

Corporate Overview and Scrutiny Management Board

20 April 2020

Quarter Three, 2020/21
Performance Management Report

Ordinary Decision



Report of Paul Darby, Corporate Director of Resources (Interim)

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 During 2020, a highly infectious coronavirus (SARS-CoV-2) causing the respiratory disease COVID-19 spread rapidly across the world and led to the declaration of a global pandemic¹.
- 3 To contain the virus, minimise deaths and prevent our health and social care systems being overwhelmed, significant restrictions to our normal way of life, travel and business have been put in place.
- 4 Increased local restrictions were introduced in County Durham and six neighbouring authorities at the end of September and the whole North East region was placed into the high alert category when the national three tier system was introduced for England in mid-October. At the beginning of November, we entered a second national lockdown (for four weeks) in response to a second wave of infections. When lockdown was lifted, the North East region moved to the very high alert category of the national three tier system. However, as infection rates rapidly increased due to the emergence of a more transmissible strain of the virus, the three tier system was extended to include a stay at home category – most of the country, including the North East region, was moved to this category. More recently, in January 2021, we entered a third national lockdown.

¹ On 11 March 2020 by the [World Health Organisation](https://www.who.int/)

- 5 There was positive news at the beginning of December when the UK medicines regulator approved the first COVID-19 vaccine and the government started rolling out a [national vaccination programme](#). Two more vaccines were subsequently approved in December.
- 6 The pandemic continues to impact on council services and our ways of working. We are continuing in our public health role and are working in partnership with other agencies on the local resilience forum (covering both County Durham and Darlington) to protect our communities and support those affected by the pandemic. We are also developing plans for future recovery.
- 7 The COVID-19 surveillance dashboard can be accessed [here](#).

Performance Reporting

- 8 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 contained within our [Council Plan](#)². It also includes an overview of the impact of COVID-19 on council services, our staff and residents.

More and Better Jobs

- 9 COVID-19 continues to impact the UK economy. Nationally, between July and September, GDP was 8.6% below pre-pandemic levels³. In addition, 8% of the workforce remained furloughed (partial or full), and both redundancies and unemployment were at an all-time high⁴.
- 10 However, although the impacts of COVID-19 are severe, the UK economy is expected to recover over the next eighteen months and is unlikely to suffer any long-term effects⁵. In contrast, although the UK and EU have now reached a trade agreement, economists warn that the impact of Brexit, expected to emerge slowly and be permanent, will hamper the UK economy for years to come⁵.
- 11 Latest data shows our employment rate to be static. However, with the national redundancy rate continuing to increase and the government continuing to support, across the county, one in nine eligible jobs (furlough) and almost six in ten self-employed people (income support scheme), we are expecting our employment rate to deteriorate. That said, the increase in universal credit claimants we saw in the early part of the year has levelled off, at least temporarily, and suggests that local

² approved by full council October 2020

³ Office of National Statistics: [GDP quarterly national accounts, UK: July to September 2020](#)

⁴ Office of National Statistics: [labour market overview, UK: January 2021](#)

⁵ Analysis by [UK in a Changing Europe](#), a research organisation funded by the UK government

and national support measures are helping to create economic resilience.

- 12 Due to the economic situation, we remain concerned about poverty pressures across the county, the increasing number of children eligible for free school meals and, although educational attainment is broadly in line with performance across the country, the longer-term impacts of COVID-19 on the future of our young people.
- 13 To mitigate against these economic challenges, we are continuing to provide financial support to residents and businesses, are moving forward with significant investment projects which will create new infrastructure and transform our towns and villages, and are helping people back into work particularly through self-employment or by moving into job sectors experiencing increasing demand, e.g. food retail, delivery.

Long and Independent Lives

- 14 Latest data (pre-COVID) shows that across the county people are living longer. Improved working conditions, reduced smoking rates and improved healthcare have all contributed to increasing life expectancy from generation to generation – our residents are now living on average three years longer than 20 years ago with the gap between men and women narrowing.
- 15 However, although healthy life expectancy (years lived in good health) for men across the county has increased over the last ten years, albeit at a slower rate than overall life expectancy, the opposite is true for women. The steady decline of healthy life expectancy for women across the county means that although women are living longer than men, they live fewer years in good health. In addition, with the exception of male healthy life expectancy, the gap in life expectancies between County Durham and England is widening.
- 16 We are continuing to support people to live longer healthy lives. Focused activity across mental and physical well-being, physical activity for children, smoking quitters (particularly pregnant women and new mothers) and breastfeeding is continuing to make a difference to the lives of our residents. A lower proportion of mothers are smoking at time of delivery and a greater percentage breastfeeding compared to the same period last year.
- 17 Throughout quarter three, we continued to successfully improve outcomes for vulnerable children and their families with joined-up services responsive to their needs. As at the end of December 2020, we had achieved our March 2021 target, and since the start of the

programme have achieved 'significant and sustained outcomes' for more than 5,200 families as part of our stronger families programme.

- 18 However, COVID-19 continues to impact on all our daily lives. The emergence of a more transmissible strain of virus and the tighter restrictions put in place to slow its transmission are affecting both the physical and mental health of people of all ages.
- 19 The consequences of the worsening economic situation means that poverty pressures remain a major issue and we expect the situation to deteriorate over the coming months. Although household spending has broadly dropped and savings increased for many, rises in basic living costs and additional expenditure incurred due to school closures (meals, heating and equipping children for online learning) has hit those with little disposable income hard - especially as their normal coping strategies are no longer available to them, e.g. eating at friends and families, accessing the internet at their local library, buying clothes at charity shops. To help mitigate food poverty pressures, we have invested more than £2 million to support the increasing number of families reliant on free school meals and our programme of holiday activities with food.
- 20 The detrimental impact on mental well-being of these financial stresses, as well as increasing isolation and loneliness as people continue to stay at home, is causing great concern and has led to more people (across all age groups) to seek support through primary and secondary mental health services.
- 21 However, a positive picture is starting to emerge from our health services. Across our care homes, 3,594 residents (90%) and 4,812 staff (81%) have now been vaccinated against COVID-19 and despite the second winter wave of COVID-19, the local NHS system has reduced the GP referral backlog for inpatient and outpatient care.

Connected Communities – Safer focus

- 22 Although overall crime has fallen, 'violence against the person' offences, hate crimes and anti-social behaviour have all increased. Although much of the increase is COVID-related, we have noted an increasing trend in alcohol related domestic violence (although overall domestic violence has returned to pre-COVID levels following increases between April and September).
- 23 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).

- 24 However, we are continuing to experience budget and placement pressures as demand for children's social care remains high, with a comparatively high number of children on a child protection plan and the highest recorded number of children looked after (CLA). Safeguarding referrals remain lower than expected, which reflects the national picture.
- 25 During quarter three, to ensure our staff can build and maintain effective relationships with children and their families by having a reduced caseload, we recruited more than 30 newly qualified social workers whilst extending agency social worker contracts to support caseloads. We also introduced information sharing systems between social care and the education system to identify children who are particularly vulnerable.

Connected Communities – Sustainable Communities focus

- 26 Overall environmental cleanliness levels remain good (based on a sample survey) and reflect the targeted initiatives put in place to improve our local environment. Although fly-tipping incidents increased during the first national lockdown when our Household Waste Recycling Centres were closed, levels have now returned to pre-COVID-19 levels.
- 27 Throughout the 12 months ending 30 September 2020, due to people spending more time in their homes, we collected more than 7,000 additional tonnes of household waste compared to the previous year. However, the proportion recycled has reduced. This is in part due to the closure of the recycling markets, which have now reopened, earlier in the year and we expect recycling levels will soon return to normal.
- 28 We are progressing towards becoming carbon neutral by 2050 with carbon levels that are now almost half the 2008 baseline. We are expecting a further significant reduction for 2020/21, partly due to the impact of the COVID-19 restrictions which closed businesses, reduced levels of road traffic and encouraged more people to stay at home.
- 29 Fewer households are accessing our Housing Solutions Service and a shortage of suitable accommodation is increasing the length of time households are spending in temporary accommodation. Although the pandemic is impacting on our ability to bring properties back into use, more properties are benefitting from energy efficiency improvements.
- 30 Having reduced since 2012, our road maintenance backlog is now broadly in line with other local authorities – although an issue remains with unclassified roads, the severe winter of 2017/18 resulted in a deteriorating condition which is worse than the national average. A programme of resurfacing works for both footways and street lighting columns which have reached their end of service life is in place.

An Excellent Council

- 31 Since the start of the pandemic, we have continually adapted our 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 residents and staff.
- 32 To safeguard our employees, all staff continue to work from home where possible, and we continue to manage and control transmission risks for those essential employees who need to attend the workplace. Recent assurance audits, predominately focusing on premise-control measures, have returned an overall compliance rate of 96%.
- 33 We remain concerned about employee health and well-being, both physical and mental. Flu jabs have been offered to all employees and COVID-19 vaccinations are being rolled out to eligible employee cohorts. We continue to communicate support channels available to help staff look after their mental health and emotional resilience, from all levels of the organisation, and are working with other organisations to identify further supportive actions. Our efforts were recognised in December when we attained [Better Health at Work's](#) Continuing Excellence status, with assessors highlighting our proactive response to the rapid and enforced change in working conditions.
- 34 Despite the pandemic, sickness levels have fallen with four in five employees recording less than 5 days sickness over the latest 12-month period (almost 70% of staff have recorded no sickness over the same period). Since 2017, we have invested £6 million in apprenticeships, both new starts and upskilling of existing employees, and our work to create apprenticeship opportunities was recognised with a place in the government's top 100 apprenticeship employers list.
- 35 Although some non-essential services remain closed or are being delivered remotely, we are continuing to deliver essential services, with further expansion of our online alternatives to face-to-face contact which are encouraging more customers to liaise with us digitally.
- 36 Our community support hub remains in place to help those who are clinically vulnerable, experiencing hardship or who need help when self-isolating, and we continue to provide financial assistance to both residents and businesses.
- 37 Although we continue to face significant financial pressure resulting from the pandemic, latest forecasts have improved since quarter two, with additional costs incurred and loss of income forecast to be around £70 million. Although the impact is being supported by the government, at this stage there is a forecast shortfall in funding of around £15 million. However, the 2020/21 impact of collection fund loss from reductions in

council tax and business rate income can be reduced by spreading over three years (2021/22 to 2023/24). We, alongside all local government representative bodies, are continuing to lobby government for additional financial support.

Risk Management

38 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

39 That Corporate Overview and Scrutiny Management Board considers the overall position and direction of travel in relation to quarter three 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.

Author

Jenny Haworth

Tel: 03000 268071

Appendix 1: Implications

Legal Implications

Not applicable.

Finance

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

Consultation

Not applicable.

Equality and Diversity / Public Sector Equality Duty

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

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 Three, 2020/21



MORE AND BETTER JOBS

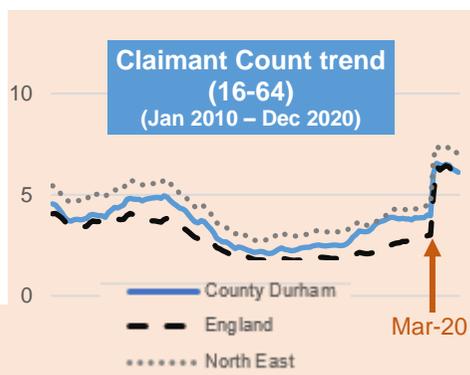
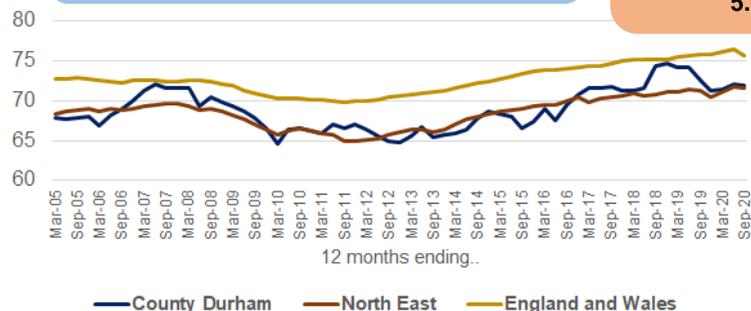
(a) Do residents have good job prospects?

71.6% Employment Rate
(APS Oct-19 – Sep-20)

6.5% Unemployment Rate
(APS - Oct-19 to Sep-20)

5.6% same period last year

5.6% same period last year



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 Latest data shows the employment rate across the county has remained static (September 2020) which is in line with both regional and national trends. However, employment rate is reported in arrears so we have produced an experimental estimate using regional data from the Labour Force Survey (LFS) which gives us a more up to date rate. Our estimate for November 2020 is 71.9%, showing the picture continues to be static.
- 3 Although we have yet to see any significant impact of the pandemic on the employment rate, once the government removes its support package (furlough and self-employment income schemes), we expect to see a significant impact on employment.
- 4 Following a significant rise in people claiming employment benefits at the start of the pandemic (March to May), the claimant count has remained relatively static and now stands at 6.1%. This trend is reflected both regionally and nationally.
- 5 It is estimated that 19,400 of the 32,200 self-employed people across the county (60%) are eligible for Self-Employment Income Support which was launched in August (Tranche 2). The main reason for ineligibility is that people have not been self-employed for long enough. Business Durham is continuing to support those not eligible through other business grant schemes, for example local authority discretionary grant.
- 6 Although more people were referred to employment programmes during quarter three, COVID-19 continues to impact programme delivery. People are reluctant to engage due to uncertainty and concerns about the pandemic, diminishing job opportunities which is eroding motivation to actively look for employment, Jobcentre Plus no longer mandating participants to complete job search activity and programmes only being available digitally.
- 7 However, there has been success across the programmes with some participants becoming self-employed or moving into job sectors experiencing increase demand e.g. food retail, delivery drivers.

MORE AND BETTER JOBS

(b) Is County Durham a good place to do business?

Business Durham Activity	Jul-Sep 2020	Compared to last year
inward investments secured	2	+2 ↑
businesses engaged	145	-241
floor space occupied	83%	-3pp
GVA from jobs created or safeguarded (million)	£10.6	+£3.1 ↑

4 businesses supported through Targeted Business Improvement schemes

55 new businesses supported by Community Economic Development team

1 Finance Durham Fund Investment

0 FTEs created / safeguarded (2 to be created post COVID)

3 businesses supported through Town and Village schemes

2 businesses supported through Seaham Townscape schemes

£5 million Durham Business Recovery Grant

Planning permission approved
Aykley Heads

£20 million Future High Street Fund Bishop Auckland

Small to Medium Size Business Grant Schemes (Sep-20)*

Businesses identified by LA

County Durham

8,924

North East

45,769

England

960,112

Government Allocation £'million

107

562

12,322

value of grants identified

£100m /93%

£525m /91%

£11,712m /90%

grants paid

100%

98%

95%

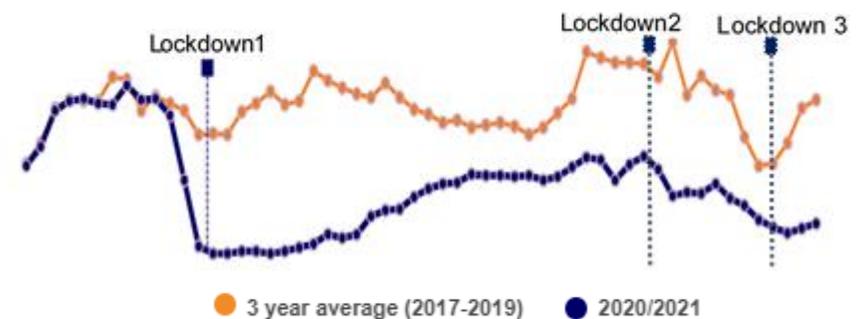
*covers three COVID-19 schemes: Small Business Grants Fund: Retail, Hospitality and Leisure Business Grants Fund: Local Authority Discretionary Grants Fund

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

Festival Walk

Spennymoor
Commence on site in Jan-21

Durham City Footfall: currently at 71% of 3 year average



Is County Durham a good place to do business?

- 8 In January, we invested £5 million into the Durham Business Recovery Grant Scheme which will offer business grants of up to £40,000 and pay 75% of recovery plan costs. We expect the scheme will support more than 880 businesses and safeguard more than 1,760 jobs.
- 9 The planning application for the redevelopment of the Aykley Heads site was formally granted by the Planning Authority on the 20 January 2021, as all conditions were met and the application was not called in by the Secretary of State for Housing, Communities and Local Government. The application is now subject to a six week judicial review period.
- 10 Although work continues on the targeted Business Improvement Schemes and the Towns and Villages Programme, there has been some delay due to clients being unable to secure quotes from tradesmen or confirm delivery dates for works, and our staff unable to undertake site visits due to COVID restrictions.
- 11 Bishop Auckland has secured a Future High Streets Fund grant of almost £20 million to improve its transport, hospitality and leisure offer, and to bring vacant properties back into use. Work is expected to commence in April 2021.
- 12 Work to transform Festival Walk, an outdated shopping centre in Spennymoor, is underway and will result in a new, free to use town centre car park, a new larger ALDI store and refurbishment of the remaining units.

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

- 13 Despite the lifting of national restrictions during the summer months, some core tourist attractions did not re-open including Auckland Castle, the Botanic Garden, Killhope Lead Mining Museum, the Oriental Museum and Palace Green library. The attractions which did re-open did so with reduced capacity to ensure social distancing and to meet local tier restrictions introduced in September 2020.
- 14 Although our theatres remain closed as social distancing makes it impossible to operate the venues safely, we have continued our online offer with events such as audio plays and pre-filmed pantomimes during quarter three.
- 15 Durham History Centre was granted Planning and Listed Building Consent in September and was awarded almost £1.5 million of funding from the European Regional Development Fund to install low carbon measures.

MORE AND BETTER JOBS

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

COVID-19 Impact Survey*



2 October to 31 October
145 responses

60% experienced drop in income of more than 50%

8% increased income

52% fully open, 33% open with reduced hours, 15% closed

79% significantly impacted: mainly from lack of demand and cancellations

85% didn't have many enquiries, 32% said customers booking less than a week ahead

43% have diversified business in some way - 26% will continue

main concerns

59% increased government restrictions

57% business survival

55% lack of demand

45% reduction

in visitors to core attractions

History Centre

Planning permissions granted, and contractor to be appointed Jan-21

Theatres

Closed but with online offer

virtual visits

promoting the visitor offer; videos and online tours; interactive quiz about Durham; encouraging people to plan their next visit to Durham attractions

Explore your door campaign

Aims to encourage residents to explore lesser known 'hidden gem' walks, rides and beauty spots in their local area, while also promoting responsible use of the county's great outdoors

Durham Book Festival

More than 50 online events; producers distributed free copies of the Big Read and Little Read titles focusing particularly on groups in the county hit hardest by the pandemic.

66% of those who engaged online say they are more likely to attend in person in the future, and 74% said they would access online events if these were part of a future Durham Book Festival.

- 16 Durham County Record Office's online exhibition initially launched in May 2020 and has now expanded to four themed exhibitions on its website.⁶ The Record Office also resumed its Third Thursday Talk programme, with more than 100 participants, and family history workshops via Teams in November.

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

- 17 The Early Years Foundation Stage Profile was not undertaken at primary school level and no standard assessment tasks have been given nationally to assess pupil progress. The summer phonics tests, taken by children in year one to identify those not meeting the required standard, have also been cancelled. Although data from the autumn check will not be used for accountability purposes nationally or at local authority level, it will be used by schools. Provisional rates (with four schools yet to submit their data) show almost 80% of year two pupils are working at the expected level, in line with national data.
- 18 GCSE grading (key stage four) for 2020 was determined through Centre Assessed Grades (CAGs) which although are not comparable to previous years can be compared both regionally and nationally. Although our cohort performed favourably regionally, it remains below national outcomes. The performance of the disadvantaged cohort follows a similar pattern meaning that the gap between our pupils and their non-disadvantaged peers is smaller than regionally, but larger than the gap seen nationally.
- 19 A-level grading (key stage five) was originally assessed through an algorithm but was then changed to a Centre Assessed Grade (CAG). Consequently, some young people were awarded lower grades initially and failed to gain entry to their first-choice university. This data is also not comparable with previous years, but our average point score per A level entry remains in line with national data and is above regional levels.
- 20 The monitoring of early years settings and schools by Ofsted continues to be a changing picture. Although regulatory visits within early years settings are continuing, assurance visits have been paused until after the February half-term. Schools identified as vulnerable and requiring additional support are given extra time.
- 21 We continue to support all schools through leadership adviser visits – all of our maintained schools receive at least one supportive meeting, and the vast majority receive two. Most vulnerable schools receive an on-site school visit.

⁶ For more details, please visit <http://www.durhamrecordoffice.org.uk/article/23707/Exhibitions>

MORE AND BETTER JOBS

(d) do our young people have access to good quality education and training?

Educational Attainment 2019/20 academic year

■ County Durham performance is better
 ■ County Durham performance is worse

Average attainment 8 score

Average point score per A level entry of state-funded school students

Gap between average Attainment 8 score of Durham disadvantaged pupils and non-disadvantaged pupils nationally (KS4)

County Durham

48.8

39.9

-14.4

North East

48.4

38.3

-15.1

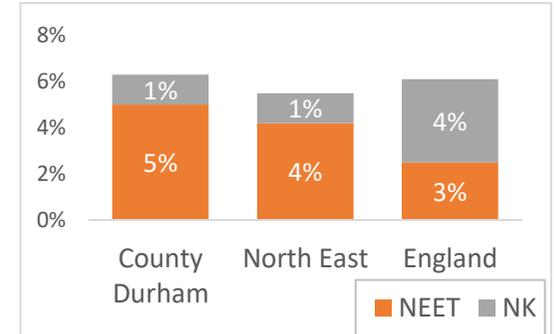
National

53.1

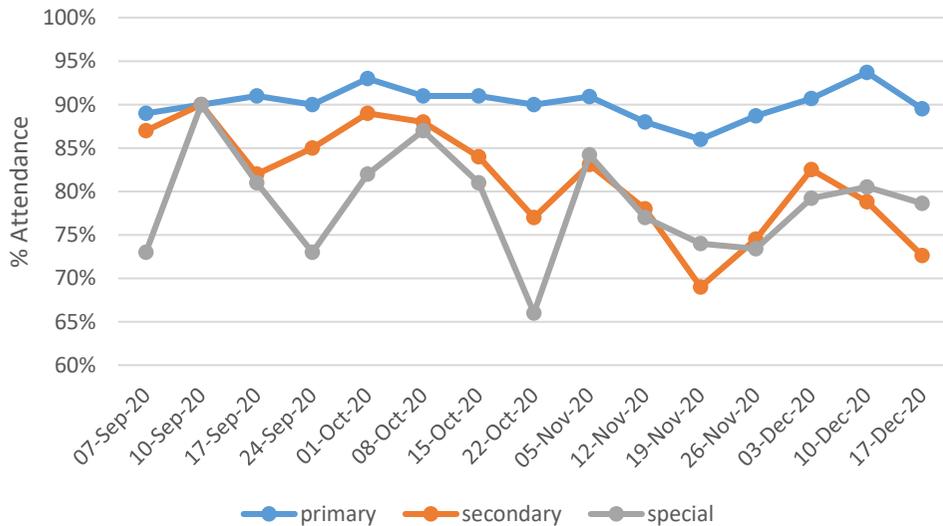
39.5

-13.5

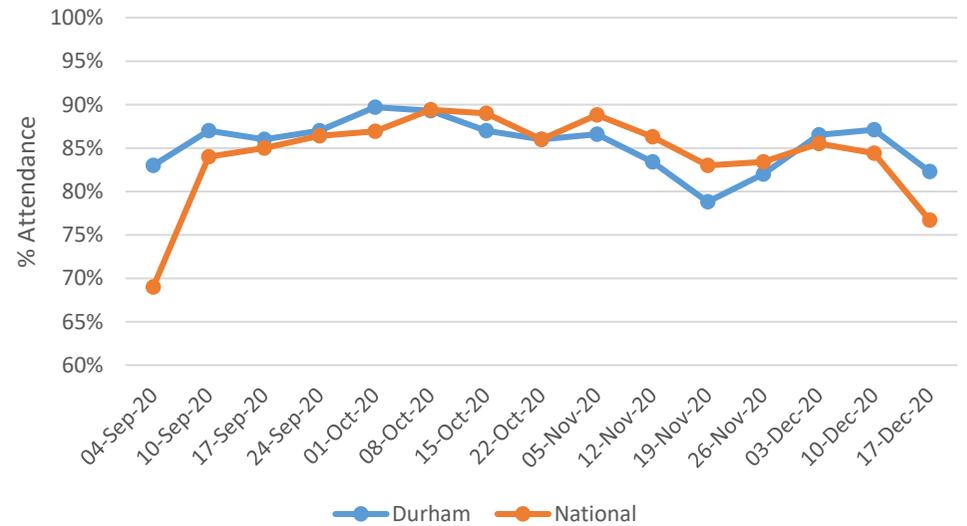
% of 16-17 year olds Not in Education, Employment (NEET) or Training / known (NK) (December 2020)



% school attendance all CYP - by school type



% school attendance all CYP compared to national



- 22 Personal education planning, extended to children looked after who were accessing their nursery education entitlement during the autumn term, will continue to be an area of focus during quarter four.
- 23 During quarter three, 365 groups of pupils were moved to remote learning due to COVID-19 cases in schools. 149 schools had to move some bubbles to remote learning over the same period.
- 24 More bubble closures during November led to local and national dips in school attendance. However, by December, rates of attendance had largely recovered with local attendance rates rising to levels above national comparators. Attendance rates for vulnerable children, i.e. those with a social worker or an Education Health Care Plan, followed the same pattern.
- 25 On 28 January 2021, 15.2% of pupils were in attendance at school in County Durham overall, compared to 14.8% nationally. There were 24% in primary, 3% in secondary and 24% in special schools. For vulnerable groups, this is 42% for those children with a social worker, compared to 43% nationally and 28% for pupils with an EHCP compared to 37% nationally.
- 26 To support remote learning and facilitate contact between vulnerable children and professionals, the Department for Education has provided both chrome books and wi-fi routers. 1,400 chrome books and 170 wi-fi routers were given to care leavers and children with a social worker across the county, 270 devices and 110 routers were provided to disadvantaged children in year 10 to support their education and almost 5,000 devices have been allocated to local schools to help children with online learning.
- 27 During quarter three, local Elective Home Education (EHE) numbers stabilised to 0.6% of the school aged population. We are considering the options to support those wishing to return to school and how we can prevent future increases. We continue to support EHE young people through a multi-agency EHE group, safe and well calls and other checks. During quarter three, we facilitated virtual events for both primary and secondary EHE pupils.
- 28 Our Behaviour and Inclusion Panels continue to address high rates of exclusion through early identification and a proactive approach to pupil support. Throughout quarter three, 14 pupils at risk of exclusion were supported by the primary panel (none were permanently excluded) and the secondary panel supported 95 pupils (three were permanently excluded). No pupils from special schools were permanently excluded.
- 29 The impacts of the pandemic have resulted in a shift, with more 16-17 year olds opting to continue with full-time education or training as opposed to being able to secure jobs with nationally accredited training (including apprenticeships). We

have continued to offer virtual support to all NEET young people to assist their journey to access education, employment or training, prioritising the most vulnerable for support and contact, particularly during the lockdown periods. We will continue to work with learning providers to engage all NEET young people into appropriate programmes of learning or re-engagement both now and when COVID restrictions begin to ease.

- 30 During quarter three, we launched DurhamEnable, new programme to help individuals who have learning, physical and mental health barriers progress into / move closer to employment. The programme will also provide personalised support to local employers, to encourage and enable them to provide opportunities for DurhamEnable participants.

Long and Independent Lives

- 31 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 who need 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?

- 32 Having gained additional funding until March 2022, our Stronger Families Programme, which helps families make 'significant and sustained outcomes' in areas such as worklessness, school attendance and domestic abuse, will continue for another year.

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?



885
families achieved significant & sustained outcomes (Apr-Dec 2020)



2,060
workless families progress to work following intervention



2,496
families reported reduced mental health issues following intervention



940
families reported reduced substance misuse following intervention

5,245 families turned around between 2015 and December 2020

1,618
cases open to One Point (as at 31 Dec 2020)

99%
Early Help assessments completed within 45 working days (Oct-Dec 2020)

Durham (Dec-20)
58%

Healthy Start Vouchers (% take up)

North East - **59%** National - **51%**

Children in receipt of free school meals

26% 2020

23% 2019

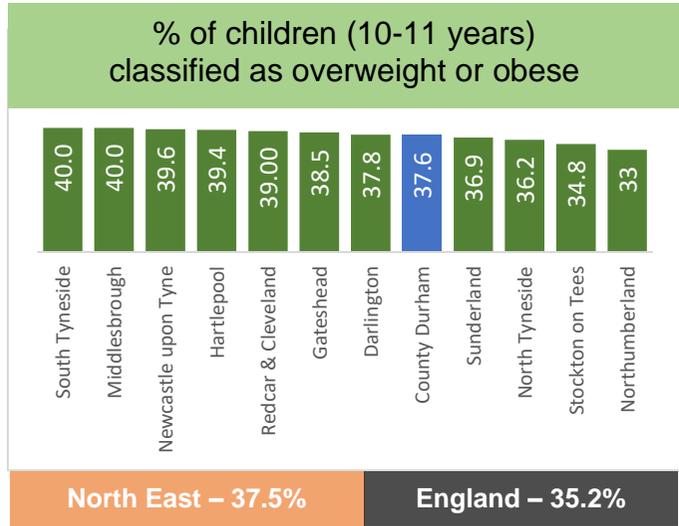
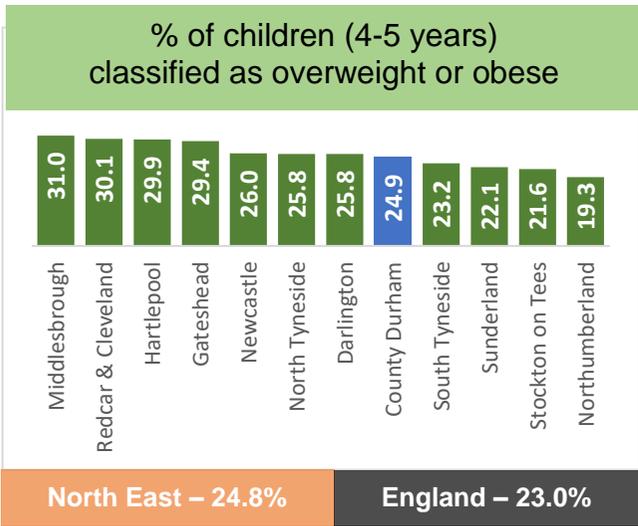
% EHCP completed within 20 week time period

Durham (2020) **58%** ▼

Durham (2019) **70%**

North East (2019) **70%** ▼

England (2019) **60%** ▼



- 33 The programme successfully turned round 885 families in the first nine months of 2020/21 – more than the government agreed target of 730 (the original target was 1,050 families but was reduced to 730 due to the impact of COVID-19). To maintain our focus, we have replaced the government target with the more stretching local target of turning around 1,100 families by March 2021 (80% achieved).
- 34 Early Help Conversations, a multi-agency group supporting professionals who have concerns about families, has now been operating for a year with positive feedback – therefore a One Year on review is being drafted.
- 35 Our early help provision, such as the Young Adult Support Café (YASC), continues to operate online alongside existing online support (such as Rollercoaster and Kooth).
- 36 Challenges faced by young people accessing YASCs included financial problems over the Christmas period, difficulty adapting to home learning, missing day to day engagement with peers and family members and being frustrated with people not adhering to government guidance thereby putting themselves and others at an unnecessary risk. Some young people have arranged to see friends and family despite restrictions being in place due to being vulnerable and struggling with their mental health.
- 37 In November 2020, following a successful funding bid to the National Lottery, we launched a third YASC project in the east of the county (complementing projects already delivering in the north and south). However, although some young people have expressed an interest in accessing YASC provision, they are not comfortable engaging online.
- 38 Performance of Education, Health and Care Plans (EHCPs) has been impacted by COVID, and the delays that national lockdown had on all services contributing to the formation of the document over the 20 week period. More than 58% of all cases were completed in 20 weeks. The Department of Education counting rules make allowances for significant disruption to the assessment process. In this instance one of the allowances is when a school is closed for a period of four weeks or more during the advice gathering stage of the assessment. Given the disruption to schools across the country this has been considered for all EHCP assessments that have been impacted by the periods of national lockdown. Compliance with the 20 week target with the exceptions removed is 73%.

- 39 The uptake of [Healthy Start Vouchers](#), which eligible⁷ families can spend on specific food types⁸, remains low. To help increase take-up, we are promoting and raising awareness of the programme with both families and partners. Bitesize training sessions for practitioners have been developed to raise awareness of the programme (with more than 400 staff trained so far) and we are working with partners on a communication and engagement plan.

Are our services improving the health of our residents?

- 40 During quarter three, we continued to promote breastfeeding and provide advice and support to parents on infant feeding related issues and concerns. We have strengthened the breastfeeding champions role so they are now supporting families, alongside their community breastfeeding peer supporter.
- 41 Changes made to the Specialist Stop Smoking Service to support remote working, including telephone consultations with clients, have helped reduce the number of people lost to follow-up. An automated referral of smokers to the service, launched in November 2020, is supporting clinical staff to identify and treat tobacco dependency on admission, ensuring a seamless pathway to specialist community advisors on discharge.
- 42 Brief intervention training packages on stopping smoking were developed and rolled out to stakeholders, including early years practitioners, school nurses, health trainers, midwives and cancer support workers, during quarter three. We also implemented new ways of working with midwives which includes providing routine feedback to referrers where women do not engage. Monitoring and auditing smoking cessation delivery from maternity support workers is now routine.
- 43 To protect residents and staff we promoted flu vaccination across the county and highlighted the dual risk of catching flu and COVID-19. Almost 4,300 council staff accepted our offer of a free flu jab, and across our care homes, more than 3,000 residents and 2,000 staff were vaccinated by the end of quarter three.
- 44 Research has shown that restrictions put in place to reduce the transmission of COVID-19 have impacted detrimentally on both mental and physical well-being. Throughout quarter three, we supported World Mental Health Day (October) and International Stress Awareness Week (November) to highlight the issue, have been encouraging staff to 'check in' with each other, enhanced and promoted our Employee Assistance Programme and provided awareness training for managers.

⁷ Low-income families eligible for Healthy Start Vouchers

⁸ milk - fresh, frozen and tinned fruit and vegetables – fresh, dried and tinned pulses – infant formula milk

- 45 In conjunction with partners, we have developed a 'Framework for good workforce mental health and well-being in County Durham businesses' to help tackle mental health stigma and discrimination in the workplace, improve mental health awareness and promote the importance of good mental health. Alongside Business Durham, we are supporting local businesses as they move into the recovery phase of COVID-19.

LONG AND INDEPENDENT LIVES

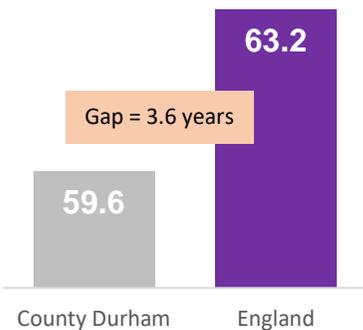
(c) Are our services improving the health of our residents?

Life expectancy at birth (2017-19)

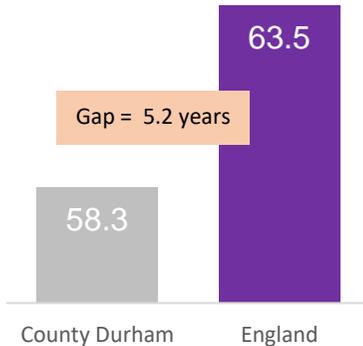
Male Life Expectancy
78.3 years

Female Life Expectancy
81.8 years

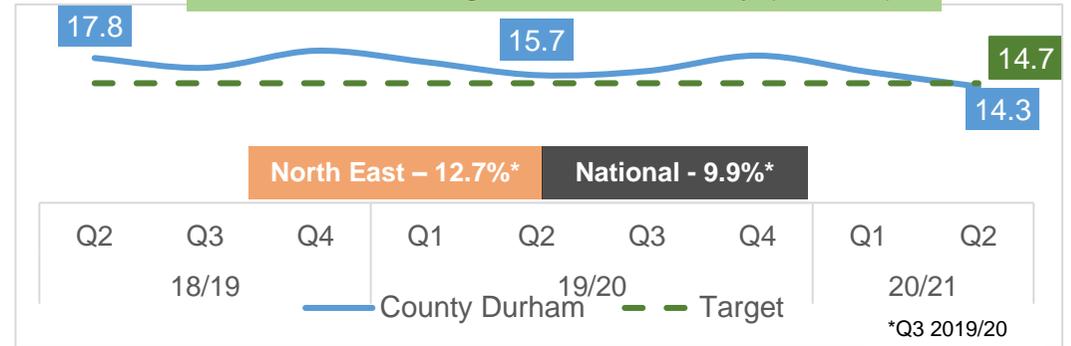
Male healthy life expectancy at birth



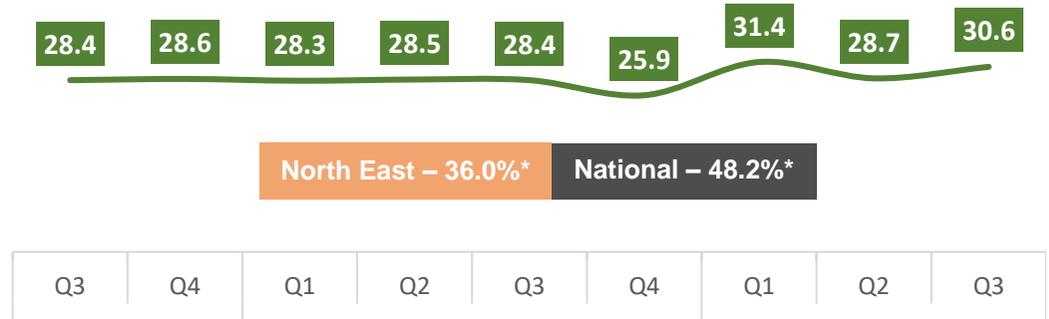
Female healthy life expectancy at birth



Mothers Smoking at Time of Delivery (SATOD)

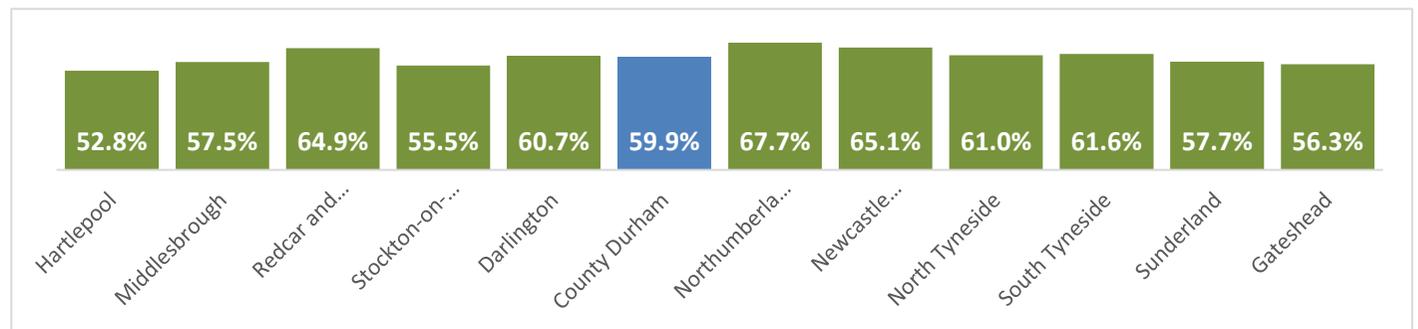


Prevalence of breastfeeding at 6-8 weeks from birth



% Active (150+ mins a week) participation in sport and physical activity (May 2019-2020)

National average – 62.8%



- 46 During quarter three, the Suicide Prevention Alliance action plan was refreshed to reflect new guidance received from Public Health England. This includes a focus on self-harm to reflect the government recommendation. Rates of suspected suicide in County Durham have not escalated during the pandemic.
- 47 Public Health has also been involved in a research project examining the link between suicide and debt, as part of a regional sector led improvement scheme. This demonstrated a clear link and County Durham was highlighted in the final report as an example of best practice due to the work between the Citizens Advice Bureau and mental health services.
- 48 Consultation with partners identified a number of key themes for the Healthy Weight Alliance in 2021 (including communication and marketing, COVID-19, partnerships, food, nutrition and physical activity), Our task and finish groups are now focusing on these key areas for the action plan.
- 49 Latest data from the Active Lives Survey shows a decrease in adult active participation⁹ in sport and physical activity in County Durham. It should be noted that the latest data also covers the first national lockdown period (23 March to mid-May).
- 50 The Active 30 Durham Campaign aims to help schools and parents in County Durham to support young people to participate in 30 minutes of moderate to vigorous intensity activity every day at school and at home. Our [Active 30 hub](#) was launched in October 2020 and now contains a range of resources to encourage physical activity at home during the pandemic.
- 51 Throughout the pandemic, we have supported informal carers with training and support events, including a virtual 'Making Sense of Caring' course held by Durham County Carers Support.

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

- 52 County Durham continues to perform well in relation to overall satisfaction of those receiving care and support¹⁰, with increasing satisfaction levels currently more than five percentage points above national data. The survey also shows continued high performance relating to having enough choice over the services received.

⁹ Sport England define active participation is 150+ minutes a week moderate sport and physical activity.

¹⁰ Adult Social Care Survey

- 53 Permanent admissions to residential and nursing care continue to be lower than in previous years. Admission rates for the period April to December 2020 are just over half the number for the same period last year.
- 54 At the end of December, our Operational Pressures Escalation Levels (OPEL) tracker showed that most of our older people care homes had no significant issues with either COVID-19 infection, PPE or staffing. We are, however, facing the significant challenge of a further wave of COVID-19 infections nationally at the start of 2021.
- 55 Given the ongoing pressures on systems, NHS England and NHS Improvement have agreed that formal Better Care Fund plans will not have to be submitted to NHS England and NHS Improvement for approval in 2020/21. Therefore, current performance indicators will continue to be monitored without set targets

LONG AND INDEPENDENT LIVES

(d) Are people who need adult social care supported to live safe, healthy, and independent lives?

Adult Social Care

compared
to last
year



309.3

adults aged 65+ per 100k population
admitted to residential or nursing care
(Apr-Dec 2020)

↓
(566.8)



83.5%

of patients discharged into
reablement/ rehabilitation services
still at home after 91 days (Jan-Sep 2020)

↓
(86.5%)



92.7%

of service users receiving an
assessment or review within the
last 12 months (Jan-Dec 2020)

↓
(94.9)



94.5%

of individuals achieved their desired
outcomes from the adult safeguarding
process (Apr-Dec 2020)

↓
(94.9%)

Overall Satisfaction of people who use services with their
care and support
(Adult Social Care Survey)

69.6% ↑
County Durham

64.2%
National

67.5%
North East

66.2%
nearest
statistical
neighbour



County Durham performance is better
than all comparators

CONNECTED COMMUNITIES – SAFER

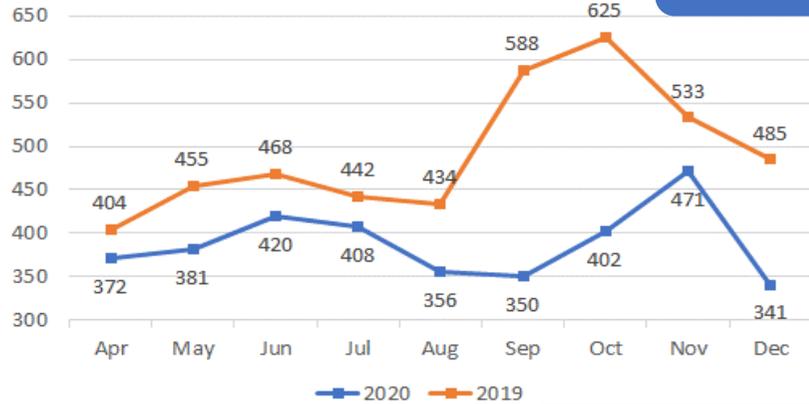
(a) Are children, young people and families in receipt of social work services appropriately supported and safeguarded?

Journey of a child

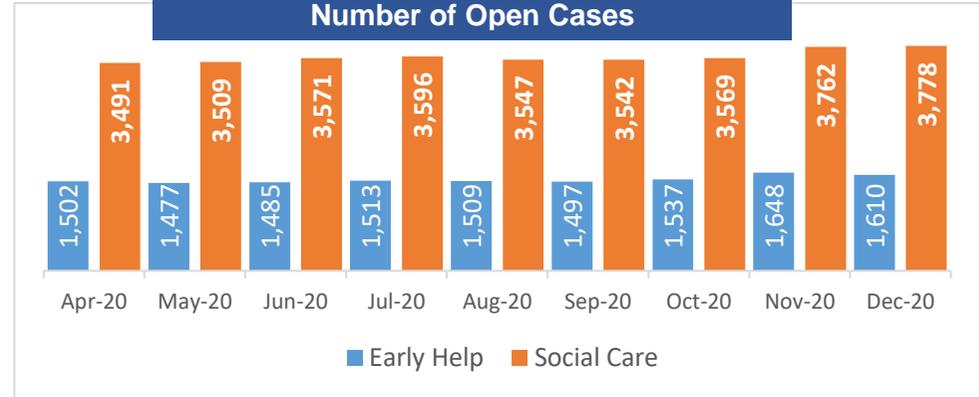
2020 Referrals (Apr to Dec)

compared to same period last year

↓ 21%
(-931)



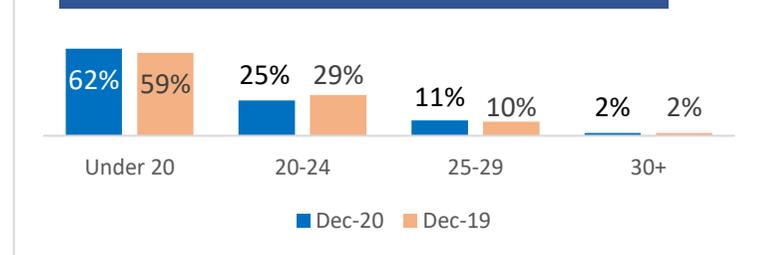
Number of Open Cases



87% social work assessments completed within 45 working days (Apr-Dec 20)

Quality of case work
collaborative audits (Oct-Dec 20)
95%
case files given a scaling score of 6 or above

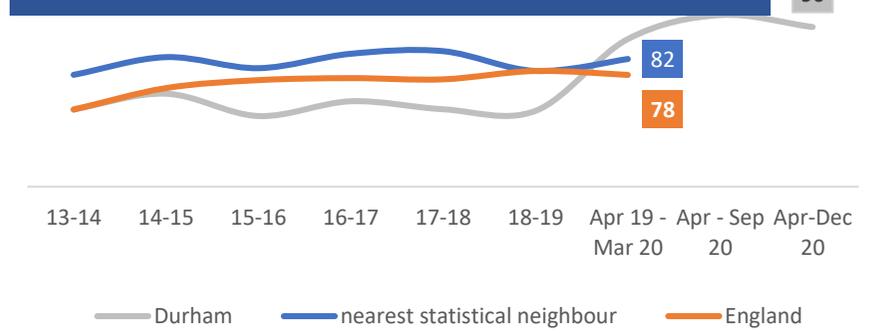
Social Worker Caseload



Number of children on a Child Protection Plan



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



Connected Communities - Safer

56 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?

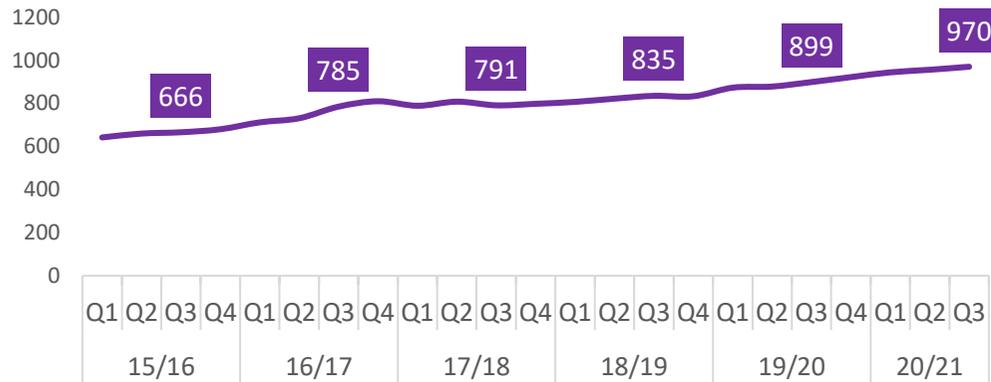
Are children, young people and families in receipt of social work services appropriately supported and safeguarded?

- 57 COVID-19 has significantly impacted children's services with safeguarding referrals remaining lower than we would expect (although they have increased since the first lockdown). However, more children are open to social care as we've been unable to close some cases due to not being able to complete actions identified on children's plans e.g. attendance at a domestic abuse perpetrator course as the course is not running.
- 58 During quarter three, to help identify children who are particularly vulnerable, we developed, and incorporated into our standard operating model, information sharing systems between social care and the education sector. Protocols are in place so any child not attending school, and where there is concern about their welfare, is visited. Where there is a specific safeguarding concern and we are unable to access a household, we have a protocol which ensures a joint response with police colleagues.
- 59 To ensure our staff are able to build and maintain effective relationships with children and their families we have recruited more than 30 newly qualified social workers, whilst extending agency social worker contracts to support caseloads.
- 60 We have commissioned Strengthening Practice to provide additional reflective space for our staff. Senior managers are maintaining regular virtual contact with staff – at recent practitioner briefings more than 400 staff from across children's social care and early help attended.

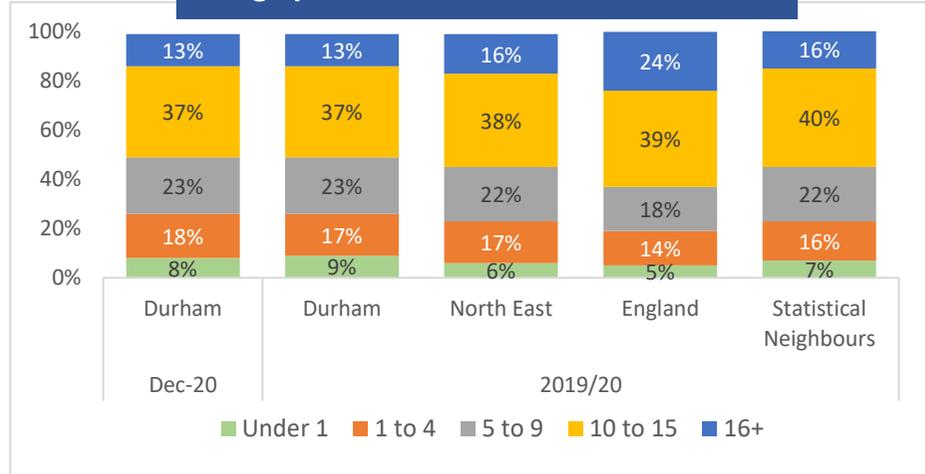
CONNECTED COMMUNITIES – SAFER

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

Children Looked After



Age profile for Children Looked After



Care Leavers

	In education, employment or training		In suitable accommodation	
	Aged 17-18	Aged 19-21	Aged 17-18	Aged 19-21
County Durham	72%	63%	85%	95%
North East	63%	52%	94%	91%
England	64%	53%	90%	85%

(as at December 2020)

Where our children in care live

In-house foster care	42%
Friends and family	18%
Independent Fostering Agency	16%
Placed with parents	7%
External residential (incl. children's homes and res school)	5%
Placed for adoption	5%
Independent living (incl. supported lodgings)	4%
In-house residential (incl. children's homes)	3%
Secure (incl. YOI and prisons)	<0.5%
NHS / Health Trust	<0.5%



(as at 16 December 2020)

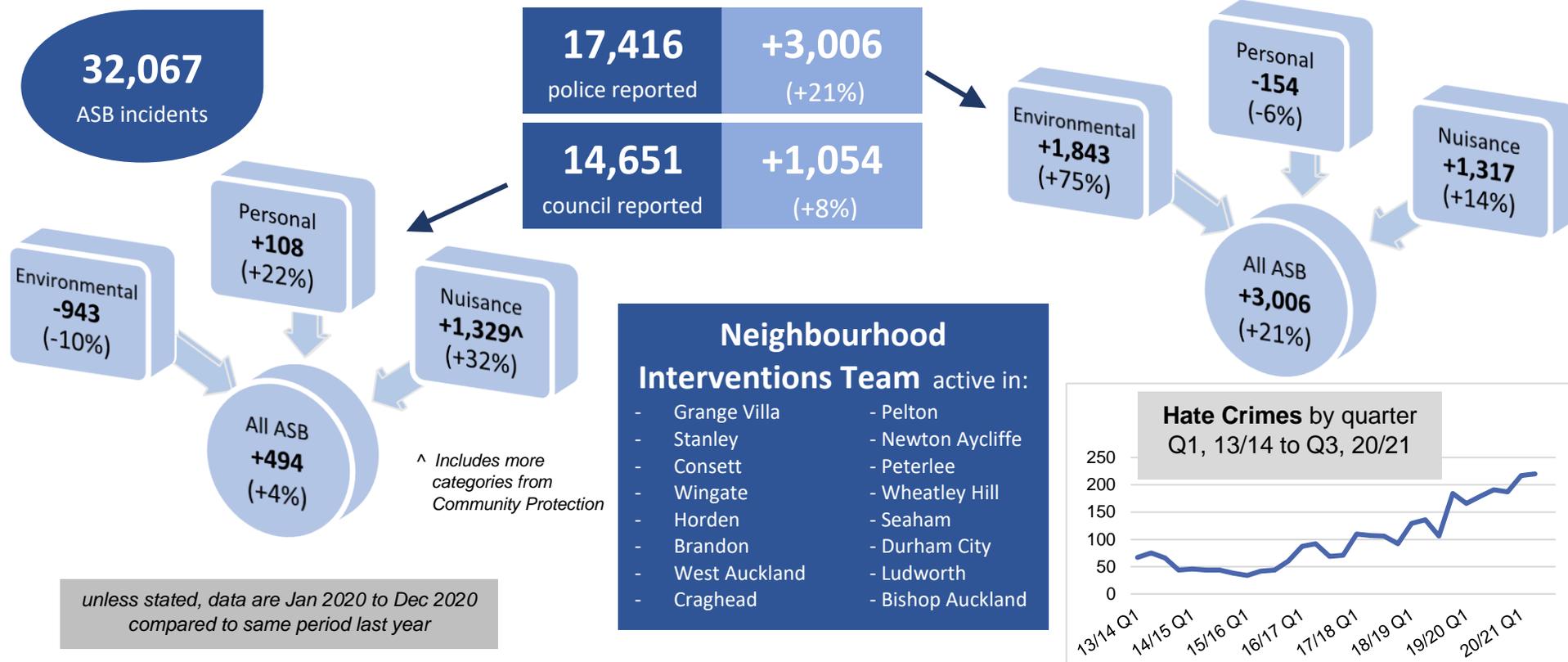
Are we being a good corporate parent to Children Looked After (CLA)?

- 61 Although there are more Children Looked After (CLA) than ever across the county, it remains the third lowest rate¹¹ in the North East. National research has linked these increases to areas with higher levels of deprivation, COVID-19 and the closure of family courts during lockdown. However, we are now starting to see movement through the courts and the number of delayed care proceedings is reducing.
- 62 The increase in CLA is causing placement and budget pressures, which is reflected both regionally and nationally. Although our in-house foster care capacity has reduced, due to some carers de-registering or taking a break due to COVID-19, we have seen an increase in children being looked after by friends and family.
- 63 We continue to work towards building enough capacity to meet the needs of all CLA. A new three bedroomed residential property, built to accommodate the increasingly complex needs of some of the young people that we care for, is now open.
- 64 Where possible, we are continuing with face to face family time sessions with birth parents and are trying to ensure all children have at least one face to face session a week where this is in line with their care plan.
- 65 All children looked after had their statutory Personal Education Plan (PEP) meeting during the Autumn term, via Teams. 85% of the 621 meetings were quality assured as “Green” (high quality) – the remaining 15% was rated as “Amber”, there were no “Red” PEPs.
- 66 Reviews for CLA have continued virtually, alongside visits to our CLA and care leavers, and are within timescales. Positives to this approach include more young people attending their review and more discussions being held between the Independent Reviewing Officer, the child or young person and their families.
- 67 Durham’s Children in Care Council (CICC) continues to develop remote support for children and young people and is keeping connected with all of its members through different social media platforms. There has been a continued growth in numbers at online meetings.

¹¹ Children in care per 10,000 population aged 0-17

CONNECTED COMMUNITIES – SAFER

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



49,979 crimes

↓ 3,472 (-7%)

90.5 per 1,000 population



+358

Violence against the person (+2%)



-3,781

Theft offences (-25%)



-532

Criminal damage/arson (-7%)



-114

Sexual offences (-7%)



-61

Robbery (-34%)



+462

Other crimes (+7%)

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

- 68 The overall increase in Anti-Social Behaviour (ASB) reported to the police over the last 12 months can be attributed to an increase in COVID-19 related incidents early in the pandemic. The number of reported incidents is now broadly in line with pre-COVID levels.
- 69 Council reported ASB is showing a similar trend with the number of reports returning to nearer pre-COVID levels.

How well do we reduce misuse of drugs and alcohol?

- 70 Following significant increases during the first half of 2020, police reported alcohol related ASB has significantly fallen to below pre-COVID levels. This was most noticeable in November and December.
- 71 Although domestic related violence against the person offences which are alcohol related has reduced compared to the previous quarters there continues to be an increase in the longer term trend.

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

- 72 Following increases between April and September, levels of domestic violence incidents reported to the police decreased during quarter three and are now comparable to the same period last year.
- 73 The domestic abuse triage system for incidents continues 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 County Durham, sharing of information and decision making on a daily basis which will ultimately reduce any delay for children who need to be safeguarded.

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

- 74 Results from the 2020 National Highways and Transport Survey (NHT) indicate the satisfaction in relation to highways continues to exceed national levels.
- 75 Due to the pandemic and lockdown, traffic levels reduced across the county, however as expected, as traffic levels returned to close to normal through the Summer and Autumn, the number of traffic collisions and injury on our roads have returned to pre-COVID levels. There is no particular pattern to these incidents.

CONNECTED COMMUNITIES – SAFER

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

10.4%
ASB* alcohol related
↓ 5.0% compared to the same period last year

1.0%
ASB* drug related
↓ 0.2% compared to the same period last year

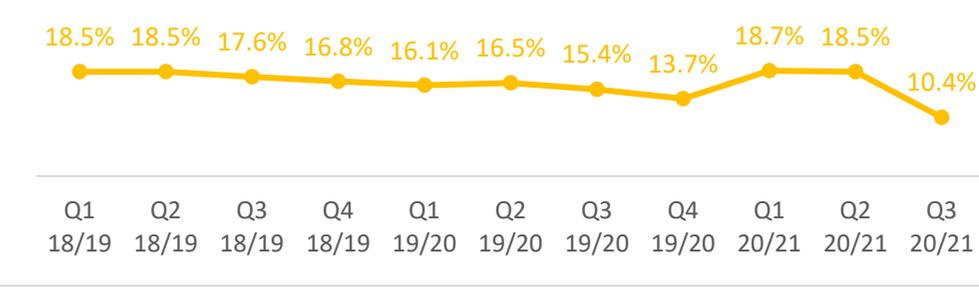
31.3%
alcohol related violent crime
↓ 0.5% compared to the same period last year

*police figures only

ONS drug related deaths statistics for deaths registered in England and Wales in 2019
(published 14 Oct 2020)

		Per 100,000
Drug poisoning	County Durham	10.6
	England	7.1
	North East	13.1
Drug misuse	County Durham	7.4
	England	4.7
	North East	9.1

Alcohol related ASB



Domestic Violence
(Oct-Dec 2020)

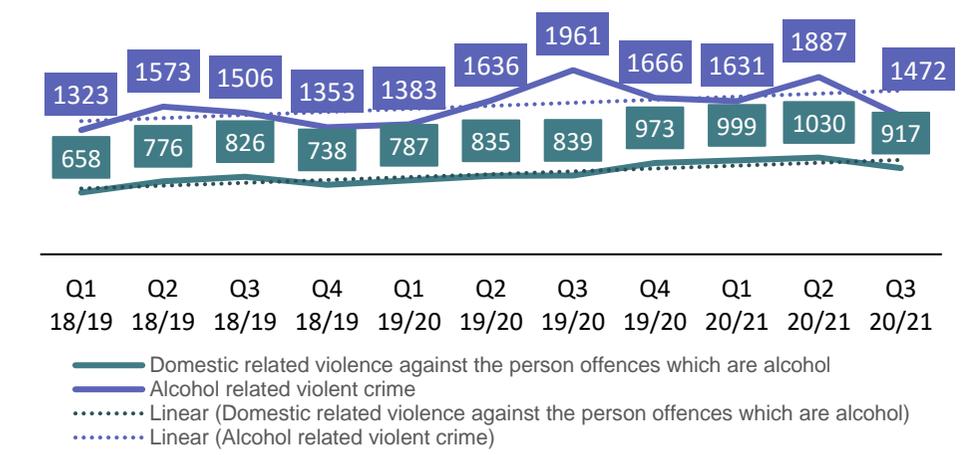
↓ **1%**
in incidents

↓ **1.6 pp**
in DV incidents classified as crimes

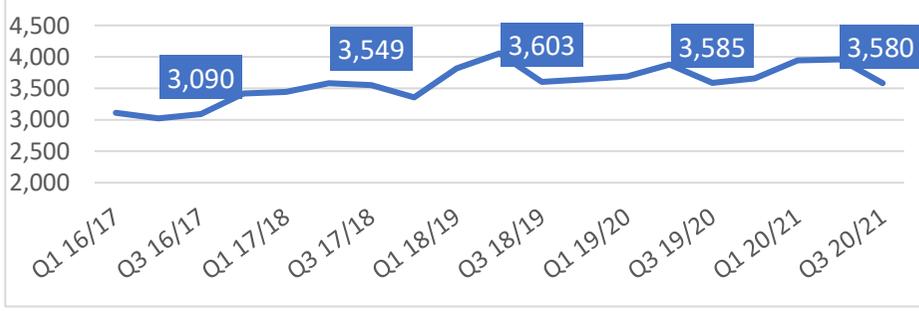
↑ **5.1 pp**
in incidents involving alcohol

↓ **1.4 pp**
of DV referrals received high risk

Alcohol related DV and violent crime



Domestic abuse incidents reported directly to the Police



- 76 Although the school crossing patrol service re-commenced in September alongside cycling and bikeability programmes, these have again been suspended due to the current lockdown. Online road safety resources have been made available for staff within Children and Young People's Service.
- 77 Additional activity has been undertaken through the winter maintenance programme to ensure safe access to the COVID Mobile Testing Units and Vaccination sites.

CONNECTED COMMUNITIES – SAFER

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

Road traffic accidents	All casualties Q3 20/21 (Q3 19/20)	Children Q3 20/21 (Q3 19/20)
Killed	4 (6)	0 (0)
Seriously injured	39 (52)	3 (4)
Slightly injured	91 (185)	10 (14)



National Highways and Transport Survey (NHT) 2020

Road Safety overall
54%

Satisfaction with...

Safety of walking

59%
(2020)

63% (North East)

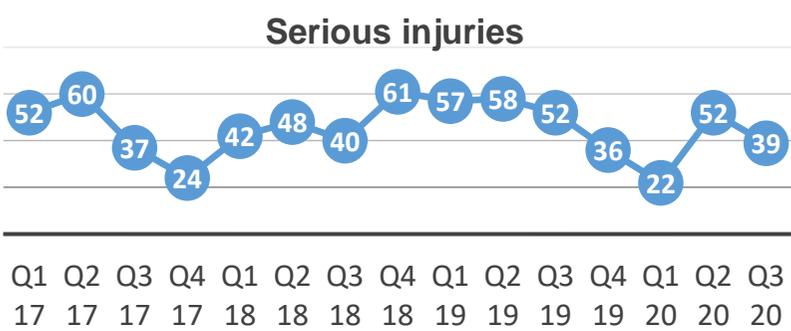
61% (National)

Safety of cycling

50% (2020)

51% (North East)

48% (National)



Time taken to complete roadworks	Cold weather gritting	Highway enforcement /obstructions	Condition of road surfaces	Dealing with potholes and damaged roads
37% (2020)	53% (2020)	47% (2020)	43% (2020)	41% (2020)
32% (North East)	55% (North East)	46% (North East)	37% (North East)	36% (North East)
31% (National)	58% (National)	45% (National)	37% (National)	35% (National)

Connected Communities - Sustainability

78 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?

- 79 Although the number of fly-tipping incidents in 2020 was 12% higher than in 2019, most of the increase occurred between April and June when Household Waste Recycling Centres were closed due to COVID-19 restrictions. The number of incidents returned to pre-COVID-19 levels between October and December. To deter fly-tipping during 2020, almost 2,000 further investigations were completed, which resulted in 38 Fixed Penalty Notices and the seizure of 15 vehicles.
- 80 During quarter three, our Find and Fix Teams were active across 34 sites undertaking work such as pruning, removing and planting of trees and shrubs, removing graffiti, painting benches and play equipment, replacing/repairing bins, repairing/removing/replacing fencing, repairing steps, and clearing general vegetation and weeds.
- 81 During the same period, our Community Action Team was working in Horden looking at housing standards, management of privately rented properties, empty properties, rubbish accumulations and anti-social behaviour. 366 issues of concern were identified and the team served 311 legal notices. Works will continue in the area through the Make Every Adult Matter and Safer Streets projects.

CONNECTED COMMUNITIES – SUSTAINABILITY

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

No. reported and responded to fly-tipping incidents (12 month rolling trend)



Hotspots

- Bishop Auckland
- Shildon
- Craghead
- South Moor

Mostly household waste

During quarter 3

7 cameras deployed

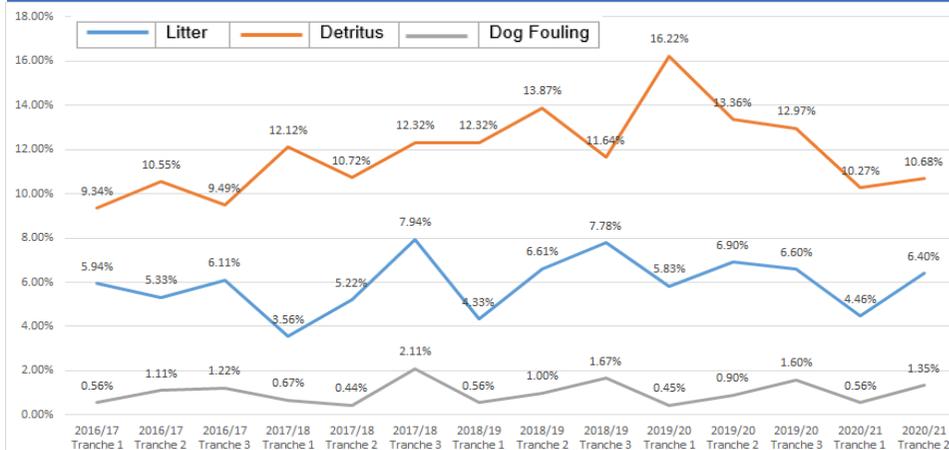
0 incidents caught on CCTV

475 further investigations

2 prosecutions
13 FPNs
5 vehicle seizures

Environmental Cleanliness

% relevant land/highways assessed as having deposits that fall below an acceptable



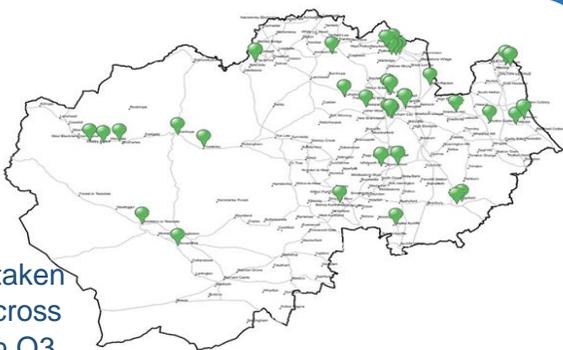
visual survey 3 times a year (3 tranches) - each tranche involves surveying 900 50m transects of varying land types across the county

Community Action Team

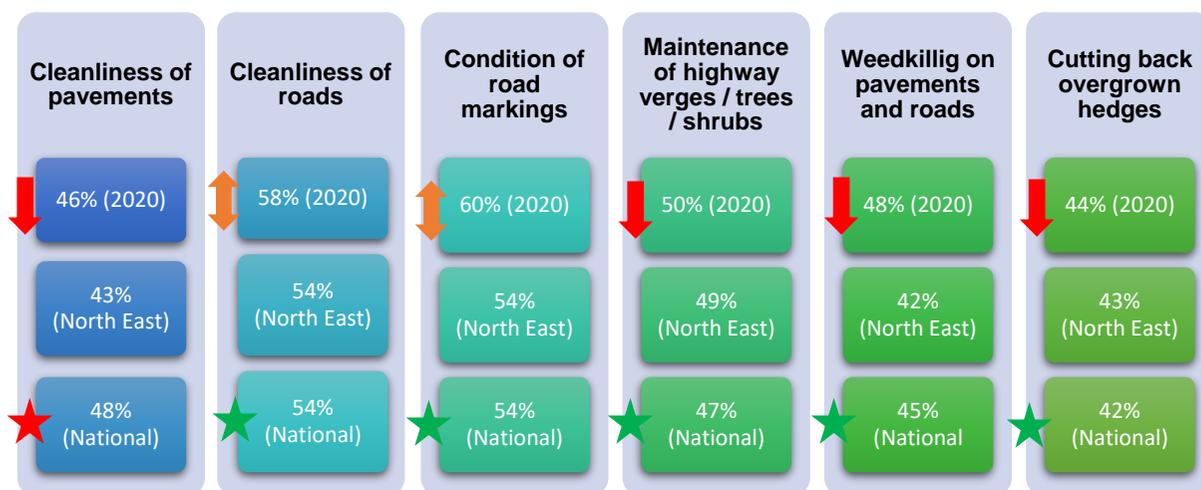
- Horden – 366 issues of concern identified
- Shildon - next focus



Find & Fix works undertaken at 34 sites across the county in Q3



National Highways and Transport Survey (NHT) 2020 Satisfaction with...



CONNECTED COMMUNITIES – SUSTAINABILITY

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

On-Street Residential Charge Point Scheme (ORCS)

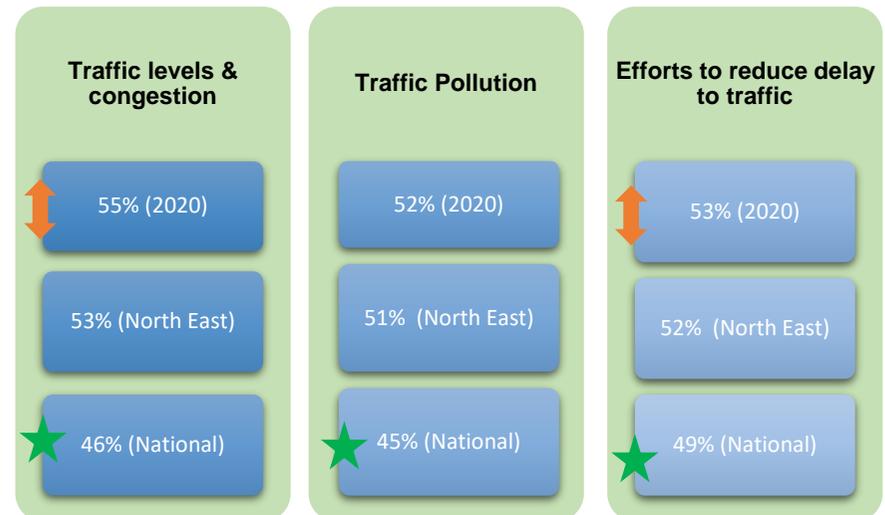
- 37 vehicle charging points installed in Chester-le-Street, Consett, Seaham and Stanley.
- 10 more to be installed in Stanhope
- A further 50 will be delivered across the county working in partnership with parish councils.



Scaling On-Street Charging Infrastructure Project (SOSCI) 100 charge point locations have been requested by residents across the county in partnership with Innovate UK.

National Highways and Transport Survey (NHT) 2020

Satisfaction with...



Phase 1 of EV charging infrastructure completed at DCC sites. Phase 2 to be developed to reflect forecasted fleet requirements

85.7% of all fleet and hire vehicles meet Euro 6 emission standards

Proportion of EV in fleet has increased to 1.3%

Business Energy Efficiency Project (BEEP2) (Oct-Dec)

- 26 businesses engaged
- 10 grant offers accepted (28 to date)
- 239.5 tonnes CO₂ saved by installing a mixture of LED lighting, energy efficient heating and compressors in the premises

Are we reducing carbon emissions and adapting to climate change?

- 82 We have successfully reduced carbon emissions by 47% from the 2008 baseline and are now working towards a 70% reduction by 2024/25¹². A further significant reduction is expected for 2020/21, partly due to COVID-19 restrictions, the details of which will be included in the year-end report.
- 83 During quarter three, we completed the LED lighting replacement programme (phase one), installed LED stage lights at the Gala Theatre and replaced an oil boiler with an air source heat pump at Annfield Plain Waste Transfer Station.
- 84 We also completed phase one of the electric vehicle charging infrastructure programme at DCC sites. Phase two is to be developed in line with forecasted fleet requirements.
- 85 Having achieved silver accreditation in the Investors in the Environment scheme, we are now putting in place a new Environmental Management system and policy.
- 86 During quarter three, we shortlisted 25 entries to the 2020 Environment Awards. The event, which is scheduled to take place virtually on 19 February, will be broadcast on the Council's YouTube site.
- 87 We have provided funding to help revitalise local green spaces and combat climate change through tree planting. Community groups, parish councils, schools and individuals can apply for a grant (up to £150) until February 2021.
- 88 21 applicants had received a combined total just over £2,500 (86% of the budget) as at 31 December.

¹² For more details on targets can be found at <https://www.durham.gov.uk/article/4487/The-council-s-carbon-footprint>

CONNECTED COMMUNITIES – SUSTAINABILITY

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

39.0% household waste reused, recycled or composted*

↓ **2.0pp** on same period last year

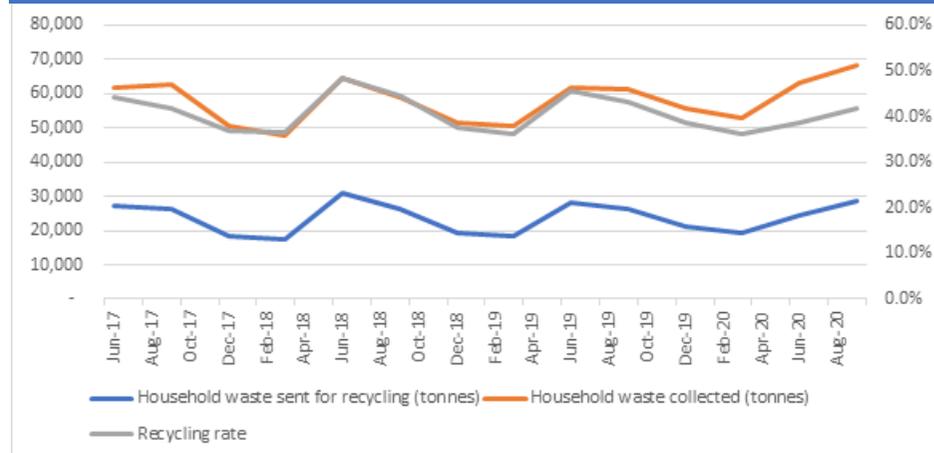
93.5% diverted from landfill*

↓ **2.7pp** on same period last year

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



Household waste collected and sent for recycling (tonnes)



Household Waste Recycling Centre Tonnages (average 3 years) Q2 data Jul-Sep 2017-20 vs Jul-Sep 2020-21



65,328

garden waste sign ups
(Jan-Dec 2020)
6% increase on last year

20,133

bulky waste collections
(Apr-Dec 2020),
3% increase on last year

*Waste data is reported a quarter in arrears, so the latest reported data is 30-Sep-20

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

- 89 In January 2021, Stainton Grove Household Waste Recycling Centre (HWRC) achieved national recognition at the Awards For Excellence in Recycling and Waste Management. Judges were impressed with the innovation and creativity of the newly refurbished site which boasts a trade waste facility and a re-use shop. The site, alongside our Single Use Plastic project, was shortlisted for an award. The awards took place in January and Stainton Grove HWRC was 'highly commended' in the Recycling Facility of the Year category.
- 90 The quantity and type of household waste collected from kerbside continues to be impacted by COVID-19 restrictions. Latest data (July-September 2020) shows a 15% increase in tonnages against the 3-year average for that time of year. The increase coincides with COVID-19 restrictions which encourage people to stay at home.
- 91 Although more household waste has been collected and a greater tonnage has been sent for recycling, the proportion of household waste recycled has reduced by two percentage points compared to the same period last year. However, glass tonnage sent for recycling continues to surpass the three-year average with latest data showing a 27% increase.
- 92 Although there has been an improvement in the HWRC's landfill diversion rate following the re-opening of recyclable markets and increased capacity within the refuse system, it remains below the 3-year average of 89%, with a rate of 76%.
- 93 Challenges within the market and resource issues, caused by COVID-19, has resulted in our waste contracts being extended. MRF and haulage contracts have been extended to March 2022 and the HWRC contract to March 2023. The residual contract, which is in partnership with seven other North East local authorities, is progressing well and procurement is expected to be completed by January 2022

CONNECTED COMMUNITIES – SUSTAINABILITY

(d) Do residents have access to decent and affordable housing?

Housing advice and support

(Oct–Dec 20, compared to same period last year)

675	properties improved, adapted or brought back into use	↑ 42%
2,996	households accessed Housing Solutions	↓ 12%
260	households helped to move to alternative accommodation	↓ 12%

Eviction Ban

lifted 11 January

More presentations with a s21 notice and court dates

Stop B4U Serve

During quarter three:

- 27 referrals
- 98% of cases due to rent arrears
- 86% success rate

303

households helped to stay in their homes
↑ 18% on last year
(Oct-Dec 20)

96

'new' households placed in temporary accommodation (TA)
↑ 18% on last year
(Oct-Dec 20)

Number of properties brought back into use as a result of LA intervention



No. households supported
under Housing Revenue Account

156
prevention

159
relief
(within 56 days)

13
main duty
to secure
accommodation

Average time household is in temporary accommodation (days)



Selective Licensing

- Business case submitted to Secretary of State in December 2020.
- Covers 42% of the private rented stock in the county.
- Proposed go live date June 2021

For additional housing information, visit the [Durham Insight. Housing factsheet](#)

Do residents have access to decent and affordable housing?

- 94 Fewer households are accessing Housing Solutions where homelessness could be prevented, by either keeping someone in their own home or securing alternative accommodation. A shortage of available move on accommodation, potentially exacerbated by the eviction ban and the availability of social housing, is resulting in fewer preventions.
- 95 A shortage of available move on accommodation has also increased the length of time households spend in temporary accommodation. Work to prioritise the type of accommodation needed, such as single person accommodation, is taking place through the County Durham Lettings Agency.
- 96 Fewer properties have been brought back into use as a direct result of the impact of COVID-19 restrictions which state only essential work should take place. However, more properties are benefitting from energy efficiency measures, regeneration initiatives and disabled facilities grants as work in this area can be completed over the telephone.
- 97 Although our proposed Selective Licensing Scheme has been submitted to the Secretary of State for approval, we are aware that the pandemic has caused significant delays to the decision making process. If the scheme is approved, we will be required to place notices advertising the scheme for three months before we can issue licences. As such, it is anticipated that our proposed 'go live' date may be delayed.

Is it easy to travel around the county?

- 98 Having reduced since 2012, our highways maintenance backlog (carriageways, footways and streetlighting) is now broadly in line with other local authorities¹³. Key issues remain with unclassified roads, the severe winter in 2017/18 resulted in deteriorating condition which is worse than the national average. We have put in place a programme of resurfacing works both footways and street lighting columns which have reached their end of service life.

¹³ based on Annual Local Authority Road Maintenance Survey (ALARM) 2020

CONNECTED COMMUNITIES – SUSTAINABILITY

(e) is it easy to travel around the county?

Maintenance Backlog (£million)



Percentage of roads where maintenance is required

	2016	2017	2018	2019	National Average	
A roads	4.1%	2.6%	2.6%	3.0% ↑	3.4%	★
B roads	5.3%	4.7%	4.7%	3.3% ↓	4.6%	★
C roads	3.6%	3.7%	3.7%	2.3% ↓	4.6%	★
Unclassified Roads	20.0%	20.0%	21.0%	21.3% ↑	15.1%	★

traffic levels are generally **60-70%*** pre-COVID levels. compared to 30-40% during the first lockdown in March 2020.



(*measured 5 to 11 January)

National Highways and Transport Survey (NHT) 2020 Satisfaction with...

Good park and ride schemes

57% (2020)

41% (North East)

★ 45% (National)

Travel less by car

36% (2020)

40% (North East)

★ 40% (National)

Walk, cycle or use public transport more

42% (2020)

45% (North East)

★ 45% (National)

Bridge Stock Condition

	2017	2018	2019
Principal roads	80.0	80.7	80.7*
Non-Principal roads	81.0	79.9	79.9*

*last year's data has been used due to issues with obtaining current values

AN EXCELLENT COUNCIL

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

Staff Turnover (excl. school staff)

↑ 7%
Jan - Dec-19

6.6%
Jan - Dec-20

587 days taken as compassionate leave

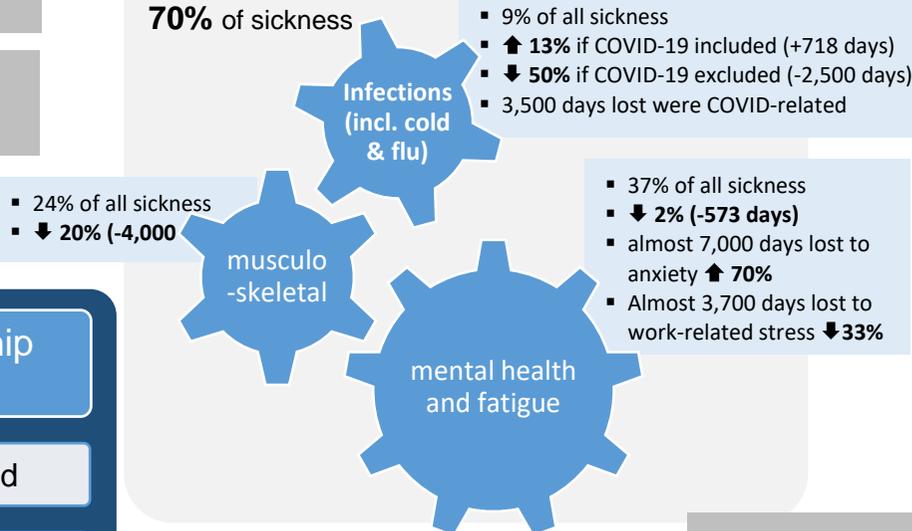
821 days taken as bereavement leave

Days lost to sickness (12 months trend to 30 December)



Q3	Q3	Q3	Q3
2017/18	2018/19	2019/20	2020/21

3 reasons for 70% of sickness



apprenticeship standards

592 approved

78 in development

Apprenticeships – 2017 to date

	started	completed	in progress	retention rate
New	458	210	248	82%
Upskilling	460	241	219	
Total	918	451	467	

All data is Jan - Dec 2020 compared to previous year

worse than last year

better than last year

similar to last year

Not comparable

66,490 days lost to sickness (↓10%)

9.71 days per FTE (↓0.94 days)

10.7%
short-term
(5 days or less)

15.1%
medium-term
(6 to 19 days)

74.1%*
long term
(20 days or more)

68%
staff with no sickness

14%
staff with 1 to 5 days sickness

18%
staff with more than 5 days sickness

352

Calls to Employee Assistance Programme

*of 23 people absent for 6-12 months (Jan-21) 8 have been dismissed

195

Telephone structured counselling sessions

108

'Face to Face' counselling sessions

418

physiotherapy sessions

COVID-19 activity

(via Occ. Health – Q3 only)

467 queries

339 screening for testing

Mental Health & Well-being Training (to date)

989 Mental Health Awareness (69% of managers)

343 Zero Suicide (e-learning)

614 Mental Health for life (e-learning)

745 MECC training

181

Mental Health First Aiders

82

Time to Change Champions

62

Health advocates

An Excellent Council

- 99 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?

- 100 During quarter three, we were awarded [Better Health at Work's Continuing Excellence Award](#) in recognition of our continued commitment to address and improve workplace health and well-being. Our assessor stated that it is apparent we have been proactive in our response to the rapid and enforced change to working conditions that have presented multiple challenges for all organisations but have been a particular challenge for local authorities.
- 101 Throughout this period, we maintained our focus on the health and wellbeing of our employees. Communication from our leadership and management teams continued to highlight support channels available to help staff look after their mental well-being and develop emotional resilience. This included our [employee well-being guide](#), our [Employee Assistance Programme](#) and a range of flexible working arrangements to aid those employees working from home with children due to school closures.
- 102 We also continued to provide tailored support to staff through regular online catch ups and structured one to one/supervision meetings. And although Performance and Development Reviews (PDRs) remain on hold, existing PDRs can be updated.
- 103 Actions that protect our employees and reduce the risk of COVID-19 transmission continued to be implemented. Assurance audits carried out during quarter three, predominantly focusing on premise-related control measures such as one-way systems, sneeze guards and signage, resulted in an overall compliance rate of 96%. In addition, having captured the views of our essential workers during quarter two, we are now looking at actions that could potentially improve experiences and increase resilience going forward.
- 104 Almost 4,300¹⁴ employees have accepted our offer of a free flu jab and we are now identifying employee cohorts eligible for the COVID-19 vaccine.

¹⁴ As at 25 January 2021. 3,969 vaccinations through the pharmacy voucher scheme and 299 through our onsite occupational health clinics

- 105 We are also supporting employees recovering from COVID-19, who have been shielding or have been unable to exercise as much due to lockdown to access specialist services which will help with their recovery and return to fitness.
- 106 Also, during quarter three, to improve the pre-employment experience of newly appointed staff, we developed a new employee onboarding module for roll-out later this year.
- 107 Although recruitment freezes, disruption to training and difficulties inducting and supporting our apprentices in a virtual environment have resulted in fewer apprentice starts this year, our apprenticeship programme remains an integral part of workforce development¹⁵. During quarter three, our work to create apprenticeship opportunities was recognised with a place in the government's [top 100 apprenticeship employers list](#).
- 108 We continue to promote upskilling across our workforce, and have mapped all suitable apprenticeship standards (including at degree level) to different occupational areas and made the information available through our learning and development system.
- 109 New starters can now attend our corporate Meet and Greet sessions. During the virtual session, new starters are welcomed by the Chief Executive and given key information to help in their new role by the Head of People and Talent Management.
- 110 21 people expressed interest in our disability and LGBT+ allies staff networks – the purpose of which is to provide support, be a conduit for raising issues with senior leadership, drive equality, and act as a sounding board for recovery work and new ways of working. Moving forward, we will connect these networks with other established networks such as the carers network and Black and Asian staff network.
- 111 Throughout the pandemic Equality Impact Assessments were carried out to identify impact of the furlough scheme, these showed no disproportionate impacts on our staff. The furlough scheme may have positive impact on some staff as it allowed them to undertake care responsibilities/ home schooling. Furlough affects sport, culture and leisure staff. Our flexible working and parental leave policies are well established and have been available to all staff for some time and data does show a reasonable take up so we would hope that this trend continues.
- 112 During quarter three, we identified 91 job placements, and submitted a bid to fund them, as part of the government's kickstart scheme. If approved, the six-month

¹⁵ £6 million invested via the apprenticeship levy since May 2017 - £89,000 expired (i.e. not used within 24 months of entering our digital account) so was transferred to central government to fund apprenticeships for small employers – equates to 1.5% of our total fund.

job placements will give young people (aged 16-24) the opportunity to build their confidence and skills in the workplace, and to gain experience that will increase their likelihood of going on to find long-term, sustainable work. We will provide additional funding to ensure all kickstart participants receive the Durham Living Wage.

- 113 Interviews for the placements are scheduled to take place in February/March 2021. The scheme will continue until December 2021; therefore, a second intake of job placements could be considered.

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

- 114 Although our ability to deliver services continues to be impacted by the pandemic and some non-essential services remain closed or are being delivered remotely, we did reinstate more services during quarter three.
- 115 This included elements of the Durham Works Programme, audit services to Durham Constabulary, essential HR visits to schools, restoration of The Waves¹⁶, Area Action Partnership visits and photo shoots¹⁷, supporting Amazon recruitment by Durham Employment and Skills, support groups for children and young people who have experienced domestic abuse, group sessions (outdoors) for young victims of crime, pick and deliver contactless service for prisons, preparing and selling properties, additional admin resource for Extra Care Schemes.
- 116 In addition to our own services, we opened our children's centres to the NHS so children who missed their immunisation in school could receive their vaccinations.
- 117 Tightening of COVID-19 restrictions during quarter three also meant we had to delay our plans to reopen some services, for example Wolsingham Pool, the management of which was recently transferred to ourselves.

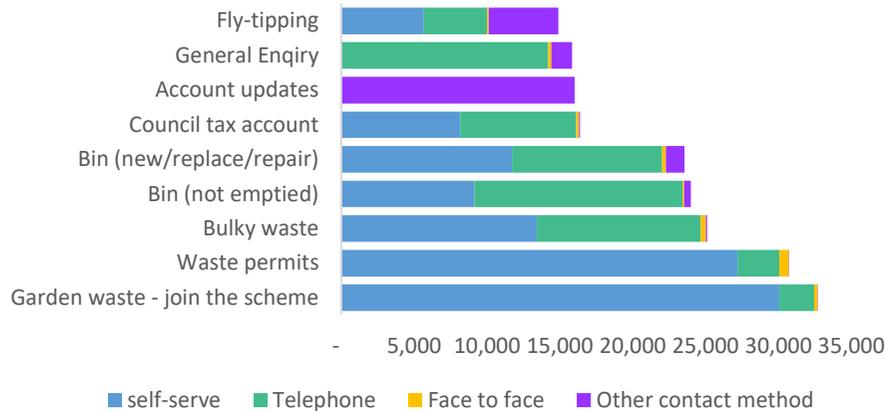
¹⁶ a short-term off-site placement where children at risk of permanent exclusion access various activities which help them address the social and emotional aspects of learning. Provided by council staff in partnership with schools.

¹⁷ In line with COVID secure guidance

AN EXCELLENT COUNCIL

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

Top Service Requests by channel

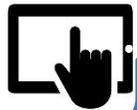


Data is Jan-Dec 2020, compared to previous year,
 * Face to Face, data is not comparable, as CAPs were only open until 1st national lockdown in March 2020.

Non Service Request Contact

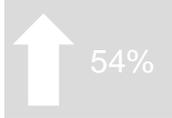
We responded to more than **399,000** non-service requests by:

- providing general policy advice
- signposting
- transferring calls
- booking appointments
- providing updates



'Do it online' self-service portal

240K
(16%)

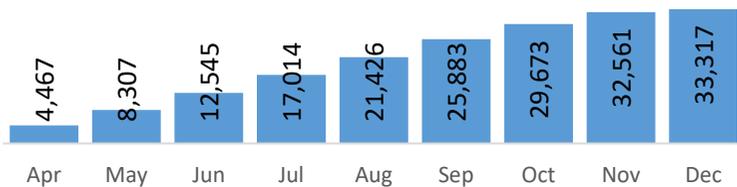


200k
accounts

used for **50%**
of all service
requests

represents
26% of all
contact

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



Telephone

1.18m
(78%)



Customer Services (ACD lines)

487,950 calls
98% answered
(93% within 3 minutes)

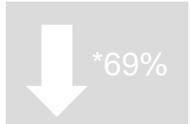
Other (ACD lines)

696,895 calls
91% answered
(88% within 3 minutes)



Face-to-Face

36k*
(2%)



Top 5
requests Q3

3,038
document
receipts

1,385
CT/HB
appointments

670
waste permits

362
bulky waste
collections

262
bin replace,
repair

- 118 Service suspensions/closures have resulted in some of our employees being either furloughed or stood down¹⁸. Three quarters of those furloughed (290 of 385) returned to work during quarter three, and of the 95 employees who remained on furlough, 21 continued to work some of their hours (flexible furlough)¹⁹.
- 119 Employees stood down continue to support delivery of other service areas, where they have the necessary skills. As at 27 October, 101 employees had been redeployed. Other actions taken to maintain service delivery includes short term contracts for ex-employees or students across specific areas, for example social work, sourcing additional staff to support frontline care services, maintaining a pool of casual staff.
- 120 Throughout quarter three, we continued to standardise, harmonise and unitise our first point of contact (FPOC) customer service offer (our integrated customer services initiative).
- 121 Further expansion of our online service delivery and alternatives to face-to-face contact are continuing to encourage more customers to liaise with us digitally. Almost 200,000 residents now have an online account and during quarter three, almost 2,500 customers accessed service support and advice through webchat.
- 122 However, we are aware that some people are reluctant to use our online services and to help us understand why, we have invited residents to take part in a [survey about digital services](#). An update will be provided in the year-end report.
- 123 Migrating telephone lines is an important element of our integrated customer services initiative, as we can only view demand and performance statistics (and thereby identify opportunities to improve the customer experience) for calls received through our Automated Call Distribution (ACD) system²⁰.
- 124 We have extremely limited data for calls received outside the ACD system. Therefore, when viewing our telephone statistics, it is important to remember that they only include data from our ACD system. As we migrate lines from non-ACD sources, not only does the overall call volume increase, but as there is no back data associated with the transferred lines, any comparisons with previous time

¹⁸ It is not possible to access the furlough scheme to subsidise pay for employee groups not deemed to be commercial activities/income generating, e.g. library services, school crossing patrols, school-based employees etc.

¹⁹ According to a recent [LGA survey](#) 24% of councils reported that they had furloughed at least one member of staff. In total, responding authorities reported there were 3,150 staff furloughed in the week ending 11 December 2020, which was 0.7 per cent of the current workforce.

²⁰ 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).

periods can be misleading as it appears as if telephone calls to the council are increasing.

- 125 Although latest data shows overall contact via telephone has increased, detailed analysis carried out during quarter three shows there has been a reduction in telephone contact – but this has been masked by the additional call volume from lines transferred to the ACD system over the last 21 months. We estimate that overall call volume is at least 25% lower than we would have expected.
- 126 However, some reductions in call volume are due to digital advancements. Our general enquiries team is handling fewer calls due to more customers using our virtual Interactive Voice Recognition (IVR) system to self-serve. During 2020, more than 12,000 customers were automatically transferred to the required service, and kept informed by our time bot of their position in the queue and when their call will be answered. 13% of customers are offered a text message with links to the information they need via our IVR – 60% of these customers accept the offer rather than staying on the line, and the remaining 40% have the link to use at a later date.
- 127 To enable us to gather the views of our residents on a wide range of issues, we moved our Area Action Partnership (AAP) consultation meetings online. More than 600 people attended the 14 events and we received almost 1,400 comments. Feedback from the events is currently being collated but early indications are positive.
- 128 We are also engaging with our communities through our 63 [COVID Community Champions](#). Their role is dual-purpose; to help reduce the spread of COVID-19 in our communities by sharing the latest information and guidance, and to let us know what our communities are thinking.
- 129 For example, during December our champions shared information relating to self-isolation and Christmas bubbles, and fed back that the public were confused by local tier rules – which gave us the opportunity to provide further clarification.
- 130 During quarter three, we agreed to extend our council tax reduction scheme into 2021/22. The scheme provides a safety net for our most disadvantaged households and we are among a small number of authorities nationally, and the only one in the North East, to offer up to 100 per cent exemption from paying council tax. We project that total awards will be £5 million higher in 2020/21 than 2019/20.
- 131 Those in arrears with their council tax and business rate accounts will be receiving formal reminders in quarter four; however, in line with our ongoing support approach, we will continue to offer financial assistance and deferred payment arrangements. Between July and October, we encouraged residents

and businesses struggling financially to engage with us to access support mechanisms, for example, potential discounts and exemptions, benefit checks and signposting to debt advice.

- 132 We continue to support families during school holidays. Using the Government's COVID winter grant funding, we worked with health visitors and educational providers to make direct awards of food vouchers to parents and carers of children eligible for free school meals. The scheme provided one £40 voucher per child. 21,118 vouchers were redeemed over the Christmas period (80% of total) and the scheme will run again over the February half term, offering one £20 voucher per child.
- 133 More than 15,000 children²¹ benefited from our holiday activities with healthy food programme, which although universally accessible is targeted at vulnerable children on free school meals over the four school holiday periods of Easter, May half term, Summer and October half term. This scheme will continue over February half-term 2020/21.
- 134 We have also provided funding for The Bread and Butter Thing (TBBT), a charity that redistributes surplus food. The first hub opened in Horden in November and the scheme is being rolled out to locations with the greatest need. Users receive £35 of groceries for £7.50.

How good are our services to customers and the public?

- 135 Customers can now provide feedback in relation to 111 different service requests (via automated customer satisfaction surveys at CRM closure), 20 more than at 30 September.
- 136 Over the last 12 months, we received just over 11,000 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 continue to explore options to increase the response rate (including improved capture of email addresses and exploration of other contact channels) to expand the range of customer feedback and insight received.
- 137 Of those who did respond, the main reason for dissatisfaction with service delivery continues to be not resolving the issue long-term.
- 138 In line with previous reports, half of all corporate complaints received during quarter two related to our waste collection service, predominantly missed collections (although there are more than 13 million collections each year) and correspondence issues surrounding contaminated bins. Less than 1% of the

²¹ From 115 of the 185 projects allocated funding - some project examples and feedback can be seen in the YouTube clip. <https://www.youtube.com/watch?v=xilXRtZs&feature=youtu.be>

9,200 contamination letters issued in the 12 months ending 31 December were disputed by the recipient – those upheld mainly arose from difficulties identifying the house to which the bin belonged, which is most noticeable in back streets.

AN EXCELLENT COUNCIL

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

Customer Satisfaction:
from the CRM closure process
(based on 11,030 responses)

82%
satisfied with
service
delivery

94%
found it easy
to contact the
right service

74%
informed of
progress

77%
informed of
length of time
to resolve task

87%
felt they were
provided with
clear
information

94%
felt they were
treated with
dignity and
respect

Customer Feedback

<p>1,134 compliments (+245)</p>	<p>623 suggestions (-20)</p>	<p>139 comments about policies / procedures (-17)</p>
<p>59 objections to our decisions (-3)</p>	<p>90 dissatisfied with fees and charges (-29)</p>	<p>2,333 corporate complaints (-47)</p>
<p>112 statutory complaints (-18)</p>	<p>186 independent investigation requests</p>	<p>79 Ombudsman decisions</p>

97%
felt request was
knowledgeably
& effectively
handled

88%
satisfied with
the handling
of their initial
contact

85%
satisfied with
time taken to
complete their
task

Corporate Complaints

1 in four due to either

76% investigated
47% upheld

Missed Collections
507 complaints
72% upheld

Contamination letters
103 complaints
86% upheld

Key Performance Indicators – Data Tables

There are two types of performance indicators throughout this document:

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

A guide is available which provides full details of indicator definitions and data sources for the 2020/21 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	71.9	Oct 2019-Sept 2020	73	72.5	75.7	71.5	74.1		Yes
				RED	AMBER	RED	GREEN	RED		
2	Per capita household disposable income (£)	16,542	2018	Tracker	15,875	21,609	16,995			No
				N/a	GREEN	RED	RED			
3	Number of gross jobs created or safeguarded as a result of Business Durham activity	361	Oct-Dec 2020	Tracker	257					Yes
				N/a	GREEN					
4	% of 16 to 17 year olds in an apprenticeship	4.6	as at Dec 2020	Tracker	6.7	3.3	4.8	4.7		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 (£)	16,763	2018	Tracker	16,388	29,356	20,554			No
				N/a	GREEN	RED	RED			
6	Number of registered businesses in County Durham	14,105	Mar 2020	Tracker	13,795					No
				N/a	GREEN					
7	Value (£M) of new contracts secured	839,017	Oct-Dec 2020	Tracker	683,439					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	10.6	Oct-Dec 2020	12 RED	7.5 GREEN					Yes
9	Number of Inward Investments secured	2	Oct-Dec 2020	2 GREEN	0 GREEN					Yes
10	% of Business Durham business floor space that is occupied	82.8	Oct-Dec 2020	Tracker N/a	85.7 RED					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)	20.13	2019	Tracker N/a	19.71 GREEN					No
12	Number of jobs supported by the visitor economy	12,133	2019	Tracker N/a	11,998 GREEN					No
13	Amount (£ million) generated by the visitor economy	955	2019	Tracker N/a	914 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	48.8	2019/20 (academic year)	Tracker	Not comparable	53.1	48.4			Yes
				N/a	N/a	RED	GREEN			
15	Average point score per A level entry of state-funded school students	39.9	2019/20 (academic year)	Tracker	Not comparable	39.5	38.3			Yes
				N/a	N/a	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)	5.0	Oct-Dec 2020	Tracker	4.4	2.5	4.2			Yes
				N/a	GREEN	RED	RED			
18	Gap between average Attainment 8 score of Durham disadvantaged pupils and non-disadvantaged pupils nationally (KS4)	-14.4	2019/20 (academic year)	Tracker	Not comparable	-13.5	-15.1			Yes
				N/a	N/a	RED	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)**	-19.8	2018/19 (academic year)	Tracker	-15.1	-20	-18			No
				N/a	RED	GREEN	RED			
21	Ofsted % of Primary schools judged good or better	89	as at 31 Dec 2020	Tracker	91	87	91			No
				N/a	RED	GREEN	RED			
22	Ofsted % of secondary schools judged good or better	64	as at 31 Dec 2020	Tracker	61	76	60			No
				N/a	GREEN	RED	GREEN			

**not reporting for 2019/20

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**	2.2	2018/19 (academic year)	Tracker	2.1	2.44	2.78	2.86		No
				N/a	GREEN	GREEN	GREEN	GREEN		

**not reporting for 2019/20

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		No
				N/a	RED	RED	RED	RED		
26	% of five year old children free from dental decay	73.2	2019	Tracker	74.2	76.6	76.7	71.7		No
				N/a	AMBER	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	46.8		No
				N/a	RED	RED	GREEN	RED		
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	589.9		No
				N/a	AMBER	GREEN	GREEN	GREEN		

^^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**	24.9	2019/20	Tracker	24.0	23.0	24.8	25.0		Yes
				N/a	RED	RED	AMBER	GREEN		
30	% of children aged 10 to 11 years classified as overweight or obese**	37.6	2019/20	Tracker	37.7	35.2	37.5	37.2		Yes
				N/a	GREEN	RED	AMBER	AMBER		
31	% of Education Health and Care Plans completed in the statutory 20 week time period (excl. exceptions)	73	2020	Tracker	70.2	60.4	69.8	68.9	2019	Yes
				N/a	GREEN	GREEN	GREEN	GREEN		

** The National Child Measurement Programme collection ended in March 2020 when schools closed in response to the COVID-19 pandemic. Comparisons to North East and Nearest Statistical Neighbour local authorities should be treated with caution as some of the authorities did not submit all of their measurements.

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]	121.23% [885/730]	Apr-Dec 2020	730*	N/a					Yes
				N/a	N/a					
33	% of children aged 0-2 years in the top 30% IMD registered with a Family Centre and having sustained contact	88.3	Apr-Dec 2020	80	89.8					Yes
				GREEN	AMBER					

*target is for March 2021

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	14.3	Jul-Sep 2020	14.7	15.8	9.9	12.7	13.4		Yes
				GREEN	GREEN	RED	RED	RED		
35	Four week smoking quitters per 100,000 smoking population [number of quitters]	600 [376]	Apr-Jun 2020	Tracker	771 [504]	320	433	586		Yes
				N/a	RED	GREEN	GREEN	GREEN		
36	Male life expectancy at birth (years)	78.3	2017-19	Tracker	78.2	79.8	78.0	78.3		Yes
				N/a	GREEN	AMBER	GREEN	GREEN		
37	Female life expectancy at birth (years)	81.8	2017-19	Tracker	81.5	83.4	81.8	82.0		Yes
				N/a	GREEN	RED	GREEN	AMBER		
38	Female healthy life expectancy at birth (years)	58.3	2017-19	Tracker	58.4	63.5	59.0	61.0		Yes
				N/a	AMBER	RED	AMBER	RED		
39	Male healthy life expectancy at birth (years)	59.6	2017-19	Tracker	59.3	63.2	59.4	60.5		Yes
				N/a	GREEN	RED	GREEN	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		No
				N/a	GREEN	AMBER	GREEN	AMBER		
41	Suicide rate (deaths from suicide and injury of undetermined intent) per 100,000 population	13.4	2017-19	Tracker	12.8	10.1	11.6	12.3		No
				N/a	RED	RED	RED	RED		
42	Prevalence of breastfeeding at 6-8 weeks from birth (%)	30.6	Oct-Dec 2020	31.8	28.4	48.2	36.0	34	Q3 2019/20	Yes
				AMBER	GREEN	RED	RED	RED		
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		

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	58.1	May 2019/ May 2020	Tracker	61.4	62.8	60.1			Yes
				N/a	RED	RED	RED			
46	Participation in Sport and Physical Activity: inactive	30.6	May 2019/ May2020	Tracker	28.2	25.5	28.9			Yes
				N/a	RED	RED	RED			

LONG AND INDEPENDENT LIVES

Are people who need 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	309.3	Apr-Dec 2020	N/a	566.8					Yes
				N/a	GREEN					
48	% of older people who were still at home 91 days after discharge from hospital into reablement/ rehabilitation services	83.5	Jan-Sept 2020	N/a	86.5	82.0	83.5	80.3*	2019/20	Yes
				N/a	RED	Not comparable	Not comparable	Not comparable		
49	% of individuals who achieved their desired outcomes from the adult safeguarding process	94.5	Apr-Dec 2020	Tracker	94.9	92.2	85.4	92.1*	2019/20	Yes
				N/a	AMBER	Not comparable	Not comparable	Not comparable		

LONG AND INDEPENDENT LIVES

Are people who need 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	92.7	Jan-Dec 2020	Tracker	86.8					Yes
				N/a	GREEN					
51	Overall satisfaction of people who use services with their care and support	69.6	2019/20	Tracker	67.8	64.2	67.5	66.2*		Yes
				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	77.6	2019/20	Tracker	75.1	66.6	73.0	69.2*		Yes
				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	97 [2,478]	Apr-Dec 2020	Tracker	94.8 [4,319]					Yes
				N/a	AMBER					
56	% of statutory children in need referrals occurring within 12 months of a previous referral	24 [830]	Apr-Dec 2020	Tracker	31.8 [904]	23	22	20	2019/20	Yes
				N/a	GREEN	RED	RED	RED		
57	% of single assessments completed within 45 working days	87 [3,097]	Apr-Dec 2020	Tracker	94.1 [4,702]	84	89	87	2019/20	Yes
				N/a	RED	GREEN	RED	GREEN		
58	Rate of children subject to a child protection plan per 10,000 population aged under 18 [number of children]	45.65 [459]	as at Dec 2020	Tracker	41.6 [420]	43	70	58	as at 31 Mar 20	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]	378.56 [3,806]	as at Dec 2020	Tracker	363.8 [3,676]	324	463	414	as at 31 Mar 20	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]	158.8 [1,605]	as at Dec 2020	Tracker	182.8 [1,847]					Yes
				N/a	N/a					
61	% of strategy meetings initiated which led to an initial child protection conference being held within 15 working days	90 [515 of 575]	Apr-Dec 2020	75	89 [508]	78	83	82	2019/20	Yes
				GREEN	GREEN	GREEN	GREEN	GREEN		
62	% of Social Workers with fewer than 20 cases	62	as at Dec 2020	Tracker	59					Yes
				N/a	GREEN					
63	% of Statutory Case File Audits which are given a scaling score of 6 or above	94.9 [37 of 39]	Oct-Dec 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]	96.58 [970]	as at Dec 2020	Tracker	89 [899]	67	108	99	as at 31 Mar 20	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]	Apr-Dec 2020	Tracker	16 [43/274]	12	12	18	2019/20	Yes
				N/a	GREEN	GREEN	GREEN	GREEN		
66	% of CLA who are fostered incl. friends and family	74 [716]	as at 6-Jan-21	Tracker	78 [703]	72	74	73	2019/20	Yes
				N/a	N/a	N/a	N/a	N/a		
67	% of external residential placements	5 [52]	as at 6-Jan-21	Tracker	4 [36]					Yes
				N/a	N/A					
68	% of children looked after continuously for 12 months or more who had a dental check	27	as at Dec 2020	Tracker	74	90	86	86	2019/20	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	88	as at Dec 2020	Tracker	84	90	92	93	2019/20	Yes
				N/a	GREEN	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	2018/19	No
				N/a	GREEN	GREEN	GREEN	GREEN		
71	Average Attainment 8 score of Children Looked After	25.6	2018/19	Tracker	24.8	19.2	20.6	20.5		No
				N/a	N/a	GREEN	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	
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)	72	as at Dec 2020	Tracker	60	64	63	65	2019/20	Yes
				N/a	GREEN	GREEN	GREEN	GREEN		
74	% of care leavers aged 19-21 in education, employment or training (EET)	63	as at Dec 2020	Tracker	68	53	52	53	2019/20	Yes
				N/a	RED	GREEN	GREEN	GREEN		
75	% of care leavers aged 17-18 in suitable accommodation	85	as at Dec 2020	Tracker	95	90	94	100	2019/20	Yes
				N/a	RED	RED	RED	RED		
76	% of care leavers aged 19-21 in suitable accommodation	95	as at Dec 2020	Tracker	100	85	91	90	2019/20	Yes
				N/a	RED	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)	176	Apr 19-Mar 20	Tracker	262	220	303	231		Yes
				N/a	GREEN	GREEN	GREEN	GREEN		
78	Overall crime rate per 1,000 population	21.18	Oct-Dec 2020	Tracker	23.63					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	4.9	Oct-Dec 2020	Tracker	7.2					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	No
				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			No
				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	17,416	2020	Tracker	14,410					Yes
				N/a	RED					
84	Number of council reported incidents of anti-social behaviour	14,651*	2020	Tracker	14,157					Yes
				N/a	N/a					

*includes other nuisance categories which were not previously included, therefore is not comparable

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	33.9	Jul 2019-Jun 2020*	Tracker	28.7	35.9	31.2			Yes
				N/a	RED	AMBER	AMBER			
86	% of successful completions of those in drug treatment - opiates	5.1	Jul 2019-Jun 2020*	Tracker	5.6	5.0	3.9			Yes
				N/a	GREEN	AMBER	AMBER			
87	% of successful completions of those in drug treatment - non-opiates	33.9	Jul 2019-Jun 2020*	Tracker	27.8	32.6	27.3			Yes
				N/a	RED	AMBER	RED			
88	% of anti-social behaviour incidents that are alcohol related	10.4	Oct-Dec 2020	Tracker	15.4					Yes
				N/a	GREEN					
89	% of violent crime that is alcohol related	31.3	Oct-Dec 2020	Tracker	31.8					Yes
				N/a	GREEN					
90	Alcohol seizures	194**	Apr-Jun 2018	Tracker	398					No
				N/a	GREEN					

*with rep to June 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 individuals with a referral for 1:1 CSE Support from Supporting Solutions Team**	37	Oct-Dec 2020	Tracker N/a	New** N/a					Yes

*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	168	2020	Tracker N/a	247 GREEN					Yes
	- Number of fatalities	18			19					
	- Number of seriously injured	150			228					
94	Number of children killed or seriously injured in road traffic accidents	15	2020	Tracker N/a	36 GREEN					Yes
	- Number of fatalities	1			0					
	- Number of seriously injured	14			36					

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	6.4	Sep-Nov 2020	Tracker	6.9					Yes
				N/a	GREEN					
96	% of relevant land and highways assessed as having deposits of detritus that fall below an acceptable level	10.68	Sep-Nov 2020	Tracker	13.36					Yes
				N/a	GREEN					
97	% of relevant land and highways assessed as having deposits of dog fouling that fall below an acceptable level	1.35	Sep-Nov 2020	Tracker	0.9					Yes
				N/a	GREEN					
98	Number of fly-tipping incidents	7,541	2020	Tracker	6,713					Yes
				N/a	RED					

*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 (carbon neutral by 2050)	55.2	2018	Tracker	54					No
				N/a	GREEN					
100	% reduction in CO ₂ emissions from local authority operations compared to the 2008/09 baseline, 70% by 2025	51	2019/20	Tracker	47					No
				N/a	GREEN					

CONNECTED COMMUNITIES – SUSTAINABILITY

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
101	% of municipal waste diverted from landfill	93.5	Oct 2019-Sept 2020	95	96.2	89.2	92.9		2018/19	Yes
				RED	RED	GREEN	GREEN			
102	% of household waste that is re-used, recycled or composted	39.0	Oct 2019-Sept 2020	Tracker	41.0	42.7	35.1		2018/19	Yes
				N/a	RED	RED	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	675	Oct-Dec 2020	Tracker	474					Yes
				N/a	GREEN					
104	Number of empty properties brought back into use as a result of local authority intervention	35	Oct-Dec 2020	50	48					Yes
				RED	RED					
105	Number of net homes completed	424	Oct-Dec 2020	Tracker	425					Yes
				N/a	RED					
106	Number of affordable homes delivered	628	2019/20	300	532					No
				GREEN	GREEN					
107	Number of households accessing the Housing Solutions Service	2,996	Oct-Dec 2020	Tracker	3,417					Yes
				N/a	RED					

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	
108	Number of households helped to stay in their home	303	Oct-Dec 2020	Tracker	368					Yes
				N/a	RED					
109	Number of households helped to move to alternative accommodation	260	Oct-Dec 2020	Tracker	295					Yes
				N/a	RED					

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	3.0	2019	Tracker	2.6	3.38	1.92		2019	Yes
				N/a	RED	GREEN	GREEN			
111	% of B roads where maintenance is recommended	3.3	2019	Tracker	4.7	4.57	2.83		2019	Yes
				N/a	GREEN	GREEN	GREEN			
112	% of C roads where maintenance is recommended	4.3	2019	Tracker	3.7	4.57	2.83		2019	Yes
				N/a	RED	GREEN	GREEN			
113	% of unclassified roads where maintenance is recommended	21.3	2019	Tracker	21.0	15.08	16.25		2019	Yes
				N/a	AMBER	RED	RED			
114	Highways maintenance backlog (£millions)	172.6	2019	Tracker	179.7					Yes
				N/a	GREEN					
115	Bridge Stock Condition – Principal Roads*	80.7**	2019	Tracker	80.7					Yes
				N/a	GREEN					
116	Bridge Stock Condition – Non-Principal Roads*	79.9**	2019	Tracker	79.9					Yes
				N/a	GREEN					

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

** last year's data has been used due to issues with obtaining current values

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	
117	% of performance appraisals completed on current posts in rolling year period (excluding schools)***	N/a*	N/a	N/a	N/a					No
				N/a	N/a					
118	Days / shifts lost to sickness absence (all services excluding schools)	9.71	2020	11.20	10.65	9.2**			2017/18	Yes
				GREEN	GREEN	RED				
119	% posts with no absence in rolling year (excluding schools)	68.57	2020	Tracker	57.42					Yes
				N/a	GREEN					
120	% of sickness absence which is short term	10.7	Oct-Dec 2020	Tracker	17.86					Yes
				N/a	N/a					
121	% of sickness absence which is medium term	15.19	Oct-Dec 2020	Tracker	14.04					Yes
				N/a	N/a					
122	% of sickness absence which is long term	74.11	Oct-Dec 2020	Tracker	76.76					Yes
				N/a	N/a					
123	% of employees having five days or less sickness per 12 month period	82.1	2020	Tracker	78.38					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	
124	% of council tax collected in-year	80.5	Apr-Dec 2020	Not Set	83.7					Yes
				N/a	RED					
125	% of business rates collected in-year	79.1	Apr-Dec 2020	Not Set	83.3					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	
126	% of Freedom of Information and Environmental Information Regulations requests responded to within 20 working days	80	Oct-Dec 2020	90	87					Yes
				RED	RED					
127	Customer contacts: telephone	1,184,845	2020	Tracker	1,106,342*					Yes
				N/a	N/a					
128	Customer contacts: face to face	35,633	2020	Tracker	114,026**					Yes
				N/a	N/a					
129	Customer contacts: web forms	239,260	2020	Tracker	155,039					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	
130	Customer contacts: emails	53,197	2020	Tracker	46,457					Yes
				N/a	N/a					
131	Customer contacts: social media	5,589	2020	Tracker	2,920					Yes
				N/a	N/a					
132	% of calls answered	94	2020	Tracker	95*					Yes
				N/a	N/a					
133	% of calls answered within 3 minutes	90	2020	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 have been closed during 2020/21

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 December 2020, there were 29 risks on the corporate strategic risk register, one less than on 30 September 2020. During this period one risk was removed and none were added. The following matrix categorises the strategic risks according to their net risk evaluation as at 31 December 2020. The number of risks as at 30 September 2020 is shown in brackets.

Corporate Risk Heat Map						
IMPACT	Critical	1 (1)		4 (4)		1 (1)
	Major		5 (5)	4 (5)	1 (1)	
	Moderate			10 (10)	3 (3)	
	Minor					
	Insignificant					
		Remote	Unlikely	Possible	Probable	Highly Probable
		LIKELIHOOD				

	Key Risks
--	-----------

4. Key strategic risks to the Council, with their respective net risk evaluations shown in brackets, are:

- (a) Failure/inability to respond to and recover from the COVID-19 pandemic, leading to high levels of staff absence, overwhelming pressure on services, and impacts on the safety and wellbeing of the wider community and economy (Critical / Possible);
- (b) If timely and comprehensive savings plans are not in place across the council, required savings may not be achieved, necessitating 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) Risk that the Council fails, in its role as a community leader, to help partners, local businesses and communities make the necessary adaptations and mitigations in pursuit of the target of being a carbon-neutral County by 2050 (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).

5. EU Exit

Potential adverse effects of "EU Exit" on the economy, safety and welfare of the County.

Although this is not a key risk, the impacts are far-reaching. Following the new trade agreement between the United Kingdom and European Union, which came into effect on 1 January 2021, a re-assessment concluded that the net risk evaluation is a moderate impact with a possible likelihood.

- 6. The implementation of additional mitigation on several risks has enabled the Council to improve performance, decision-making and governance.

More and Better Jobs: Overview

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

Long and Independent Lives: Overview

The key risk to successfully delivering this ambition is:

- a. *Risk that the Council fails, in its role as a community leader, to help partners, local businesses and communities make the necessary adaptations and mitigations in pursuit of the target of being a carbon-neutral County by 2050.* One of the key mitigations is the Climate Emergency Response Plan 2020-2022, incorporating over 100 projects. The scale, duration and complexity of the programme means that sustained oversight, monitoring and review are essential. Environment and Sustainable Communities Overview and Scrutiny Committee will review performance against the plan and make recommendations for the revision of targets.
- b. *Failure to protect a vulnerable adult from death or serious harm (where service failure is a factor or issue).* 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. Procedures are reviewed on a regular basis. Following allegations of abuse at Whorlton Hall Hospital, an independent review the Council's safeguarding adults processes has been commissioned. Any learning will inform actions to reframe and develop practice.

Connected Communities: Overview

The key risks to successfully delivering this ambition are:

- c. *Failure to protect a child from death or serious harm (where service failure is a factor or issue).* Durham Safeguarding Children Partnership has been established in line with the statutory requirements set out in 'Working Together 2018'. Partnership learning through scrutiny mechanisms and learning reviews underpins training for front line staff and regular staff supervision takes place. A review of the partnership arrangements is in progress.

Excellent Council: Overview

The key risks to successfully delivering this ambition are:

- a. *'Failure/inability to respond to and recover from the COVID-19 pandemic, leading to high levels of staff absence, overwhelming pressure on services, and impacts on the safety and wellbeing of the wider community and economy.* 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, necessitating 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.