure we are learning from cases that are re-referred; scrutiny of number of cases that step-down to early help through our performance reporting; Team managers reviewing cases that are referred for a second or subsequent time. These strategies are beginning to have impact: the percentage of referrals that were re-referrals in June 2020 was 19% which is the lowest it has been in the last 12 months.

83 Following council investment into our workforce, since June 2019, 53 social workers have joined the council. 38% (20 employees) have been recruited as newly qualified social workers, 34% (18 employees) have joined with some social work experience with a different employer and 22% (12 employees) were previously agency workers within the council. A further 6% (three employees) have returned to social work during COVID-19. Our social workers consistently have lower caseloads than they did previously, however we will continue to closely monitor this if demand increases as we aim to ensure our staff have the capacity and ability to build and maintain effective relationships with children and families.

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

84 Although the number of children in care has increased to its highest ever level in County Durham, it remains the third lowest rate⁹ in the North East. National research has linked these increases to areas with higher levels of deprivation. COVID-19 has also had a direct impact as outlined above.

85 During lockdown, we continued to contact all children looked after and care leavers in line with their assessed need (in some cases this increased in frequency). Since June, face-to-face contact has resumed with social distancing, generally involving visits in the garden or going out for walks.

86 Reviews for Children Looked After have continued virtually within timescales. There were many positives to this approach, including more young people attending their review and more discussions being held between the Independent Reviewing Officer, the child or young person and their families.

⁹ Children in care per 10,000 population aged 0-17

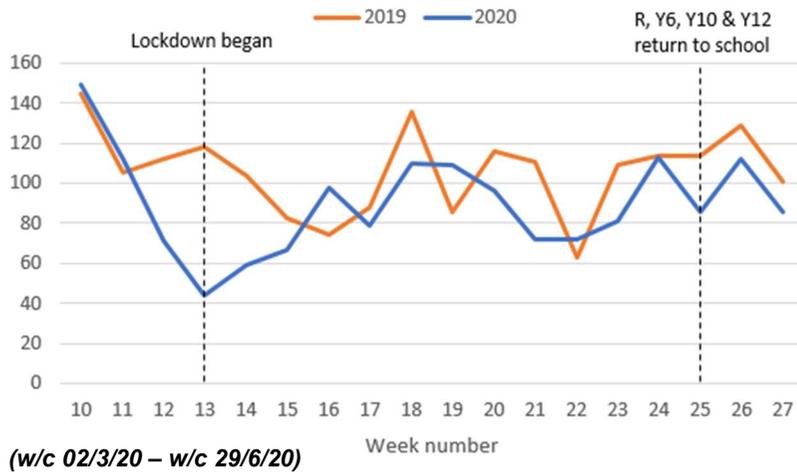
CONNECTED COMMUNITIES – SAFER

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

Journey of a child

**2020 Referrals (week 10 - week 27)
compared to same period last year**

↓ 17% referrals (262) compared to same period last year



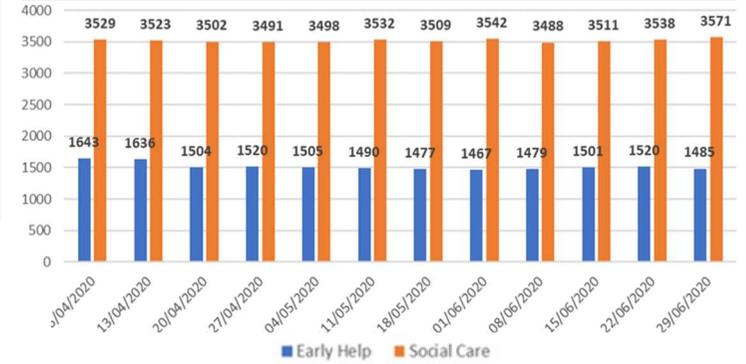
86% social work assessments completed within 45 working days (Apr-Jun 20)

Quality of case work collaborative audits (Jan-Jun20)

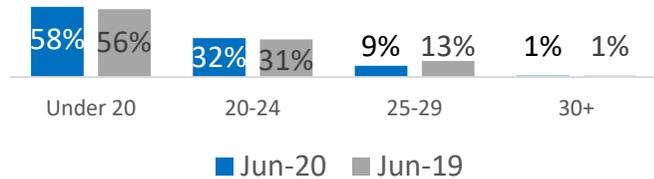
84% case files given a scaling score of 6 or above



Number of Open Cases



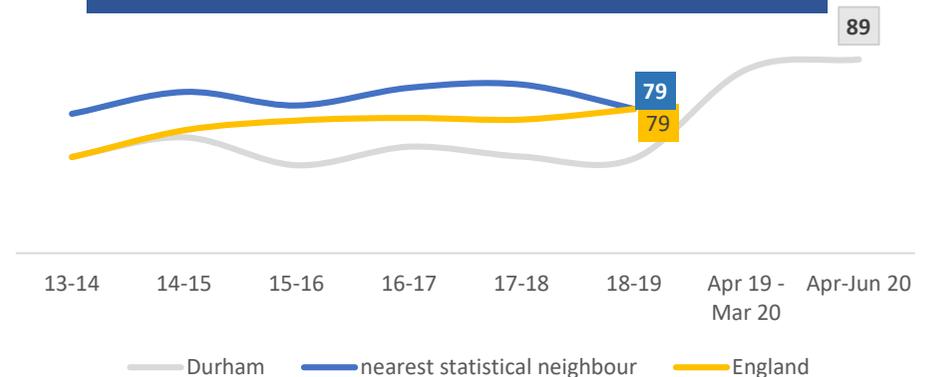
Social Worker Caseload



Number of children on a Child Protection Plan



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



- 87 Of the 27 children reported missing in the 12 weeks to 18 June 2020 (accounting for 58 individual missing episodes), 24 have accepted (89%) and completed a return to home interview.
- 88 Those not completed involve young people with complex needs who go missing from home regularly and refuse the return to home interview. In cases such as this, where possible, social care will gather information from the police and carers. Two Police Community Support Officers (PCSOs) in the ERASE team use this information to resolve any issues – this can involve working with young people and their carers, as well as disrupting possible offenders and locations.
- 89 Health colleagues continue to offer virtual appointments for Initial Health Assessments (the initial mode of assessment for children and young people coming into care), arranging face-to-face appointments for a later date, to ensure the safety of patients, their parents, carers and staff within a hospital setting. We are looking at options to re-establish face-to-face for Initial Health Assessments in the medium term.
- 90 Except for children who are on a care order and resident at home, all children in care are being contacted virtually for their Review Health Assessments. However, this group will be offered a face-to-face appointment to review their health care plan.
- 91 All children and young people who had a virtual Initial Health Assessment between March and June 2020 will be offered a face-to-face appointment to complete a physical assessment and review their health care plan summary starting from July.
- 92 Additional supervisions between the fostering social worker and the fostering families remain in place to provide support and ensure any issues are resolved quickly. We continue to provide practical support to foster carers, e.g. access to COVID-19 testing, baby formula, equipment, etc.
- 93 We are continuing to build enough capacity to meet the needs of all the children and young people we look after. We have recently purchased a new three bedroomed residential property in response to the identified need for smaller residential homes that can meet the increasingly complex needs of some of our young people that we care for. A foster carer recruitment campaign is currently ongoing.
- 94 Although Ofsted has suspended routine inspections of children's homes until further notice, they are continuing to carry out unannounced visits where a complaint has been made or the home was previously rated inadequate.

- 95 During 2019/20, more children were adopted from care and the average time between a child entering care and moving in with its adoptive family decreased. We continue to recruit potential adopters virtually and, since 1 April, 13 prospective families have participated. Assessment visits and adoption panels also continued virtually.
- 96 Our offer to care leavers continues to be strong. Of our 17-18 year old care experienced young people, 96% are living in suitable accommodation and 78% are in employment, education or training. Of our 19-21 year old care experienced young people, 95% are in living in suitable accommodation and 60% are in employment, education or training. 21 young people are at University, with a further six due to start in September 2020. Support is available to all our care leavers through DurhamWorks.

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

- 97 The Police approach during the pandemic has been 'Engage, Explain, Encourage' as their first considerations. However, if enforcement is the most applicable route then the Police will issue a penalty notice for disorder. The Police changed their operating model during COVID-19 in planning for the response, and ensured they had an operational policing presence to respond to calls for service enabling any problematic areas to be targeted as they emerge. For example, those areas where they were seeing gatherings or had intelligence that the public were not complying with the guidance.
- 98 Levels of anti-social behaviour (ASB) peaked in April but decreased throughout May and June as restrictions were reduced. This was particularly evident of incidents relating to COVID-19, although overall ASB remains above pre-lockdown levels indicating that tensions remain within the community but are not generally related to the lockdown.
- 99 Increases have been seen across all ASB categories but most notably in relation to police reported environmental ASB. During quarter one, there were 576 environmental ASB incidents which were COVID-19 related; with 523 (91%) relating to non-compliance with Government guidelines, predominantly these related to households holding parties.
- 100 Council reports of nuisance ASB predominately related to noise complaints as well as young people gathering.
- 101 Despite the COVID-19 restrictions partnership work has continued to tackle ASB. Specific examples include:
- (a) Responding to complaints regarding unauthorised people visiting the vacant Windlestone Hall causing distress and concern to local

residents. The building was secured, and legal notices have been served on the owner. The police were fully updated about the outcome of the site visits and were able to report back to residents, providing community reassurance.

- (b) Reports are regularly received regarding off road motorcycles and quad bikes for several areas. Working in partnership with Cleveland and Durham Special Operations Unit and Bike Section regular patrols are carried out. Identifying people/vehicles is very difficult as people are often wearing scarves and balaclavas and bikes have no plates or false plates. Where identification can be made and where relevant we link with housing providers and warnings are issued on tenancies where appropriate. £15,500 has been secured by the multi-agency partnership from a local Member towards carrying out target hardening works in Wingate.
- (c) Targeted work has been undertaken in the Peterlee area in response to vehicle nuisance and vehicles driving over paths in estates. Footage had been seen of cars and bikes riding over the grassed areas in front of houses, were children play and it's a busy area for dog walkers. Bollards are to be installed and access points have been reviewed, damaged fencing replaced, all funded by the council. Assessments are ongoing for bollards at the two other access points. Additionally, in the Peterlee area, a site visit was held with Peterlee Town Council and Peterlee Beat Team in response to increased reports of ASB, drinking and litter within a park. Several suggestions to make the youth pod more visible were made and a multi-agency open air event / PACT will be held once works have been completed so we can engage with residents and park users.

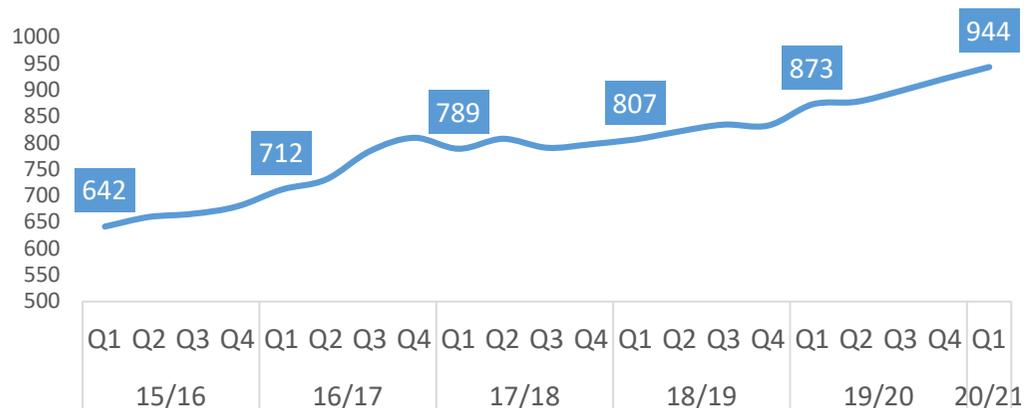
102 In addition, Community Safety and Neighbourhood Policing Teams have assisted with the delivery of free school meals while voucher schemes were put in place. Through this, teams were also able to conduct welfare checks with residents.

103 A new free phone helpline service, for people released from prison during the pandemic, was launched across the North East in May. The helpline signposts callers to community drug and alcohol service provision, local pharmacy information, local authority housing support, support hubs for vulnerable people, Job Centre Plus and a wide range of community support projects.

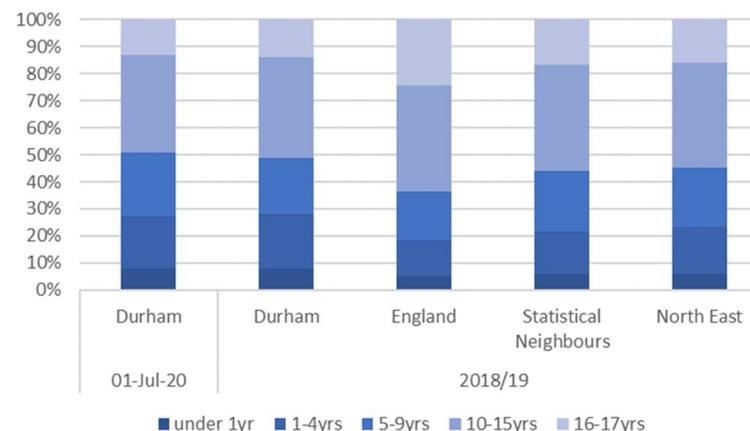
CONNECTED COMMUNITIES – SAFER

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

Children Looked After



Age profile for Children Looked After



How far our children in care live?

	Durham 2019/20 (prov.)	Durham 2018/19	Statistical Neighbours 2018/19	England 2018/19
Over 20 miles and outside LA boundary	8.7%	7%	10%	15%

Where our children in care live

In-house foster care	43%
Friends and family	16%
Independent Fostering Agency	17%
Placed with parents	9%
External residential (incl. children's homes and res school)	4%
In-house residential (incl. children's homes)	3%
Placed for adoption	4%
Independent living (incl. supported lodgings)	3%
Secure (incl. YOI and prisons)	<0.5%
NHS / Health Trust	<0.5%

Care Leavers

	in education, employment and training		in suitable accommodation	
	Aged 17-18	Aged 19-21	Aged 17-18	Aged 19-21
County Durham	78%	60%	96	95
North East	63%	50%	93%	90%
England	64%	52%	88%	85%



(As at 1 July 2020)

CONNECTED COMMUNITIES – SAFER

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

 **49,711** recorded crimes equivalent to **94.3** crimes per 1,000 population

 **+480**
Violence against the person (+2%)

 **-1,776**
Theft offences (-12%)

 **-762**
Criminal damage/ arson (-10%)

 **-11**
Sexual offences (-1%)

 **-7**
Robbery (-4%)

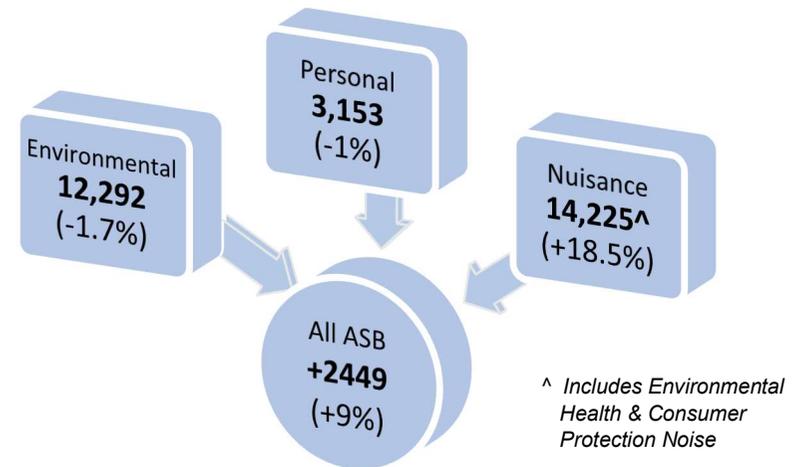
 **+300**
Other crimes (+5%)

All recorded crime -1,517 (-3%) ↓

unless stated, data are Jul 2019 to Jun 2020 compared to same period last year

29,670
ASB incidents

13,174 council reported	+1,589 (+14%)
16,496 police reported	+2,810 (+21%)



How well do we reduce misuse of drugs and alcohol?

- 104 Police alcohol related ASB has increased by 76% compared to the same period last year. Although this is within the context of increases in overall ASB, alcohol related has increased at a greater rate causing the proportion of alcohol related ASB to increase. The Police are monitoring ASB levels and issues are being dealt with at a locality level.
- 105 During the lockdown period the County Durham Drug and Alcohol Recovery Service (DARS) continued to be delivered from all three recovery centres albeit on a reduced staff capacity and reduced opening hours. Clinical appointments were delivered in recovery centres with appropriate PPE in place while assessments and follow-ups were delivered over video and phone calls. Recovery support groups and training continues to be delivered online via Microsoft Teams. Service users on opioid substitution treatment received 7-day prescriptions as opposed to daily supervised consumption due to limited access to pharmacies. Clients were segmented into risk categories and increased support delivered as appropriate in partnership with social care.

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

- 106 During quarter one, there was an 8% increase in domestic violence incidents reported to the police (compared to the same period last year) which is slightly above normal levels of variance. This reflects a rise nationally during the lockdown period.
- 107 A new triage system for domestic abuse incidents is now operational with daily multi-agency screening of all incidents. This is undertaken by children's services, child health and police staff from within the multi-agency safeguarding hub (MASH). The benefit of using this operational model is the multi-agency oversight of all domestic abuse incidents in Durham, sharing of information and decision making on a daily basis which will ultimately reduce any delay for children who need to be safeguarded.
- 108 Weekly referrals to Harbour have generally been higher than in the period prior to lockdown: week commencing 6 July was the highest level seen since February and the highest level of self-referrals since lockdown began. Throughout the pandemic, Harbour has been offering digital support through video calls and a live chat facility. Since 1 August, a new counselling service has been available through either video/telephone calls or face to face with social distancing measures.

- 109 In November 2019, a Child Exploitation Vulnerability Tracker was set up as a multi-agency risk triage process for all young people who are assessed as being at risk of exploitation. Previously, only children who were assessed as being at high-risk were referred to children's social care Supporting Solutions Team for ERASE one-to-one CSE support, However, now all children (high, medium or low) are assessed on a weekly basis and referred.
- 110 There was a 30% increase in hate crimes during quarter one (compared to the same period in the previous year). Many were neighbour disputes (fuelled by erecting fences or by doing building work) and crimes against takeaway staff. There were also reports of hate crimes linked to the Black Lives Matter protests.

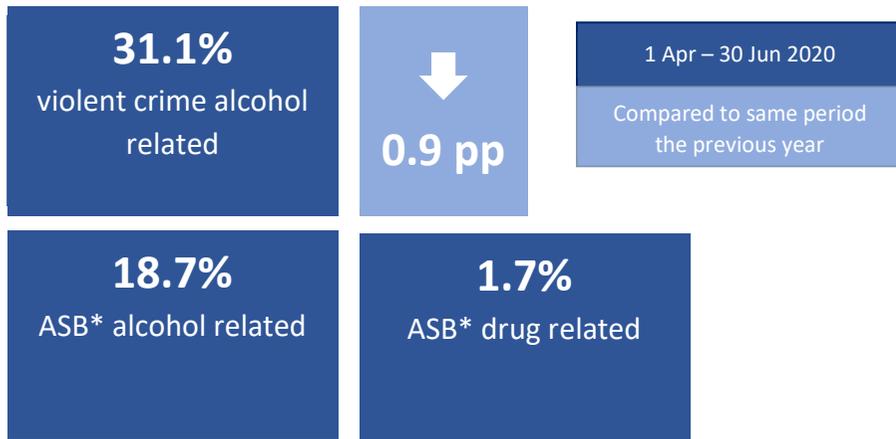
How do we keep our environment safe, including roads and waterways?

- 111 Due to the COVID-19 pandemic and lockdown, traffic levels were reduced across the county, and as such, the network wasn't as congested. This resulted in our vulnerable road users (pedestrians, cyclists and motorcycle riders) not being exposed to higher volumes of traffic that would increase their risk of being involved in a road traffic collision. However, as traffic levels start to return to normal, and as schools begin to open, we expect to see an increase in traffic collisions and injury on our roads. The council and its partners have recognised this likely impact and will be delivering marketing and social media campaigns to reaffirm safety messages as we approach the autumn/winter months with the darker evenings and the worsening weather conditions.
- 112 Both water safety forums, responsible for managing water safety in the city centre and countywide, continue to meet. The City Safety Group continues to monitor the riverside development projects on a monthly basis, to ensure that any public safety issues and impacts are identified with the developers, and has started planning for freshers' week, with a focus on the high footfall night-time economy.
- 113 From a countywide perspective, a schedule of monitoring and prioritising risk locations identified in the initial countywide assessment process continues to be applied to provide assurance. Specifically, reassessments of priority locations prior to the summer holiday periods are routinely completed to ensure that safety controls remain in situ.
- 114 Due to the COVID-19 pandemic, and particularly following school closures, an alternative approach to the water safety campaigns will be taken in 2020/21. Key messages to raise awareness will still be issued as in previous years, but

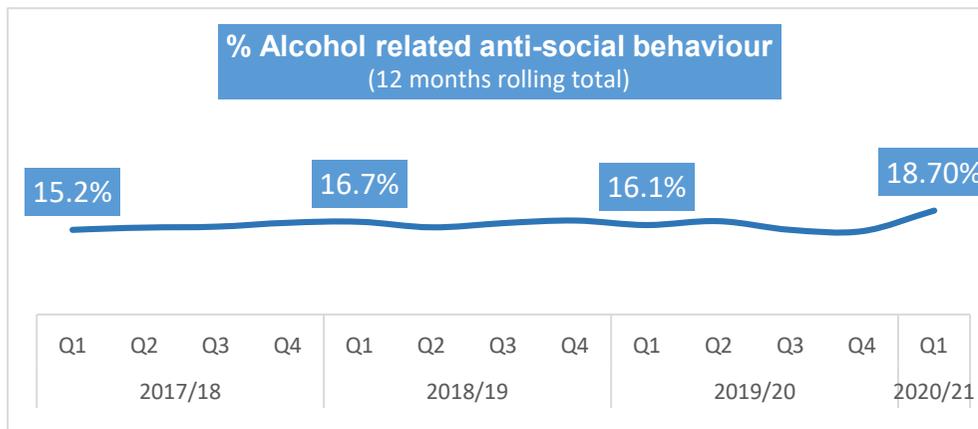
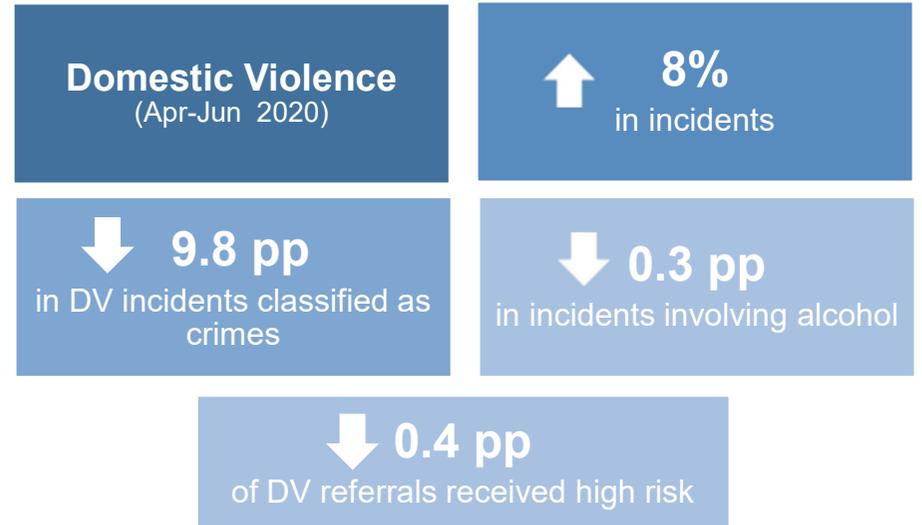
through a variation of social media and posters and alerts at high footfall open water sites across the county.

CONNECTED COMMUNITIES – SAFER

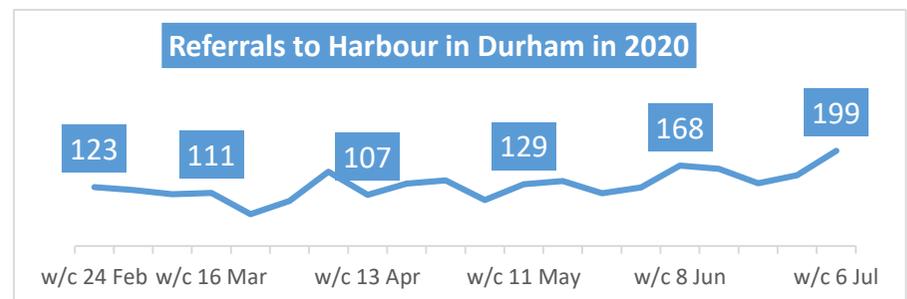
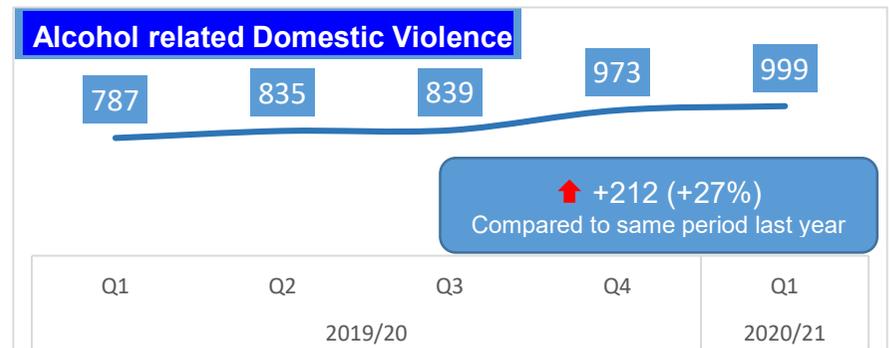
(e) How well do we reduce misuse of drugs and alcohol and (f) tackle abuse of vulnerable people?



*police figures only



+441 (+ 76%)
 Compared to same period last year

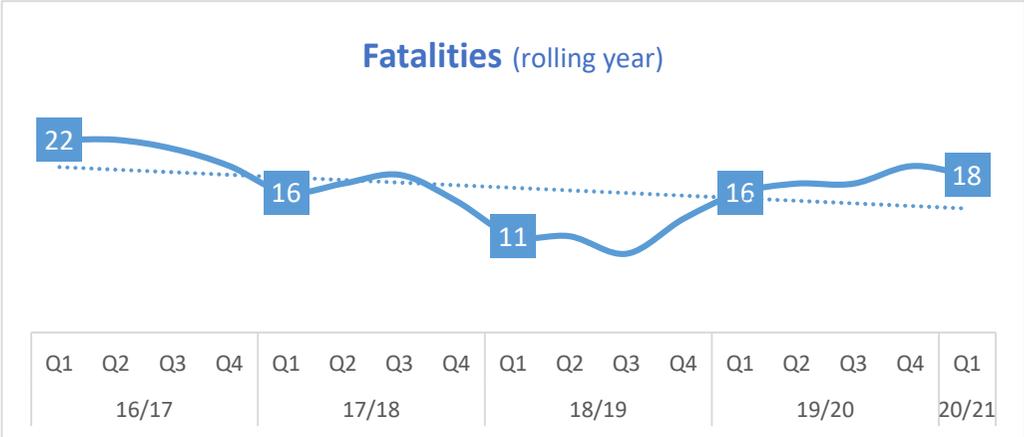


(g) How do we keep our environment safe including roads and waterways?

Road traffic accidents



All casualties	Children
183	21
18 fatalities	0 fatalities
165 injuries	21 injuries
(1 July 2019 to 30 June 2020)	



Connected Communities - Sustainability

115 The ambition of Connected Communities – Sustainability is linked to the following 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?
- (d) Do residents have access to decent and affordable housing?
- (e) Is it easy to travel around the county?

How clean and tidy is my local environment?

- 116 Although there was a significant decrease in enviro-crime reports during lockdown, there was an increase in fly-tipping; mainly black bags, old furniture, fridges and other household items, predominantly across Bishop Auckland, Coundon, Crook, Ferryhill, Pelton, Shildon and Dene Valley.
- 117 The most recent fly-tipping benchmarking data (2018/19), shows that County Durham has a lower number of incidents per 1,000 hectares (33) compared to England (81) and the North East (73). This is an improvement in County Durham on the 2017/18 benchmarking position (34 incidents per 1,000 hectares), in contrast to the England and North East rates which have increased over the same period. A similar picture is seen in relation to the rate per 1,000 population where the County Durham position has decreased from 15 incidents per 1,000 population to 14 in 2018/19; and is again lower than England (19) and North East (24).
- 118 During quarter one, in response to reports of fly-tipping and contaminated bins in Ferryhill and Shildon, we carried out site visits and monthly walkabouts which involved the local Councillor, Community Protection and the Private Landlords Team.
- 119 Throughout June, we addressed arson and fly-tipping at North East Industrial Estate (Peterlee) through a multi-agency problem solving initiative. We carried out site visits with partners and tenants/owners of units on the estate over several weeks. We are removing waste from all our sites and will locate two CCTV cameras on the industrial estate.
- 120 During quarter one, 302 reports of bonfires were recorded, a 175% increase on the same period last year. Most reports occurred in April and related to smoke from garden fires.

121 During quarter one, we received 731 reports of untidy gardens, a 27% reduction on same period last year.

Are we reducing carbon emissions and adapting to climate change?

122 Latest carbon emission figures for County Durham show a 1.1 percentage point improvement overall. Figures have a significant lag and relate to 2018, which is before we declared a Climate Change Emergency. Emissions are measured against the 1990 baseline and latest figures show reductions in all categories: Industrial/Commercial (-74%); Domestic (-40%); Transport (-1%). In addition, we saw a sudden and significant drop in carbon emissions during COVID-19 lockdown as road traffic reduced and businesses temporarily closed, the extent of this has not yet been measured and it is not yet clear if any of the changes will see a long lasting impact.

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

123 As our Household Waste Recycling Centres (HWRCs) closed early in lockdown and were unable to operate as usual once they re-opened on 18 May, they recycled less waste than usual during quarter one. However, early indications show an increased tonnage of waste, both residual and recycling, was collected at the kerbside during quarter one. We are currently assessing how this will affect our overall recycling rate¹⁰.

124 During quarter one, an increased number of households signed up to the garden waste scheme. This could be attributed to the HWRCs being closed and people spending more time in their gardens.

Do residents have access to decent and affordable housing?

125 The number of net homes completed this quarter is significantly lower (77%, 330 homes) than last quarter and the average completions per quarter, which is usually between 300-450 units. It is also down by 75% (300) compared to same period last year. This is due to the impact of COVID-19, resulting in sites temporarily closing and also building surveyors, who sign off the completions, not being able to visit sites for a period of time. It is expected that the numbers will increase over the next couple of months as sites resume.

126 Although presentations to our Housing Solutions Service were down by 17%, we expect numbers to increase once the government's eviction ban is lifted,

¹⁰ waste data is reported a quarter in arrears, so the latest reported data is 31-Mar-20

mortgage payment holidays end and 'normal service' resumes across the sector.

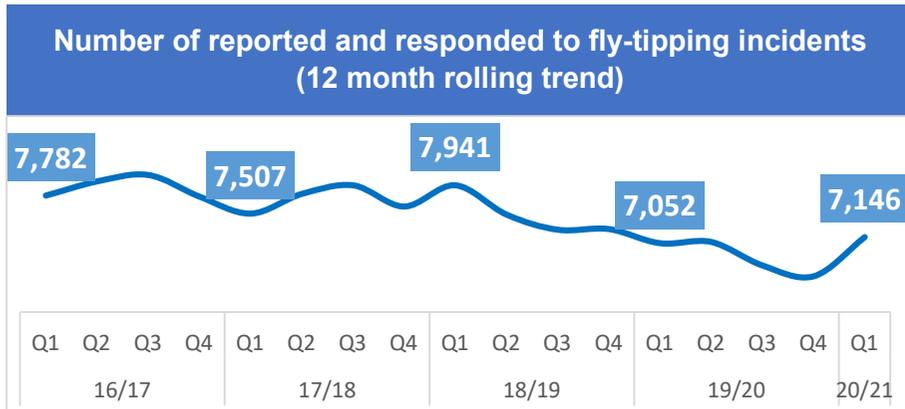
- 127 Of the 177 households helped to stay in their home (39% more than quarter four), 77% were Discretionary Housing Payments cases. This could be attributed to Durham County Council encouraging households to contact the service when in financial difficulty due to the impacts of COVID-19.
- 128 Our newly established Rough Sleeper Outreach Team placed 36 rough sleepers in temporary accommodation during the first 48 hours of lockdown ('Everybody In' campaign). Most moved into B&Bs, others to supported accommodation and private rented tenancy.
- 129 This campaign incorporates the 'Ready to Let' scheme which provides move on accommodation for rough sleepers. 27 clients were matched to new homes with a further 35 properties identified and available.
- 130 In response to the eviction ban being lifted and the expectation of more homelessness and households in financial difficulty, we have developed a new 'StopB4UServe' initiative. Launching in August with dedicated staff, a helpline and dedicated webpage, we will work with landlords and tenants to mediate a possible solution.

Is it easy to travel around the county?

- 131 Due to COVID-19, our Park and Ride Service was closed during quarter one. The service partially re-opened on 29 June, with services resuming from Belmont and Sniperley. Howlands remains a Park and Stride site, operating solely as a car park.
- 132 During quarter one, local bus companies were operating between 30% and 40% of their buses as COVID-19 caused a fall in patronage to approximately 10% of normal service and reduced availability of bus drivers. To maintain an essential network, we have provided financial support to operators through the English National Concessionary Travel Scheme. As lockdown measures are relaxed Arriva and Go North East are increasing the volume and frequencies of their services to cater for increased demand, with the first of these changes introduced on 1 June 2020.
- 133 Latest data from the 2019 Transport Annual Bus Passenger Survey shows a small increase in overall satisfaction. However, satisfaction with punctuality and journey time stayed relative static, and satisfaction in relation to value for money decreased.

CONNECTED COMMUNITIES – SUSTAINABILITY

(a) How clean and tidy is my local environment?



(b) Are we reducing carbon emissions and adapting to climate change?

Reduction in carbon emissions (from 1990 baseline)

74% drop from Industrial/ Commercial
 40% drop from Domestic
 1% drop from Transport

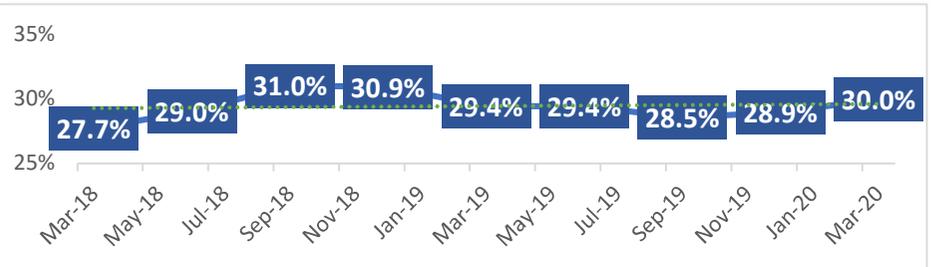
1,635 tonnes
 CO₂ saved by SMEs

(c) How effective and sustainable is our collection and disposal of waste?

41% household waste reused, recycled or composted*
 ↓ **1.2pp** on same period last year

98% diverted from landfill*
 ↑ **5.5pp** on same period last year

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



*Waste data is reported a quarter in arrears, so the latest reported data is 31-Mar-20

During quarter 1

<p>20 cameras deployed</p> <p>9 incidents caught on CCTV</p>	<p>1 stop and search operations</p> <p>3 duty of care warning letters</p> <p>0 producers issued</p>	<p>482 further investigations</p> <p>0 prosecutions</p> <p>21 FPNs</p>
----------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------

302 bonfire incidents between Apr-Jun 2020
175% increase from same period last year

CONNECTED COMMUNITIES – SUSTAINABILITY

(d) Do residents have access to decent and affordable housing and (e) is it easy to travel around the county?

Housing advice and support

(Apr–Jun 20, compared to same period last year)

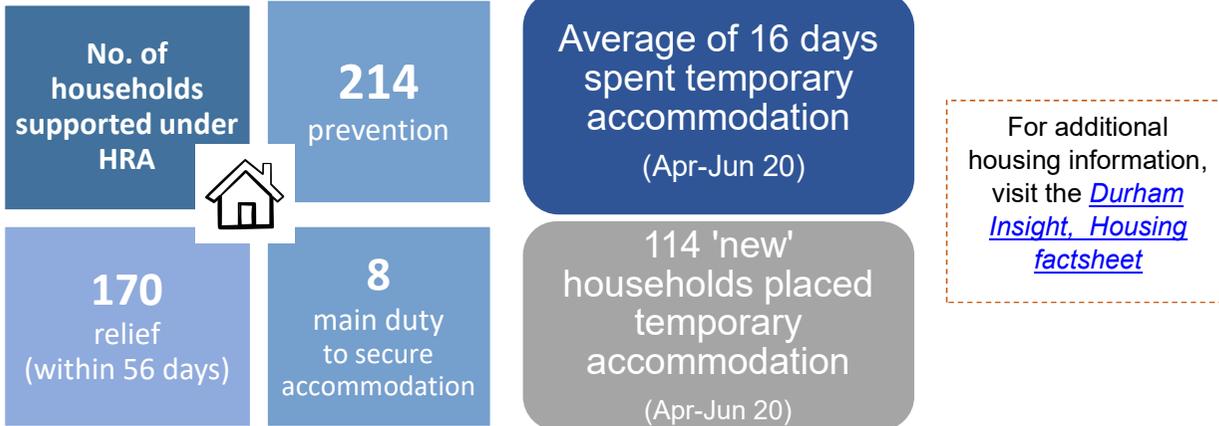
236	properties improved, adapted or brought back into use	↓ 57%
2,793	households accessed Housing Solutions	↓ 7%
325	households helped to stay in their homes	↓ 16%
207	households helped to move to alternative accommodation	↓ 17%

Bus passenger Survey

(2019 Annual)

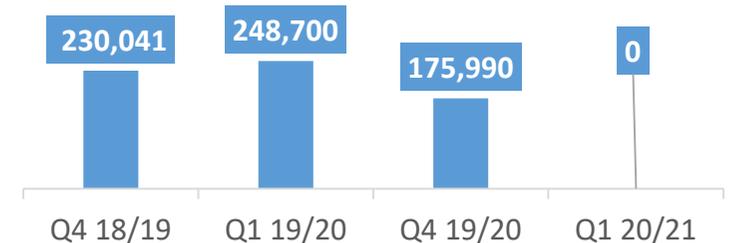
92% satisfied

↑ 1pp from 2018

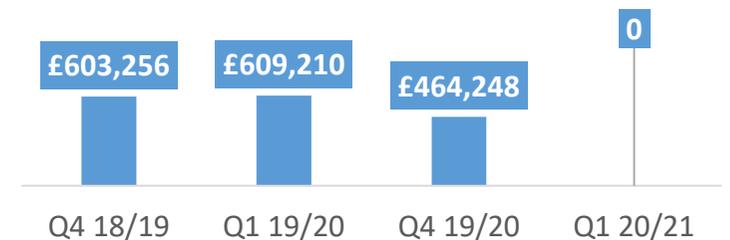


COVID-19 Impact on Journeys

Park & Ride Journeys



Car Park Charges



Empty properties brought back into use through LA intervention each quarter



An Excellent Council

- 134 The ambition of an Excellent Council is structured around the following 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?

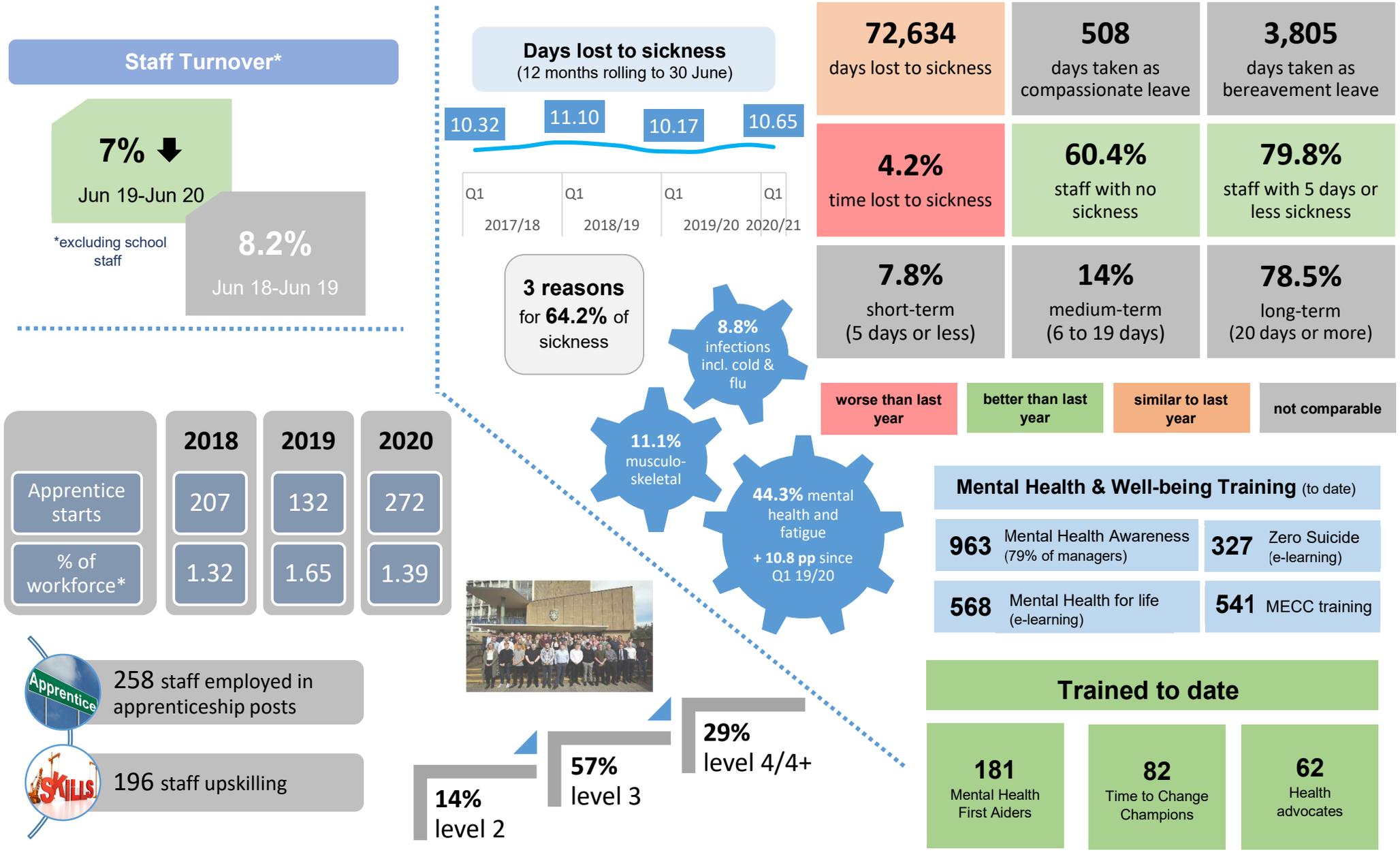
- 135 Since March 2020, following government COVID-19 guidelines to reduce the risk of transmitting the infection and to protect our employees, all staff who could do so, worked from home. Our newly created 'service restoration group' is considering any requests for buildings to open and staff to return. This will involve careful consideration of prepared business cases and risk assessments and follow the latest government guidelines.
- 136 We have put in place an 'Emergency HR Policy' for COVID-19 to address the HR issues that could arise whilst we maintain our key services and effectively mobilise our staff.
- 137 This policy can be found, alongside an extensive range of staff advice and guidance relating to the pandemic, on a dedicated section of our intranet. Key topics covered include quarantine scenarios, coronavirus symptoms at work, coronavirus testing programme, test and trace, working from home, health and safety, handling information securely, employee well-being guide, mental health, finances, and office buildings.
- 138 During the pandemic, we carried out a staff survey to gather views on our response to COVID-19. We received 299 responses which highlighted many areas of strength: our approach to social distancing and self-isolation, effective and timely communications, enhanced demonstration of our values, collaboration within the workplace and partnership working, IT and digital adoption and support, positive impact of redeployment on job satisfaction and personal development.
- 139 It also identified opportunities for further action and investigation, including mental health and well-being, work-life balance, perceptions of the ability to operate safely in the workplace and effectiveness of central government communications.

- 140 Following the staff survey, we have arranged a series of staff focus groups to further understand how we can support mental health in light of the workplace changes, working from home, re-deployment, furloughing and work-life balance experiences during the pandemic. An update will be provided at quarter two.
- 141 A new Black And Minority Ethnic (BAME) staff network has been established across Children and Young People's Services (CYPS). The network is an opportunity for BAME staff to meet virtually to discuss COVID-19 related issues, their own experiences within the council and how equality looks and feels within the workplace. Our corporate equality team will link up with the network as this will be a useful pilot for the wider development programme for staff networks due to be rolled out later in the year.
- 142 Throughout the pandemic, staff absences have remained manageable. We are aware that staff are delaying taking annual leave and we are continuing to encourage staff to take their leave as normal. Not only will this help with their general well-being, it will also ensure staff do not build up too much accrued holiday which may have operational implications towards the end of the year.
- 143 To further support staff well-being, we have made our new e-learning training courses, 'coping during the pandemic' and 'building your personal resilience', available to all staff. These courses contain useful advice for preventing the spread of COVID-19, managing concerns and supporting well-being, as well as advice for supporting children and young people.
- 144 Having put all Personal Development Reviews on hold due to COVID-19, we are now reinstating the process, starting with our leaders in October 2020. Managers will follow in January 2021 and all other employees in April 2021.
- 145 During quarter one, we published our gender pay gap report which sets out our data, analysis and plans for long-term improvements. Median comparator data shows our headline figure is positive when compared to regional and national levels. We have the fourth lowest median pay gap of the 12 North East councils and sit mid-range amongst English councils¹¹.

¹¹ For more details, [Durham County Council Gender Pay Gap](#).

AN EXCELLENT COUNCIL

(a) How well do we look after our people?



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

- 146 During quarter one, COVID-19 changed our service provision and ways of working. Although we successfully maintained essential services, such as refuse collection and social care, other non-essential services had to be closed or delivered remotely. In addition, due to lockdown and self-isolation, some residents developed additional needs that needed to be met.
- 147 Overall, during quarter one, customer contact dropped by almost a quarter. However, different services were impacted in different ways and to varying extents. There were immediate decreases across services that were closed. 38 telephone lines did not receive any calls during quarter one: these included leisure centres, theatres, environmental health customer support, ICT helpdesk for schools and trade waste. Services which re-opened during quarter one experienced lower volumes, including a 40% decrease in waste permits (-3,600), a 24% decrease in bulky waste requests (-1,600). However, service demand elsewhere increased. Missed bin reports doubled (+4,600), 50% more households joined our garden waste scheme (+3,600) and 42% more fly-tips were reported (+1,200).
- 148 The closure of council buildings due to COVID-19 meant we had to rapidly expand our online service delivery and develop digital alternatives to face-to-face contact. Therefore, although fewer service requests were received during quarter one, the number made online or by telephone increased. This is reflected in the 42,560 new online accounts which were created during the quarter, twice as many as quarter one last year.
- 149 We also moved our council meetings online: live streaming on [YouTube](#), with residents participating and submitting questions remotely.
- 150 To minimise the impact of COVID-19 on the most vulnerable in our communities, we created a community support hub staffed by redeployed council employees and also those undertaking the work in addition to their day job. We identified our most clinically vulnerable residents from our databases and national lists of 'shielded people' and pro-actively contacted them. Other residents, experiencing hardship or unable to leave the house because they were self-isolating, contacted us directly through the support hub. We provided food parcels or matched people with community and volunteer groups/ businesses (e.g. food and medicine delivery) and services (e.g. welfare rights, check in and chat services, befriending) which could help them.

- 151 We also, at the start of the pandemic, established a volunteer bureau which enabled local people, business and groups to offer time and resources: 29 businesses and more than 400 individuals offered support through this route.
- 152 Since the onset of COVID-19, we have been providing financial assistance to both residents and businesses. Our Welfare Assistance Scheme has been increased by an additional £1 million, £300 council tax relief and deferred council tax payments are available for those in financial hardship and £1.5 million for the community response to COVID-19 is being distributed through our Area Action Partnerships.
- 153 We helped local businesses by introducing immediate supplier payments and rent deferrals for our commercial tenants. We distributed grant payments, totalling £100 million, to around 9,000 businesses. Having paid 95% of business grants by the fifth week, we were commended as being one of fastest acting local authorities in the country. We also distributed business rate reductions, totalling more than £49 million, to just under 2,300 businesses. An extra £5 million for small businesses not liable for business rates, introduced in June, benefitted around 300 businesses in the first month. We also agreed 10 percent funding increases for social care providers to help meet the additional costs of dealing with the pandemic and paid £13 million upfront to help with funding and cashflow issues.
- 154 In addition to COVID-19 issues, we also continued with ‘business as usual’ actions during quarter one.
- 155 We continued to transfer non-ACD telephone lines into the ACD system¹² which will enable us to view telephony demand and performance across the entire council and allow us to identify opportunities to improve and enhance the customer experience. During quarter one, two non-ACD services were transferred, both in relation to the COVID-19 pandemic, (COVID-19 support, volunteers assistance). These lines combined, accounted for more than 1,000 calls during the first month.
- 156 During May 2020, we started trialling webchat on some of the most visited pages on our website. The trial will run until 31 August after which it will be evaluated (although early indications show it to be a success).

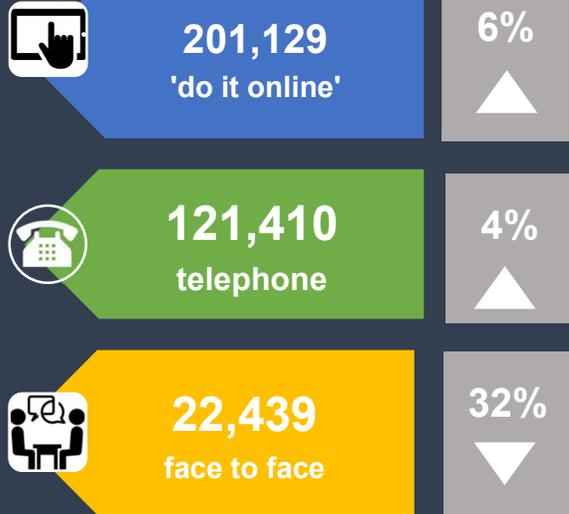
¹² Broadly speaking, we receive telephone calls either through our Automatic Call Distribution (ACD) system, which routes calls to groups of agents in line with ‘first-in-first-answered’ criteria, or directly to a telephone extension (non-ACD).

- 157 Our work to digitise document receipt is continuing and during lockdown we developed a 'customer document submission form'. This new form allows customers to upload and return documents in a simple, standardised format. Since going live on 10 June, we have received 285 submissions (129 relating to bus passes, 77 to benefits and 46 to council tax).
- 158 Although we had difficulty accessing some records during lockdown, throughout quarter one, we managed to respond to 75% of Freedom of Information (FOI) / Environmental Information Regulations (EIR) requests within 20 working days. This is in line with performance at the same time last year.
- 159 COVID-19 has significantly impacted on council tax collection rates by substantially increasing applications for welfare benefits. The amount of council tax reduction had decreased year-on-year until the pandemic reversed this trend during quarter one.
- 160 Despite an increase in applications, performance relating to council tax reduction 'changes in circumstances' improved during quarter one, due to the introduction of system automation measures. In response to COVID-19, we ceased all recovery action in late March, and will commence our business recovery plan by issuing soft letters during July and August to those customers in arrears.
- 161 Public consultation has continued during the lockdown utilising digital methods such as online surveys and video meetings with the public to replace face-to-face events. More traditional methods such as gathering feedback over the telephone has also been utilised to ensure consultation is as inclusive as possible and allows a good cross section of the community to participate.

AN EXCELLENT COUNCIL

(b) Are our resources being managed for the best possible outcomes for residents and customers? (All data is 1 July 2019 to 30 June 2020, compared to the same period last year)

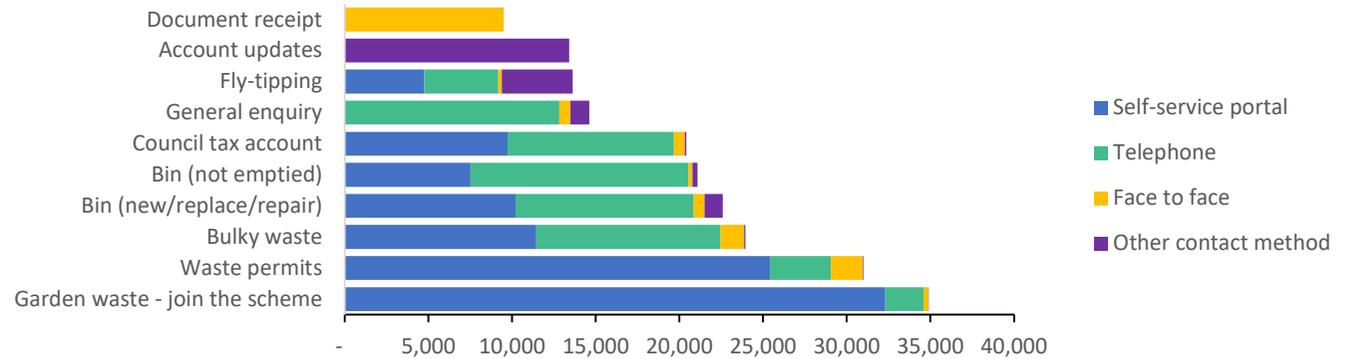
Top 3 service request methods



530,000
non-service requests
via our customer
services team



Top 10 service requests by channel

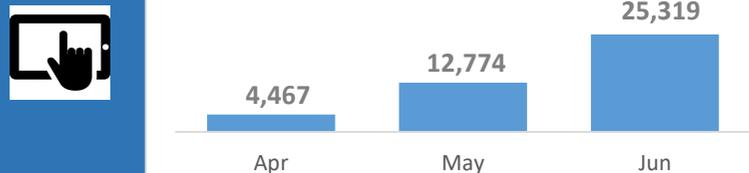


179k
accounts in use

50%
service requests
received through
self-service
portal

22%
contact via self-
service portal

Number of 'do it online' self-service account creation requests (YTD)



Customer Services (ACD)

- **556,854** calls
- **97%** answered
- **90%** answered within 3 minutes

Other ACD lines

- **585,329** calls
- **91%** answered
- **88%** answered within 3 minutes



9,501
document receipts

4,882
CT/HB appts

1,917
waste permits

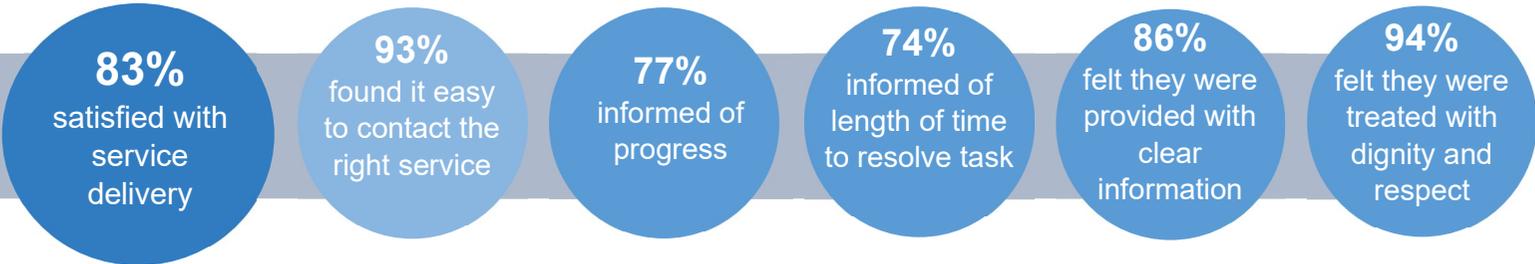
1,414
bulky waste

664
general enquiries

AN EXCELLENT COUNCIL

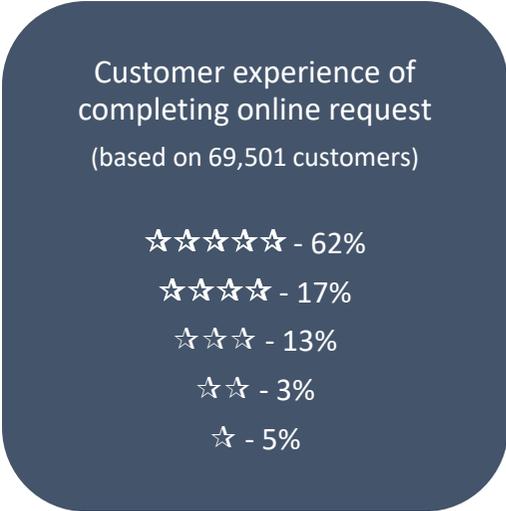
(c) How good are our services to customers and the public?

Customer Satisfaction:
from the CRM closure process
(based on 8,163 responses)



Customer Feedback: from the CRM including compliments, suggestions and complaints

1,064 compliments (+99)	620 suggestions (+74)	162 comments about policies and procedures (-17)
97 objections to our decisions (-9)	82 dissatisfied with fees and charges (-16)	2,364 corporate complaints (-83) 83% investigated & 50% upheld*
151 statutory complaints (-33)	170 independent investigation requests	77 decisions from the Ombudsman 3 complaints upheld Q1



Unless stated data is Jul-19 to Jun-20, compared to previous year

How good are our services to customers and the public?

- 162 Customers can now provide feedback in relation to 90 different service requests (via automated customer satisfaction surveys at CRM closure).
- 163 Over the last 12 months, we received 8,163 responses to our automated customer satisfaction survey (from the CRM closure process), which we acknowledge is a relatively small proportion of overall service delivery. We are continuing to explore options to increase the response rate (including improved capture of e-mail addresses and exploration of other contact channels) to expand the range of customer feedback and insight received.
- 164 We believe the variation in number of responses and satisfaction levels is due to the emotiveness of the issue, with more emotive requests encouraging greater participation.
- 165 In line with previous reports, two thirds of corporate complaints relate to our waste collection service, predominantly missed collections and correspondence issues surrounding contaminated bins. However, it should be noted that this highly visible frontline service completes more than 13 million waste collections annually, and of the 13,683 contamination letters issued in the 12 months ending 30 June, 98% reach the correct recipient with the disputed 2% arising from difficulties identifying the house to which the bin belongs, which is most noticeable in back streets.
- 166 To help reduce this type of avoidable customer contact, we are continuing to send text messages to households (where we are able) when crews are unable to collect a bin due to, for example, access issues, informing them of the situation and what we will do to resolve it. Crews are also checking addresses before logging contamination.

Key Performance Indicators – Data Tables (Quarter One 2020/21)

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.

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

MORE AND BETTER JOBS

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	71.4	2019/20	73	74.2	76.1	71.1	78.0		Yes
				AMBER	RED	RED	GREEN	RED		
2	Per capita household disposable income (£)	16,542	2018	Tracker	15,875	21,609	16,995			Yes
				N/a	GREEN	RED	RED			
3	Number of gross jobs created or safeguarded as a result of Business Durham activity	280	Apr-Jun 2020	Tracker	2,429					Yes
				N/a	RED					
4	% of 16 to 17 year olds in an apprenticeship	6.8	as at Jun 2020	Tracker	7.8	5.1	6.9	6.9		Yes
				N/a	RED	GREEN	AMBER	AMBER		

MORE AND BETTER JOBS

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	17,180	Mar 2020	Tracker	17,120					No
				N/a	GREEN					
7	Value (£M) of new contracts secured	7.08	Apr-Jun 2020	Tracker	New indicator					Yes
				N/a	N/a					

MORE AND BETTER JOBS

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	8.2	Apr-Jun 2020	6 GREEN	12.6 RED					Yes
9	Number of Inward Investments secured	3	Jan-Mar 2020	6 GREEN	3 GREEN					Yes
10	% of Business Durham business floor space that is occupied	92.0	Apr-Jun 2020	Tracker N/a	86.1 GREEN					Yes

MORE AND BETTER JOBS

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	
11	Number of visitors to County Durham (million)	19.71	2018	Tracker N/a	19.71 GREEN					No
12	Number of jobs supported by the visitor economy	11,998	2018	Tracker N/a	11,682 GREEN					No
13	Amount (£ million) generated by the visitor economy	913.84	2017	Tracker N/a	866.71 GREEN					No

MORE AND BETTER JOBS

Do our young people have access to good quality education and training?

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	
14	Average Attainment 8 score	45	2018/19 (academic year)	Tracker	44.4	46.8	44.7	45.3		No
				N/a	GREEN	RED	GREEN	AMBER		
15	Average point score per A level entry of state-funded school students	35.5	2018/19 (academic year)	Tracker	33.4	33.1	33.3		2017/18 (academic year)	No
				N/a	GREEN	GREEN	GREEN			
16	% of pupils achieving the expected standard in Reading, Writing and Maths (KS2)	65	2018/19 (academic year)	Tracker	67	65	67	61		No
				N/a	RED	GREEN	RED	GREEN		
17	% of 16 to 17 year olds who are not in education, employment or training (NEET)	4.8	Apr-June 2020	Tracker	5.3	3.1	4.7	7.4	2019	Yes
				N/a	GREEN	RED	RED	GREEN		
18	Gap between average Attainment 8 score of Durham disadvantaged pupils and non-disadvantaged pupils nationally (KS4)	-12.7	2018/19 (academic year)	Tracker	-14.5	-13.7	-14.5		2017/18 (academic year)	No
				N/a	GREEN	GREEN	GREEN			
19	% of children in the Early Years Foundation Stage achieving a Good Level of Development	71.8	2018/19 (academic year)	64	72.8	71.8	71.8			No
				GREEN	AMBER	GREEN	GREEN			
20	Gap between % of Durham disadvantaged pupils and % of non-disadvantaged pupils nationally who achieve expected standard in reading, writing and maths (KS2)	-19.3*	2018/19 (academic year)	Tracker	-15.1	-20	-16			No
				N/a	RED	GREEN	RED			
21	Ofsted % of Primary schools judged good or better	89	as at 30 Jun 2020	Tracker	91	87	91	88	2018/19	Yes
				N/a	RED	GREEN	RED	GREEN		
22	Ofsted % of secondary schools judged good or better	64	as at 30 Jun 2020	Tracker	61	76	60	56	2018/19	Yes
				N/a	GREEN	RED	GREEN	GREEN		

*provisional data

MORE AND BETTER JOBS

Do our young people have access to good quality education and training?

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	
23	Exclusion from school of all Durham children - percentage of children with at least one fixed exclusion	2.1*	2018/19 (academic year)	Tracker	2.1	2.33	2.81	7.5	2017/18 (academic year)	No
				N/a	GREEN	GREEN	GREEN	GREEN		

*provisional data

LONG AND INDEPENDENT LIVES

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	
24	% of free school meals (FSM) eligible pupils taking FSM	75.8	Jan 2020	Tracker	79.4	78.7	78.7			No
				N/a	RED	RED	RED			
25	Under-18 conception rate per 1,000 girls aged 15 to 17	26.4	2018	Tracker	23.7	16.7	24.9	25.0	2018	No
				N/a	RED	RED	RED	RED		
26	% of five year old children free from dental decay [^]	74.2	2016/17	Tracker	64.9	76.7	76.1	71.8	2016/17	No
				N/a	GREEN	RED	RED	GREEN		
27	Alcohol specific hospital admissions for under 18s (rate per 100,000) ^{^^}	54.7	2016/17-2018/19	Tracker	53.1	31.6	60.0			No
				N/a	RED	RED	GREEN			
28	Young people aged 10-24 admitted to hospital as a result of self-harm (rate per 100,000) ^{^^}	354.3	2018/19	Tracker	350.1	444.0	536.5			No
				N/a	AMBER	GREEN	GREEN			

[^] Source: National Dental Epidemiology Programme biennial survey. 2018/19 survey not yet published by Public Health England

^{^^}next update due quarter four

LONG AND INDEPENDENT LIVES

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	
29	% of children aged 4 to 5 years classified as overweight or obese**	24.0	2018/19	Tracker	25.0	22.6	24.3	25.0		No
				N/a	GREEN	RED	GREEN	GREEN		
30	% of children aged 10 to 11 years classified as overweight or obese**	37.7	2018/19	Tracker	37.1	34.3	37.5	37.2		No
				N/a	AMBER	RED	AMBER	AMBER		
31	% of Education Health and Care Plans completed in the statutory 20 week time period (excl. exceptions)	64.0	Jan-Jun 2020	Tracker	63.9	60.4	69.8	68.9	2019	Yes
				N/a	GREEN	GREEN	RED	RED		

**next update due quarter two

LONG AND INDEPENDENT LIVES

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	
32	% of successful interventions (families turned around) via the Stronger Families Programme (Phase 2) [number]	48% [348]	Apr-Jun 2020	730	N/a					Yes
				Mar-21 target	N/a					
33	% of children aged 0-2 years in the top 30% IMD registered with a Family Centre and having sustained contact	89.8	Apr-Dec 2019	90	88.3					No
				GREEN	AMBER					

LONG AND INDEPENDENT LIVES

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	
34	% of mothers smoking at time of delivery	15.8*	Apr-Jun 2020	14.7 RED	16.6 GREEN	10.5 RED	15.4 RED	15.0 RED	Jan-Mar 20	Yes
35	Four week smoking quitters per 100,000 smoking population [number of quitters]	1,554 [1,009]	Apr-Sept 2019	Tracker	1,785 [1,104]	820	1,111			No
				N/a	RED	GREEN	GREEN			
36	Male life expectancy at birth (years)	78.2	2016-18	Tracker	78.3	79.6	77.9	78.2		No
				N/a	AMBER	AMBER	GREEN	GREEN		
37	Female life expectancy at birth (years)	81.5	2016-18	Tracker	81.4	83.2	81.7	81.9		No
				N/a	GREEN	RED	AMBER	AMBER		
38	Female healthy life expectancy at birth (years)	58.4	2016-18	Tracker	58.7	63.9	59.7	61.0		No
				N/a	AMBER	RED	RED	RED		
39	Male healthy life expectancy at birth (years)	59.3	2016-18	Tracker	58.9	63.4	59.4	60.5		No
				N/a	GREEN	RED	AMBER	AMBER		
40	Excess weight in adults (Proportion of adults classified as overweight or obese)	63.3	2018/19	Tracker	66.7	62.3	64.9	67.3		Yes
				N/a	GREEN	AMBER	GREEN	AMBER		
41	Suicide rate (deaths from suicide and injury of undetermined intent) per 100,000 population	12.8	2016-18	Tracker	12.0	9.6	11.3	11.6		No
				N/a	RED	RED	RED	RED		
42	Prevalence of breastfeeding at 6-8 weeks from birth	25.9	Jan-Mar 2020	Tracker	28.6	48.2	36.0	34	Q3 2019/20	No
				N/a	RED	RED	RED	RED		

LONG AND INDEPENDENT LIVES

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	
43	Estimated smoking prevalence of persons aged 18 and over	17.0	2019	Tracker	15.0	13.9	15.3	15.2		No
				N/a	RED	RED	RED	RED		
44	Self-reported well-being - people with a low happiness score	9.5	2018/19	Tracker	8.9	7.8	9.7	9.5		No
				N/a	RED	RED	GREEN	GREEN		
45	Participation in Sport and Physical Activity: active	59.9	Nov 2018-Nov 2019	Tracker	58.5	63.3	60.7			No
				N/a	GREEN	RED	AMBER			
46	Participation in Sport and Physical Activity: inactive	28.0	Nov 2018-Nov 2019	Tracker	29.9	24.6	27.5			No
				N/a	AMBER	RED	AMBER			

*provisional data

LONG AND INDEPENDENT LIVES

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	
47	Adults aged 65+ per 100,000 population admitted on a permanent basis in the year to residential or nursing care	75.3	Apr-Jun 2020	TBD	196.7	Not comparable	Not comparable	Not comparable		Yes
				N/a	GREEN					
48	% of older people who were still at home 91 days after discharge from hospital into reablement/ rehabilitation services	81.1	Jan-Mar 2020	TBD	87.2	82.4	83.0	80.7*	2018/19	Yes
				N/a	RED	Not comparable	Not comparable	Not comparable		

LONG AND INDEPENDENT LIVES

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	
49	% of individuals who achieved their desired outcomes from the adult safeguarding process	94.5	Apr-Jun 2020	Tracker	95.7	92.4	93.9	93.5*	2018/19	Yes
				N/a	AMBER	Not comparable	Not comparable	Not comparable		
50	% of service users receiving an assessment or review within the last 12 months	93.2	Apr-Jun 2020	Tracker	87.6					Yes
				N/a	GREEN	Not comparable	Not comparable	Not comparable		
51	Overall satisfaction of people who use services with their care and support	67.8	2018/19	Tracker	66.6	64.3	66.2	66.0*		No
				N/a	GREEN	GREEN	GREEN	GREEN		
52	Overall satisfaction of carers with the support and services they receive (Biennial survey)	51.2	2018/19	Tracker	43.3**	38.6	47.2	41.8*		No
				N/a	GREEN	GREEN	GREEN	GREEN		
53	Daily delayed transfers of care beds, all, per 100,000 population age 18+	2.9	Feb 2020	Tracker	1.5	11.0	7.0	11.0*		No
				N/a	RED	GREEN	GREEN	GREEN		
54	% of adult social care service users who report they have enough choice over the care and support services they receive	75.1	2018/19	Tracker	74.9	67.5	71.8	69.3*		No
				N/a	GREEN	GREEN	GREEN	GREEN		

*unitary authorities

** results from 2016/17 survey

CONNECTED COMMUNITIES – SAFER

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	
55	% of statutory referrals received by the First Contact Team or Emergency Duty Team processed within 1 working day	94% [953]	Apr-Jun 2020	Tracker	93.1% [1,207]					Yes
				N/a	GREEN					
56	% of statutory children in need referrals occurring within 12 months of a previous referral	23% [273]	Apr-Jun 2020	Tracker	33.2 [440]	21	21	19	2018/19	Yes
				N/a	GREEN	RED	RED	RED		
57	% of single assessments completed within 45 working days	85.5 [1,098]	Apr-Jun 2020	Tracker	90.5 [1,285]	83	83	84	2018/19	Yes
				N/a	RED	GREEN	GREEN	GREEN		
58	Rate of children subject to a child protection plan per 10,000 population aged under 18 [number of children]	47.7 [480]	as at Jun 2020	Tracker	36.4 [368]	44	63	54	as at 31 Mar 19	Yes
				N/a	N/a	N/a	N/a	N/a		
59	Rate of children in need per 10,000 population aged under 18 (statutory L4 open cases) [number of children]	357.7 [3,596]	as at Jun 2020	Tracker	346.9 [3,478]	334	445	391	as at 31 Mar 19	Yes
				N/a	N/a	N/a	N/a	N/a		
60	Rate of children at level 2 or 3 per 10,000 population aged under 18 (One Point open cases) [number of children]	147.7 [1,485]	as at Jun 2020	Tracker	219.8 [2,210]					Yes
				N/a	N/a					
61	% of strategy meetings initiated which led to an initial child protection conference being held within 15 working days	89% [156 of 176]	Apr-June 2020	75	92.5 [147]	79	82	79	2018/19	Yes
				GREEN	RED	GREEN	GREEN	GREEN		
62	% of Social Workers with fewer than 20 cases	58	as at Jun 2020	Tracker	52.1					Yes
				N/a	GREEN					
63	% of Statutory Case File Audits which are given a scaling score of 6 or above	84.1	Jan-Jun 2020	80	85.7					Yes
				GREEN	GREEN					

CONNECTED COMMUNITIES – SAFER

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

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	
64	Rate of children looked after per 10,000 population aged under 18 [number of children]	93.8 [944]	as at 31 Mar 2020	Tracker	86.9 [873]	65	101	94	as at 31 Mar 19	Yes
				N/a	N/a	N/a	N/a	N/a		
65	% of children adopted from care (as % of total children leaving care) [number of children]	18.2 [53 of 291]	2019/20	15	12.3 [39 of 316]	12	13	16	2018/19	No
				GREEN	GREEN	GREEN	GREEN	GREEN		
66	% of CLA who are fostered incl. friends and family	76 [716]	as at 3 July 2020	Tracker	73.4 [613]	72	74	72	2018/19	Yes
				N/a	N/a	N/a	N/a	N/a		
67	% of external residential placements	4 [34]	as at 3 July 2020	Tracker	2.4 [20]					Yes
				N/a	N/A					
68	% of children looked after continuously for 12 months or more who had a dental check	60	as at Jul 2020	Tracker	94.7	85	87	89	2018/19	Yes
				N/a	RED	RED	RED	RED		
69	% of children looked after continuously for 12 months or more who have had the required number of health assessments	90	as at Jul 2020	Tracker	94.7	90	95	95	2018/19	Yes
				N/a	RED	GREEN	RED	RED		
70	Emotional and behavioural health of children looked after continuously for 12 months or more (score between 0 to 40)	13.5	2019/20	Tracker	15.5	14.2	14.1	14.0	2018/19	Yes
				N/a	GREEN	GREEN	GREEN	GREEN		
71	Average Attainment 8 score of Children Looked After	20.5*	2018/19	Tracker	24.8	18.9	20.8	19.5	2017/18 (academic year)	No
				N/a	N/a	GREEN	AMBER	GREEN		

CONNECTED COMMUNITIES - SAFER

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
72	% of CLA achieving the expected standard in Reading, Writing and Maths (at KS2)	55*	2018/19	Tracker	39.5	36	47			No
				N/a	GREEN	GREEN	GREEN			
73	% of care leavers aged 17-18 in education, employment or training (EET)	78*	as at Jul 2020	Tracker	N/a	64	63	63	2018/19	Yes
				N/a	N/a	GREEN	GREEN	GREEN		
74	% of care leavers aged 19-21 in education, employment or training (EET)	60*	as at Jul 2020	Tracker	N/a	52	50	52	2018/19	Yes
				N/a	N/a	GREEN	GREEN	GREEN		
75	% of care leavers aged 17-18 in suitable accommodation	96*	as at Jul 2020	Tracker	N/a	88	93	91	2018/19	Yes
				N/a	N/a	GREEN	GREEN	GREEN		
76	% of care leavers aged 19-21 in suitable accommodation	95*	as at Jul 2020	Tracker	N/a	85	90	87	2018/19	Yes
				N/a	N/a	GREEN	GREEN	GREEN		

*provisional data

CONNECTED COMMUNITIES – SAFER

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	
77	First time entrants to the youth justice system aged 10 to 17 (per 100,000 population aged 10 to 17)	213	Oct 18 – Sep 19	Tracker	250	220	303	231		No
				N/a	GREEN	GREEN	GREEN	GREEN		
78	Overall crime rate per 1,000 population	20.18	Apr-Jun 2020	Tracker	25.8					Yes
				N/a	GREEN					

CONNECTED COMMUNITIES – SAFER

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	
79	Rate of theft offences per 1,000 population	4.24	Apr-Jun 2020	Tracker	7.3					Yes
				N/a	GREEN					
80	Proportion of all offenders who re-offend in a 12 month period (%)	30.6	Apr-Jun 2019	Tracker	30.8	31.7	35.7	30.0	2016/17	Yes
				N/a	GREEN	GREEN	GREEN	RED		
81	Proven re-offending by young people (who offend) in a 12 month period (%)	51.9	2017/18	Tracker	41.4	38.4	41.8			Yes
				N/a	RED	RED	RED			

CONNECTED COMMUNITIES – SAFER

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	
82	Satisfaction with the way that the council and police are dealing with local concerns about ASB and crime issues in your area.	56.4	Mar 2020	Tracker	50.1			53.7	Jun 2019	No
				N/a	RED			RED		
83	Number of police reported incidents of anti-social behaviour	16,496	Jul 2019-Jun 2020	Tracker	13,573					Yes
				N/a	RED					
84	Number of council reported incidents of anti-social behaviour	13,174	Jul 2019-Jun 2020	Tracker	11,585					Yes
				N/a	GREEN					

CONNECTED COMMUNITIES - SAFER

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	
85	% of successful completions of those in alcohol treatment	27.3	Oct 2018-Sep 2019*	28 GREEN	32 RED	37.9 RED	30.7 RED			No
86	% of successful completions of those in drug treatment - opiates	5.9	Apr 2019-Mar 2020*	6 GREEN	5.5 GREEN	5.7 AMBER	4.0 GREEN			No
87	% of successful completions of those in drug treatment - non-opiates	29.9	Oct 2018-Sep 2019*	26.4 GREEN	29.2 GREEN	34.2 RED	26.2 GREEN			No
88	% of anti-social behaviour incidents that are alcohol related	18.7	Apr-Jun 2020	Tracker N/a	16.1 RED					Yes
89	% of violent crime that is alcohol related	32.6	Apr-Jun 2020	Tracker N/a	17 RED					Yes
90	Alcohol seizures	194**	Apr-Jun 2018	Tracker N/a	398 GREEN					No

*with rep to March 2020

**under review

CONNECTED COMMUNITIES – SAFER

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	
91	Building resilience to terrorism (self-assessment). Score - level 1(low) to 5(high)	3*	2017/18	Tracker	3					No
				N/a	GREEN					
92	No of individuals with a referral for 1:1 CSE Support from Supporting Solutions Team**	41	Apr-Jun 2020	Tracker	New**					Yes
				N/a	N/a					

*under review ** New definition – Includes all children - High/Medium/Low Risk (Previously only High-Risk referred to Supporting Solutions)

CONNECTED COMMUNITIES - SAFER

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	
93	Number of people killed or seriously injured in road traffic accidents	171	Jul 2019-Jun 2020	Tracker	209					Yes
	- Number of fatalities	17		N/a	GREEN					
	- Number of seriously injured	154			16					
94	Number of children killed or seriously injured in road traffic accidents	22	Jul 2019-Jun 2020	Tracker	28					Yes
	- Number of fatalities	0		N/a	GREEN					
	- Number of seriously injured	22			0					

CONNECTED COMMUNITIES – SUSTAINABILITY

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	
95	% of relevant land and highways assessed as having deposits of litter that fall below an acceptable level	6.64	2019/20	Tracker	6.24					No
				N/a	AMBER					
96	% of relevant land and highways assessed as having deposits of detritus that fall below an acceptable level	14.17	2019/20	Tracker	12.61					No
				N/a	AMBER					
97	% of relevant land and highways assessed as having deposits of dog fouling that fall below an acceptable level	0.98	2019/20	Tracker	1.08					No
				N/a	GREEN					
98	Number of fly-tipping incidents	7,146	Jul 2019-Jun 2020	Tracker	7,052					Yes
				N/a	AMBER					

*not directly comparable

CONNECTED COMMUNITIES - SUSTAINABILITY

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	
99	% reduction in CO ₂ emissions in County Durham (by 40% by 2020 and 55% by March 2031)	55.2	2018	Tracker	54					Yes
				N/a	GREEN					
100	% change in CO ₂ emissions from local authority operations	-7	2018/19	Tracker	-9					No
				N/a	RED					

101	% of municipal waste diverted from landfill	97.8	2019/20	95 GREEN	95.3 GREEN	87.3 GREEN	92 GREEN	32.2 GREEN	2017/18	Yes
102	% of household waste that is re-used, recycled or composted	41.1	2019/20	Tracker N/a	42.3 AMBER	43.2 AMBER	34.5 GREEN		2017/18	Yes

CONNECTED COMMUNITIES – SUSTAINABILITY

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	
103	Number of properties improved, adapted or brought back into use	236	Apr-Jun 2020	Tracker N/a	546 RED					Yes
104	Number of empty properties brought back into use as a result of local authority intervention	59	Apr-Jun 2020	50 GREEN	73 RED					Yes
105	Number of net homes completed	101	Apr-Jun 2020	Tracker N/a	401 RED					Yes
106	Number of affordable homes delivered	532	2018/19	200 GREEN	473 N/a					No
107	Number of households accessing the Housing Solutions Service	2,793	Apr-Jun 2020	Tracker N/a	3,019 RED					Yes
108	Number of households helped to stay in their home	325	Apr-Jun 2020	Tracker N/a	260 GREEN					Yes
109	Number of households helped to move to alternative accommodation	207	Apr-Jun 2020	Tracker N/a	249 RED					Yes

CONNECTED COMMUNITIES – SUSTAINABILITY

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	
110	% of A roads where maintenance is recommended	2.6	2018	Tracker	2.6	3	2	3	2018	No
				N/a	GREEN	GREEN	GREEN	AMBER		
111	% of B and C roads where maintenance is recommended	4.7	2018	Tracker	4.7	6	3	4	2018	No
				N/a	GREEN	GREEN	AMBER	AMBER		
112	% of unclassified roads where maintenance is recommended	21	2018	Tracker	20	17	16	18	2018	No
				N/a	AMBER	RED	RED	RED		
113	Highways maintenance backlog (£millions)	179.7	2018	Tracker	187.6					No
				N/a	GREEN					
114	Bridge Stock Condition – Principal Roads*	80.7	2018	Tracker	80.0					No
				N/a	GREEN					
115	Bridge Stock Condition – Non-Principal Roads*	79.9	2018	Tracker	81.0					No
				N/a	AMBER					

* Bridge Stock Condition (>=90 very good condition / >=80 good condition / >=65 fair condition / >=40 poor condition / <40 very poor condition)

EXCELLENT COUNCIL

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 on current posts in rolling year period (excluding schools)***	N/a*	-	N/a	N/a					N/a
117	Days / shifts lost to sickness absence (all services excluding schools)	10.65	Jul 2019-Jun 2020	11.20 GREEN	10.17 RED	9.2** RED			2017/18	Yes
118	% posts with no absence in rolling year (excluding schools)	60.35	Jul 2019-Jun 2020	Tracker N/a	59.13 GREEN					Yes
119	% of sickness absence which is short term	7.76	Apr-Jun 2020	Tracker N/a	13.88 N/a					Yes
120	% of sickness absence which is medium term	13.76	Apr-Jun 2020	Tracker N/a	17.74 N/a					Yes
121	% of sickness absence which is long term	78.48	Apr-Jun 2020	Tracker N/a	68.38 N/a					Yes
122	% of employees having five days or less sickness per 12 month period	79.83	Jul 2019-Jun 2020	Tracker N/a	78.98 AMBER					Yes

*Due to new system introduction

**includes school support staff but excludes teachers. All single/upper tier councils [Local Government Workforce Survey 2017/18](#)

*** Having put all Personal Development Reviews on hold due to COVID-19, we are now reinstating the process, starting with our leaders in October 2020. Managers will follow in January 2021 and all other employees in April 2021.

EXCELLENT COUNCIL

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	27.72	Apr-Jun 2020	Not Set	28.51					Yes
				N/a	AMBER					
124	% of business rates collected in-year	33.8	Apr-Jun 2020	Not Set	34.36					Yes
				N/a	RED					

EXCELLENT COUNCIL

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	75	Apr-Jun 2019	90	76					Yes
				RED	AMBER					
126	Customer contacts: telephone	1,142,183	Jul 19-Jun 20	Tracker	979,984*					Yes
				N/a	N/a					
127	Customer contacts: face to face**	89,205	Jul 19-Jun 20	Tracker	124,062					Yes
				N/a	N/a					
128	Customer contacts: web forms	192,513	Jul 19-Jun 20	Tracker	135,402					Yes
				N/a	N/a					

EXCELLENT COUNCIL

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	
129	Customer contacts: emails	52,361	Jul 19- Jun 20	Tracker	41,373					Yes
				N/a	N/a					
130	Customer contacts: social media	4,562	Jul 19- Jun 20	Tracker	2,898					Yes
				N/a	N/a					
131	% of calls answered	94	Jul 19- Jun 20	Tracker	96*					Yes
				N/a	N/a					
132	% of calls answered within 3 minutes	89	Jul 19- Jun 20	Tracker	92*					Yes
				N/a	N/a					

*data is not comparable as new telephony lines are continuing to be added to ACD

** data is not comparable as customer access points were closed during quarter one, 2020/21

Key Performance Indicators – Data Tables (Quarter Four 2019/20)

There are two types of performance indicators throughout this document:

- (c) Key target indicators – targets are set as improvements can be measured regularly and can be actively influenced by the council and its partners; and
- (d) 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.

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

MORE AND BETTER JOBS

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	71.2	2019	73 AMBER	74.6 RED	75.8 RED	70.5 GREEN	78.0 RED		Yes
2	Per capita household disposable income (£)	15,445	2017	Tracker N/a	15,166 GREEN	19,988 RED	15,809 RED			No
3	Number of gross jobs created or safeguarded as a result of Business Durham activity	4,108	2019/20	Tracker N/a	3,866 GREEN					Yes
4	% of 16 to 17 year olds in an apprenticeship	6.8	as at March 2020	Tracker N/a	7.9 RED	5.1 GREEN	6.8 GREEN	6.9 Amber		Yes

MORE AND BETTER JOBS

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 N/a	16,513 GREEN	27,430 RED	20,121 RED			No
6	Number of registered businesses in County Durham	17,150	2019	Tracker N/a	17,120 GREEN					No
7	Value (£M) of new contracts secured	0.91	2019/20	Tracker N/a	8.1 N/a					Yes

MORE AND BETTER JOBS

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	120.6	2019/20	44	113.5					Yes
				GREEN	GREEN					
9	Number of Inward Investments secured	8	2019/20	Tracker	6					Yes
				N/a	GREEN					
10	% of Business Durham business floor space that is occupied	86.4	Jan-Mar 2020	Tracker	84.0					Yes
				N/a	GREEN					

MORE AND BETTER JOBS

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	
11	Number of visitors to County Durham (million)	19.71	2018	Tracker	19.71					No
				N/a	GREEN					
12	Number of jobs supported by the visitor economy	11,998	2018	Tracker	11,682					No
				N/a	GREEN					
13	Amount (£ million) generated by the visitor economy	913.84	2017	Tracker	866.71					No
				N/a	GREEN					

MORE AND BETTER JOBS

Do our young people have access to good quality education and training?

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	
14	Average Attainment 8 score	45	2018/19 (academic year)	Tracker	44.4	46.8	44.7	45.3		No
				N/a	GREEN	RED	GREEN	AMBER		
15	Average point score per A level entry of state-funded school students	35.5	2018/19 (academic year)	Tracker	33.4	33.1	33.3		2017/18 (academic year)	No
				N/a	GREEN	GREEN	GREEN			
16	% of pupils achieving the expected standard in Reading, Writing and Maths (KS2)	65	2018/19 (academic year)	Tracker	67	65	67	61		No
				N/a	RED	GREEN	RED	GREEN		
17	% of 16 to 17 year olds who are not in education, employment or training (NEET)	4.1	Apr-Mar 2020	Tracker	4.7	2.8	4.2	7.4	2019	Yes
				N/a	GREEN	RED	GREEN	GREEN		
18	Gap between average Attainment 8 score of Durham disadvantaged pupils and non-disadvantaged pupils nationally (KS4)	-12.7	2018/19 (academic year)	Tracker	-14.5	-13.7	-14.5		2017/18 (academic year)	No
				N/a	GREEN	GREEN	GREEN			
19	% of children in the Early Years Foundation Stage achieving a Good Level of Development	71.8	2018/19 (academic year)	64	72.8	71.8	71.8			No
				GREEN	AMBER	GREEN	GREEN			
20	Gap between % of Durham disadvantaged pupils and % of non-disadvantaged pupils nationally who achieve expected standard in reading, writing and maths (KS2)	-19.3*	2018/19 (academic year)	Tracker	-15.1	-20	-16			No
				N/a	RED	GREEN	RED			
21	Ofsted % of Primary schools judged good or better	89	as at 31 Mar 2020	Tracker	91	87	91	88	2018/19	Yes
				N/a	RED	GREEN	RED	GREEN		
22	Ofsted % of secondary schools judged good or better	64	as at 31 Mar 2020	Tracker	61	76	60	56	2018/19	Yes
				N/a	GREEN	RED	GREEN	GREEN		

*provisional data

MORE AND BETTER JOBS

Do our young people have access to good quality education and training?

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	
23	Exclusion from school of all Durham children - percentage of children with at least one fixed exclusion	2.1*	2018/19 (academic year)	Tracker	2.1	2.33	2.81	7.5	2017/18 (academic year)	No
				N/a	GREEN	GREEN	GREEN	GREEN		

*provisional data

LONG AND INDEPENDENT LIVES

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	
24	% of free school meals (FSM) eligible pupils taking FSM	75.8	Jan 2020	Tracker	79.4	78.7	78.7			Yes
				N/a	RED	RED	RED			
25	Under-18 conception rate per 1,000 girls aged 15 to 17	26.4	2018	Tracker	23.7	16.7	24.9	25.0	2018	No
				N/a	RED	RED	RED	RED		
26	% of five year old children free from dental decay	74.2	2016/17	Tracker	64.9	76.7	76.1	71.8	2016/17	No
				N/a	GREEN	RED	RED	GREEN		
27	Alcohol specific hospital admissions for under 18s (rate per 100,000)	54.7	2016/17-2018/19	Tracker	53.1	31.6	60.0			No
				N/a	RED	RED	GREEN			
28	Young people aged 10-24 admitted to hospital as a result of self-harm (rate per 100,000)	354.3	2018/19	Tracker	350.1	444.0	536.5			No
				N/a	AMBER	GREEN	GREEN			
29	% of children aged 4 to 5 years classified as overweight or obese	24.0	2018/19	Tracker	25.0	22.6	24.3	25.0		No
				N/a	GREEN	RED	GREEN	GREEN		

LONG AND INDEPENDENT LIVES

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	
30	% of children aged 10 to 11 years classified as overweight or obese	37.7	2018/19	Tracker	37.1	34.3	37.5	37.2		No
				N/a	AMBER	RED	AMBER	AMBER		
31	% of Education Health and Care Plans completed in the statutory 20 week time period (excl. exceptions)	63.0	Jan-Mar 2020	Tracker	68	60.4	69.8	68.9	2019	Yes
				N/a	RED	GREEN	RED	RED		

LONG AND INDEPENDENT LIVES

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	
32	% of successful interventions (families turned around) via the Stronger Families Programme (Phase 2) [number]	100% [4,360]	2019/20	TBC	N/a	88	90	99		Yes
				N/a	N/a	GREEN	GREEN	GREEN		
33	% of children aged 0-2 years in the top 30% IMD registered with a Family Centre and having sustained contact	89.8	Apr-Dec 2019	90	88.3					No

LONG AND INDEPENDENT LIVES

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	
34	% of mothers smoking at time of delivery	18.1	Jan-Mar 2020	14.7 RED	18.8 GREEN	10.5 RED	15.4 RED	15 RED		Yes
35	Four week smoking quitters per 100,000 smoking population [number of quitters]	1554 [1009]	Apr-Sept 2019	Tracker	1785 [1104]	820	1111			No
				N/a	RED	GREEN	GREEN			
36	Male life expectancy at birth (years)	78.2	2016-18	Tracker	78.3	79.6	77.9	78.2		No
				N/a	AMBER	AMBER	GREEN	GREEN		
37	Female life expectancy at birth (years)	81.5	2016-18	Tracker	81.4	83.2	81.7	81.9		No
				N/a	GREEN	RED	AMBER	AMBER		
38	Female healthy life expectancy at birth (years)	58.4	2016-18	Tracker	58.7	63.9	59.7	61.0		No
				N/a	AMBER	RED	RED	RED		
39	Male healthy life expectancy at birth (years)	59.3	2016-18	Tracker	58.9	63.4	59.4	60.5		No
				N/a	GREEN	RED	AMBER	AMBER		
40	Excess weight in adults (Proportion of adults classified as overweight or obese)	66.7	2017/18	Tracker	67.7	62.0	66.5	67.3		No
				N/a	GREEN	RED	AMBER	AMBER		
41	Suicide rate (deaths from suicide and injury of undetermined intent) per 100,000 population	12.8	2016-18	Tracker	12.0	9.6	11.3	11.6		No
				N/a	RED	RED	RED	RED		
42	Prevalence of breastfeeding at 6-8 weeks from birth	25.9%	Jan-Mar 2020	Tracker	28.6%	48.2%	36.0%	34%	Q3 2019/20	Yes
				N/a	RED	RED	RED	RED		
43	Estimated smoking prevalence of persons aged 18 and over	17.0	2019	Tracker	14.3	14.4	16.0	15.2		Yes
				N/a	RED	RED	GREEN	RED		

LONG AND INDEPENDENT LIVES

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	
44	Self-reported well-being - people with a low happiness score	9.5	2018/19	Tracker	8.9	7.8	9.7	9.5		No
				N/a	RED	RED	GREEN	GREEN		
45	Participation in Sport and Physical Activity: active	59.9	Nov 2018-Nov 2019	Tracker	58.5	63.3	60.7			Yes
				N/a	GREEN	RED	AMBER			
46	Participation in Sport and Physical Activity: inactive	28.0	Nov 2018-Nov 2019	Tracker	29.9	24.6	27.5			Yes
				N/a	AMBER	RED	AMBER			

*provisional data

LONG AND INDEPENDENT LIVES

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	
47	Adults aged 65+ per 100,000 population admitted on a permanent basis in the year to residential or nursing care	757.3	2019/20	771.8	779.5					Yes
				GREEN	GREEN					
48	% of older people who were still at home 91 days after discharge from hospital into reablement/ rehabilitation services	85.8	2019	85.9	86.2	82.4	83.0	80.7*	2018/19	Yes
				AMBER	AMBER	Not comparable	Not comparable	Not comparable		
49	% of individuals who achieved their desired outcomes from the adult safeguarding process	95.1	2019/20	Tracker	95.1	92.4	93.9	93.5*	2018/19	Yes
				N/a	GREEN	Not comparable	Not comparable	Not comparable		

LONG AND INDEPENDENT LIVES

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	
50	% of service users receiving an assessment or review within the last 12 months	87.8	2019/20	Tracker	87.5	Not comparable	Not comparable	Not comparable		Yes
				N/a	GREEN					
51	Overall satisfaction of people who use services with their care and support	67.8	2018/19	Tracker	66.6	64.3	66.2	66.0*		No
				N/a	GREEN	GREEN	GREEN	GREEN		
52	Overall satisfaction of carers with the support and services they receive (Biennial survey)	51.2	2018/19	Tracker	43.3**	38.6	47.2	41.8*		No
				N/a	GREEN	GREEN	GREEN	GREEN		
53	Daily delayed transfers of care beds, all, per 100,000 population age 18+	2.9	Feb 2020	Tracker	1.5	11.0	7.0	11.0*		Yes
				N/a	RED	GREEN	GREEN	GREEN		
54	% of adult social care service users who report they have enough choice over the care and support services they receive	75.1	2018/19	Tracker	74.9	67.5	71.8	69.3*		No
				N/a	GREEN	GREEN	GREEN	GREEN		

*unitary authorities

** results from 2016/17 survey

CONNECTED COMMUNITIES – SAFER

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	
55	% of statutory referrals received by the First Contact Team or Emergency Duty Team processed within 1 working day	93 [5,441]	2019/20	Tracker	85.2 [4,267]					Yes
				N/a	GREEN					

CONNECTED COMMUNITIES – SAFER

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	
56	% of statutory children in need referrals occurring within 12 months of a previous referral	29.1 [1,663]	2019/20	Tracker	21.2 [1441]	21	21	19	2018/19	Yes
				N/a	RED	RED	RED	RED		
57	% of single assessments completed within 45 working days	94.3 [6,136]	2019/20	Tracker	77.6 [4,460]	83	83	84	2018/19	Yes
				N/a	GREEN	GREEN	GREEN	GREEN		
58	Rate of children subject to a child protection plan per 10,000 population aged under 18 [number of children]	44.7 [452]	as at 31 Mar 2020	Tracker	42.9 [431]	44	63	54	as at 31 Mar 19	Yes
				N/a	N/a	N/a	N/a	N/a		
59	Rate of children in need per 10,000 population aged under 18 (statutory L4 open cases) [number of children]	335.2 [3,387]	as at 31 Mar 2020	Tracker	376.5 [3,785]	334	445	391	as at 31 Mar 19	Yes
				N/a	N/a	N/a	N/a	N/a		
60	Rate of children at level 2 or 3 per 10,000 population aged under 18 (One Point open cases) [number of children]	162.6 [1,643]	as at 31 Mar 2020	Tracker	233.5 [2,348]					Yes
				N/a	N/a					
61	% of strategy meetings initiated which led to an initial child protection conference being held within 15 working days	86.7 [615 of 709]	2019/20	75	69.2 [510]	79	82	79	2018/19	Yes
				GREEN	GREEN	GREEN	GREEN	GREEN		
62	% of Social Workers with fewer than 20 cases	62	as at Mar 2020	Tracker	56					Yes
				N/a	GREEN					
63	% of Statutory Case File Audits which are given a scaling score of 6 or above	84.1	Jan-Jun 2020	80	86.5					Yes
				GREEN	AMBER					

CONNECTED COMMUNITIES – SAFER

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

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	
64	Rate of children looked after per 10,000 population aged under 18 [number of children]	91.3 [922]	as at 31 Mar 2020	Tracker	82.9 [833]	65	101	94	as at 31 Mar 19	Yes
				N/a	N/a	N/a	N/a	N/a		
65	% of children adopted from care (as % of total children leaving care) [number of children]	18.2* [53 of 291]	Jan-Mar 2020	15	12.3 [39 of 316]	12	13	16	2018/19	Yes
				GREEN	GREEN	GREEN	GREEN	GREEN		
66	% of CLA who are fostered	78.2 [703]	as at 9 Jan 2020	Tracker	73.4 [613]	72	74	72	2018/19	No
				N/a	N/a	N/a	N/a	N/a		
67	% of external residential placements	4.2 [38]	as at 9 Jan 2020	Tracker	2.4 [20]					No
				N/a	N/A					
68	% of children looked after continuously for 12 months or more who had a dental check	87	April 2020	Tracker	91.3	85	87	89	2018/19	Yes
				N/a	RED	Green	Green	RED		
69	% of children looked after continuously for 12 months or more who have had the required number of health assessments	80	April 2020	Tracker	91.4	90	95	95	2018/19	Yes
				N/a	RED	RED	RED	RED		
70	Emotional and behavioural health of children looked after continuously for 12 months or more (score between 0 to 40)	13.5*	2019/20	Tracker	15.5	14.2	14.1	14.0		Yes
				N/a	GREEN	GREEN	GREEN	GREEN		
71	Average Attainment 8 score of Children Looked After	20.5*	2018/19	Tracker	24.8	18.9	20.8	19.5	2017/18 (academic year)	No
				N/a	N/a	GREEN	AMBER	GREEN		

*provisional

CONNECTED COMMUNITIES – SAFER

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
72	% of CLA achieving the expected standard in Reading, Writing and Maths (at KS2)	55*	2018/19	Tracker	39.5	36	47			No
				N/a	GREEN	GREEN	GREEN			
73	% of care leavers aged 17-18 in education, employment or training (EET)	68	Mar 2020	Tracker	61	64	63	63	2018/19	Yes
				N/a	GREEN	GREEN	GREEN	GREEN		
74	% of care leavers aged 19-21 in education, employment or training (EET)	54	Mar 2020	Tracker	51	52	50	52	2018/19	Yes
				N/a	GREEN	GREEN	GREEN	GREEN		
75	% of care leavers aged 17-18 in suitable accommodation	93	Mar 2020	Tracker	86	88	93	91	2018/19	Yes
				N/a	GREEN	GREEN	GREEN	GREEN		
76	% of care leavers aged 19-21 in suitable accommodation	83	Mar 2020	Tracker	86	85	90	87	2018/19	Yes
				N/a	RED	RED	RED	RED		

*provisional data

CONNECTED COMMUNITIES – SAFER

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	
77	First time entrants to the youth justice system aged 10 to 17 (per 100,000 population aged 10 to 17)	213	Oct 18 – Sep 19	Tracker	250	220	303	231		Yes
				N/a	GREEN	GREEN	GREEN	GREEN		
78	Overall crime rate per 1,000 population	97.8	2019/20	Tracker	98	89.5		93.7		Yes
				N/a	GREEN	GREEN		RED		

CONNECTED COMMUNITIES – SAFER

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	
79	Rate of theft offences per 1,000 population	27.6	2019/20	Tracker	28.3	29.7		32.2		Yes
				N/a	GREEN	GREEN		GREEN		
80	Proportion of all offenders who re-offend in a 12 month period (%)	31.7	2017/18	Tracker	30.8	29.2	35.7	30.0	2016/17	Yes
				N/a	RED	RED	GREEN	RED		
81	Proven re-offending by young people (who offend) in a 12 month period (%)	51.9	2017/18	Tracker	41.4	38.4	41.8			Yes
				N/a	RED	RED	RED			

CONNECTED COMMUNITIES – SAFER

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	
82	Satisfaction with the way that the council and police are dealing with local concerns about ASB and crime issues in your area.	56.4	Mar 2020	Tracker	50.1			53.7		Yes
				N/a	RED			RED	Jun 2019	
83	Number of police reported incidents of anti-social behaviour	14,626	2019/20	Tracker	13,908					Yes
				N/a	RED					
84	Number of council reported incidents of anti-social behaviour	13,356	2019/20	Tracker	11,318					Yes
				N/a	RED					

CONNECTED COMMUNITIES – SAFER

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	
85	% of successful completions of those in alcohol treatment	27.3	Oct 2018-Sep 2019*	28 GREEN	32 RED	37.9 RED	30.7 RED			Yes
86	% of successful completions of those in drug treatment - opiates	5.9	Apr 2019-Mar 2020*	6 GREEN	5.5 GREEN	5.7 GREEN	4.0 GREEN			Yes
87	% of successful completions of those in drug treatment - non-opiates	29.0	Oct 2018-Sep 2019*	26.4 GREEN	29.2 GREEN	34.2 RED	26.2 GREEN			Yes
88	% of anti-social behaviour incidents that are alcohol related	15.0	Jan-Mar 2020	Tracker N/a	17.6 GREEN					Yes
89	% of violent crime that is alcohol related	31.1	Jan-Mar 2020	Tracker N/a	27.2 RED					Yes
90	Alcohol seizures	194**	Apr-Jun 2018	Tracker N/a	398 GREEN					No

*with rep to March 2020

**under review

CONNECTED COMMUNITIES – SAFER

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	
91	Building resilience to terrorism (self-assessment). Score - level 1(low) to 5(high)	3*	2017/18	Tracker N/a	3 GREEN					No
92	No of children/young people referred to Supporting Solutions for 1:1 ERASE CSE support **	88	2019/20	Tracker N/a	New** N/a					Yes

*under review ** Change in November 2019 when all children referred (previously only high-risk)

CONNECTED COMMUNITIES – SAFER

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	
93	Number of people killed or seriously injured in road traffic accidents	197	2019/20	Tracker	194					Yes
	- Number of fatalities	18		N/a	AMBER					
	- Number of seriously injured	179			10					
94	Number of children killed or seriously injured in road traffic accidents	30	2019/20	Tracker	21					Yes
	- Number of fatalities	0		N/a	RED					
	- Number of seriously injured	30			0					

CONNECTED COMMUNITIES – SUSTAINABILITY

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	
95	% of relevant land and highways assessed as having deposits of litter that fall below an acceptable level	6.64	2019/20	Tracker	6.24					Yes
				N/a	AMBER					
96	% of relevant land and highways assessed as having deposits of detritus that fall below an acceptable level	14.17	2019/20	Tracker	12.61					Yes
				N/a	AMBER					
97	% of relevant land and highways assessed as having deposits of dog fouling that fall below an acceptable level	0.98	2019/20	Tracker	1.08					Yes
				N/a	GREEN					

CONNECTED COMMUNITIES – SUSTAINABILITY

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	
98	Number of fly-tipping incidents	6,458	2019/20	Tracker	7,269					Yes
				N/a	GREEN					

*not directly comparable

CONNECTED COMMUNITIES – SUSTAINABILITY

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	
99	% reduction in CO ₂ emissions in County Durham (by 40% by 2020 and 55% by March 2031)	54	2017	Tracker	52.3					No
				N/a	GREEN					
100	% change in CO ₂ emissions from local authority operations	-7	2018/19	Tracker	-9					No
				N/a	RED					
101	% of municipal waste diverted from landfill	97.8	2019	95	96.3	87.3	92	96.1	Q4 2018/19	Yes
102	% of household waste that is re-used, recycled or composted	41.2	2019	Tracker	42.4	43.2	34.5		2017/18	Yes
				N/a	AMBER	AMBER	GREEN			

CONNECTED COMMUNITIES – SUSTAINABILITY

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	
103	Number of properties improved, adapted or brought back into use	2,046	2019/20	Tracker	1,914					Yes
				N/a	GREEN					
104	Number of empty properties brought back into use as a result of local authority intervention	212	2019/20	150	186					Yes
				GREEN	GREEN					
105	Number of net homes completed	1,642	2019/20	Tracker	1,465					Yes
				N/a	GREEN					
106	Number of affordable homes delivered	532	2018/19	200	473					No
				GREEN	N/a					
107	Number of households accessing the Housing Solutions Service	13,118	2019/20	Tracker	12,264					Yes
				N/a	GREEN					
108	Number of households helped to stay in their home	1,388	2019/20	Tracker	1,007					Yes
				N/a	GREEN					
109	Number of households helped to move to alternative accommodation	1,090	2019/20	Tracker	1,036					Yes
				N/a	GREEN					

CONNECTED COMMUNITIES – SUSTAINABILITY

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	
110	% of A roads where maintenance is recommended	2.6	2018	Tracker	2.6	3	2	3	2018	No
				N/a	GREEN	GREEN	GREEN	AMBER		
111	% of B and C roads where maintenance is recommended	4.7	2018	Tracker	4.7	6	3	4	2018	No
				N/a	GREEN	GREEN	AMBER	AMBER		
112	% of unclassified roads where maintenance is recommended	21	2018	Tracker	20	17	16	18	2018	No
				N/a	AMBER	RED	RED	RED		
113	Highways maintenance backlog (£millions)	179.7	2018	Tracker	187.6					No
				N/a	GREEN					
114	Bridge Stock Condition – Principal Roads*	80.7	2018	Tracker	80.0					No
				N/a	GREEN					
115	Bridge Stock Condition – Non-Principal Roads*	79.9	2018	Tracker	81.0					No
				N/a	AMBER					

* Bridge Stock Condition (>=90 very good condition / >=80 good condition / >=65 fair condition / >=40 poor condition / <40 very poor condition)

EXCELLENT COUNCIL

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 on current posts in rolling year period (excluding schools)***	N/a*	-	N/a	N/a					N/a NA
				N/a	N/a					
117	Days / shifts lost to sickness absence (all services excluding schools)	10.87	2019/20	11.20	11.10	9.2**			2017/18	Yes
				GREEN	GREEN	RED				
118	% posts with no absence in rolling year (excluding schools)	57.42	2019	Tracker	59.40					Yes
				N/a	RED					
119	% of sickness absence which is short term	14.67	Jan-Mar 2020	Tracker	14.52					Yes
				N/a	N/a					
120	% of sickness absence which is medium term	14.04	Jan-Mar 2020	Tracker	16.59					Yes
				N/a	N/a					
121	% of sickness absence which is long term	69.44	Jan-Mar 2020	Tracker	69.89					Yes
				N/a	N/a					
122	% of employees having five days or less sickness per 12 month period	78.28	2019/20	Tracker	79					Yes
				N/a	GREEN					

*Due to new system introduction

**includes school support staff but excludes teachers. All single/upper tier councils [Local Government Workforce Survey 2017/18](#)

*** Having put all Personal Development Reviews on hold due to COVID-19, we are now reinstating the process, starting with our leaders in October 2020. Managers will follow in January 2021 and all other employees in April 2021.

EXCELLENT COUNCIL

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
123	% of council tax collected in-year	96.37	2019/20	96.9	96.65	97.02	95.31	95.46		Yes
				AMBER	AMBER	AMBER	GREEN	GREEN		
124	% of business rates collected in-year	97.91	2019/20	98.2	97.9	98.07	98.29	97.37		Yes
				AMBER	GREEN	AMBER	AMBER	GREEN		

EXCELLENT COUNCIL

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	86	Jan-Mar 2020	90	83					Yes
				RED	GREEN					
126	Customer contacts: telephone	1,223,144	2019-20	Tracker	927,941*					Yes
				N/a	N/a					
127	Customer contacts: face to face	116,711	2019-20	Tracker	137,136					Yes
				N/a	N/a					
128	Customer contacts: web forms	177,662	2019-20	Tracker	123,803					Yes
				N/a	N/a					
129	Customer contacts: emails	48,873	2019-20	Tracker	40,271					Yes

EXCELLENT COUNCIL

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	
				N/a	N/a					
130	Customer contacts: social media	3,166	2019-20	Tracker	3,374					Yes
				N/a	N/a					
131	% of calls answered	94	2019-20	Tracker	95*					Yes
				N/a	N/a					
132	% of calls answered within 3 minutes	90	2019-20	Tracker	90*					Yes
				N/a	N/a					

*it should be noted that data is not comparable as new telephony lines are continuing to be added to ACD

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 ambition are detailed against each ambition 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. On 31 May 2020, there were 28 risks on the corporate strategic risk register, one more than as at 31 December 2019. During this period, one risk was added, and none were removed. The following matrix categorises the strategic risks according to their net risk evaluation as at 31 May 2020. The number of risks as at 31 December 2019 is shown in brackets.

Figure 4: Corporate Risk Heat Map

Impact					
Critical	1 (1)		4 (3)		1 (1)
Major		5 (5)	4 (5)	1 (0)	
Moderate			9 (9)	3 (3)	
Minor					
Insignificant					
Likelihood	Remote	Unlikely	Possible	Probable	Highly Probable

Key risks

4. One risk was added:

'Failure to respond to and recover from the COVID-19 pandemic, leading to delayed economic recovery and adverse impacts on the safety and welfare of the wider community'.

5. The Council's response is being led by the Director of Public Health, supported by an internal planning group, which is linked to planning arrangements at local, regional and national levels. Formal internal governance arrangements to oversee and manage risk are in place. Longer-term risks will be identified and managed, including recovery of service delivery back to business as usual, dealing with the impact on future local government funding from central government and the economic impact on County Durham. This risk is long term.
6. As part of the council's response to the COVID-19 pandemic, the council has developed register of COVID-19 related risks. These risks are managed and kept under constant review with dedicated meetings being held fortnightly. The Audit Committee which has responsibility for oversight of the council's risk management framework has also been provided with assurance on 29 June 2020.
7. The COVID-19 risk register feeds into the council's overall Strategic Risk Register. Officers are required to identify and assess the significant risks to both the council and the wider community as a result of the pandemic.
8. At a strategic level, key risks to the Council, with their respective net risk evaluations shown in brackets, are:
 - (a) Failure to respond to and recover from the COVID-19 pandemic, leading to delayed economic recovery and adverse impacts on the safety and welfare of the wider community (Critical / Possible);
 - (b) If timely and comprehensive savings plans are not in place across the council, required savings may not be achieved, requiring extensive utilisation of reserves which may have been depleted during the COVID-19 outbreak, to balance future years budgets (Critical / Possible);
 - (c) 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);
 - (d) Serious injury or loss of life due to the Council failing to meet its statutory, regulatory and best practice responsibilities for property and land (Major / Probable);
 - (e) Failure to protect a child from death or serious harm (where service failure is a factor or issue) (Critical / Possible);
 - (f) Failure to protect a vulnerable adult from death or serious harm (where service failure is a factor or issue) (Critical / Possible).
9. 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.

More and Better Jobs: Overview

The key risk to successfully delivering this ambition is: -

Failure to respond to and recover from the COVID-19 pandemic, leading to delayed economic recovery and adverse impacts on the safety and welfare of the wider community. Management consider it is possible that this risk could occur and have a critical impact on the economy within County Durham. A COVID-19 Recovery Plan is being developed to help support businesses being released from lockdown, manage the transition to stabilisation and then to rebuild and grow our places, services and industries. A pipeline of projects is also being developed to deliver investment plans to help stimulate the economy. Employability support programmes are also being developed to help those who have lost their jobs as a result of the pandemic, back into employment.

Long and Independent Lives: Overview

The key risk to successfully delivering this ambition is: -

Failure to respond to and recover from the COVID-19 pandemic, leading to delayed economic recovery and adverse impacts on the safety and welfare of the wider community. Management consider it is possible that this risk could occur and have a critical impact on the health of our employees and people within County Durham. Plans are in place to ensure that we protect the safety of our employees and mechanisms are in place for surveillance, early detection and management of viral outbreaks in our communities.

Connected Communities: Overview

The key risks to successfully delivering this ambition are: -

- a. *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.
- b. *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.

Excellent Council: Overview

The key risks to successfully delivering this ambition are: -

- a. *'Failure to respond to and recover from the COVID-19 pandemic, leading to delayed economic recovery and adverse impacts on the safety and welfare of the wider community'*. The Council's response is being led by the Director of Public Health, supported by an internal planning group, which is linked to planning arrangements at local, regional and national levels. Formal internal governance arrangements to oversee and manage risk are in place. Longer-term risks will be identified and managed, including recovery of service delivery back to business as usual, dealing with the impact on future local government funding from central government and the economic impact on County Durham. This risk is long term.
- b. *If timely and comprehensive savings plans are not in place across the council, required savings may not be achieved, requiring extensive utilisation of reserves which may have been depleted during the COVID-19 outbreak, to balance future years budgets.* The Delivery plan implementation will be monitored by CMT and Cabinet. This will be a significant risk for at least the next 4 years.
- c. *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 4 years.
- d. *Serious injury or loss of life due to the Council failing to meet its statutory, regulatory and best practice responsibilities for property and land.* Management of the Council's estate has been unitised under the recently appointed Head of Corporate Property and Land, and a new Corporate Landlord Service Delivery Model is being implemented during 2020/21. It is anticipated that this risk will be managed down to an acceptable level during 2020 and 2021.