

Corporate Overview and Scrutiny Management Board

15 September 2017

Quarter One 2017/18 Performance Management Report



Report of Corporate Management Team Lorraine O'Donnell, Director of Transformation and Partnerships Councillor Simon Henig, Leader of the Council

Purpose of the Report

- 1 To present progress against the council's corporate performance framework by Altogether priority theme for the first quarter of the 2017/18 financial year.

Summary

- 2 Despite the ongoing effects of austerity on the council, we continue to improve or maintain performance in many key areas. The employment rate has improved and is now at its highest level since 2007/08, better than the regional rate for the first time since 2014/15, but remains below the national figure. For the past two years, the number of 18 to 24 year olds claiming out of work benefits has fluctuated around its lowest level since 2014/15. Apprenticeship starts for 16 to 17 year olds and those sustained for 15 months or more from Durham County Council schemes, have increased since last year. In relation to Adult social care support, our reablement and rehabilitation service is improving with a higher percentage of older people still at home three months after discharge from hospital. First time entrants to the youth justice system remain low with fewer reported incidents of anti-social behaviour. Street and environmental cleanliness is good and we continue to divert more than 95% of our waste from landfill.
- 3 In other areas we see increasing needs or demand, and some performance challenges. The number of looked after children has been steadily rising since 2008 and is significantly higher than national levels with the number of looked after children residential placements with independent providers increasing considerably from last year. Increases are also evident in the number of children with a child protection plan and the number of children in need referrals. Challenges are ongoing in relation to the health of the county with life expectancy and healthy life expectancy, the mortality rate for deaths related to drug misuse, and breastfeeding prevalence all worse than national levels. Crime levels show a significant increase, mainly due to changes in recording practice, but there is evidence of real increases in some crime categories. Fly-tipping incidents have seen a 3% reduction this quarter. Ongoing improvement issues continue in relation to the rate of employee appraisals and although sickness levels have improved, they remain a priority.

Background

- 4 On 12 July 2017, Cabinet were advised that the council's partnership led Sustainable Community Strategy, setting out the vision for the county, and supporting council plan and service plans are due for review this year. There is a strong commitment to progressing the council's transformation programme, driven by a focus on delivering the best possible outcomes within available resources, and Cabinet agreed that an outcome based approach to planning is adopted. 2017/18 is a transition year as we review our vision, planning framework and associated performance management arrangements to ensure that they operate efficiently and are fit for purpose in the current climate.

Performance Reporting Arrangements for 2017/18

Key Performance Questions

- 5 A review of our performance reporting arrangements has led to the development of a series of key performance questions (KPQs). These questions are aligned to the 'Altogether' framework of six priority themes, and are designed to facilitate greater scrutiny of performance.

| Key Performance Questions |
|--|
| <i>Altogether Wealthier</i> |
| 1. Do residents have good job prospects? |
| 2. Do residents have access to decent and affordable housing? |
| 3. Is County Durham a good place to do business? |
| 4. Is it easy to travel around the county? |
| 5. How well does tourism and cultural events contribute to our local economy? |
| <i>Altogether Better for Children and Young People</i> |
| 6. Are children, young people and families in receipt of universal services appropriately supported? |
| 7. Are children, young people and families in receipt of early help appropriately supported? |
| 8. Are children and young people in receipt of social services appropriately supported and safeguarded? |
| 9. Are we being a good corporate parent for looked after children? |
| <i>Altogether Healthier</i> |
| 10. Are our services improving the health of our residents and reducing health inequalities? |
| 11. Are people in need of adult social care supported to live safe, healthy and independent lives? |
| <i>Altogether Safer</i> |
| 12. How effective are we at tackling crime and offending? |
| 13. How effective are we at tackling antisocial behaviour? |
| 14. How well do we reduce the misuse of drugs and alcohol? |
| 15. How well do we tackle abuse of vulnerable people including domestic abuse, child sexual exploitation and radicalisation? |
| 16. How do we keep our environment safe including roads and |

| Key Performance Questions | |
|---|---|
| | waterways? |
| <i>Altogether Greener</i> | |
| | 17. How clean and tidy is my local environment? |
| | 18. Are we reducing carbon emissions and adapting to climate change? |
| | 19. How effective and sustainable is our collection and disposal of waste? |
| <i>Altogether Better Council</i> | |
| | 20. How well do we look after our people? |
| | 21. Are our resources being managed for the best possible outcomes for residents and customers? |
| | 22. How good are our services to customers and the public? |
| | 23. How effectively do we work with our partners and communities? |

- 6 A more focused set of performance indicators has been developed to provide evidence to help answer these questions for those with corporate governance responsibilities. Development of performance reporting will continue throughout the year in particular to enhance reporting of qualitative aspects of performance as highlighted in the 2016 Ofsted inspection.
- 7 There are other areas of performance that are measured in more detailed monitoring across service groupings and if performance issues arise, these will be escalated for consideration by Cabinet by including them in the corporate report on an exception basis.
- 8 The performance indicators are still reported against two indicator types which comprise of:
- (a) Key target indicators – targets are set for indicators where improvements can be measured regularly and where improvement can be actively influenced by the council and its partners; and
 - (b) Key tracker indicators – performance is tracked but no targets are set for indicators which are long-term and/or which the council and its partners only partially influence.
- 9 This report sets out our key performance messages from data released this quarter and a visual summary per Altogether priority theme that presents key data messages from the new performance framework showing the latest position in trends and how we compare with others.
- 10 A comprehensive table of all performance data is presented in Appendix 4.
- 11 An explanation of symbols used and the groups we use to compare ourselves is in Appendix 2.
- 12 To support the complete indicator set, a guide is available which provides full details of indicator definitions and data sources for the 2017/18 corporate indicator set. This is available to view either internally from the intranet (at Councillors useful links) or can be requested from the Corporate Planning and Performance Team at performance@durham.gov.uk.

Key Performance Messages from Data Released this Quarter

Altogether Wealthier

- 13 The employment rate has improved and is now at its highest level since 2007/08 and better than the regional rate, though remains below the national rate. For the past two years the number of 18 to 24 year olds claiming out of work benefits has fluctuated around its lowest level since 2014/15. Apprenticeship starts through council funded schemes as well as apprenticeships sustained for 15 months or more from Durham County Council schemes, have increased since last year. The proportion of 16 to 17 year olds in an apprenticeship in County Durham in March 2017 was higher than last year and the averages for both England and the North East.
- 14 Successful council intervention on housing development continues with a higher number of both empty properties brought back into use and new homes completed than last year. The number of affordable homes delivered and statutory homelessness preventions have fallen since last year. Work is currently ongoing to consider the impact of the forthcoming Homeless Reduction Act, which will focus more strongly on the prevention of homelessness.
- 15 The council, like most highways authorities, has a significant maintenance backlog. It has steadily increased its contribution to programmed capital maintenance from £0.7 million in 2010/11 to £9.1 million in 2017/18, in addition to £13 million provided by the Department for Transport. The council has also maintained maximum funding, under the Department for Transport's Incentive Fund, only one of two authorities to do so. In recent years, the council has prioritised budgets to maintain principal roads with the highest usage. This is reflected in the improved condition of A, B and C roads. Although the condition of unclassified roads is below the national average, there has been an improvement over the past year, and there is an on-going programme of resurfacing works in place. The National Highways Survey 2016 shows satisfaction with the maintenance and the condition of our highways has improved and is better than national averages.

Altogether Better for Children and Young People

- 16 Work continues to improve children's services in Durham in line with [Ofsted findings](#) across four key areas: political and management oversight; management and staffing capacity; improving the quality of social work practice; and compliance with regulations.
- 17 Performance is considered across three levels:
- (a) How our **early help and universal children's services** help support children in the wider community.
 - (b) How our **assessment and safeguarding services** are supporting children at risk and children in need.

- (c) Corporate **parenting support** for the 789 children for whom the council is their parent, and 230 care leavers.¹

Universal Services and Early Help

- 18 We are performing well in some key areas of universal services and early help. Durham primary schools are doing well in relation to Ofsted inspections, however, there is continued focus on secondary schools as fewer are judged outstanding or good compared to last year (see appendix 6 for table of secondary schools and grading). More children aged 0 to 2 years in deprived areas (88%) are registered with a Children's Centre and having sustained contact compared to last year (86%). Children's Centres play a vital role in early intervention, reaching those whose needs might otherwise escalate into more serious problems, and delivering crucial preventative support. In relation to child health, under 18 conceptions continue to reduce, the lowest since recording began in 1998 but remain significantly higher than in England.
- 19 A key performance issue identified this quarter relates to completing Education Health and Care plans within 20 weeks for children with special educational needs and disabilities. The target to complete 90% of plans within the statutory 20 week time limit was not met, with 65% completed within this timescale. A new data management system is being introduced which has impacted upon service delivery due to data cleansing but additional data resource has been provided to assist with this and an alert system for the 20 week process to aid casework is currently being fast-tracked.

Assessment and Safeguarding Services

- 20 Significant progress has been made on one of the performance issues reported last quarter. Our processing rate for responding to statutory referrals within one working day has improved from 58.6% at quarter one 2016/17 to 85.5% this quarter (April to June 2017) (see appendix 5, chart 4). Despite an increase in the number of children in need (see appendix 5, chart 1), improvement has continued in the re-referral rate, reducing from 24.8% to 17%.
- 21 Four key performance issues are identified this quarter that we need to address, better understand or keep under greater scrutiny:
- (a) Quality of assessment and casefiles
 - (b) Social worker caseloads
 - (c) Number of children and young people on a child protection plan
 - (d) Initial child protection conferences processed within timescales
- 22 Two key issues highlighted in the last report where good progress has been made are quality of casework and social worker caseloads. However further improvement is required in both areas.

¹ Figures as at Q1 2017/18

- (a) Casefile quality has significantly improved this quarter with 61% of social work team statutory case files assessed as good or above compared with 40% at the time of the Ofsted inspection (March 2016). Further progress is required to achieve our target for at least 80% of audited cases by March 2018. Grading of quality is in line with Ofsted grading and work to improve quality is ongoing, with an independent audit check on progress due in the autumn.
- (b) Caseload levels per social worker have reduced from the baseline of February 2016 when the Ofsted inspection took place, but further work is needed. Recruiting additional social work staff should assist in further reducing caseload levels to ensure that they are more manageable and reach the agreed target of no more than 20. The council continues to scrutinise staffing including vacancy levels and ratios of cases to social workers to address the issues highlighted in the Ofsted report. The recruitment environment continues to be challenging.

A workforce strategy is under development, designed to eradicate the chronic under-recruitment to permanent social work posts and to reduce turnover from these same posts. This includes expansion of the social work academy to bring in and develop newly qualified social workers, introduction of a social work apprenticeship scheme, increasing the number of frontline units in the service and to run a recruitment and marketing campaign aimed at attracting experienced social workers, and a range of measures to improve the working experience of social workers.

- 23 An ongoing performance challenge is the number of children with a child protection plan (CPP). The increasing number of children with a CPP is continuing (see appendix 5, chart 3). The number of children with a CPP in Durham has increased from a low point in the same period last year (358) to 486 in June 2017. The figure had previously been at a high level in June 2014 (446) before decreasing to its lowest in September 2015 (340). Durham's rate of children with a CPP is higher than the England average. The increase has implications in terms of increased work pressures and caseloads for social workers. Further analytical work to understand the reasons for the increase in children on a CPP is still ongoing.
- 24 A new performance issue emerging this quarter is the timeliness of initial child protection conferences (ICPC). The rate of processing ICPCs² within 15 working days of a safeguarding strategy meeting (Section 47 enquiry) or where a child with a Child Protection Plan (CPP) moves into the area, has decreased from 75.2% last year to 42.6% this quarter (April to June 2017). The reduction in performance is directly linked to independent reviewing officer (IRO) vacancies experienced between March and May 2017. A range of measures has been introduced including employment of agency and casual

² An initial child protection conference (ICPC) must be convened following a Section 47 enquiry to safeguard and promote the welfare of a child who is suspected of, or likely to be, suffering significant harm.

staff. The recruitment process has almost concluded with the situation resolved in June 2017 with no ICPCs delayed since that date because of IRO resource. Performance is expected to improve significantly during quarter two.

Corporate Parenting Support

- 25 As corporate parent, the council is responsible for 230 young people (aged 17 to 21) leaving care (June 2017) who are a particularly vulnerable cohort of young people. The wide range of support the council offers is good with provisional figures showing more care leavers in Durham are in suitable accommodation and in employment or training (EET) compared to both North East and national counterparts. More children were adopted with 53 children adopted (17.3% of those leaving care) during 2016/17 compared with 28 children (11.1%) in 2015/16.
- 26 Two key performance issues highlighted in the last report are ongoing and require continued scrutiny:
- (a) The number of looked after children
 - (b) Changes in social worker
- 27 There were 789 looked after children (LAC) at the end of June 2017 in County Durham. Although there are fewer than last quarter (810) there are significantly more than last year (712). Numbers have generally been increasing since a low base of 410 in 2008 (see appendix 5, chart 2) and are significantly higher than the national level. Further work is still ongoing to gain a better understanding of the reasons for an increase in the number of children looked after which has implications in terms of the council's corporate parenting responsibilities, workload pressures and increased costs. There is also a considerable increase in the use of independent providers for LAC residential placements which cost more, rising from 14 last year to 25 this quarter (at 28 June 2017); the lack of placement capacity within the county adds further financial pressure. The increased numbers of children to be placed is also affecting quality of care, with capacity issues meaning that some children are not matched with a permanent care placement quickly enough: at the end of July there were 33 children who were in temporary placements.
- 28 Changes in social worker were reported last quarter as the results of the Children's Commissioner's Stability Index project. This showed that 42% of children had no change of primary social worker, 30% had one change, but 16% of children had two changes and 12% had three or more changes of social worker. Although not out of line with comparators, this provides a baseline against which efforts to improve workforce stability and to restructure the service can be measured. Investigation shows that part of the reason for changes in social worker relates to the structure of the service which builds up to four moves into the child's journey, and plans to streamline this down to two moves are under development.
- 29 A new performance issue identified this quarter concerns the health of looked after children. Fewer looked after children in Durham had dental checks (82.5%) and health assessments (86.4%) compared to both regional and

national averages. Durham's Emotional and Behavioural Health Difficulties Score³ amongst looked after children (16 points) is worse than regional (14.5 points) and national (14 point) averages. Recognition of these issues is included in the 0-19 Healthy Child Programme and further investment in emotional wellbeing in schools is being planned.

Altogether Healthier

- 30 Positive progress has been made across health measures including 2,841 smoking quitters over 2016/17 exceeding the contracted target, although fewer quitters than last year. There is an increase in the use of e-cigarettes, which have become widely available and may be reducing numbers embarking on the stop smoking programme. The fall in smoking prevalence generally may also be contributing to the decline in use of smoking cessation services.
- 31 Mothers smoking at time of delivery has also reduced from last year and achieved the annual target but it is still higher than national rates. Durham Dales, Easington and Sedgfield (DDES) Clinical Commissioning Group (CCG) has the third highest rate in the North East and fifteenth highest of all CCGs in England. A steering group has been established to deliver an incentive scheme on behalf of DDES CCG. Women are registered through health professional referral, based on a specified criteria and can receive shopping vouchers if they successfully quit smoking. The government has set out an ambitious plan to make England, in effect, smoke-free in the next few decades. The new Tobacco Control Plan aims to significantly reduce smoking rates for the population by 2022, paving the way to a smoke-free generation. The plan also specifically aims to lower the smoking in pregnancy rate.
- 32 In relation to our adult social care support, our reablement and rehabilitation service is improving with a higher percentage of older people still at home three months after discharge from hospital. People who have achieved their desired outcomes from the adult safeguarding process remains high. Carers' satisfaction with the support and services they have received has fallen from 84.9% (2014/15) to 75.5%, in line with regional and national trends. Durham remains better than the national average but lower than the North East.
- 33 Four issues to highlight this quarter are:
- (a) Inequality in life expectancy and healthy life expectancy
 - (b) Mortality rate for deaths related to drug misuse
 - (c) Breastfeeding prevalence
 - (d) People receiving an assessment or review every 12 months
- 34 Life expectancy and mortality can be used as important measures of the overall health of County Durham's population and as an indicator of inequality

³ This is measured by the average score for looked after children for whom a Strengths and Difficulties Questionnaire (SDQ) was completed. A higher score indicates difficulties that are more emotional. A score of 0-13 is considered normal, a score of 14-16 is considered borderline cause for concern and a score of 17 and over is a cause for concern. A SDQ score is required for those children aged 5 to 16 (inclusive) who had been looked after continuously for at least twelve months at the 31 March. More detail is available from Public Health England [website](#).

both between and within areas.⁴ The data for the period 2013 to 2015 show that although people in County Durham are living longer they are spending more time in poor health. Healthy life expectancy has not been rising over time and locally, between 2009 to 2011 and 2013 to 2015, it fell for both men and women. In terms of HLE the absolute gap between County Durham and England for men and women both increased (3.5 years to 5.4 years for men; 4.0 years to 7.1 years for women). There is significant inequality in LE and HLE within County Durham. The gap in LE between the most deprived and least deprived areas is 7.9 years for men and 7.7 years for women and these have not changed significantly over time. The gap in HLE between the most deprived and least deprived areas is greater for men (13.8 years) and women (14.5 years). Healthy life expectancy and premature mortality are closely linked with long-term conditions such as congenital heart disease, stroke and cancer being among the leading causes of premature mortality in County Durham. These make a major contribution to the life expectancy gap between County Durham and England as a whole.

- 35 Recent published information shows that the mortality rate for deaths related to drug misuse for the period 2014 to 2016 is significantly higher in the North East and in County Durham than England. National data show the highest number of deaths since comparable records began in 1993. Of the deaths, more than two-thirds were due to misuse of drugs⁵, and two-thirds of the deaths were men, in line with previous years. Those in their 40s have overtaken people in their 30s as being the age group with the highest mortality rate from drug misuse. This breakdown of gender and age is not yet available for County Durham.
- 36 Breastfeeding prevalence still requires improvement, being significantly lower than nationally and slightly below the North East rates. A multi-agency action plan to increase breastfeeding rates has been developed involving public health, health visitors, midwifery and children's centre colleagues. Models of best practice are being looked at from other areas who have improved their rates. The implementation will require a wider system approach to tackle the social norms relating to breastfeeding in County Durham. The Best Beginnings Baby Buddy app has been created to help provide reliable and accurate information that is available 24 hours a day.
- 37 Adults in receipt of social care services should receive an assessment or review every 12 months. Between April and June 2017 performance was 87% and this needs further improvement, in particular within learning disability services. A deep dive analysis is currently being undertaken to look into this in more detail.

⁴ Life expectancy (LE) tells us how long a child born today would be expected to live if they experienced the current mortality rates of the area they were born in throughout their lifetime. Healthy life expectancy (HLE) at birth is the average number of years a person would expect to live in very good or good health.

⁵ Drug misuse is a subset of drug poisoning and is either: a death where the underlying cause is drug abuse or drug dependence, or a death where the underlying cause is drug poisoning and where any of the substances controlled under the Misuse of Drugs Act 1971 are involved.

- 38 The CQC are to undertake a programme of local system reviews of health and social care in 20 local authority areas. Reviews are initially happening in twelve challenged areas and the identification of these areas is principally based on a dashboard of six key metrics from across the sector where health and social care work most closely together, and assesses local areas against their statistical nearest neighbours (CIPFA) and nationally. The dashboard will be reviewed in the autumn. A further eight sites for review are to be identified in the coming months. These reviews will include a review of commissioning across the interface of health and social care and an assessment of the governance in place for the management of resources and will look specifically at how people move between health and social care, including delayed transfers of care, with a particular focus on people over 65 years old.
- 39 Durham is performing well on the majority of the six metrics (see Table 1 below) and the combined national ranking (based on the same 6 key indicators), where we rank 31 out of 152.

Table 1 Performance dashboard: Six key metrics

| Metric | National Rank (out of 152) | Nearest Neighbour rank (out of 16) |
|---|---------------------------------------|---|
| Emergency Admissions (65+) per 100,000 65+ population | 75 | 5 |
| 90th percentile of length of stay for emergency admissions (65+) | 32 | 7 |
| TOTAL Delayed Days per day per 100,000 18+ population | 5 | 2 |
| Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services * | 64 | 8 |
| Proportion of older people (65 and over) who are discharged from hospital who receive reablement/rehabilitation services | 76 | 6 |
| Proportion of discharges (following emergency admissions) which occur at the weekend | 133 | 15 |

*based on 2016/17 data

- 40 The current measure for delayed transfers of care (DTC) from hospital shows Durham perform well with consistently low levels. The new Better Care Fund guidance has introduced a number of new proposals, including expectations about to what extent these would have to be reduced in the interface between health and social care, linking this target to the possibility of review of improved Better Care Fund funding in 2018/19 for areas that are performing poorly against the DTC target. The Local Government Association does not support these proposals, in particular the targets, as this

does not take into consideration the overall volume of discharges (which are rising), the extreme financial pressures on councils, and the need for local flexibility. There will also be a change in the way this data is reported for 2017/2018 to make it more representative of the entire month instead of a snapshot of days. NHS Digital are undertaking work to investigate the impact of this change on the measure and will keep us informed of progress. As a result there is no data currently available for quarter one.

Altogether Safer

- 41 Positive progress is evident across some key safer measures. Anti-social behaviour continues to decrease, with fewer incidents being reported to the police and the council. The number of first time entrants to the Youth Justice System (aged 10 -17 years) has fallen and remains well within target. There have been fewer child sexual exploitation referrals than last year and fewer people killed or seriously injured in road traffic accidents. Durham's campaign for cold water shock received a national award as part of the Municipal Journal Achievement Awards 2017.
- 42 A key issue identified this quarter relates to the crime rate. Crime figures this quarter show a significant increase in the number of crimes compared with the same period last year. April to June 2017 has seen a 44% increase from the same period last year in the number of crimes, rising from 8,566 to 12,368. Durham's crime rate this quarter is 23.8 (per 1,000 population), higher than the rate of 16.5 for the same period last year. 41 of 43 police forces have shown an increase and Durham has the third highest rate of increase.
- 43 The majority of the increase in police recorded crime is violence against the person, the majority without injury. The increase is mainly due to changes in recording practice in order that the police are compliant with the national crime-recording standard (NCRS). This is also true for criminal damage type offences. Changes in recording practice include the recording of identified crimes (reducing from 72 hours from initial report to 24 hours); and improved local recording of victim-based offence categories, specifically that of violence without injury and an audit of retrospective harassment cases.
- 44 The increase in arson incidents has seen a joint initiative launched between Durham Constabulary, County Durham and Darlington Fire Service and Durham County Council. Operation Valdis, aims to reduce the number of deliberate fires across the county by seizing abandoned vehicles as and when they are identified.
- 45 Reported harassment incidents and crimes that have a cyber-element have increased since 2014 and cyber-enabled fraud via online auction and shopping sites remain the largest financial threats to individuals. Reports relating to Snapchat and Instagram tend to concern sextortion and potentially indecent image incidents. Ransomware and other malware attacks/scams are becoming more frequent and there has been a dramatic decrease in the number of cyber-related intelligence reports since 2014.

46 A thematic inspection of Out Of Court Disposals within our Youth Offending Service took place in July and feedback was positive. We will not receive an individual inspection report, or written feedback on the inspection. The final report will include findings from all seven fieldwork sites being visited this summer, highlighting good practice and making recommendations for the sector and partners. This is due to be published early next year.

Altogether Greener

47 We continue to maintain a clean and tidy environment with good levels of street and environmental cleanliness across the county. Fly-tipping incidents have seen a 3% reduction this quarter compared to last quarter (see appendix 5, chart 5). Our Big Spring Clean campaign has engaged more volunteers in community litter picks compared to last year with more rubbish collected. More parks and cemeteries have been awarded Green Flag status by Keep Britain Tidy. Enforcement action has seen more fixed penalty notices issued for enviro-crime this quarter targeting hotspot areas through the multi-agency partnership.

48 Our collection and disposal of waste shows we continue to divert more than 95% of our waste from landfill and although our reuse, recycling and composting rate has improved we remain below the national average. There has been a slight decrease (-0.3%) in the number of properties joining the garden waste collection scheme compared to the same period last year although more kilograms of garden waste have been collected per household. A government funded Waste Collection Methodology Project is about to commence, the outcome of which will be known in December.

Altogether Better Council

49 In relation to customer contact, we continue to see a reduction overall in customers contacting us via telephony and an increase in customers accessing web forms to transact (see appendix 5, charts 6 to 10). Further analysis shows there continues to be a reduction in terms of telephony for general enquiries, switchboard and street scene. More than 90 services are available on the council's website for customers to do business with us 24 hours a day.

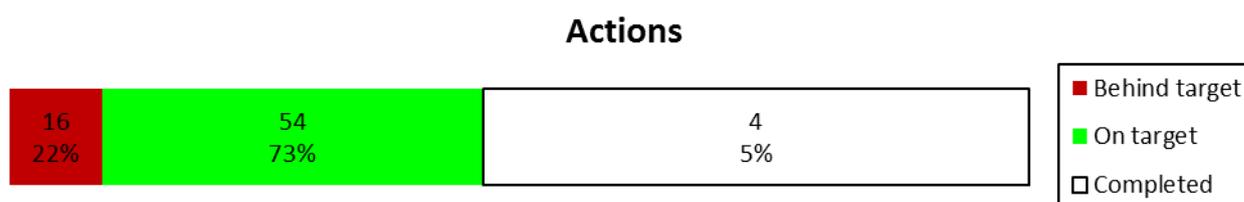
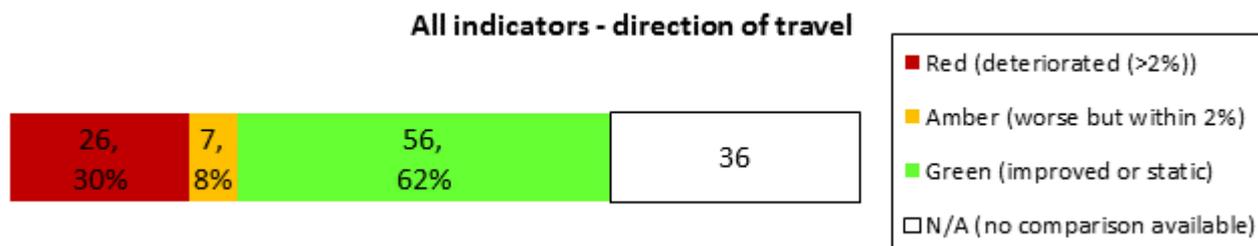
50 Overall sickness absence continues to improve, falling from 10.48 days lost per full time equivalent (excluding schools) in the previous quarter to 10.32 days in quarter one 2017/18. The council is committed to managing the attendance levels of its workforce and ensuring support is available to enable individuals to manage their health and wellbeing wherever possible.

51 The key performance issue identified this quarter relates to staff appraisals. The percentage of staff who had an appraisal has improved to 89%; however, performance remains below target and it is acknowledged that performance must improve. Chief Officers are following this through with managers where appraisals have not been undertaken. The council is committed to delivering performance appraisals with our employees as good practice and to ensure that the council's vision and priorities are communicated effectively throughout the organisation so that staff know what is expected of them and are

supported to deliver.

Overall Performance of the Council

Key Performance



- 52 In quarter one, 62% (56) of our key performance indicators improved or maintained performance and 30% (26) deteriorated compared to 12 months earlier. 78% (58) of Council Plan actions have been achieved or are on target to be achieved by the deadline. 22% (16 of 74) of actions slipped. In the majority of cases work has been rescheduled and timescales reset as reflected in the recommendations at paragraph 57.
- 53 Information and data to support the complete indicator set is provided at Appendix 4. A full copy of the exceptions, deletions, amendments and additions to council and service planning actions is available on request from performance@durham.gov.uk.

Risk Management

- 54 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.
- 55 Appendix 3 summarises key risks in delivering the ambitions for each priority theme and how we are managing them.

Key Data Messages by Altogether Theme

- 56 The next section provides a summary per Altogether theme of key data messages. The format of the Altogether themes provides a snap shot overview aimed to ensure that key performance messages are easy to

identify.⁶ The Altogether themes are supplemented by information and data relating to the complete indicator set, provided at Appendix 4.

⁶ Images designed by Freepik from Flaticon, Homelessness Outreach Service by Hawaii Open Data US, Office Rental by Makhmudkhon, Pound Bills by John Burraco, Pounds by Oliviu Stoian from the thenounproject.com, Bury Council

Altogether Wealthier

Job prospects

Employment in 2016/17

71.5% working age population defined as in employment in County Durham (231,600 people). More than last quarter but below England and Wales (74.4%)

75.3% male working age population aged 16-64 (120,200)

67.8% female working age population aged 16-64 (111,400)

79% private sector (188,600), in line with England & Wales (78.6%)

To achieve national levels, **9,000** people (aged 16 - 64) out of **18,100** people economically inactive and wanting a job need to enter employment

| Young people | Durham | England | North East |
|---|-------------------------------|---------|------------|
| 18-24 year olds who are out of work and claiming either Universal Credit or Jobseeker's Allowance (at Jun 2017) | 3.9% (2,010 people) | 2.6% | 4.6% |
| 16-17 year olds in an apprenticeship (at Mar 2017) | 9.1% | 6.4% | 8.8% |

Helping people back into work

268 jobs created/safeguarded as a result of Business Durham activity (Apr—Jun 2017)

222 apprenticeships started through County Council schemes (2016/17) above the target of 200

735 apprenticeships through Durham County Council schemes sustained for 15 months or more (at Jun 2017), which equates to 68.4% of all apprenticeship starts through these schemes

Apprenticeship programme - on hold while assessing the impact of the newly introduced levy to determine whether a successor programme will follow.

£15,496 average disposable household income that individuals have available for spending or saving after deduction of expenditure (2015). More than £15,246 in 2014 but less than England average of £19,447 and North East average of £16,197 (2015)

Housing and regeneration

↑ 45 empty properties brought back into use as a result of local authority intervention (Apr- Jun 2017). More than target (30) and last year (29)

↑ 422 net new homes completed (Apr- Jun 2017). More than last year (336)

↓ 198 affordable homes delivered (2016/17). In line with target (200) but fewer than 2015/16 (262)

↓ 320 clients for whom homelessness was prevented (Apr- Jun 2017). Less than last year (363)



Local authority road network



Structures are in 'good to fair' condition. Backlog has grown over the past year due to updated and more accurate condition surveys.

Condition of A, B & C roads is in line with national average (3% require maintenance to be considered).
On-going programme of resurfacing works in place for all roads.



£192m needed to bring DCC highway asset up to a good condition, and having no backlog with no defects (at Mar 2016).
£628m needed regionally, £12b needed across England and Wales

| Overall Satisfaction with.... (National Highways & Transport survey) | 2014 | 2016 | National Average 2016 |
|---|------|------------|--------------------------|
| ... condition of the highways | 38% | 45% | 38% |
| ... highway maintenance | 49% | 55% | 53% |

Altogether Better for Children and Young People

Early Help and Universal Services

Achieving Aspiration



92%
Primary

65%*
Secondary

*11 out of 31 schools judged as Requires Improvement or Inadequate (2 more than last year and 1 more than last quarter). 6 LA maintained schools and 5 academies.

Health

Under 18 Conception rate (Apr 2015 — Mar 2016)

25.9 per 1,000 female population (213 conceptions), fewer than last year (27.5 and 233 conceptions) and lowest since 1998, but still significantly more than England (20.4).



Early Help support

Not in Education, Employment or Training

4.9% of 16-17 year olds in Durham are not in education, employment or training, higher than national (2.7%) and North East (4.0) averages

727 families

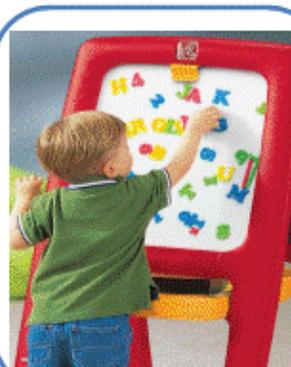
benefitted from successful interventions* at March 2017 (16.7% of phase 2 overall total of 4,360 families by March 2020), above both the regional (15.7%) and national average (13.2%)

Stronger Families Programme

Education Health and Care Plans Processed in 20 weeks

Children or young people with special educational need or disability

Performance has been going down and target of 90% not met



Sustained contact with Children's Centre



88% of Durham 0-2 year olds in the top 30% IMD* having sustained contact, more than last year (86%) (Jul 2016/Jun 2017)

* Indices of Multiple Deprivation 2010

*this aims to assist individuals in a family to achieve reductions in crime/anti-social behaviour, improve school attendance or move back into employment through the Stronger Families Programme.

Altogether Better for Children and Young People

Assessment and Safeguarding

Safeguarding

(Apr—Jun 2016)

(Apr - Jun 2017)

Child's Journey

1,415 Children in need referrals (CiN), more than last year (1,226)

1,031 Single Assessments, more than last year (946)

486 Children with a child protection plan (CPP) more than last year (358)

CPP rate = 48.6 per 10,000 lower than North East average (59.6) but higher than England average (43.1)

Our response

Statutory referrals processed in one working day

58.6%

85.5%

CiN referrals occurred within 12 months of previous referral

24.8%

17%

Single assessments completed in 45 days

86.8%

83.2%

Number of Children by Level of Need

Level 4 (Statutory cases)
LAC, CPP

Level 3

Level 3/2

Children in Need

Families First

One Point Service

higher

lower

Level of Need

June 2016
(5,803)

3,147

380

2,276

June 2017
(6,485)

3,624

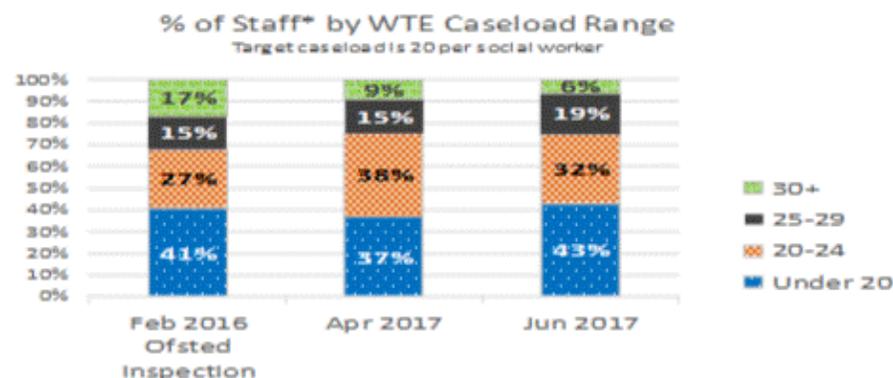
479

2,382

Social Work Practice

Social Worker Caseload (Feb 2016—Jun 2017)

- ◆ A target caseload is 20 per social worker (but depend on nature of cases)
- ◆ Caseload levels have improved



Casefile Quality

The quality of casework has significantly improved but remains below target

| Statutory casefile quality | Target | Ofsted Mar 2016 (20 cases) | Quarter 4 Mar 2017 (158 cases) | Quarter 1 Jun 2017 (92 cases) |
|----------------------------|------------------------|----------------------------|--------------------------------|-------------------------------|
| Good or above | 80-100% By Mar 2018 | 40% | 50% | 61% |
| Below Good | | 60% | 52% | 39% |

Our response to Initial Child Protection Conference

75.2%
(Apr - Jun 2016)

42.6%

(Apr - Jun 2017)

An initial child protection conference should be held within 15 working days after a safeguarding strategy meeting (Section 47 enquiry) or a child with a CPP moves into the area.

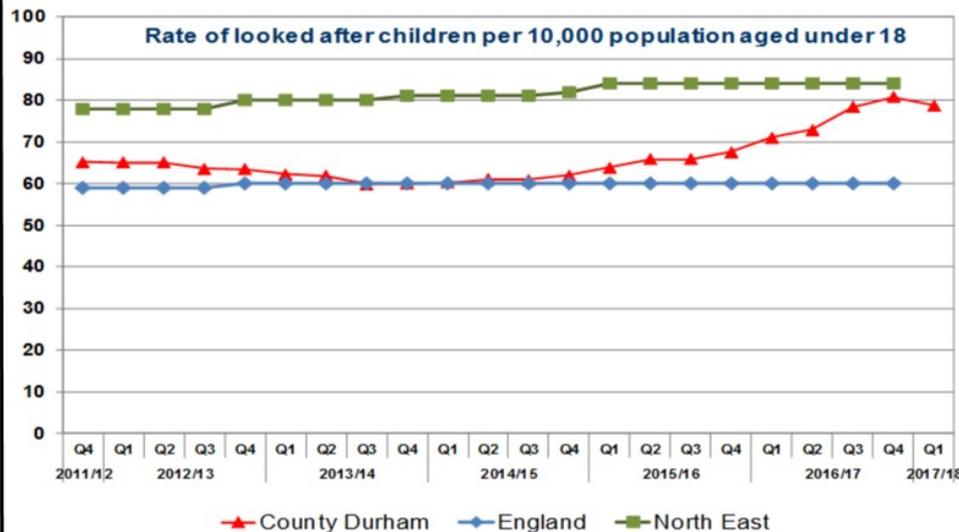
Altogether Better for Children and Young People

Corporate Parenting Support

Safeguarding (30 June 2017)



- **789** children currently looked after (LAC), more than last year (712)
- **11%** Increase in LAC rate from 71 per 10,000 children (June 2016) to 78.7.
- **230** care leavers are also receiving support



Social Work Practice

- ♦ **640** LAC (81.4%) who are in a foster placement, compared to 599 (84.4%) last year—As at June 2017
- ♦ **25** LAC (3.2%) have independent residential placements, compared to 14 (2%) last year—As at June 2017
- ♦ **53** children (17.3%) adopted of those leaving care (2016/17), compared to 28 (11.1%) in 2015/16

Achieving Aspiration

Care leavers aged 17-21 (provisional data):

| | Durham | North East | England |
|---------------------------------------|--------------------------------|------------------------|------------------------|
| In suitable accommodation ✓ | 94.3% (Apr-Jun 2017) | 86% (2015/16 ac yr) | 84% (2015/16 ac yr) |
| Employment or training (EET) ✓ | 69.1% (Apr-Jun 2017) | 50% (2015/16 ac yr) | 52% (2015/16 ac yr) |

Health of looked after children

| | Durham | North East | England |
|--|--------------------------------|--------------------------|------------------------|
| A dental health check ✗ | 82.5% (Apr-Jun 2017) | 86.3% (2013/14) | 84.4% (2013/14) |
| Health assessment ✗ | 86.4% (Apr-Jun 2017) | 94.7% (2013/14) | 88.4% (2013/14) |
| Average Emotional and Behavioural Health Difficulties Score ✗ | 16 points (2016/17) | 14.5 points (2015/16) | 14 points (2015/16) |

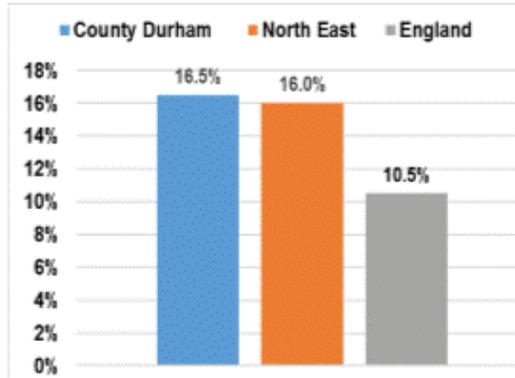
Altogether Healthier

Health of our residents

Smoking in County Durham

Mothers smoking at time of delivery 2016/17 - 16.5%

- ✓ Improvement from 2015/16 figure (18.2%)
- ✓ Achieved annual target (17.2%)
- ✗ but still worse than North East (16%) and England (10.5%)
- ✗ DDES CCG rate is poor (19.1%)
- ◆ Incentive scheme for DDES area introduced



Smoking quitters - 2016/17



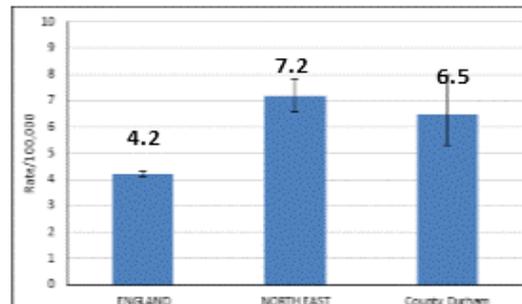
✓ **2,841** people quit smoking following support during 2016/17, exceeding the target of 2,311



Breastfeeding at 6 - 8 weeks from birth (Apr - Jun 2017)

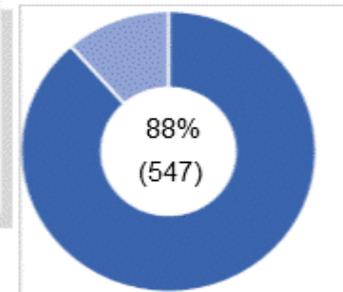
- ✗ 28.2% (down from 28.8% in Q1 2016/17)
- ✗ Lower than England (44.3%)
- ✗ Lower than North East (30.6%)

Mortality rate (per 100,000) deaths for drugs misuse 2014 - 2016



Adult social care support

Reablement Service - people still at home 91 days after discharge from hospital Jan - Mar 2017



- ✓ Better than same period last year (85.2%)
- ↑ % of total people receiving reablement where no further service was required: 82.6% (from 81.7%)
- ↓ % of total people completing reablement who require no ongoing care/reduced care: 86.3% (from 88.5%)

87.2% (7,259) of people received an assessment (within 12 months) in the year ended June 2017, slightly higher than the same period last year of 87%

% of people who achieved their desired outcomes from the adult safeguarding process

96.1% (307/321 people) (Apr - Jun 2016)

95.6% (422/439 people) (Apr - Jun 2017)



Adults 65+ admitted to care on a permanent basis

181 admissions (172.0 per 100,000 population) (Apr - Jun 2017)

177 admissions (168.1 per 100,000 population) (Apr - Jun 2016)

Number of bed days commissioned

234,350 (Apr - June 2016)

218,918 (Apr - June 2017)



Survey of Adult Carers in England 2016/17

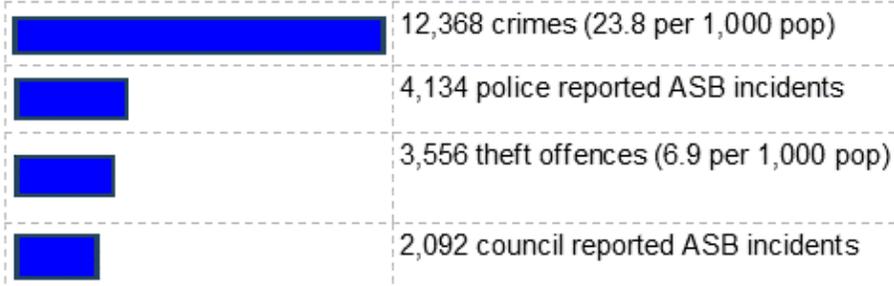
↓ **75.5%** of carers satisfied with support and services (down from 84.9% in 2014 -15)

- ✓ Higher than England (71%)
- ✗ Lower than North East (77.5%)

Altogether Safer

Crime and anti-social behaviour (ASB)

Apr - Jun 2017:



12.8% reduction in police reported anti-social behaviour (ASB) incidents since Q1 2016/17
 6.7% reduction in council reported anti-social behaviour incidents since Q1 2016/17

38 First Time Entrants to the Youth Justice System.
 Less than the Q1 profiled target of 62.5 or less FTEs and a decrease from Q1 2016/17

Crime has increased by 44% compared to Q1 2016/17. This is partially due to changes in recording
 Nationally, 41 of 43 police forces have shown an increase in crime during 2016/17

Theft offences have increased by 25.6% since Q1 2016/17.
 Nationally, 37 of 43 police forces showed an increase in theft offences during 2016/17



People's perceptions of Police dealing with concerns of ASB and crime: **61.3%** Slightly less than Q1 2016/17 (61.7%)

Higher than most similar group average (58.5%)

Reducing misuse of drugs and alcohol

Alcohol related crime and ASB incidents

| | Apr - Jun 2017 | Apr - Jun 2016 |
|---|----------------|----------------|
| % of alcohol related police ASB incidents | 17.7% (734) | 18.2% (847) |
| % of alcohol related violent crime | 24.9% (1053*) | 25.1% (704) |

* The number has increased by 49.6%, in line with the increase in all crimes



Alcohol seizures - the Police recorded 398 seizures of alcohol between Apr and Jun 2017, of these 302 (75.8% were under 18).

Tackling abuse of vulnerable people



163 child sexual exploitation referrals between Jul 2016 - Jun 2017. Lower than the 207 reported in the same period last year.

Safe environment

Road Safety

| Period | Total KSI | Children | Fatalities |
|----------------|-----------|----------|------------|
| Comparison | -17% | -40% | -33% |
| Jan - Mar 2017 | 39 | 3 | 4 |
| Jan - Mar 2016 | 47 | 5 | 6 |



We won a national award for our cold water shock campaign, as part of the MJ Achievement Awards 2017.

Altogether Greener

Clean and attractive environment

Environmental cleanliness

County Durham are maintaining good levels of environmental cleanliness (2016-17 annual figures)

-  **5.8%** litter
-  **9.8%** detritus
-  **1%** dog fouling

Big Spring Clean: Between Feb-Apr 2017 there were 191 litter picks involving 2,589 volunteers giving more than 3,381 hours of their time to collect almost 2,865 bags of rubbish, more than last year: +49 litter picks, +847 volunteers, +881 hours, +1,165 bags of rubbish collected.

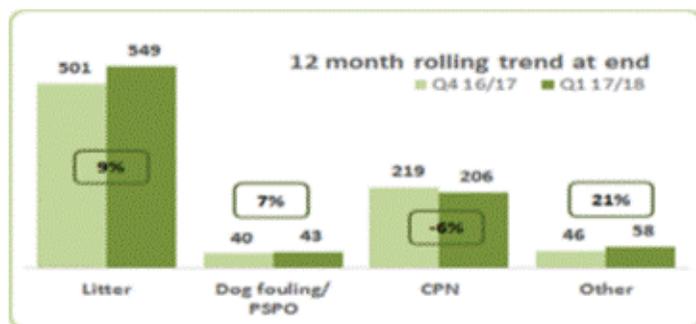


Green Flag Awards: 12 (2 more than 2016) parks and cemeteries have been given accreditation by Keep Britain Tidy, in recognition of excellent standards of maintenance, management and good practice.

Green Heritage Site Award: Blackhill and Consett Park achieved an award to green spaces and for managing and promoting the elements of their heritage that make them unique.

Enforcement action

| Fixed Penalty Notices issued for enviro-crime | 12 months rolling total at | | |
|---|----------------------------|--------|-----------|
| | Mar-17 | Jun-17 | Change |
| | 806 | 856 | 50 6.2% |



Fly-tipping

Jul 2016 - Jun 2017

- 3%** reduction in fly-tipping incidents recorded compared to last quarter
- 7,524** incidents recorded compared with 7,768 last quarter
- 64%** was household waste
- 15%** increase in white goods compared to same period last year

Actions to date: 2017/18

| | |
|----------------------------------|---|
| Cameras deployed to 19 locations | 12 incidents caught on CCTV |
| 16 stop and search operations | 5 duty of care warning letters 3 fixed penalty notices issued |
| 455 further investigations | 3 prosecutions £4,046 awarded in fines, compensation, costs and surcharges |

Collection and disposal of waste

Refuse and recycling

May 2016 - Apr 2017

-  **95.9%** municipal waste diverted from landfill, in line with target (95%)
-  **39.9%** household waste re-used, recycled or composted, better than last quarter but below national average (43%)
-  **68,716** properties have joined the 2017 recycle garden waste scheme at Jun 2017, 236 less than at Jun 2016
-  **102 kgs** garden waste collected per household at Jun 2017, compared to 97kgs collected at Jun 2016

Our services to customers and the public

Customer Services - Jul 2016 - Jun 2017



37 seconds to answer a call on average and 6% calls abandoned

CUSTOMER CONTACT:

We continue to see a reduction overall in customers contacting us via telephony and an increase in customers accessing web forms to transact.



TELEPHONE

959,812



-1.9%



E-MAIL

66,415



-5.7%



WEB FORMS

83,739



+15.8%



FACE-TO-FACE

149,267



-11.7%



SOCIAL MEDIA

1,866



-11.6%

DOT from previous quarter % change



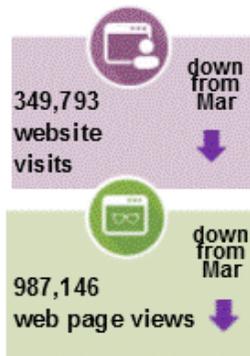
Save time do it online

Report Apply Book Pay Comment

Do it online facts and figures:



Website Stats - Jun 2017:



Top 5 pages (the most visited pages)



most popular news item: 4,244 page views - improvements to Neville's Cross

Preferred method of technology used to contact the Council



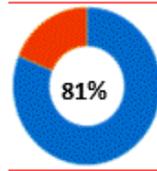
Looking after our people

Employee Wellbeing: (Jul 2016 – Jun 2017 excluding schools)

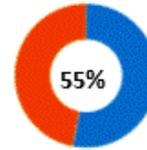
Overall sickness absence per full time equivalent continues to improve and achieved target (11.20 days) and is better than last year (11.48 days)



Employees having 5 working days or less sickness



More posts with no sickness absence, than last year (51%)

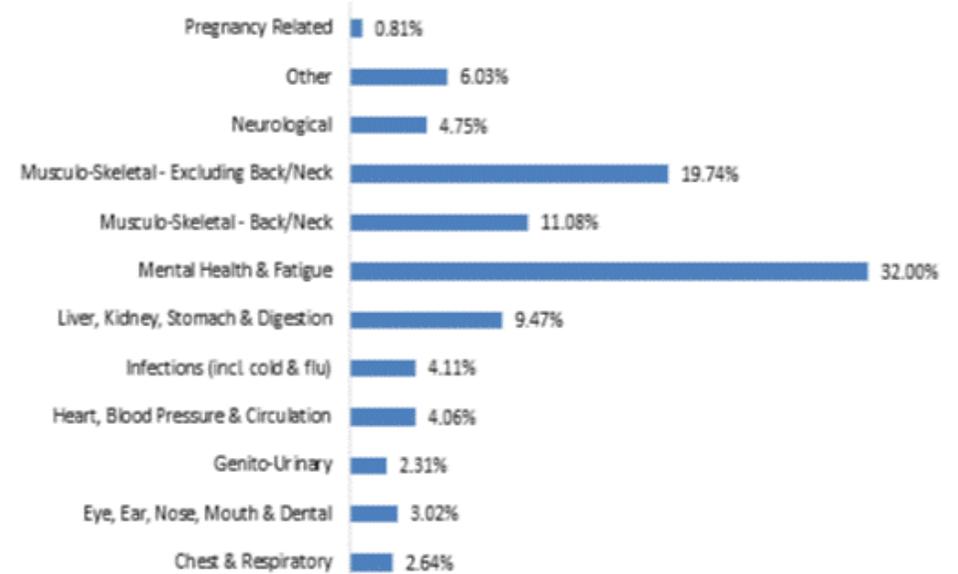


| % of sickness absence (Apr– June 2017 excluding schools) | |
|--|--------|
| short/medium/long term sickness | % rate |
| Short Term = 0 - 7.5 days | 14.66% |
| Medium Term = 7.5 - 20 days | 15.04% |
| Long Term = 20 days + | 70.03% |

% of staff performance appraisals completed (Jul 2016 – Jun 2017 excluding schools)

x 89% appraisals completed - slight improvement from previous quarter (88%) but below target (92%)

% Type Sickness Occurring



Managing our resources for residents and customers Finance: (Apr – Jun 2017)



Council Tax Collected

- ✓ 29.03% council tax collected (target 29.01%)
- i 4,505 additional customers chose option to extend payment plan over 11/12 months rather than statutory 10 months (18,646 overall)



Business Rates Collected

- ✓ 33.67% business rates collected (target 33.55%)
- i 281 additional ratepayers chose option to extend payment plan over 11/12 months rather than statutory 10 months (2,159 overall)

Recommendations and reasons

57 Corporate Overview and Scrutiny Management Board is recommended to:

- (a) Note the council's performance at quarter one.
- (b) Note all changes to the Council Plan outlined below:

Altogether Wealthier

- (i) Agreeing a proposal for North Road has been further delayed while work for securing an external development partner and establishing the financial viability is carried out. The revised date is to be confirmed.
- (ii) The deadline to deliver the Chapter Homes business plan has been revised from December 2018 to October 2019 as the Council has not yet agreed to the transfer of land so the deadline now reflects the expected site completion date.
- (iii) Work to improve access to Durham Rail station is ongoing on the western path and the deadline has been delayed from June 2017 until August 2017.
- (iv) Developing and finalising a full business case for Horden Rail Station has been delayed from December 2017 to October 2018 while awaiting detailed design work with Network Rail for planning permission.

Altogether Safer

- (v) Expanding enforcement powers around anti-social behaviour by increasing the number of Public Space Protection Orders (PSPOs), designed to reduce anti-social behaviour in public spaces, is delayed from April 2017 to October 2017. A new countywide PSPO was introduced for dog fouling in June and more PSPOs are being considered going forward.
- (vi) Work with partners to evaluate the effectiveness of the Multi-Agency Intervention Service to ensure the current approach is meeting its desired outcomes has been delayed from July 2017 until July 2018. An August start date is anticipated with evaluation built into this project.

Altogether Greener

- (vii) The review to harmonise current operational practices relating to the collection of clinical waste is delayed from September 2017 to March 2018. Stage 1 in the north will roll out in September 2017 but as this is a complex issue further consultation and operational changes are required.
- (viii) The Commissioning of a leachate treatment system at Coxhoe East landfill site has been delayed from August 2017 to November 2017. The service is currently preparing this project for tender.

- (ix) A strategic review of street sweepings and food waste to improve the customer experience, reduce costs and generate revenue (including waste operations and contracts) has been delayed from August 2017 to March 2018. The street sweeping element is almost complete. The food waste element is part of the government funded Waste Collection Methodology Project which is about to commence.
- (x) The fleet restructure to realign operational practices to meet service delivery demands (due June 2017) and a review of the location of fleet vehicles (due September 2017), have both been delayed until March 2018. Consultations have commenced with staff and trade unions. Review of location of fleet vehicles will commence once the fleet restructure is finalised.
- (xi) The review of operational practices around allotments to harmonise standards and embed enforcement has been delayed from January 2018 to July 2018. Enforcement activity has increased regarding basics such as non-cultivation. Wider enforcement is dependent on a review of standard rules to be considered.
- (xii) The review of the Allotment Policy to increase community ownership and involvement in the management of allotments has been delayed from April 2017 to July 2018. It is anticipated that the Policy will be considered by Scrutiny in the autumn, followed by consultation and implementation.
- (xiii) Completion of capping activities at Joint Stocks Landfill site to standards set by the Environment Agency due June 2018 has been delayed until November 2019. The ability to cap is proportionate to the volume of soil able to be secured. Phase 1: Part 1 aims for completion by November 2018 and Part 2 by November 2019.

Altogether Better Council

- (xiv) The review of public conveniences to ascertain the distribution and standard of provision to inform future countywide proposals by May 2017 is behind target with a revised completion date of September 2017. Scoping work has been completed and further work is being considered.
- (xv) The review of the Customer First Strategy is under further consideration in light of the Head of Service restructure which has led to the establishment of the new Digital and Customer Services function. It has been proposed that a combined Digital and Customer Service Strategy is developed; to be confirmed once some initial baselining work has been completed.

Contact: Jenny Haworth Tel: 03000 268071

Appendix 1: Implications
Appendix 2: Report Key
Appendix 3: Risk Management

Appendix 4: Summary of key performance indicators

Appendix 5: Volume measures

Appendix 6: Secondary Schools Require Improvement and Inadequate

Appendix 1: Implications

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

Staffing - Performance against a number of relevant corporate health Performance Indicators (PIs) has been included to monitor staffing issues.

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

Equality and Diversity / Public Sector Equality Duty - Corporate health PIs are monitored as part of the performance monitoring process.

Accommodation - Not applicable

Crime and Disorder - A number of PIs and key actions relating to crime and disorder are continually monitored in partnership with Durham Constabulary.

Human Rights - Not applicable

Consultation - Not applicable

Procurement - Not applicable

Disability Issues - Employees with a disability are monitored as part of the performance monitoring process.

Legal Implications - Not applicable

Appendix 2: Report key

Performance Indicators:

Direction of travel/benchmarking

Same or better than comparable period/comparator group

GREEN

Worse than comparable period / comparator group (within 2% tolerance)

AMBER

Worse than comparable period / comparator group (greater than 2%)

RED

Performance against target

Meeting/Exceeding target

Getting there - performance approaching target (within 2%)

Performance >2% behind target

- ✓ Performance is good or better than comparable period/benchmark
- ✗ Performance is poor or worse than comparable period/benchmark
- ↔ Performance has remained static or is in line with comparable period/benchmark

National Benchmarking

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

North East Benchmarking

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

Nearest Neighbour Benchmarking:

The nearest neighbour model was developed by the Chartered Institute of Public Finance and Accountancy (CIPFA), one of the professional accountancy bodies in the UK. CIPFA has produced a list of 15 local authorities which Durham is statistically close to when you look at a number of characteristics. The 15 authorities that are in the nearest statistical neighbours group for Durham using the CIPFA model are: Barnsley, Wakefield, Doncaster, Rotherham, Wigan, Kirklees, St Helens, Calderdale, Dudley, Northumberland, Tameside, Sheffield, Gateshead, Stockton-On-Tees and Stoke-on-Trent.

We also use other neighbour groups to compare our performance. More detail of these can be requested from the Corporate Planning and Performance Team at performance@durham.gov.uk.

Appendix 3: Risk Management

Risk Management

1. The strategic risks identified as potential barriers to successfully achieving our objectives are listed against each Altogether theme. 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.
2. As at 30 June 2017, there were 23 risks on the corporate strategic risk register, one more than as at 31 March 2017. During quarter 1, two risks were added and one was removed. The following matrix categorises the strategic risks according to their net risk evaluation as at 30 June 2017. To highlight changes in each category during the last quarter, the number of risks as at 31 March 2017 is shown in brackets.

Corporate Risk Heat Map

| Impact | | | | | |
|---------------|--------|----------|----------|----------|-----------------|
| Critical | 1 (1) | 1 (0) | 4 (4) | | 1 (1) |
| Major | | 3 (2) | 3 (3) | 0 (1) | |
| Moderate | | | 9 (10) | 1 (0) | |
| Minor | | | | | |
| Insignificant | | | | | |
| Likelihood | Remote | Unlikely | Possible | Probable | Highly Probable |

Key risks 

3. One risk was removed from the corporate strategic risk register as these factors already exist in many parts of the region and are being managed on a location-by-location basis, as applicable.
 - a. Diminishing Capital Resources, continuing depressed land values and cautious growth in the private sector may have an impact on the ability to deliver major projects and town initiatives within proposed timescale. (REAL)
4. Two risks were added:-
 - a. Inability to recruit and retain children's social workers and social work managers may seriously inhibit the delivery of services. (CYPS)
 - b. If the Council suffered a major cyber-attack, then it may be unable to effectively deliver essential services during the period of recovery. (T&P)

5. The likelihood of the following risk has been reduced from possible to unlikely. An ongoing project is in place to ensure compliance and servers that cannot be made compliant or effectively relocated will be switched off. A Public Services Network risk register has also been completed, and is reviewed on an ongoing basis and as part of the annual review.
 - a. If we were to fail to comply with Central Government's Public Services Network Code of Connection and PCI criteria for our computer applications, this would put some of our core business processes at risk, such as Revenues and Benefits, which rely on secure transfer of personal data. (RES)
6. Due to the effectiveness of existing controls, the net likelihood of the following risk is now considered possible, not probable. However, the review has also highlighted a marginal increase in the net financial impact, meaning that the overall net impact is now critical, not major.
 - a. Major Interruption to IT Service Delivery (RES)
7. At a corporate strategic level, key risks to the Council, with their respective net risk evaluations shown in brackets, are:
 - a. **Altogether Wealthier:** There are no key risks in delivering the objectives of this theme.
 - b. **Altogether Better for Children and Young People:** Failure to protect a child from death or serious harm (where service failure is a factor or issue). Management consider it possible that this risk could occur which, in addition to the severe impacts on children, will result in serious damage to the Council's reputation and to relationships with its safeguarding partners. To mitigate the risk, actions are taken forward from Serious Case Reviews and reported to the Local Safeguarding Children Board. Lessons learned are fed into training for front line staff and regular staff supervision takes place. This risk is long term and procedures are reviewed regularly. (Critical / Possible)
 - c. **Altogether Healthier:** There are no key risks in delivering the objectives of this theme.
 - d. **Altogether Safer:** A service failure of Adult Safeguarding leads to death or serious harm to a service user. Management consider it possible that this risk could occur which, in addition to the severe impacts on service users, will result in serious damage to the Council's reputation and to relationships with its safeguarding partners. As the statutory body, the multi-agency Safeguarding Adults Board has a Business Plan in place for taking forward actions to safeguard vulnerable adults including a comprehensive training programme for staff and regular supervision takes place. This risk is long term and procedures are reviewed regularly. (Critical / Possible)
 - e. **Altogether Greener:** There are no key risks in delivering the objectives of this theme.
 - f. **Altogether Better Council:**
 - i. If there was to be slippage in the delivery of the agreed Medium Term Financial Plan savings projects, this will require further savings to be

made from other areas, which may result in further service reductions and job losses. Management consider it possible that this risk could occur, which will result in a funding shortfall, damaged reputation and reduced levels of service delivery. To mitigate the risk, a programme management approach for key projects has been established and embedded across the Council. Monitoring by Corporate Management Team and Cabinet provides assurance over the implementation of the agreed MTFP savings projects. It should be recognised that this will be a significant risk for at least the next four years. (Critical / Possible)

- ii. Ongoing Government funding cuts which now extend to at least 2019/20 will continue to have an increasing major impact on all Council services. Management consider it highly probable that this risk could occur, and to mitigate the risk, sound financial forecasting is in place based on thorough examination of the Government's red book plans. This will also be a significant risk for at least the next four years. (Critical / Highly Probable)
- iii. Major interruption to IT service delivery. Corporate Management Team has approved a project to provide improved ICT resilience for the Council's main Data Centre. It is anticipated that the improvement works, which will significantly reduce the risks from electrical and mechanical failures, will be completed by March 2018. (Critical / Possible).

Appendix 4: Summary of Key Performance Indicators

| Ref | PI ref | Description | Latest data | Period covered | Period target | Data 12 months earlier | Performance compared to 12 months earlier | Performance compared to National figure | Performance compared to *North East or **Nearest statistical neighbour figure | Period covered | | |
|---|-----------|---|-------------|----------------|---------------|------------------------|---|---|---|----------------|-------|----------------|
| Altogether Wealthier | | | | | | | | | | | | |
| 1. Do residents have good job prospects? | | | | | | | | | | | | |
| 1 | RED PI40 | Proportion of the working age population defined as in employment | 71.5 | 2016/17 | Tracker | 69.0 | GREEN | 74.4 | RED | 69.8* | GREEN | 2016/17 |
| 2 | RED PI88 | Per capita household disposable income (£) [1] [2] | 15,496 | 2015 | Tracker | 15,246 | GREEN | 19,447 | RED | 16197* | RED | 2015 |
| 3 | RED PI62 | Number of apprenticeships started through Durham County Council schemes | 222 | 2016/17 | 200 | 74 | GREEN | No Data | | No Data | | |
| 4 | RED PI105 | Number of apprenticeships from Durham County Council schemes sustained at least 15 months [2] | 735 | As at Jun 2017 | Tracker | 663 | GREEN | No Data | | No Data | | |
| 5 | RED PI92 | Number of gross potential jobs created or safeguarded as a result of Business Durham activity [3] | 268 | Apr - Jun 2017 | NA | 1,409 | NA | No Data | | No Data | | |
| 6 | CYP S1 | Percentage of 16 to 17 year olds in an apprenticeship | 9.1 | As at Mar 2017 | Tracker | 8.0 | GREEN | 6.4 | GREEN | 8.8* | GREEN | As at Mar 2017 |

| Ref | PI ref | Description | Latest data | Period covered | Period target | Data 12 months earlier | Performance compared to 12 months earlier | Performance compared to National figure | | Performance compared to *North East or **Nearest statistical neighbour figure | | Period covered |
|--|-------------|---|-------------|----------------|---------------|------------------------|---|---|---------|---|---------|----------------|
| 7 | RED PI7a | Number of 18 to 24 year olds who are out of work and claiming either Universal Credit or Jobseekers Allowance (JSA) | 2,010 | As at Jun 2017 | Tracker | 1,855 | RED | No Data | | No Data | | |
| 8 | RED PI8b | Proportion of all Jobseeker's Allowance (JSA) claimants that have claimed for one year or more | 32.20 | As at Jun 2017 | Tracker | 29.90 | NA [4] | No Data | | No Data | | |
| 2. Do residents have access to decent and affordable housing | | | | | | | | | | | | |
| 9 | RED PI30 | Number of empty properties brought back into use as a result of local authority intervention | 45 | Apr - Jun 2017 | | 30 | 29 | GREEN | No Data | | No Data | |
| 10 | RED PI10b | Number of net homes completed | 422 | Apr - Jun 2017 | Tracker | | 336 | GREEN | No Data | | No Data | |
| 11 | RED PI36a | Number of clients who have accessed the Housing Solutions Service and for whom homelessness has been prevented | 320 | Apr - Jun 2017 | Tracker | | 363 | RED | No Data | | No Data | |
| 12 | RED PI10a i | Number of affordable homes delivered [3] | 198 | 2016/17 | | 200 | 262 | RED | No Data | | No Data | |

| Ref | PI ref | Description | Latest data | Period covered | Period target | Data 12 months earlier | Performance compared to 12 months earlier | Performance compared to National figure | Performance compared to *North East or **Nearest statistical neighbour figure | Period covered | | |
|---|----------|--|-------------|----------------|---------------|------------------------|---|---|---|----------------|-------|---------|
| 3. Is County Durham a good place to do business? | | | | | | | | | | | | |
| 13 | RED PI87 | Gross Value Added (GVA) per capita in County Durham (£) [1] [2] | 15,210 | 2014 | Tracker | 15,202 | GREEN | 25,624 | RED | 18413* | RED | 2014 |
| 14 | RED PI89 | Number of registered businesses in County Durham | 16,585 | 2015/16 | Tracker | 16,400 | GREEN | No Data | | No Data | | |
| 4. Is it easy to travel around the county? | | | | | | | | | | | | |
| 15 | NS06 a | Percentage of A roads where maintenance is recommended (scanner survey) | 3 | 2016/17 | Tracker | 4 | GREEN | 3 | GREEN | 3* | GREEN | 2015/16 |
| 16 | NS06 bc | Percentage of B and C roads where maintenance is recommended (scanner survey) | 3 | 2016/17 | Tracker | 4 | GREEN | 6 | GREEN | 6* | GREEN | 2015/16 |
| 17 | NS06 d | Percentage of unclassified roads where maintenance is recommended (scanner survey) | 20 | 2015/16 | Tracker | 19 | RED | 17 | RED | 14* | RED | 2015/16 |
| 18 | NS07 | Highways maintenance backlog (£millions) | 191.7 | 2016 | Tracker | 181 | NA | No Data | | No Data | | |

| Ref | PI ref | Description | Latest data | Period covered | Period target | Data 12 months earlier | Performance compared to 12 months earlier | Performance compared to National figure | Performance compared to *North East or **Nearest statistical neighbour figure | Period covered | | |
|---|-----------|---|-------------|-----------------------|---------------|------------------------|---|---|---|----------------|-------|-----------------------|
| 5. How well does tourism and cultural events contribute to our local economy? | | | | | | | | | | | | |
| 19 | RED PI100 | Number of visitors to County Durham (million) | 18.7 | 2015 | Tracker | 18.1 | GREEN | No Data | No Data | | | |
| 20 | RED PI101 | Number of jobs supported by the visitor economy | 10,961 | 2015 | Tracker | 10,803 | GREEN | No Data | No Data | | | |
| 21 | RED PI102 | Amount (£ million) generated by the visitor economy | 778 | 2015 | Tracker | 752 | GREEN | No Data | No Data | | | |
| Altogether Better for Children and Young People | | | | | | | | | | | | |
| 1. Are children, young people and families in receipt of universal services appropriately supported? | | | | | | | | | | | | |
| 22 | CYP S24 | Average attainment 8 score/score for LA (all pupils at the end of key stage 4 in state-funded mainstream and special schools and academies - replacing GCSE attainment) | 49.2 | 2015/16 ac yr (final) | Tracker | New PI | NA | 48.5 | GREEN | 48.7* | GREEN | 2015/16 ac yr (final) |
| 23 | CYP S27 | Average point score per A level entry of state-funded school students | 31.9 | 2015/16 ac yr (final) | Tracker | New PI | NA | 31.8 | GREEN | 30.63* | GREEN | 2015/16 ac yr (final) |
| 24 | CYP S2 | Percentage of 16 to 17 year olds who are not in education, employment or training (NEET) [5] | 4.9 | Apr - Jun 2017 | Tracker | 4.7 | RED | No Data | | 4* | RED | |

| Ref | PI ref | Description | Latest data | Period covered | Period target | Data 12 months earlier | Performance compared to 12 months earlier | Performance compared to National figure | | Performance compared to *North East or **Nearest statistical neighbour figure | | Period covered |
|-----|---------|--|-------------|-----------------------|---------------|------------------------|---|---|-------|---|-------|-----------------------|
| 25 | CYP S25 | Gap between the average Attainment 8 score of Durham disadvantaged pupils and the average Attainment 8 score of non-disadvantaged pupils nationally (at KS4) | -12.5 | 2015/16 ac yr (final) | Tracker | New PI | NA | -12.3 | AMBER | -13.3* | GREEN | 2015/16 ac yr (final) |
| 26 | CYP S26 | Percentage of children in the Early Years Foundation Stage achieving a Good Level of Development | 69 | 2015/16 ac yr (final) | 64.0 | 63.6 | GREEN | 69.3 | AMBER | 68.4* | GREEN | 2015/16 ac yr (final) |
| 27 | CYP S29 | Gap between the percentage of Durham disadvantaged pupils and the percentage of non-disadvantaged pupils nationally who achieve the expected standard in reading, writing and maths (at KS2) | -16 | 2015/16 ac yr (final) | Tracker | New PI | NA | -22 | GREEN | -23* | GREEN | 2015/16 ac yr (final) |
| 28 | CYP S30 | Ofsted percentage of primary pupils in good or better schools | 91.7 | As at Jun 2017 | Tracker | 92 | AMBER | 90 | GREEN | 91* | GREEN | As at May 2017 |
| 29 | CYP S31 | Ofsted percentage of secondary pupils in good or better schools | 64.5 | As at Jun 2017 | Tracker | 70 | RED | 79 | RED | 67* | RED | As at May 2017 |

| Ref | PI ref | Description | Latest data | Period covered | Period target | Data 12 months earlier | Performance compared to 12 months earlier | Performance compared to National figure | | Performance compared to *North East or **Nearest statistical neighbour figure | | Period covered |
|-----|---------|---|-------------|-------------------|---------------|------------------------|---|---|-----|---|-------|---|
| 30 | CYP S32 | Exclusion from school of All Durham children - percentage of children with at least one fixed exclusion | 2 | 2016/17 ac yr | Tracker | 1.9 | RED | No Data | | No Data | | |
| 31 | AHS1 | Under 18 conception rate per 1,000 girls aged 15 to 17 | 25.9 | 2015/16 | Tracker | 27.5 | GREEN | 20.4 | RED | 27.5* | GREEN | 2015/16 |
| 32 | AHS2 | Proportion of five year old children free from dental decay | 64.9 | 2014/15 | Tracker | New PI | NA | 75.2 | RED | 72* | RED | 2014/15 |
| 33 | AHS3 | Alcohol specific hospital admissions for under 18's (rate per 100,000) | 67.5 | 2013/14 - 2015/16 | Tracker | 72.8 | GREEN | 37.4 | RED | 66.9* | AMBER | 2013/14 - 2015/16 |
| 34 | AHS4 | Young people aged 10-24 admitted to hospital as a result of self-harm | 489.4 | 2011/12 - 2013/14 | Tracker | 504.8 | GREEN | 367.3 | RED | 532.2* | GREEN | England - 2011/12 - 2013/14 NE - 2010/11 - 2012/13 |
| 35 | AHS5 | Percentage of children aged 4 to 5 years classified as overweight or obese | 24.3 | 2015/16 ac yr | Tracker | 23.0 | RED | 22.1 | RED | 24.6* | GREEN | 2015/16 ac yr |

| Ref | PI ref | Description | Latest data | Period covered | Period target | Data 12 months earlier | Performance compared to 12 months earlier | Performance compared to National figure | | Performance compared to *North East or **Nearest statistical neighbour figure | | Period covered |
|---|---------|---|-------------|---------------------|---------------|------------------------|---|---|-------|---|-------|---------------------|
| 36 | ASH6 | Percentage of children aged 10 to 11 years classified as overweight or obese | 37 | 2015/16 ac yr | Tracker | 36.6 | AMBER | 34.2 | RED | 37* | GREEN | 2015/16 ac yr |
| 37 | CYP S33 | Percentage of Education Health and Care Plans completed in the statutory 20 week time period | 66.0 | Jan - Jun 2017 | 90.0 | 90.0 | RED | 58.6 | GREEN | 73.4* | RED | Jan - Dec 2016 |
| 2. Are children, young people and families in receipt of Early Help services appropriately supported? | | | | | | | | | | | | |
| 38 | CYP S22 | Percentage of successful interventions (families turned around) via the Stronger Families Programme (Phase 2) | 16.7 | Sep 2014 - Mar 2017 | 24.4 | NA | NA | 13.2 | GREEN | 15.7* | GREEN | Sep 2014 - Mar 2017 |
| 39 | CYP S23 | Percentage of children aged 0-2 years in the top 30% IMD registered with a Children's Centre and having sustained contact | 88.1 | 2016/17 | 60 | 86 | GREEN | No Data | | No Data | | |
| 3. Are children and young people in receipt of social work services appropriately supported and safeguarded? | | | | | | | | | | | | |
| 40 | CYP S14 | Percentage of First Contact & EDT enquiries processed within 1 working day | 85.5 | Apr - Jun 2017 | Tracker | 58.6 | GREEN | No Data | | No Data | | |

| Ref | PI ref | Description | Latest data | Period covered | Period target | Data 12 months earlier | Performance compared to 12 months earlier | Performance compared to National figure | | Performance compared to *North East or **Nearest statistical neighbour figure | | Period covered |
|-----|----------|--|-------------|----------------|---------------|------------------------|---|---|-------|---|-------|----------------|
| 41 | CYP S15 | Percentage of statutory children in need referrals received which occurred within 12 months of a previous referral | 17.0 | Apr - Jun 2017 | Tracker | 24.8 | GREEN | 22.3 | GREEN | 20.6* | GREEN | 2015/16 |
| 42 | CYP S16 | Percentage of statutory single assessments completed within 45 working days | 83.2 | Apr - Jun 2017 | Tracker | 86.8 | RED | 83.4 | AMBER | 82.1* | GREEN | 2015/16 |
| 43 | CYP S17 | Rate of children subject to a child protection plan per 10,000 population aged under 18 | 48.6 | As at Jun 2017 | Tracker | 35.7 | RED | 43.1 | RED | 59.6* | GREEN | As at Mar 2016 |
| 44 | CYP S18a | Rate of children in need (proxy) per 10,000 population aged under 18 (L4 open cases only) | 361.4 | As at Jun 2017 | Tracker | 313.9 | NA | 337.7 | | 441.5* | | 2015/16 |
| 45 | CYP S18b | Level 2/3 cases open to One Point Service - Rate per 10,000 population aged under 18 | 47.8 | As at Jun 2017 | Tracker | 37.9 | NA | No Data | | No Data | | |
| 46 | CYP S18c | Level 3 cases open to Families First Teams - Rate per 10,000 population aged under 18 | 237.5 | As at Jun 2017 | Tracker | 227.1 | NA | No Data | | No Data | | |

| Ref | PI ref | Description | Latest data | Period covered | Period target | Data 12 months earlier | Performance compared to 12 months earlier | Performance compared to National figure | | Performance compared to *North East or **Nearest statistical neighbour figure | | Period covered |
|-----|---------|---|-------------|----------------|---------------|------------------------|---|---|-----|---|-----|----------------|
| 47 | CYP S19 | Percentage of strategy meetings initiated which led to an initial child protection conference being held within 15 working days | 42.6 | Apr - Jun 2017 | Tracker | 75.2 | RED | 76.7 | RED | 82.4* | RED | 2015/16 |
| 48 | CYP S20 | Percentage of Social Workers with fewer than 20 case | 43.0 | As at Jun 2017 | Tracker | 42.0 | GREEN | No Data | | No Data | | |
| 49 | CYP S21 | Percentage of Case File Audits which are rated as good or better | 60.9 | Apr - Jun 2017 | 80.0 | New PI | NA | No Data | | No Data | | |

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

| | | | | | | | | | | | | |
|----|--------|---|------|-----------------|---------|------|-------|---------|-------|---------|-------|----------------|
| 50 | CYP S3 | Rate of looked after children per 10,000 population aged under 18 | 78.7 | As at Jun 2017 | Tracker | 71.0 | NA | 60 | | 84* | | As at Mar 2016 |
| 51 | CYP S4 | Percentage of children adopted from care (as % of total children leaving care) [number of children adopted shown in brackets] | 17.3 | 2016/17 | Tracker | 11.1 | GREEN | 15 | GREEN | 13* | GREEN | 2015/16 |
| 52 | CYP S5 | Percentage of LAC who are in a foster placement | 81.4 | As at June 2017 | Tracker | 84.4 | RED | No Data | | No Data | | |
| 53 | CYP S6 | Number of independent residential placement | 3.2 | As at Jun 2017 | Tracker | 2.0 | RED | No Data | | No Data | | |

| Ref | PI ref | Description | Latest data | Period covered | Period target | Data 12 months earlier | Performance compared to 12 months earlier | Performance compared to National figure | Performance compared to *North East or **Nearest statistical neighbour figure | Period covered | | |
|-----|---------|---|-------------|----------------|---------------|------------------------|---|---|---|----------------|-------|---------------|
| 54 | CYP S7 | Percentage of children looked after continuously for 12 months or more who had a dental check | 82.5 | Apr - Jun 2017 | Tracker | 90.9 | RED | 84.4 | RED | 86.3* | RED | 2013/14 |
| 55 | CYP S8 | Percentage of children looked after continuously for 12 months or more who have had the required number of health assessments | 86.4 | Apr - Jun 2017 | Tracker | 77.0 | GREEN | 88.4 | RED | 94.7* | RED | 2013/14 |
| 56 | CYP S9 | Emotional and behavioural health of children looked after continuously for 12 months or more (SDQ) | 16.0 | 2016/17 | Tracker | 14.9 | RED | 14 | RED | 14.5* | RED | 2015/16 |
| 57 | CYP S10 | Average Attainment 8 score of Looked After Children | 31.3 | 2016/17 ac yr | Tracker | New PI | NA | 22.8 | GREEN | 25.9* | GREEN | 2015/16 ac yr |
| 58 | CYP S11 | Percentage of LAC achieving the expected standard in Reading, Writing and Maths (at KS2) | 44.0 | 2016/17 ac yr | Tracker | New PI | NA | 25 | GREEN | 27* | GREEN | 2015/16 ac yr |
| 59 | CYP S12 | Percentage of care leavers aged 17-21 in education, employment or training (EET) | 69.1 | Apr - Jun 2017 | Tracker | 59.3 | GREEN | 52 | GREEN | 50* | GREEN | 2015/16 ac yr |
| 60 | CYP S13 | Percentage of care leavers aged 17-21 in suitable accommodation | 94.3 | Apr - Jun 2017 | Tracker | 94.5 | AMBER | 84 | GREEN | 86* | GREEN | 2015/16 ac yr |

| Ref | PI ref | Description | Latest data | Period covered | Period target | Data 12 months earlier | Performance compared to 12 months earlier | Performance compared to National figure | Performance compared to *North East or **Nearest statistical neighbour figure | Period covered | | |
|---|--------|---|-------------|----------------|---------------|------------------------|---|---|---|----------------|-------|----------------|
| Altogether Healthier | | | | | | | | | | | | |
| 1. Are our services improving the health of our residents? | | | | | | | | | | | | |
| 61 | AHS12 | Percentage of mothers smoking at time of delivery | 16.5 | 2016/17 | 17.2 | 18.1 | GREEN | 10.5 | RED | 16* | RED | 2016/17 |
| 62 | AHS13 | Four week smoking quitters per 100,000 smoking population | 3,010 | 2016/17 | 2,449 | 3,076 | RED | No Data | | No Data | | |
| 63 | AHS7 | Male life expectancy at birth (years) [2] | 78.1 | 2013-2015 | Tracker | 78.0 | GREEN | 79.5 | AMBER | 77.9* | GREEN | 2013-2015 |
| 64 | AHS8 | Female life expectancy at birth (years) [2] | 81.2 | 2013-2015 | Tracker | 81.3 | AMBER | 83.1 | RED | 81.6* | AMBER | 2013-2015 |
| 65 | AHS9 | Healthy life expectancy at birth [Female] | 57 | 2013-2015 | Tracker | New PI | NA | 64.1 | RED | 60.1* | RED | 2013-2015 |
| 66 | AHS10 | Healthy life expectancy at birth [Male] | 58 | 2013 - 2015 | Tracker | New PI | NA | 63.4 | RED | 59.6* | RED | 2013-2015 |
| 67 | AHS14 | Excess weight in adults (Proportion of adults classified as overweight or obese) | 67.6 | 2013-15 | Tracker | 69 | GREEN | 64.8 | RED | 68.6* | GREEN | 2013-15 |
| 68 | AHS11 | Suicide rate (deaths from suicide and injury of undetermined intent) per 100,000 population | 15.7 | 2013 - 2015 | Tracker | 14.8 | RED | 10.1 | RED | 12.4* | RED | 2013 - 2015 |
| 69 | AHS38 | Prevalence of breastfeeding at 6-8 weeks from birth | 28.2 | Apr - Jun 2017 | Tracker | 28.8 | RED | 44.3 | RED | 30.6* | RED | Jan - Mar 2017 |
| 70 | AHS40 | Estimated smoking prevalence of persons aged 18 and over | 17.9 | 2016 | Tracker | 19.0 | GREEN | 15.5 | RED | 17.2* | RED | 2016 |

| Ref | PI ref | Description | Latest data | Period covered | Period target | Data 12 months earlier | Performance compared to 12 months earlier | Performance compared to National figure | | Performance compared to *North East or **Nearest statistical neighbour figure | | Period covered |
|-----|--------|---|-------------|----------------|---------------|------------------------|---|---|-----|---|-----|----------------|
| 71 | AHS41 | Self-reported wellbeing - people with a low happiness score | 11.4 | 2015/16 | Tracker | New PI | NA | 8.8 | RED | 10.2* | RED | 2015/16 |
| 72 | NS20 | Participation in Sport and Physical Activity: active | 62.2 | 2015/16 | Tracker | New PI | NA | 65.4 | RED | No Data | | 2015/16 |
| 73 | NS21 | Participation in Sport and Physical Activity: inactive | 25.4 | 2015/16 | Tracker | New PI | NA | 22 | RED | No Data | | 2015/16 |

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

| | | | | | | | | | | | | |
|----|-------|--|-------|----------------|---------|-------|-------|---------|-------|---------|-------|---------|
| 74 | AHS18 | Adults aged 65+ per 100,000 population admitted on a permanent basis in the year to residential or nursing care | 172.0 | Apr - Jun 2017 | TBC | 168.1 | RED | 628.2 | | 843* | | 2016/17 |
| 75 | AHS20 | Proportion of older people who were still at home 91 days after discharge from hospital into reablement/ rehabilitation services | 88.5 | Jan - Mar 2017 | TBC | 85.2 | GREEN | 82.7 | GREEN | 85.5* | GREEN | 2015/16 |
| 76 | AHS16 | Percentage of individuals who achieved their desired outcomes from the adult safeguarding process | 95.6 | Apr - Jun 2017 | Tracker | 96.1 | AMBER | No Data | | No Data | | |

| Ref | PI ref | Description | Latest data | Period covered | Period target | Data 12 months earlier | Performance compared to 12 months earlier | Performance compared to National figure | | Performance compared to *North East or **Nearest statistical neighbour figure | | Period covered |
|-----|--------|--|-------------|---------------------|---------------|------------------------|---|---|-------|---|-------|----------------|
| 77 | AH17 | Percentage of service users receiving an Assessment or Review within the last 12 months | 87.2 | Jul 2016 - Jun 2017 | Tracker | 87.0 | GREEN | No Data | | No Data | | |
| 78 | AHS2_1 | Overall satisfaction of people who use services with their care and support | 63.6 | 2016/17 | Tracker | New PI | NA | 64.4 | AMBER | 67.2* | RED | 2015/16 |
| 79 | AH22 | Overall satisfaction of carers with the support and services they receive | 75.5 | 2016/17 | Tracker | New PI | NA | 41.2 | GREEN | 49.3* | GREEN | 2014/15 |
| 80 | AHS2_3 | The proportion of adult social care service users who report they have enough choice over the care and support services they receive | 73.1 | 2016/17 | Tracker | New PI | NA | No Data | | No Data | | |

Altogether Safer

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

| | | | | | | | | | | | | |
|----|---------|--|------|----------------|---------|------|-------|-----|--|-------|--|---------|
| 81 | CYP_S35 | First time entrants to the youth justice system aged 10 to 17 (per 100,000 population of 10 to 17 year olds) [2] | 89 | Apr - Jun 2017 | 146 | 95 | GREEN | 357 | | 413** | | 2015/16 |
| 82 | AHS2_4 | Overall crime rate (per 1,000 population) [2] | 23.8 | Apr - Jun 2017 | Tracker | 16.5 | RED | | | | | |
| 83 | AHS2_5 | Rate of theft offences (per 1,000 population) [2] | 6.8 | Apr - Jun 2017 | Tracker | 5.5 | RED | | | | | |

| Ref | PI ref | Description | Latest data | Period covered | Period target | Data 12 months earlier | Performance compared to 12 months earlier | Performance compared to National figure | Performance compared to *North East or **Nearest statistical neighbour figure | Period covered | | |
|-----|---------|--|-------------|---------------------|---------------|------------------------|---|---|---|----------------|-------|---------------------|
| 84 | AHS2 6 | Proportion of all offenders (adults and young people) who re-offend in a 12 month period | 27.4 | Oct 2014 - Sep 2015 | Tracker | 27.5 | GREEN | 24.8 | RED | 29.5* | GREEN | Oct 2014 - Sep 2015 |
| 85 | CYP S36 | Proven re-offending by young people (who offend) in a 12 month period (%) | 42.6 | Oct 2014 - Sep 2015 | Tracker | 46.9 | GREEN | 37.8 | RED | 43.4* | GREEN | Oct 14 - Sep 15 |

2. How effective are at tackling Anti-Social Behaviour?

| | | | | | | | | | | | | |
|----|---------|---|-------|----------------|---------|-------|-------|---------|--|---------|-------|----------------|
| 86 | AHS2 7 | Dealing with concerns of ASB and crime issues by the local council and police [1] [2] [6] | 61.3 | Jan - Dec 2016 | Tracker | 61.7 | AMBER | No Data | | 58.5** | GREEN | Jan - Dec 2016 |
| 87 | AHS2 8a | Number of police reported incidents of anti-social behaviour [2] | 4,134 | Apr - Jun 2017 | Tracker | 4,664 | GREEN | No Data | | No Data | | |
| 88 | AHS2 8b | Number of council reported incidents of anti-social behaviour | 2,092 | Apr - Jun 2017 | Tracker | 2,243 | GREEN | No Data | | No Data | | |

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

| | | | | | | | | | | | | | |
|----|--------|--|------|---|--|------|------|-----|------|-----|-------|-----|---|
| 89 | AHS3 1 | Percentage of successful completions of those in alcohol treatment | 28.6 | Oct 2015 - Sep 2016 (representations to Mar 2017) | | 38.3 | 30.2 | RED | 38.3 | RED | 33.2* | RED | England Oct 2015 - Sep 2016 (rep to Mar 2017) |
|----|--------|--|------|---|--|------|------|-----|------|-----|-------|-----|---|

| Ref | PI ref | Description | Latest data | Period covered | Period target | Data 12 months earlier | Performance compared to 12 months earlier | Performance compared to National figure | Performance compared to *North East or **Nearest statistical neighbour figure | Period covered | | |
|---|---------|---|-------------|---|---------------|------------------------|---|---|---|----------------|-------|---------------------------------------|
| 90 | AHS32 | Percentage of successful completions of those in drug treatment - opiates | 6.2 | Oct 2015 - Sep 2015 (representations to Mar 2017) | 8.0 | 6.0 | GREEN | 6.6 | RED | 5.4* | GREEN | Oct 2015 - Sep 2016 (rep to Mar 2017) |
| 91 | AHS33 | Percentage of successful completions of those in drug treatment - non-opiates | 26.9 | Oct 2015 - Sep 2016 (representations to Mar 2017) | 49.1 | 33.0 | RED | 37.1 | RED | 29.2* | RED | Oct 2015 - Sep 2016 (rep to Mar 2017) |
| 92 | AHS29 | Percentage of anti-social behaviour incidents that are alcohol related | 17.7 | Apr - Jun 2017 | Tracker | 18.2 | GREEN | No Data | | No Data | | |
| 93 | AHS30 | Percentage of violent crime that is alcohol related | 24.9 | Apr - Jun 2017 | Tracker | 25.1 | GREEN | No Data | | No Data | | |
| 94 | AHS36 | Alcohol seizures | 398 | Apr - Jun 2017 | Tracker | 536 | NA | No Data | | No Data | | |
| 4. How well do we tackle abuse of vulnerable people, including domestic abuse, child sexual exploitation and radicalisation? | | | | | | | | | | | | |
| 95 | CYP S34 | Number of child sexual exploitation referrals [2] | 163.0 | Jul 16 - Jun 17 | Tracker | 207 | NA | No Data | | No Data | | |

| Ref | PI ref | Description | Latest data | Period covered | Period target | Data 12 months earlier | Performance compared to 12 months earlier | Performance compared to National figure | Performance compared to *North East or **Nearest statistical neighbour figure | Period covered | |
|---|----------|---|-------------|----------------|---------------|------------------------|---|---|---|----------------|---------|
| 5. How do we keep our environment safe, including roads and waterways? | | | | | | | | | | | |
| 96 | RED PI44 | Number of people killed or seriously injured in road traffic accidents | 39 | Jan - Mar 2017 | Tracker | 47 | GREEN | No Data | No Data | | |
| | | Number of fatalities | 8 | | | 6 | | | NA | | |
| | | Number of seriously injured | 31 | | | 41 | | | NA | | |
| 97 | RED PI45 | Number of children killed or seriously injured in road traffic accidents | 3 | Jan - Mar 2017 | Tracker | 5 | GREEN | No Data | No Data | | |
| | | Number of fatalities | 0 | | | 0 | | | NA | | |
| | | Number of seriously injured | 3 | | | 5 | | | NA | | |
| Altogether Greener | | | | | | | | | | | |
| 1. How clean and tidy is my local environment? | | | | | | | | | | | |
| 98 | NS14 a | Percentage of relevant land and highways assessed (LEQSPRO survey) as having deposits of litter that fall below an acceptable level | 5.80 | 2016/17 | 7.00 | 5.89 | GREEN | 10 | GREEN | No Data | 2014/15 |
| 99 | NS14 b | Percentage of relevant land and highways assessed (LEQSPRO survey) as having deposits of detritus that fall below an acceptable level | 9.79 | 2016/17 | 10.00 | 8.18 | RED | 27 | GREEN | No Data | 2014/15 |

| Ref | PI ref | Description | Latest data | Period covered | Period target | Data 12 months earlier | Performance compared to 12 months earlier | Performance compared to National figure | | Performance compared to *North East or **Nearest statistical neighbour figure | | Period covered |
|--|----------|---|-------------|---------------------|---------------|------------------------|---|---|---------|---|---------|----------------|
| 100 | NS14c | Percentage of relevant land and highways assessed as having deposits of dog fouling that fall below an acceptable level | 0.96 | 2016/17 | Tracker | 1.26 | GREEN | 7 | GREEN | No Data | | 2014/15 |
| 2 Are we reducing carbon emissions and adapting to climate change? | | | | | | | | | | | | |
| 101 | RED PI46 | Percentage reduction in CO ₂ emissions in County Durham (by 40% by 2020 and 55% by March 2031) | 48 | As at Dec 2014 | Tracker | 42.00 | GREEN | No Data | | No Data | | |
| 102 | RED PI48 | Percentage change in CO ₂ emissions from local authority operations | -6 | 2015/16 | Tracker | -10.40 | RED | No Data | | No Data | | |
| 3. How effective and sustainable is our collection and disposal of waste? | | | | | | | | | | | | |
| 103 | NS10 | Percentage of municipal waste diverted from landfill | 95.9 | May 2016 - Apr 2017 | | 95.0 | 95.7 | GREEN | No Data | | No Data | |
| 104 | NS19 | Percentage of household waste that is re-used, recycled or composted | 39.9 | May 2016 - Apr 2017 | Tracker | 38.9 | GREEN | 43.0 | RED | 35.3* | GREEN | 2015/16 |
| 105 | NS15 | Number of fly-tipping incidents | 7,524 | Jul 2016 - Jun 2017 | Tracker | 7,782 | GREEN | No Data | | No Data | | |

| Ref | PI ref | Description | Latest data | Period covered | Period target | Data 12 months earlier | Performance compared to 12 months earlier | Performance compared to National figure | Performance compared to *North East or **Nearest statistical neighbour figure | Period covered |
|---|--------------|---|-------------|---------------------|---------------|------------------------|---|---|---|----------------|
| Altogether Better Council | | | | | | | | | | |
| 1. How well do we look after our people? | | | | | | | | | | |
| 106 | RES/011 | Percentage of performance appraisals completed in current post in rolling year period (excluding schools) | 89.02 | Jul 2016 - Jun 2017 | 92.00 | 87.11 | GREEN | No Data | No Data | |
| 107 | RES/LPI/012a | Days / shifts lost to sickness absence – all services excluding school staff | 10.32 | Jul 2016 - Jun 2017 | 11.20 | 11.48 | GREEN | No Data | No Data | |
| 108 | RES/052 | Percentage of posts with no absence in rolling year (excluding schools) | 54.77 | Jul 2016 - Jun 2017 | Tracker | 51.35 | GREEN | No Data | NA | |
| 109 | RES/019a | % of sickness absence which is short term | 19.6 | Apr - Jun 2017 | Tracker | 20.2 | NA | No Data | NA | |
| 110 | RES/019b | % of sickness absence which is medium term | 17.0 | Apr - Jun 2017 | Tracker | 18.2 | NA | No Data | NA | |
| 111 | RES/019c | % of sickness absence which is long term | 63.4 | Apr - Jun 2017 | Tracker | 61.6 | NA | No Data | No Data | |
| 112 | RES/053 | Percentage of employees having five days or less sickness per 12 month rolling period | 80.59 | Jul 2016 - Jun 2017 | Tracker | 77.33 | NA | No Data | No Data | |

| Ref | PI ref | Description | Latest data | Period covered | Period target | Data 12 months earlier | Performance compared to 12 months earlier | Performance compared to National figure | Performance compared to *North East or **Nearest statistical neighbour figure | Period covered |
|---|---------|---|-------------|----------------------|---------------|------------------------|---|---|---|----------------|
| 2. Are our resources being managed for the best possible outcomes for residents and customers? | | | | | | | | | | |
| 113 | RES/002 | Percentage of council tax collected in-year | 29.03 | Apr - Jun 2017 | 29.01 | 29.00 | GREEN | 97.20 | 95.80* | 2016/17 |
| 114 | RES/003 | Percentage of business rates collected in-year | 33.67 | Apr - Jun 2017 | 33.55 | 33.55 | GREEN | 98.20 | 98.13* | 2016/17 |
| 3. How good are our services to customers and the public? | | | | | | | | | | |
| 115 | NS26 | Average time taken to answer a telephone call (seconds) | 37 | Jul 2016 - June 2017 | Tracker | 39 | GREEN | No Data | No Data | |
| 116 | NS20 | Percentage of abandoned calls | 6 | Jul 2016 - Jun 2017 | Tracker | 6 | AMBER | No Data | No Data | |
| 117 | NS43 a | Number of customer contacts - face to face | 149,267 | Jul 2016 - Jun 2017 | Tracker | 205,583 | NA | No Data | No Data | |
| 118 | NS43 b | Number of customer contacts –telephone | 959,812 | Jul 2016 - Jun 2017 | Tracker | 1,004,888 | NA | No Data | No Data | |
| 119 | NS43 c | Number of customer contacts - web forms | 83,739 | Jul 2016 - Jun 2017 | Tracker | 82,201 | NA | No Data | No Data | |
| 120 | NS43 d | Number of customer contacts - emails | 66,415 | Jul 2016 - Jun 2017 | Tracker | 68,046 | NA | No Data | No Data | |

| Ref | PI ref | Description | Latest data | Period covered | Period target | Data 12 months earlier | Performance compared to 12 months earlier | Performance compared to National figure | | Performance compared to *North East or **Nearest statistical neighbour figure | | Period covered |
|-----|--------|--|-------------|---------------------|---------------|------------------------|---|---|--|---|--|----------------|
| 121 | NS43e | Number of customer contacts - social media | 1,866 | Jul 2016 - Jun 2017 | Tracker | 2,733 | NA | No Data | | No Data | | |

[1] Previous period data amended /refreshed

[2] Data 12 months earlier amended/refreshed

[3] Target is annual

[4] Since August 2015, out of work claimants who are single with no dependants will be claiming Universal Credit.

Information on long term claimants is not available therefore this PI no longer represents all long term out of work claimants

[5] The high number of school leavers whose status is 'not known' impacts significantly on this indicator

[6] A confidence interval applies to the survey results

Appendix 5: Volume Measures

Chart 1. Children in need referrals within 12 months of previous referral

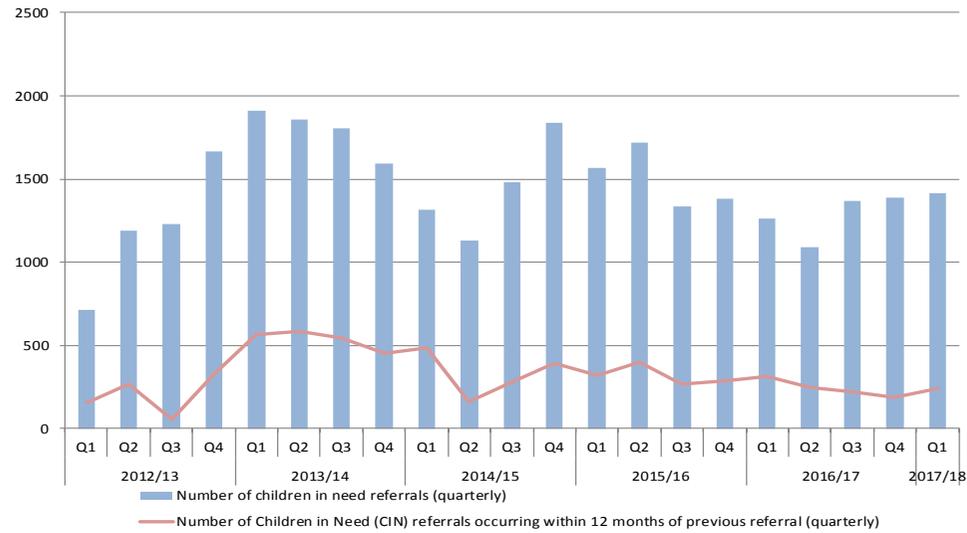


Chart 2. Looked after children cases

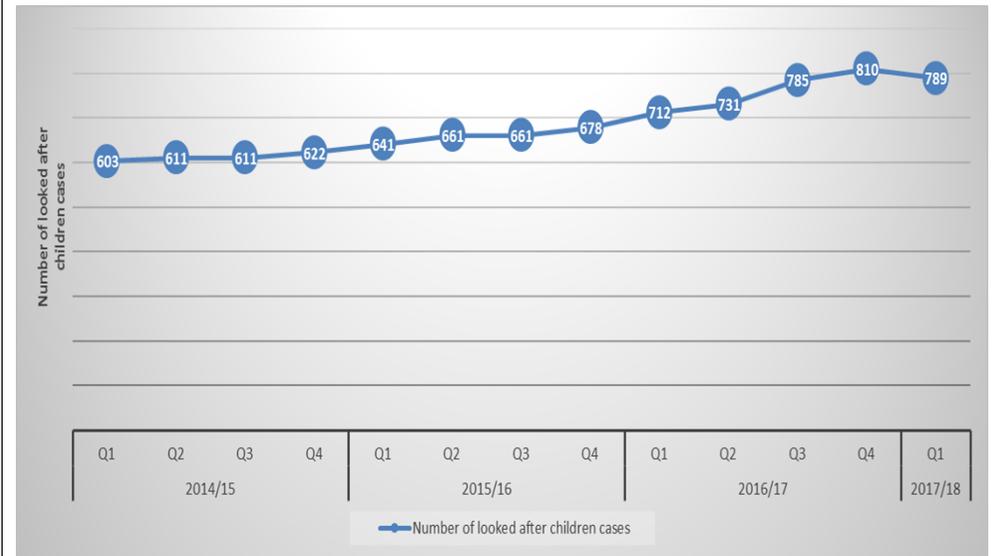


Chart 3. Children with a child protection plan

Rate of CPP per 10,000 population under 18

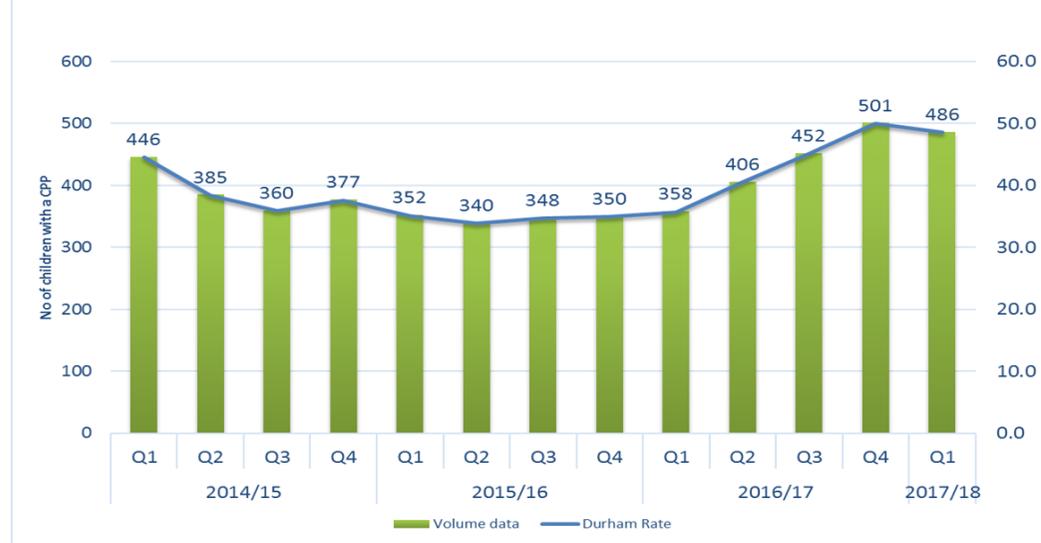


Chart 4. First Contact Volume and Process Rate

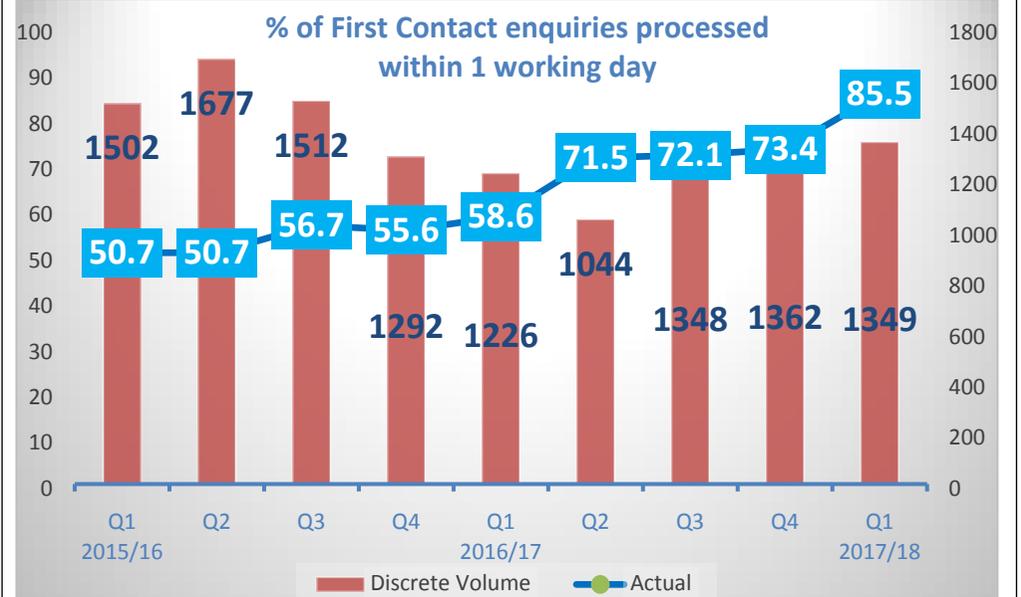


Chart 5. Fly-tipping incidents

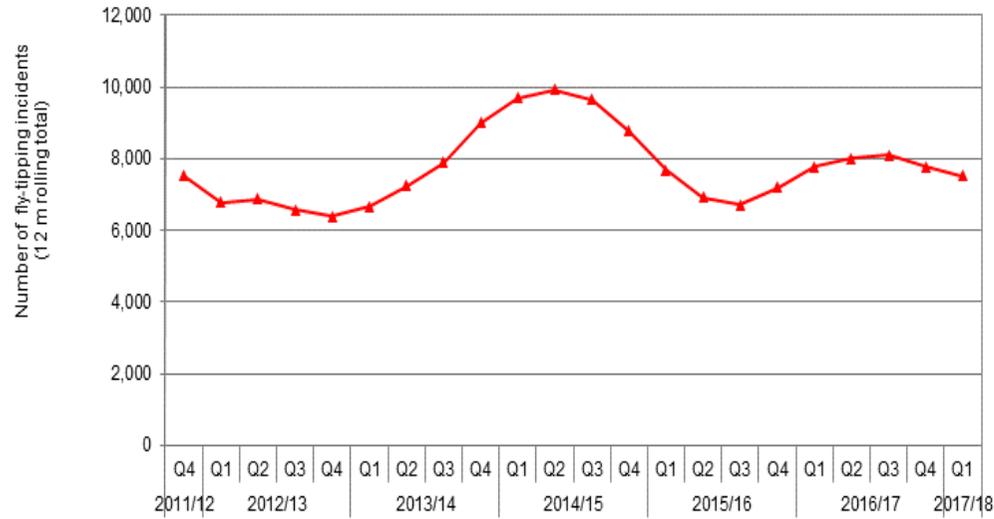


Chart 6. Telephone calls via customer services

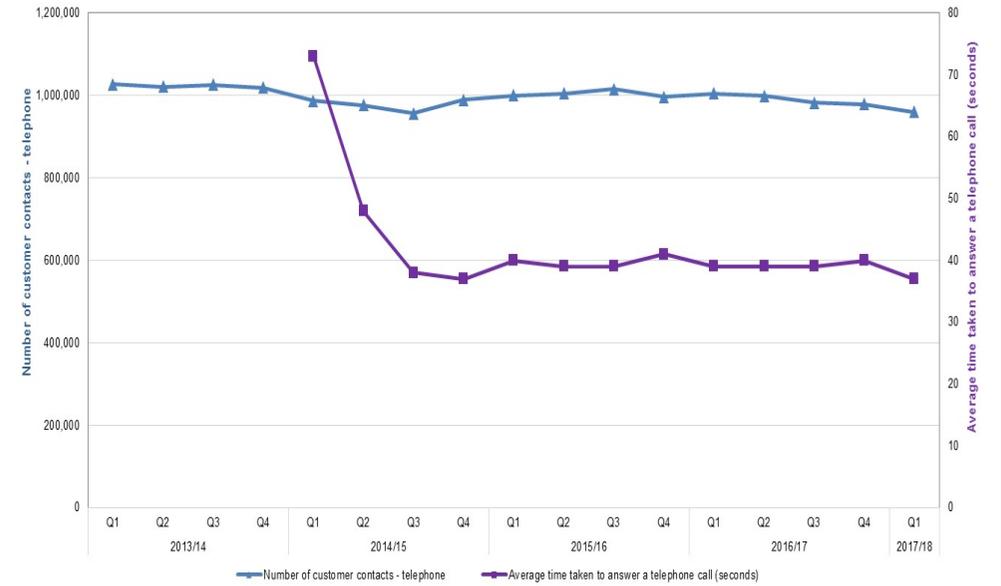


Chart 7. Face to face contacts via customer access points

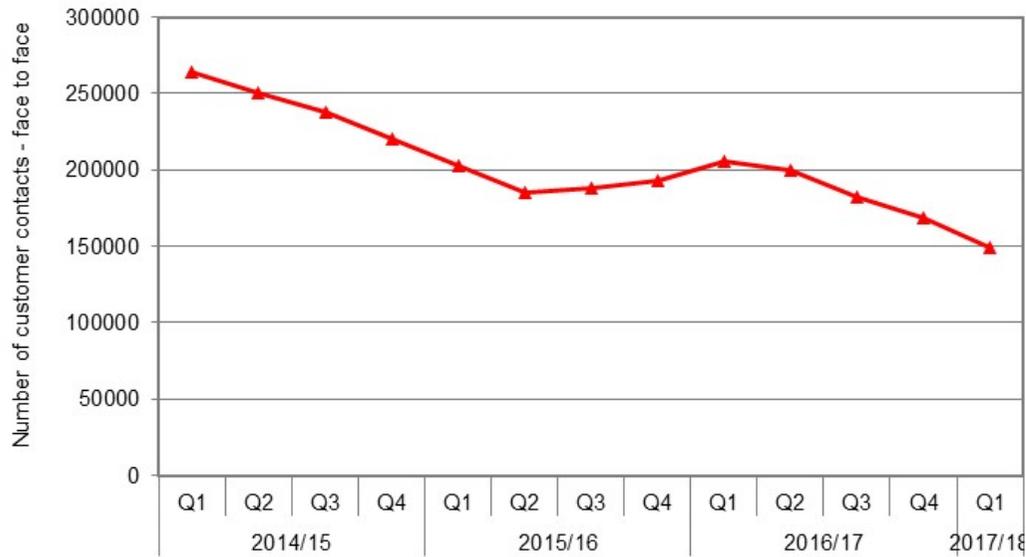


Chart 8. Customer contacts – web forms



Appendix 6: Secondary Schools Require Improvement and Inadequate

| Total 11 schools Require Improvement and Inadequate | |
|--|---|
| Require Improvement (8) | |
| Maintained (4 schools) | Belmont Community School Fyndoune Community College Greenfield Community College Tanfield School |
| Academies (4 schools) | Framwellgate School Staindrop School Teesdale School Woodham Academy |
| Inadequate (3) | |
| Maintained (2 schools) | Durham Community Business College Whitworth Park School |
| Academies (1 schools) | North Durham Academy |

As at 30 June 2017