



## **Corporate Overview and Scrutiny Management Board**

**Date**            **Monday 19 March 2018**  
**Time**            **9.30 am**  
**Venue**          **Committee Room 2, County Hall, Durham**

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### **Business**

#### **Part A**

**Items during which the Press and Public are welcome to attend. Members of the Public can ask questions with the Chairman's agreement.**

1. Apologies for Absence
2. Substitute Members
3. Minutes of the meeting held on 14 February 2018 (Pages 3 - 8)
4. Declarations of Interest
5. Quarter 3 2017/18 Performance Management Report - Report of the Director of Transformation and Partnerships (Pages 9 - 66)
6. Customer Feedback: Complaints Compliments and Suggestions 2017/18 - Quarter 3 - Report of the Corporate Director Resources (Pages 67 - 84)
7. Quarter 3 December 2017: Forecast of Revenue and Capital Outturn 2017/18 - Joint Report of the Corporate Director Resources and Director of Transformation and Partnerships (Pages 85 - 100)
8. Refresh of the Work Programme 2018-19 for Corporate Overview and Scrutiny Management Board - Report of the Director of Transformation and Partnerships (Pages 101 - 112)
9. Notice of Key Decisions - Report of Head of Legal and Democratic Services (Pages 113 - 120)
10. Information Update from the Chairs of the Overview and Scrutiny Committees - Report of Director of Transformation and Partnerships (Pages 121 - 126)

11. Such other business as, in the opinion of the Chairman of the meeting, is of sufficient urgency to warrant consideration

**Helen Lynch**  
Head of Legal and Democratic Services

County Hall  
Durham  
9 March 2018

To: **The Members of the Corporate Overview and Scrutiny Management Board**

Councillor R Crute (Chairman)  
Councillor A Patterson (Vice-Chairman)

Councillors E Adam, A Batey, R Bell, D Boyes, J Chaplow, M Clarke, K Hawley, P Jopling, H Liddle, L Maddison, J Makepeace, C Martin, O Milburn, P Oliver, C Potts, L Pounder, J Robinson, J Rowlandson, M Simmons, H Smith, F Tinsley, J Turnbull, M Wilkes and A Willis

**Parent Governor Representatives:**  
Mr R Patel

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**DURHAM COUNTY COUNCIL**

At a Meeting of **Corporate Overview and Scrutiny Management Board** held in Committee Room 2, County Hall, Durham on **Wednesday 14 February 2018 at 9.30 am**

**Present:**

**Councillor R Crute (Chairman)**

**Members of the Committee:**

Councillors A Patterson (Vice-Chairman), E Adam, A Batey, R Bell, D Boyes, M Clarke, P Jopling, J Makepeace, C Martin, C Potts, L Pounder, J Rowlandson, H Smith, J Turnbull, M Wilkes and A Willis

**1 Apologies for Absence**

Apologies for absence were received from Councillors H Liddle, L Maddison, O Milburn, P Oliver, J Robinson, M Simmons and Mrs M Elliott.

**2 Substitute Members**

There were no substitutes.

**3 Minutes of the meeting held on 29 January 2018**

The minutes of the meeting held on 29 January 2018 were confirmed as a correct record and signed by the Chairman with the following amendment:-

Item 9 to read as follows:-

“The Board considered a report of the Director of Transformation and Partnerships which provided an information update of overview and scrutiny activity from December 2017 – 29 January 2018.

**4 Declarations of Interest**

There were no declarations of interest.

**5 Report on the Council's use of powers under the Regulation of Investigatory Powers Act 2000 - Quarter 3 - 2017/18**

The Board considered a report of the Head of Legal and Democratic Services which informed Members about the Council's use of powers under the Regulation of Investigatory Powers Act 2000 ('RIPA') during the period 1 October 2017 until 31 December 2017 (Quarter 3) to ensure that it is being used consistently with the Council's policy and that the policy remains fit for purpose (for copy see file of Minutes).

**Resolved:**

That the quarterly report be received and that Council's use of RIPA is being used consistently with the Council's policy and that the policy remains fit for purpose.

**6 Medium Term Financial Plan (8) 2018/19 to 2021/22 and Revenue and Capital Budget 2018/19**

The Board considered a joint report of the Director of Transformation and Partnerships and Corporate Director of Resources which provided a summary of the Cabinet report of 7 February 2018, relating to the Medium Term Financial Plan (MTFP 8) 2018/19 to 2021/22 and Revenue and Cabinet report of 7 February 2018 (for copy see file of Minutes).

The Head of Corporate Finance and Commercial Services reported that by 31 March 2018, the council will have delivered savings of £209 million since 2011. He further noted that since the publication of the report the final settlement had been received by government which contained two key changes. The first being in relation to the one-off Adult Social Care Support Grant for 2018/19 and the second in relation to the miscalculation of a Section 31 Grant, which meant that an additional £264,000 would be provided to the council. As a result of these two changes there was a reduced pressure on the Budget Support Reserve (BSR) for 2018/19.

He went on to provide a detailed presentation of the report including detail relating to Revenue Support Grant (RSG) reductions and other specific grants which would be reduced over the MTFP (8) period totalling £5.4 million. He further noted that the settlement confirmed that the council tax referendum limit would be increased from 2% to 3% in 2018/19 to recognise the cost pressures being faced by local authorities.

Updates were also provided regarding the proposed pay increase and the impact that this may have on frontline services in order to fund it. The Head of Corporate Finance and Commercial Services further advised that the settlement funding assessment highlighted the major reductions to funding streams and noted the unfairness of the funding formula for Durham which had one of the largest areas of deprivation in the country.

Moving on the development of the MTFP(8) the Head of Corporate Finance and Commercial Services advised that table 18 of the report highlighted the revenue support grant reductions over the two year period and although it was forecasted that there would be no further reductions in RSG after 2019/20, the fair funding review in 2020/21 could have a significant impact upon RSG and broader government funding levels.

Councillor Bell referred to paragraph 175 of the report and noted the £5.6 million savings required in Adult and Health Services and asked where the £13 million received in 2018/19 would be spent and the funds received in subsequent years. The Head of Corporate Finance and Commercial Services advised that plans have been agreed with CCG's on how this funding will be spent. Any sums unspent at

the end of 2017/18 will be placed into an earmarked reserve to ensure they are available for use in line with the agreed CCG joint plan. Regarding the 2019/20 - £8m and 2020/21 £4m it was reported that this is being utilised to support the core council budget. Further information regarding plans for the expenditure of this funding should be directed to the Corporate Director of Adult and Health Services.

Councillor Wilkes in referring to page 48 and paragraph 115 of the report noted base budget pressures totalling £1.2 million in relation to Microsoft Licensing. He noted that he had raised previously the idea of looking at alternative providers such as Open Source, which was used successfully in Scandinavia in order to avoid ever increasing licensing costs.

With regard to the issue of reserves, he further asked why the council held general reserves at a high level when there were approximately 51 separate reserves and each service held their own cash limits. The Head of Corporate Finance and Commercial Services advised that he supported Councillor Wilkes comments on the issue of Microsoft Licensing and noted that this was a challenge going forward. With regard to the wide range of earmarked reserves he explained why it was important for the council to retain earmarked reserves but to also hold a level of general reserves to meet unexpected expenditure.

Councillor Wilkes responded by stating that he was concerned that there was a danger that Government could think the council was in a good position due to level of reserves held and could potentially seek to cut funding further.

Councillor Crute noted that reserves were held for a reason and that the way in which this was communicated to residents was important. It was also important to note that the size of reserves was comparable to the size of the overall council budget and its responsibilities as an authority.

The Head of Corporate Finance and Commercial Services noted that once the funds had been removed from reserves for the new HQ the council would significantly reduce the level of earmarked reserves.

Councillor Patterson asked whether it would be possible to provide an additional breakdown and explanation of reserves on the council's website in addition to the information that had to be provided as a statutory requirement. Councillor Crute noted that the transparency of reserves issue had already been fed back to Cabinet.

Councillor Martin asked whether any action had been taken on any of the ideas raised as a result of the consultation exercise and furthermore, whether any action had been taken on lobbying government, regarding additional pay for staff. In response, the Head of Corporate Finance and Commercial Services advised that the consultation process had been broadly supportive of the approach taken by the council and that the council continued to protect those services prioritised by the public. Regarding the issue of lobbying government, he noted that this request has been put forward and although some of the issues raised had been listened to many others had not.

Councillor Adam commented that the negative media regarding reserves did not help the public perception and sought support from members across all parties that

the message needed to be put out there that the council required this level of reserves to ensure that frontline services were not cut.

Councillor Jopling then raised a query with regards to the pension fund and whether this was an ongoing pressure. The Head of Corporate Finance and Commercial Services advised that this was an ongoing pressure, with the pension fund currently running with a deficit. He reported that in order to receive a discount on annual contributions the council had taken the decision to pay deficit contributions in advance which was only possible because of the council's cash position. In addition, he provided an explanation as to how the pension fund was affected by stock markets. He noted that there was currently a £1 million pound pressure sitting within the MTFP which could go up but also may not be required.

Councillor Wilkes in referring to the capital programme element of the budget, noted his concerns regarding the school maintenance budget and that only funding for new schools was accounted for. He therefore queried whether funds could also be set aside to fund repairs for existing schools. He further commented that these issues had been previously raised with the Portfolio Holder and a sum of money had been reallocated in previous years to accommodate this.

In response to the suggestion by Councillor Wilkes the Head of Corporate Finance and Commercial Services advised that the service had not indicated that any additional funds were required for school maintenance. He further noted that there were backlogs in other service areas such as highway maintenance. He further pointed out that the government provided a £10 million fund for school building maintenance and ongoing reviews of schools took place to prioritise maintenance work. He further pointed out that any changes to the budget must be supported by proposed savings in other areas to balance the budget.

Councillor Bell raised a query regarding capital borrowing. The Head of Corporate Finance and Commercial Services explained that the council had recently borrowed because of the low interest rates available at that time. He also reported that Durham County Council had low debts in comparison to other authorities.

Moving on Councillor Rowlandson referred members to table 25 of the report and capital receipts and noted that there was nothing included in the table for 2019/20 and asked how a nil receipt would be accounted for. The Head of Corporate Finance and Commercial Services advised that capital receipts in the main came from land sales, housing stock transfers and the sale of fleet cars. The budget set aside £10 million in capital receipts however this amount was becoming increasingly difficult to obtain due to land value and the amount of land the council had left to sell. Therefore, the council have to assume that this figure may not be achievable in future years.

Councillor Martin in noting comments about the publicity of reserves noted that he agreed with comments made by Councillor Adam about clarity of information provided to the public, but in noting his request for minority party support, suggested that this should be reciprocated when minority party groups put forward valid suggestions of budget amendments. Councillor Crute reminded Members that this meeting was a forum for comments on the MTFP and all issues raised would be reported back to Cabinet.

**Resolved:**

That the content of the Cabinet report be noted and that comments raised be forwarded to the Cabinet for consideration.

**7 Review of Overview and Scrutiny Co-optee Arrangements**

The Board considered a report of the Director of Transformation and Partnerships which presented proposals to further update the Council's Overview and Scrutiny co-optee arrangements, for consideration by members (for copy see file of Minutes).

The Head of Strategy noted her thanks to D Close, Overview and Scrutiny Officer for her hard work in preparing the report.

Councillor Wilkes in referring to paragraph 28 of the report queried whether the recommendation proposed that financial issues relating to educational matters were no longer reported to the Board. The Head of Strategy advised that there was no intention to fetter budget discussion at COSMB and the wording of the recommendation would be amended to better reflect that point. All issues relating to financial matters would continue to be considered by the Board.

**Resolved:**

- i) That the appointment protocol for non-voting, non-statutory co-optees be revised to allow currently serving co-optees to apply as part of the refresh of the appointment process to be undertaken in 2018.
- ii) That the Safer and Stronger OSC, the designated Crime and Disorder Committee for County Durham, retains the option in the future to co-opt onto the committee as statutory non-voting co-optees further partners from the Community Safety Partnership.
- iii) That the terms of reference to the COSMB and the C&YPs OSC in DCC's Constitution are altered to state that all educational matters (non-financial) to be considered by Scrutiny are referred through the C&YPs OSC only and that the C&YPs OSC faith and parent governor representatives would only be invited to COSMB in the event of an educational matter being referred back through scrutiny via the call-in process.

**8 Single Use Plastics (SUP)**

The Board considered a report of the Director of Transformation and Partnerships which provided an overview of how the council were examining the issue of Single Use Plastics (SUPs) (for copy see file of Minutes).

The Overview and Scrutiny Officer advised that following the motion which was passed by County Council on 24 January 2018 various discussions had taken place with colleagues across a number of services and the proposed next steps were reported.

Councillor Adam as Chair of the Environment and Sustainable Communities noted that the council had been operating sustainable strategies in terms of procurement

wfor some time, linking to climate change. He did however agree that the council should be more focussed on SUPs and ensure that this was driven forward corporately. In terms of the proposed DCC task group, he queried whether it would be appropriate for a representative from the Environment and Sustainable Communities Overview and Scrutiny Committee to have input on the working group at an early stage of discussions. It was agreed that the amendments proposed be made to the recommendations.

**Resolved:**

- i) That the content of the report be noted and the proposal for the establishment of a DCC SUP Task Group to address paragraph 'a' of the motion be agreed.
- ii) That the County Durham Environment Partnership be requested to undertake a project to address paragraphs 'b' and 'c' of the motion.
- iii) That the County Durham Environment Partnership present their findings and conclusions to the Environment and Sustainable Communities Overview and Scrutiny Committee.

## Corporate Overview and Scrutiny Management Board

19 March 2018



### Quarter Three 2017/18 Performance Management Report

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

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#### Purpose of the Report

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

#### Summary

- 2 Despite the ongoing financial pressures placed on the council, we continue to improve or maintain performance in some key areas. The employment rate has continued to improve and remains better than the regional rate. Youth unemployment has decreased although apprenticeship starts for 16 to 17 year olds was lower than last year. There is a continuing trend of more new homes completed and empty properties brought back into use. In relation to children's social care, the number of looked after children continues to show early indication that demand may be plateauing. In terms of adult social care, we continue to have low levels of delayed transfers of care from hospital, having the fourth lowest rate in the country. Anti-social behaviour continues to decrease and first time entrants to the youth justice system have been reducing over time. We continue to divert almost all of our waste from landfill and our street and environmental cleanliness is generally good.
- 3 Performance challenges and increasing needs or demand are similar to those previously reported at quarter two. Children's social care demand continues to be high with more children on a child protection plan, now the highest rate since first reported in 2014. Social worker caseload levels remain high and quality of casework files requires further improvement. Fewer children have been adopted from care or with foster placements and the use of external residential placements for looked after children has stabilised over the last year but remains high. Challenges are ongoing in relation to the health of the county, with the rate of mothers smoking at time of delivery and breastfeeding prevalence both worse than national levels. There are more overweight or obese adults compared nationally and regionally and almost one in four children are overweight or obese at reception, rising to more than one in three at year six. The rate of suicides in County Durham remains significantly higher than the national level and recorded crime continues to increase. Fly-tipping incidents show a further increase and ongoing improvement issues continue in the rate of employee appraisals and sickness absence levels. Processing

times of Freedom of Information and Environmental Information Regulations requests remain below the national target.

### **Performance Reporting Arrangements for 2017/18**

- 4 Our performance reporting arrangements have been developed around a series of key performance questions aligned to the Altogether framework of six priority themes, and are designed to facilitate greater scrutiny of performance. The set of performance measures provides an indication 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 by the 2016 Ofsted inspection.
- 5 There are other areas of performance that are measured through more detailed monitoring across service groupings and if performance issues arise, these will be escalated for consideration by including them in the corporate report on an exception basis.
- 6 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.
- 7 This report sets out our key performance messages from data released this quarter. A visual summary per Altogether priority theme presents key data messages from the new performance framework showing the latest position in trends and how we compare with others. A comprehensive table of key performance questions and performance data is presented in Appendix 4. An explanation of symbols used and the groups we use to compare ourselves is in Appendix 2.
- 8 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 and can be requested from the Corporate Planning and Performance Team at [performance@durham.gov.uk](mailto:performance@durham.gov.uk).

### **Key Performance Messages from Data Released this Quarter**

#### **Altogether Wealthier**

- 9 Most key wealthier measures are progressing well. The employment rate has continued to improve and remains better than the regional rate but below the national rate. For the last two quarters, full-time employment has increased and is now above regional and national levels. The number of 18 to 24 year olds claiming out of work benefits has decreased from the previous quarter and the same quarter last year. The proportion of 16 to 17 year olds in an apprenticeship in County Durham in September 2017 was lower than last year

but above the England average and in line with the North East average. Apprenticeships sustained for 15 months or more from Durham County Council schemes have increased since last year.

- 10 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 statutory homelessness preventions has increased since last year. Co-ordinated work continues with internal and external partners and agencies assisting those clients approaching the service with a general housing need.
- 11 The latest provisional figures indicate that the level of Gross Value Added (GVA) in County Durham was considerably lower than the England level and also lower than the North East level. However, GVA in the county has grown at a stronger rate than both the England overall and the North East overall since 2001.
- 12 Members will be aware that the government has recently released a document that models the 15-year impact on the economy of each region in the UK following Brexit. This forecast uses three scenarios: the UK staying in the single market, entering into a trade deal with the European Union or leaving the EU without a deal. These forecasts show that under each of these scenarios, the economy in the North East will be the region that is most adversely affected. The government has said that the analysis is preliminary and crucially does not measure the impact of the UK's preferred option of a bespoke trade agreement covering goods and services. The House of Commons Communities and Local Government Select Committee has an ongoing inquiry into the impact of the UK's withdrawal from the EU and the role local authorities could play post-Brexit. This inquiry is timetabled to run up until the date of exit from the European Union in March 2019. The Council has identified potential adverse effects on the economy, safety and welfare and loss of European funding following the UK's exit from the European Union as an emerging risk. Whilst there is still uncertainty, about the impacts on the county, developments are being monitored and preliminary mitigations are being identified.

### **Altogether Better for Children and Young People**

- 13 In line with Ofsted findings, work continues to improve children's services in Durham across four key areas: political and management oversight; management and staffing capacity; improving the quality of social work practice; and compliance with regulations.

### **Universal Services and Early Help**

We continue to perform well across some key areas of universal services and early help but there are some areas for improvement. Final figures for 2016/17 educational attainment show mixed performance for children in County Durham across the four different key stages. Achievement at both Early Years Foundation Stage and A level has improved and is better than national and regional benchmarks. Key stage 2 achievement has improved and is better than national and in line with the region average.

Attainment 8 result (key stage 4) is in line with the regional average but below the national average and an area for improvement (see Appendix 8). At key stage 2 the achievement gap between Durham disadvantaged pupils and non-disadvantaged pupils nationally is slightly worse than last year, however, is either in line with or better than the regional, national and statistical neighbour benchmarking data. At key stage 4, Durham's attainment gap is slightly worse than national data but better than the regional average.

- 14 Improvement continues with slightly more children aged 0 to 2 years in deprived areas (89.6%) registered with a children's centre and having sustained contact compared to last year (88%). In relation to child health, under 18 conceptions continue to reduce; they are now at the lowest level since recording began in 1998 but still remain significantly higher than in England.
- 15 Progress has been made with timeliness of education health and care plans (EHCPs) for children with special educational needs and disabilities however, this is not achieving target. Performance is impacted upon by the poor performance at quarter one, and will continue to do so throughout the reporting year as performance against this indicator is reported cumulatively. Data for the third quarter alone (October to December) has seen 95.1% of EHCPs completed in timescale, achieving the 90% target, demonstrating that the remedial measures put in place in the first quarter have been effective. Ofsted and the CQC inspected local area services for children and young people with special educational needs and/or disabilities (SEND) in Durham in November 2017. Durham County Council and the CCG have been asked by the inspectorates to submit a plan of action on how they intend to improve services. Durham was one of 18 authorities with a similar result and the national position is shown in Appendix 9.
- 16 The key performance issue continuing from the last two quarters is the number of families benefiting from the Stronger Families Programme. The family intervention programme has a target to engage with 4,360 families and successfully turn them around<sup>1</sup> by March 2020. Up to January 2018, 30.3% (1,323) have been successfully turned around, however, the profiled target of 50.4% (2,197) has not been met. The funding continues to be split between upfront attachment fees (£1,000 per family), and payment-by-results (£800 per family) that is released once families are turned around. The annual attachment target for 2017/18 is to work with a total of 3,367 families by March 2018. As of the end of September 2017, the programme has worked with a total of 4,772 families; this currently exceeds the 2017/18 attachment target by 1,405 families. An action plan has been agreed and is being implemented to get performance on track.
- 17 New data released this quarter highlight two performance issues:

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<sup>1</sup> Turned around is a national term and refers to families who have benefitted from successful interventions which aims to assist individuals in a family to achieve reductions in crime/antisocial behaviour, improve school attendance or move back into employment through the Stronger Families Programme.

- (a) Free school meal eligibility;
- (b) Childhood obesity.

- 18 The free school meal (FSM) eligibility and claim rate has been introduced as a child poverty proxy measure, reported for the first time this quarter. The percentage of pupils eligible for and claiming FSM is 20.2%, which remains the same as the previous academic year, is similar to regional but higher than national averages. The total number of Durham children taking their free school meal on 2017 census day was 10,751. This equates to a take up rate of 83% for the 2016/17 cohort of 12,959 pupils, which is similar to national and slightly below regional.
- 19 New childhood obesity figures have been released and almost one in four Durham children are overweight or obese at reception (aged four to five years), and it rises to more than one in three at year six (aged 10 to 11 years). Excess weight amongst both reception and year six children in Durham are higher than those nationally. A recent review of the Family Initiate Supporting Children's Health weight management programme identified the potential benefit of lowering the age range for delivery of the programme to school years 1 to 2 rather than in years 4 and 5. The council is working with partners in Early Years settings to promote healthy eating and good oral health and to engage these settings in the Sugar Smart Durham campaign.

#### **Assessment and Safeguarding Services**

- 20 Improvement has continued in the re-referral rate with 647 of 3,886 children in need referrals occurring within 12 months of the previous referral, equating to 16.6%. Performance has improved greatly on the same period last year (21%) and is lower than national, regional and statistical neighbour comparisons.
- 21 Progress has been made with regards to the timeliness of initial child protection conferences (ICPC)<sup>2</sup>, but this is still a performance issue from the previous two quarters. Data for the third quarter alone has seen 79% of ICPCs taking place within 15 working days of the first strategy meeting, exceeding the target of 75%.
- 22 As at the 31 December 2017, there were 541 children subject to a child protection plan, which equates to a rate of 53.9 (per 10,000 under 18 population), the highest rate since first reporting in 2014 (see appendix 5, chart 3). Although Durham's rate remains lower than the North East it is higher than the national average. Child neglect<sup>3</sup> represents the largest proportion (73% of children subject to a child protection plan as at December 2017 were the result of neglect).
- 23 There are continued performance issues that still need to be addressed and kept under greater scrutiny:

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<sup>2</sup> 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.

<sup>3</sup> This trend is in line with the national picture. For more details, see DfE [Characteristics of children in need: 2016-2017 England](#).

- (a) Social worker caseload levels;
- (b) Quality of assessment and casefiles.

- 24 Progress has been made with caseload levels per social worker, improving from the baseline of February 2016, when the Ofsted inspection took place; social workers with fewer than 20 cases have improved from 41% to 48%. Further progress is still required and the council continues to monitor staffing including vacancy levels and ratios of cases to social workers. The strategy to grow and nurture our own social workers is proving to be successful, with no shortage of newly qualified workers applying to the Social Work Academy. Although this is not a short term solution to social worker shortages, over the next few months, this will greatly reduce the vacancy level. Improvements in social worker caseloads are limited by increases in demand for services with 300 additional cases open compared to the same date in 2016. This equates to a caseload of 20 for an additional 15 social workers. The average number of cases children's social workers deal with at any one time in England has risen to nearly 18 (17.8 as of 30 September 2017) up from 16.1 the year before - an increase of 1.7 cases, according to Department of Education. However the figures should be viewed with caution. Information on social worker caseloads was first collected on a mandatory basis last year - but that differences in the way this year's data was measured means it is not comparable to previous years.
- 25 Between October and December 2017, 74 case file audits were undertaken within statutory children's social work teams. Of these, 40 (54%) were judged to be good or outstanding. This is an 11% point improvement from 43% last quarter. Further progress is required to achieve our target for at least 80% of audited cases by March 2018. It is anticipated that the recent Children's Services restructure will lead to further improvements with social work consultants having increased capacity to provide rigorous oversight and direction into cases to ensure quality. In addition, the quarter three audit of quality report will make clear recommendations for action for strategic, operational and team managers across the service in order to accelerate quality improvement now that the new structure is in place.
- 26 A performance issue that emerged this quarter is the completion rate for single assessments, which has slightly decreased from 83.3% completed within 45 working days last year to 79.2% this period. Data for the third quarter alone has seen 72.2% of single assessments completed within 45 working days. Performance is lower than the latest available national and regional benchmarking data. It should be noted that 87% were completed within 50 working days, highlighting many do not significantly go over the 45 working day timeframe. An analysis has identified significant variance within the performance of individual teams and managers are robustly monitoring performance to bring them within the 45 day timescale.

### **Looked After Children and Care Leavers**

- 27 At December 2017, the council had corporate parenting responsibility for 249 young people (aged 17 to 21) who had left care. This is a particularly vulnerable cohort of young people. The wide range of support the council

offers is good, with figures showing more care leavers in County Durham are in suitable accommodation and in employment or training (EET) compared to both North East and national counterparts.

- 28 There were 791 looked after children (LAC) at the end of December 2017 in County Durham. There are early signs that the number of looked after children has plateaued following a steady increase, with numbers over the last five quarters remaining close to 800 (see appendix 5, chart 2). The rate of children looked after per 10,000 (0 to 17 years) population remains significantly higher than the national average but below the average rate for the North East.
- 29 The final 2016/17 educational attainment figures for looked after children confirm the expected standard in reading, writing and maths at key stage 2 is higher than that achieved nationally and regionally. There were 38 looked after children in the 2016/17 year 6 cohort, of whom 63% had an identified special educational need and disability. The Virtual School establishes individual targets for each child and for the cohort group. The average Attainment 8 score of looked after children was 22.1. There is no comparative data available at present.
- 30 A performance issue highlighted in previous quarters where good progress has been made is child health assessments. More looked after children in County Durham have had health assessments (90.2%), the highest performance since 2014/15. It is now better than the national average and in line with the regional average.
- 31 Two key performance issues highlighted previously and require continued scrutiny are:
- (a) Adoption from care and foster placements;
  - (b) External residential accommodation for looked after children.
- 32 Between April and September 2017, 27 children were adopted from care (13.5%), compared with 39 children (21.5%) in the same period last year. Levels are lower than the most recent national, regional and statistical neighbour benchmarking data. The service is focusing on increasing the number of approved foster carers and adopters. A recent radio campaign successfully generated interest, although actual approved numbers will not be evidenced for six to nine months. Work is also ongoing with the Corporate Parenting Panel to develop a digital marketing campaign and involve elected members in promoting the foster care role. A smaller project to look at regional adopter recruitment, linking with charities such as Barnardo's is ongoing. At 8 December, there were 28 children waiting for adoption. Work is focused on ensuring that this cohort of children are matched to their permanent families as quickly as possible. An audit to sample a number of cases where plans for adoption were not approved by the court is scheduled in early 2018. In relation to foster placements, at 31 December 2017, 82.8% of looked after children were fostered (656 children), less than last year's equivalent period (83.9%), although this relates to fewer children (651). This

includes fostering by friends, family, in house foster carers, and independent fostering agencies.

- 33 Continued focus is placed on the use of external residential placements for looked after children (LAC), including LAC in residential care and residential schools, rising from 18 (2.3% of placements) last year to 30 (3.8% of placements) at 31 December 2017, although the use of these placements has stabilised over the last year. A Placement Efficiency Plan is in place that sets out targets for each type of placement for the next five quarters. A detailed action plan will oversee progression and will allow for the monitoring of efficiencies, savings and meeting identified targets.

### **Altogether Healthier**

- 34 Across health measures, positive progress has been made including 1,315 smoking quitters between April and September 2017, exceeding the contracted target. Participation in sport and physical activity in County Durham is higher than the national average and most North East authorities (Active Lives Survey), although there has been a slight drop compared to last year, mainly due to the change in the definition of activity, which now excludes gardening. In terms of adult social care, we continue to have low levels of delayed transfers of care from hospital, which are better than the same period last year and national and regional averages. In November 2017, Durham had the fourth lowest rate in the country. More people have achieved their desired outcomes from the adult safeguarding process and there has been a slight improvement in the percentage of those in receipt of social care services receiving an assessment or review every 12 months. Further improvement is still required and this is being looked at in detail to better understand the issues and identify possible solutions.
- 35 Two ongoing performance challenges this quarter are:
- (a) Breastfeeding prevalence;
  - (b) Mothers smoking at time of delivery.
- 36 Breastfeeding prevalence has decreased slightly this quarter compared to the same period last year. Despite the evidence of the benefits of prolonged exclusive and partial breastfeeding to the infant's health and development, England has one of the lowest breastfeeding rates in Europe, with some areas of County Durham recorded as having the lowest breastfeeding rates in England. The reasons for this are multifaceted and include influence of society and social and cultural norms (see appendix 5, chart 7).
- 37 Mothers smoking at time of delivery has increased and is significantly higher than national and regional rates. Durham Dales, Easington and Sedgefield (DDES) Clinical Commissioning Group (CCG) has the highest rate in the North East and is sixth highest of all CCGs in England. The incentive scheme, which began in April 2017 offering shopping vouchers to women who quit smoking whilst pregnant, continues to be monitored. In County Durham, 126 pregnant women setting a quit date with the service between April and September 2017, of which 78 women quit (self-reported). This equates to

62% quitting, which is an improvement (57%) from the same period in 2016/17. A total of 615 referrals were made to the Stop Smoking Service (SSS) and 408 appointments attended by pregnant women. Healthwatch County Durham (HWCD) has undertaken engagement and research to help North Durham and DDES CCGs understand experiences of smoking during pregnancy. This research indicated that women do generally understand the risks to themselves and their babies and had sufficient information and support to stop smoking. In addition to those who quit through the SSS there will be a number of women who quit as a result of midwife intervention and self-quitters without SSS support.

- 38 New data released this quarter highlight two performance issues:
- (a) Suicide rate;
  - (b) Excess weight in adults.
- 39 Although the rate of suicides in County Durham during 2014-16 has improved compared to 2013-15 and the rate is the lowest it has been since 2007-09, it is still higher than the North East and significantly higher than England (although the gap is closing). County Durham is ranked 127th of 149 local authorities (low is good) and 5th of the 12 North East local authorities. This is an improvement given that County Durham has been second only to Middlesbrough over the last few years. The North East has the highest suicide rate of all English regions. Of the 174 suicides in County Durham in 2014-16, 130 were males and 44 females. The male suicide rate (19.2) remains higher than females (6.2) as it is nationally. County Durham's male suicide rate is significantly higher than the male England average (15.3) whilst County Durham's female rate (6.2) is slightly above England (4.8). A scrutiny review of Suicide Rates and Mental Health and Wellbeing in County Durham is being undertaken and has completed its evidence gathering and a further meeting of the review group will be held to identify key findings and recommendations for inclusion within the review report.
- 40 The proportion of adults (aged 18+) classified as overweight or obese is above national and North East averages. Durham County Council is one of four local authorities who are working on Public Health England's three year programme, delivered by Leeds Beckett University, to develop a whole system approach to tackle obesity. A number of goals have been identified and agreed with partners, which includes work to tackle sugar consumption.
- 41 As reported at quarter one, the CQC are undertaking a programme of local system reviews of health and social care in 20 local authority areas. 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. Reviews have already commenced in the initial twelve challenged local authority areas and a further eight local authorities have now been identified for review. Durham is not one of the local authorities identified for review as we are performing well on the majority of the six metrics (see appendix 7) and the combined national ranking (based on the same six key indicators), where we rank 16 out of 152 (low is good).

### Altogether Safer

- 42 Positive progress is evident across some key safer measures. Anti-social behaviour (ASB) continues to decrease, with fewer incidents reported to the council and police although perceptions of the police and council dealing with concerns of ASB has decreased from the same period last year. The proportion of alcohol related anti-social behaviour has increased slightly although the number of incidents has reduced by 15.6%. The number of first time entrants to the youth justice system (aged 10 -17 years) has fallen and remains better than target. Child sexual exploitation referrals have increased since the same period the previous year.
- 43 Three ongoing issues to highlight this quarter are:
- (a) Crime rate;
  - (b) Road safety;
  - (c) Successful completions of drug and alcohol treatment.
- 44 A key issue that continues this quarter relates to the level of recorded crime. Crime figures show a significant increase in the number of recorded crimes compared with the same period last year. April to December 2017 has seen a 46.3% increase from the same period last year with the number of recorded crimes rising from 25,407 to 37,167. Durham's recorded crime rate is 73 (per 1,000 population), higher than the rate of 49.2 for the same period last year. All 43 police forces have shown an increase and at October, Durham Constabulary had the highest rate of increase. The majority of the increase in police recorded crime was due to changes in recording practice in order that the police are compliant with the national crime-recording standard, increased confidence in people reporting incidents and an actual increase in crime. The table below shows theft offences have increased by 21.1% on the same period in the previous year. 41 of 43 police forces also showed an increase and at October, Durham showed the third highest rate of increase of theft offences. The proportion of violent crime that is alcohol related has decreased slightly but the number of incidents has increased. Victim based crime increased by 40% for the year from December 2016 to December 2017, with sexual offences and violence against the person crimes increasing the most (see table below).

Increase in Crime by category December 2016 – December 2017 (year to date)	
Crime Category	Increase
<b>Victim Based</b>	<b>+40%</b>
Sexual Offences	+73%
Violence against the person	+65%
Serious offences	+60%
Robbery	+48%
Criminal Damage and Arson	+31%
Theft offences	+21%

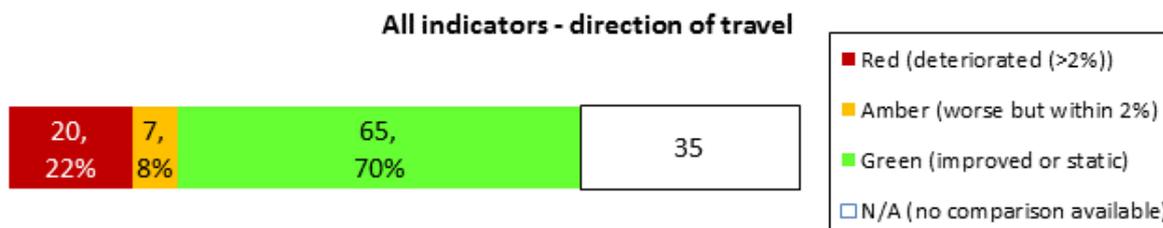
- 45 Nationally, figures released from the Office for National Statistics (ONS) show that the number of crimes recorded annually in England and Wales was 5.3 million, rising by 14% for the twelve months until September 2017. Nationally, the number of violent crimes and sex offences recorded by the police has risen sharply with knife crime and robbery also increasing in the twelve months to September 2017 compared with the previous year.
- 46 The number of people killed or seriously injured in road traffic accidents has increased by 31% during January to September 2017 compared to the same period last year. The number of fatalities has actually decreased but the proportion who have been seriously injured has increased significantly. The introduction of a new national electronic system for recording road traffic collisions has changed the way casualty severity is ranked, increasing the number reported by an average of 20%. Analysis is being undertaken of the seriously injured and the results will be available shortly.
- 47 Successful completions of those in drug and alcohol treatment have increased compared to the same period in the previous year. They do however remain below target. It is extremely encouraging to note that successful completions for opiate users are in line with national averages. Positive trends have been evident for alcohol and opiates but non opiates have dipped in the last couple of months (see appendix 5, charts 9-11). The council have recently commissioned a new drug and alcohol recovery service in County Durham with Developing Initiatives for Support in the Community (DISC), which was launched on 1 February 2018. This service will move to a community outreach provision involving use of local assets such as pharmacies and community buildings.
- Altogether Greener**
- 48 We continue to have good levels of street and environmental cleanliness across the county with low levels of litter, detritus and dog fouling. We have taken home the title of 'campaign of the year' at environmental charity Keep Britain Tidy's Network Awards 2018 for Operation Spruce Up, our programme to 'clean up and 'green up' the county's town and villages.
- 49 Fly-tipping incidents have seen a 2% increase on last quarter (135 more incidents) (see appendix 5, chart 5). The greatest increase in incidents has been tyres, which rose 43% (23 more incidents) and other household waste, rising 8% (62 more incidents). Enforcement action has seen more CCTV cameras deployed and incidents caught on camera as well as an increase in stop and search operations and over £8,000 awarded in fines. Nationally, fly-tipping incidents handled by councils across England rose 7% on last year, the fourth year in a row that incidents increased.
- 50 96.7% of our municipal waste has been diverted from landfill, although our household reuse, recycling and composting rate has remained static since 2015/16 and is below the national average.

### **Altogether Better Council**

- 51 In relation to customer contact, we continue to see an increase in customers using the self-serve portal to transact and there is a direct correlation with the reduction in contact via the email channel (see appendix 5, chart 6). There was a small increase in telephony contact as a result of the launch of the Garden Waste Scheme for 2018 and changes to bin collection days in the Newton Aycliffe area. There has also been a slight increase overall in footfall in our Customer Access Points (CAPs) which is mainly due to an increase in waste permit requests, Lumiere ticketing requests and Universal Credit digital assistance.
- 52 Universal Credit (UC) full service rollout commenced in October in Peterlee and Seaham and from December in Bishop Auckland, Crook, Stanley and Consett areas. All of our libraries and CAPs continue to offer free internet access, which residents can use to submit and update their claim form. There is also additional support in the CAPs if customers require help with the claim process. Between full service rollout in these areas and 31 December 2017 we have had 474 customers who contacted us specifically about UC. 217 customers were telephone enquiries and 257 were presentations at CAPs and libraries. Following the announcements made late last year the remaining areas in Durham, those falling within the areas covered by the JobCentres in Chester-le-Street, Durham, Newton Aycliffe and Spennymoor, will not see the UC full service introduced until June 2018.
- 53 Overall sickness absence has worsened compared to last quarter, increasing from 10.51 days lost per full time equivalent (excluding schools) in the rolling year to September 2017 to 10.7 days in 2017. However, this is within the target of 11.2 and sickness remains lower than two years ago. The proportion of sickness that is long term (more than 20 days) has decreased from 73% to 69%. 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.
- 54 The percentage of staff who had an appraisal has worsened from 88.6% to 85.8%, and remains below target. All Heads of Service receive a monthly summary (MyView Alert) of employees in their service area who have not had appropriate appraisal activity in the rolling year period so that appraisal performance can be actively managed from a senior level. The development of HR analytics via Business Intelligence reporting tool provides senior managers (Tier 1-4 managers) with access to real time information and prompts to complete appraisals before they fall due.
- 55 An issue identified last quarter that needs to be addressed is the response rate of Freedom of Information (FOI) and Environmental Information Regulations (EIR) requests. Although performance has improved from 70% at quarter two (previously reported as 65% which was a misstatement) to 71% at quarter three, it has missed the national target of 90% (see appendix 5, chart 8). An in depth review of the whole FOI process has been completed and a number of improvements implemented which include streamlining the process and consideration of options to replace the recording system.

## Overall Performance of the Council

### Key Performance



- 56 In quarter three, 78% (72) of our key performance indicators improved or maintained performance and 22% (20) deteriorated compared to 12 months earlier. 87% (64) of Council Plan actions have been achieved or are on target to be achieved by the deadline. 14% (10) of actions slipped. In the majority of cases work has been rescheduled and timescales reset as reflected in the recommendations at paragraph 60.
- 57 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](mailto:performance@durham.gov.uk).

### Risk Management

- 58 Effective risk management is a vital component of the council's agenda. The council's risk management process sits alongside our change programme and is incorporated into all significant change and improvement projects. Appendix 3 summarises key risks in delivering the ambitions for each priority theme and how we are managing them.

### Key Data Messages by Altogether Theme

- 59 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<sup>4</sup>. The Altogether themes are supplemented by information and data relating to the complete indicator set, provided at Appendix 4.

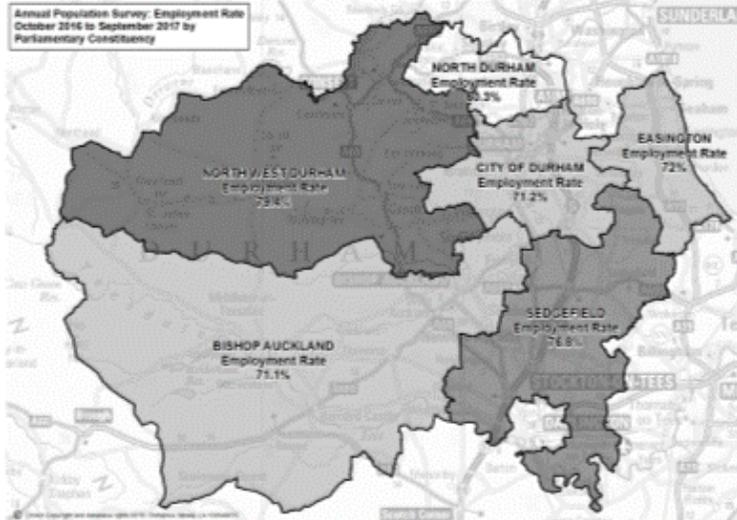
<sup>4</sup> Images designed by Freepik from Flaticon, Homelessness Outreach Service by Hawaii Open Data US, Houses by Laurene Smith FR, the nounproject.

# Altogether Wealthier

## Job prospects

### Employment (Oct 2016 - Sep 2017)

**71.7%** working age population defined as in employment in County Durham (232,800 people). More than same quarter last year (69.5%) and North East (70.4%) but below England and Wales (74.6%)



**77.4%** of employed residents in the county work in private sector. More than North East (75.2%) but below England & Wales (79%) rate

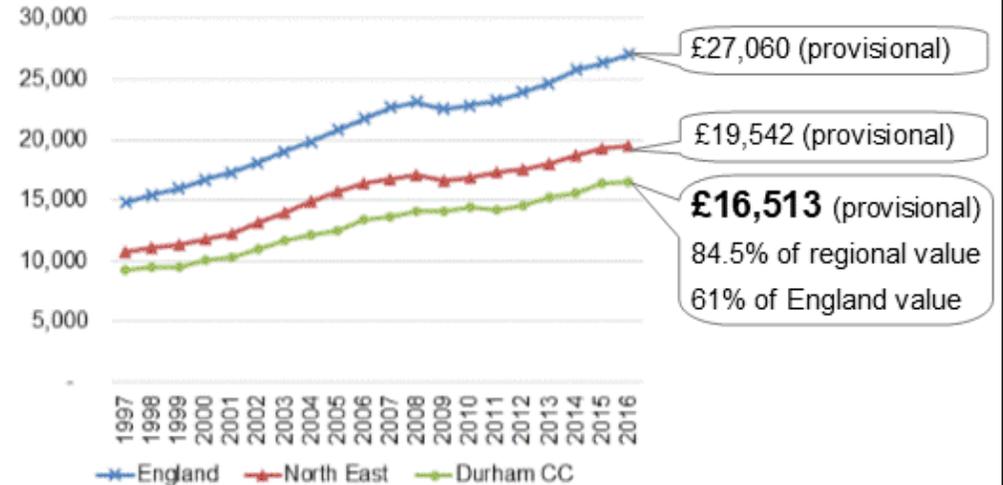
**75.2%** of employed residents in the county work full-time. More than North East (73.1%) and England & Wales (74.7%) rates.

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 Dec 2017)	<b>4%</b> (2,045 people)	2.6%	4.7%
16-17 year olds in an apprenticeship (at Sep 2017)	<b>5.1%</b>	3.5%	5.2%

**912** apprenticeships through Durham County Council schemes sustained for 15 months or more (at Dec 2017), which equates to 85% of all apprenticeship starts through these schemes

## Business

### Gross Values Added (GVA) per head



In 2016, GVA per person in County Durham was £16,513, considerably lower than England (£27,060) and lower than the North East (£19,542). However, GVA in the county has grown by 59.8% since 2001, better than the England overall (56.6%) and the region (58.7%).

## Housing and regeneration

- 153** empty properties brought back into use as a result of local authority intervention (Apr– Dec 2017). More than target (90) & last year (94).
- 1,101** net new homes completed (Apr– Dec 2017). More than last year (932).
- 359** clients for whom homelessness was prevented (Oct - Dec 2017).
- More than last year (251).



# Altogether Better for Children and Young People

## Early Help and Universal Services

### Achieving Aspiration

Educational Attainment (Final)	Durham 2016/17 (2015/16)	North East 2016/17	National 2016/17
Early years achieving good level of development	72% (69%) ✓	70.7%	70.7%
Key Stage 2 Reading, Writing Maths achieving expected standard	65% (59%) ✓	65%	62%
KS2 attainment gap (final)	-17 (-16) ✓	-17	-19
Average attainment 8 Key Stage 4 (GCSE)	44.6 (NA)* ✗	44.6	46.4
KS4 attainment gap (final)	-13.1 (NA)* ✓	-14.8	-12.8
A Level average point score (final)	32.3 (31.9) ✓	30.6	30.9

\*due to methodology change

**Ofsted**  
**Schools judged outstanding or good**

**91% 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 (As of Dec 2017).

Child Poverty Proxy measure  
**Free School Meals**  
2016/17 ac yr



**20.2%** of Durham pupils are eligible for and claim free school meals. Similar to regional but higher than national average

**Not in Education, Employment or Training**

4.6% of 16-17 year olds in Durham are not in education, employment or training, higher than national (2.4%) and North East (3.8) averages

## Health

### Child Obesity

**Reception - 24.1%**



1 in 4 children are overweight or obese

Less than North East (24.5%) but more than national average (22.6%)

**Year 6 - 37.7%**



1 in 3 children are overweight or obese

More than North East (37.3%) and national average (34.2%)

**Under 18 Conception rate (Oct 2015 — Sep 2016)**



**22.4** per 1,000 female population (181 conceptions), fewer than last year (26.1 and 218 conceptions) and lowest since 1998, but still significantly more than England (19.3).

**Teenage Pregnancy**

**Relationship Education Targeted Intervention**

### Early Help support

**Sustained contact with Children's Centre**



**89.6%** of Durham 0-2 year olds in the top 30% IMD\* having sustained contact, more than last year (88%) (Oct 2016/ Sep 2017)

\*Indices of Multiple Deprivation 2010

**1,323 families** have been successfully turned around\* at Jan 2018 (30.3% of phase 2 overall total of 4,360 families by March 2020), above both the regional (15.7%) and national average (13.2%), but not achieved the target of 50.4% (2197 families).

**Stronger Families Programme**

\*Turned around is a national terms and refers to families who have benefitted from successful interventions which aims to assist individuals in a family to achieve reductions in crime/antisocial behaviour, improve school attendance or move back into employment through the Stronger Families Programme.





# Altogether Better for Children and Young People

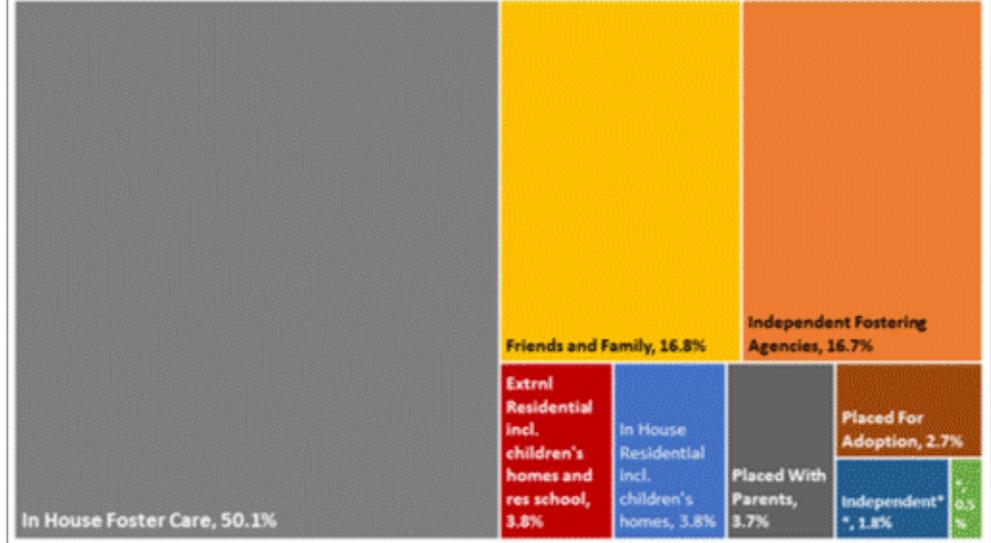
## Looked after Children

### Safeguarding (31 Dec 2017)



- **791** children currently looked after (LAC). The number of LAC over the last five quarters has plateaued, remaining close to 800.
- **1.7%** decrease in LAC rate from 80.6 per 10,000 children (Sep 2017) to 78.9. In the last quarters the rates were within the range 78.3 to 80.8.
- **249** care leavers are also receiving support

### Looked after children placements as at 26 Jan 2018



\*secure incl. Youth offenders institutions and prisons  
 \*\*Independent Living incl. supported lodgings

### Social Work Practice

- ♦ **656** LAC (82.8%) who are in a foster placement, compared to 651 (83.9%) last year—As at Dec 2017
- ♦ **30** LAC (3.8%) have external residential placements, compared to 18 (2.3%) last year—As at Dec 2017
- ♦ **27** children (13.5%) adopted of those leaving care (Apr - Sep 2017), compared to 39 (21.5% - Apr - Sep 2016)
- ♦ **28** children are waiting for adoption (Dec 2017).

## Achieving Aspiration

### Educational Attainment (final) of Looked after Children

Achieving expected standard in Reading, Writing, Maths (KS2)

Durham 35%	N.E. 27%	National 25%
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Average Attainment 8 Score (GCSE)

Durham 22.1	N.E. TBC	National TBC
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### Care leavers aged 17-21

	Durham	North East	England
<b>In suitable accommodation</b>	<b>88.8%</b> (Apr-Dec 2017)	86% (2015/16 ac yr)	84% (2015/16 ac yr)
<b>Employment or training (EET)</b>	<b>63.5%</b> (Apr-Dec 2017)	50% (2015/16 ac yr)	52% (2015/16 ac yr)

### Health of looked after children

	Durham	North East	England
<b>A dental health check</b>	<b>95%</b> (Apr-Dec 2017)	83% (2016/17)	83% (2016/17)
<b>Health assessments</b>	<b>90.2%</b> (Apr-Dec 2017)	91% (2016/17)	89% (2016/17)

# Altogether Healthier

## Health of our residents

### Mothers smoking at time of delivery July - Sep 2017

- Worse than same period last year (16.8%)
- Worse than England and North East
- Data ranges from 13.6% in North Durham to 21.3% in DDES CCG
- Challenging target set for 2017/18 - 15.9%

Region	Smoking Rate (%)
England	11.0%
North East	16.2%
Durham	17.8%

### Smoking quitters - April - September 2017

**1315** people quit smoking following support between April and September 2017, exceeding the target of 1104

### Sport England Active Lives Survey - May 2016 - May 2017

Participation in Sport and Physical activity	Durham 2015/16	Durham 2016/17	National 2016/17
Inactive: less than 30 mins per week	25.4%	24.5%	25.6%
Active - 150 + mins per week	62.2%	60.9%	60.6%

### Excess Weight in Adults - (2015 - 2016)

**67.5%** (Durham)

**61.3%** England

**66.3%** North East

## Health of our residents

### Suicide rates per 100,000 population 2014 - 2016

- 12.6%** (174)
- Down from 15.7% (215) in 2013 - 2015
- Lowest since 2007-09
- Worse than North East (11.6) & England (9.9) although gap is closing

Year	County Durham	England
2001-03	11.0	9.9
2002-04	11.0	9.9
2003-05	11.0	9.9
2004-06	11.0	9.9
2005-07	11.0	9.9
2006-08	11.0	9.9
2007-09	11.0	9.9
2008-10	11.0	9.9
2009-11	11.0	9.9
2010-12	11.0	9.9
2011-13	11.0	9.9
2012-14	11.0	9.9
2013-2015	15.7	9.9
2014-2016	12.6	9.9

### Prevalence of breastfeeding at 6 -8 weeks

- 29.1%** (Oct - Dec 2017)
- 29.8%** (Oct - Dec 2016)

Health Equality Audit findings:

- ◆ Lower rates in more deprived areas
- ◆ Lower rates in white mothers than other ethnic groups

### Adult Social Care

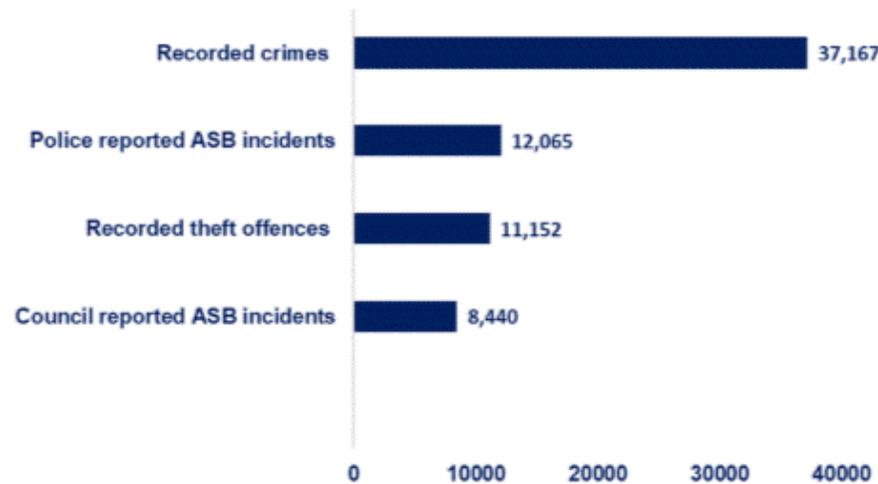
#### Daily Delayed transfers of care beds per 100,000 population - November

- 2.6** (November 2017) Better than: England (11.9)
- 3.6** (November 2016)  North East (4.9)
- Unitary average (11.7)

- 88.8%** of people received an assessment/review within the last 12 Months (year ended Dec 2017) up from 83.7% (Dec 2016) and 87.3% last quarter (Sep 2017)
- 96%** of individuals achieved their desired outcomes from the adult safeguarding process (Apr - Dec 2017) up from 95.4% (Apr - Dec 2016)

# Altogether Safer

## Crime and anti-social behaviour (ASB)



- 15.6% reduction in police reported and 18.9% reduction in council reported anti-social behaviour incidents since same period last year
- 89 First Time Entrants to the Youth Justice System, less than the Q3 profiled target of 187.5 and a decrease from Q3 last year
- Recorded crime has increased by 46.3% compared to the same period in 2016/17. This is partially due to changes in recording practices.
- Nationally, all 43 police forces have also shown an increase in recorded crime and at October 17 Durham had the highest rate of increase.
- Recorded theft offences have increased by 21.2% compared to the same period in 2016/17.
- 41 of 43 police forces showed an increase in recorded theft offences and at October 2017 Durham showed the 3rd highest rate of increase of all.
- 55.1%** - (Jan - Sep 2017) People's perceptions of Police and council dealing with concerns of ASB and crime. Similar to most similar group average of 55.6%

## Reducing misuse of drugs and alcohol

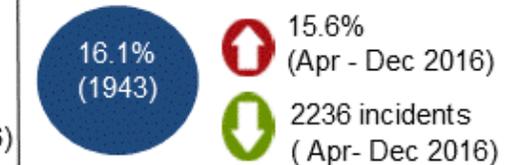
### Successful completions for alcohol and drugs - July 2016 - Jun 2017 (with representations up to December 2017)

	Successful completions	England	Target
Alcohol	30.3% (342 people)	38.6%	38.6%
Opiates	6.8% (103 people)	6.7%	7.9%
Non-opiates	27.6% (199 people)	36.8%	45.5%

### % of violent crime that is alcohol related Apr - Dec 2017



### % Police reported ASB incidents that are alcohol related Apr - Dec 2017



## Tackling abuse of vulnerable people



**191** child sexual exploitation referrals between Jan - Dec 2017. Higher than the 168 reported in the same period last year.

## Safe environment - Road Safety

Period	Total KSI	Children	Fatalities
Comparison	+31%*	+14%	-27%
Jan - Sep 2017	161	16	11
Jan - Sep 2016	123	14	15

\* this is due to changes in the recording system

# Altogether Greener

<p><b>Clean and attractive environment</b></p> <p><i>Refuse and recycling</i></p> <p><b>Oct 2016 - Sep 2017</b></p> <p> <b>96.7%</b> municipal waste diverted from landfill, in line with target (95%)</p> <p> <b>39.3%</b> household waste re-used, recycled or composted. The level has remained static since 2015/16 and below national average</p> <p> Officer Working Group is working on a review of single use plastics by the council and partners which will be overseen by Scrutiny</p> <p> Northumbrian Water is working in partnership with City to Sea and its Refill campaign to reduce plastic waste across the north east of England. Launched in Durham in December 2017, the Refill campaign aims to promote free tap water Refill stations in cafes, bars and restaurants. The campaign extended to the rest of the north east in early 2018</p>	<p><b>Collection and disposal of waste</b></p> <p><i>Environmental cleanliness</i></p> <p>Good levels of environmental cleanliness continue in County Durham (Aug to Nov 2017)</p> <p> <b>5.2%</b> litter, an increase from last reported (3.6%)</p> <p> <b>10.7%</b> detritus, a reduction from last reported (12.1%)</p> <p> <b>0.4%</b> dog fouling, a reduction from last reported (0.7%)</p> <p> Operation Spruce Up, the campaign to 'clean up' and 'green up' front streets in local communities has taken home the title of 'campaign of the year' at environmental charity Keep Britain Tidy's Network Awards 2018 and has been shortlisted in environment services LG Chronicle award</p>
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<b>Fly-tipping</b>											
<p><b>2017</b></p> <p><b>2%</b> increase in fly-tipping incidents recorded compared to last quarter</p> <p><b>7,940</b> incidents recorded, 135 more than last quarter (7,805)</p> <p><b>43%</b> increase in tyres compare to same period last year (23 more incidents)</p> <p><b>8%</b> increase in other household waste compared to same period last year (62 more incidents)</p>	<p><b>Actions to date: 2017/18</b></p> <table border="1" style="width: 100%; border-collapse: collapse; background-color: #d9ead3;"> <tr> <td style="padding: 5px;">Cameras deployed to</td> <td style="padding: 5px;">20 incidents caught on CCTV</td> </tr> <tr> <td style="padding: 5px;">18 stop and search operations</td> <td style="padding: 5px;">18 duty of care warning letters</td> </tr> <tr> <td style="padding: 5px;">1,198 further investigations</td> <td style="padding: 5px;">9 fixed penalty notices issued</td> </tr> <tr> <td style="padding: 5px;"></td> <td style="padding: 5px;">9 prosecutions</td> </tr> <tr> <td style="padding: 5px;"></td> <td style="padding: 5px;">£8,122 awarded in fines, compensation, costs and surcharges</td> </tr> </table>	Cameras deployed to	20 incidents caught on CCTV	18 stop and search operations	18 duty of care warning letters	1,198 further investigations	9 fixed penalty notices issued		9 prosecutions		£8,122 awarded in fines, compensation, costs and surcharges
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# Altogether Better Council

## Our services to customers and the public

### Customer Services - 2017:



45 seconds to answer a call on average and 5% calls abandoned



We continue to see an increase in customers using the self-serve portal to transact and a direct correlation with the reduction of contact via the email channel



There has been a slight increase overall in our footfall in our Customer Access Points (CAPs), this is mainly due to an increase in waste permit requests, Universal Credit digital assistance and Lumiere ticketing requests



TELEPHONE  
955,969

↑  
+7%



E-MAIL  
59,317

↓  
-7%



WEB FORMS  
80,131

↑  
+11%



FACE-TO-FACE  
154,104

↑  
+1.3%



SOCIAL MEDIA  
2,156

↑  
+54%

DOT from previous quarter  
% change

### Universal Credit—18 October—31 December 2017



- 18 October 2017 - full service rollout commenced in Peterlee and Seaham
- 13 December 2017 - full service rollout commenced in Bishop Auckland, Crook, Stanley and Consett
- June 2018 - full service rollout expected in Chester-le-Street, Durham, Newton Aycliffe and Spennymoor

#### Since rollout commenced there have been:



217 telephone enquiries



257 customers who presented at CAPs and libraries (Peterlee & Bishop Auckland)



- 270 customers were given general advice
- 129 individuals were assisted with making their online claim
- 43 change of circumstances for housing benefit were dealt with

- 24 customers were advised on information relating to the services of the DWP
- 4 people were provided with advice on debt management
- 4 individuals were signposted to foodbanks

### Freedom of Information (FOI) and Environmental Information Regulations (EIR) requests—October—December 2017



71% of responses were sent to applicants within 20 working days (target 90%)



In depth review into the whole FOI process has been completed and a number of improvements implemented which should improve future performance

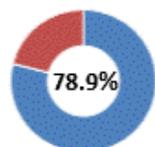
# Altogether Better Council

## Looking after our people

### Employee Wellbeing: (2017 excluding schools)



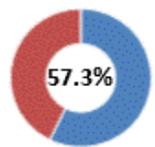
Overall sickness absence per full time equivalent has again worsened slightly since last quarter (10.51 to 10.7 days (2017 rolling year data))



More employees having 5 working days or less sickness than last year (77.9%)



Target of 11.2 days achieved and sickness remains lower than two years ago



More posts with no sickness absence than last year (52.6%)

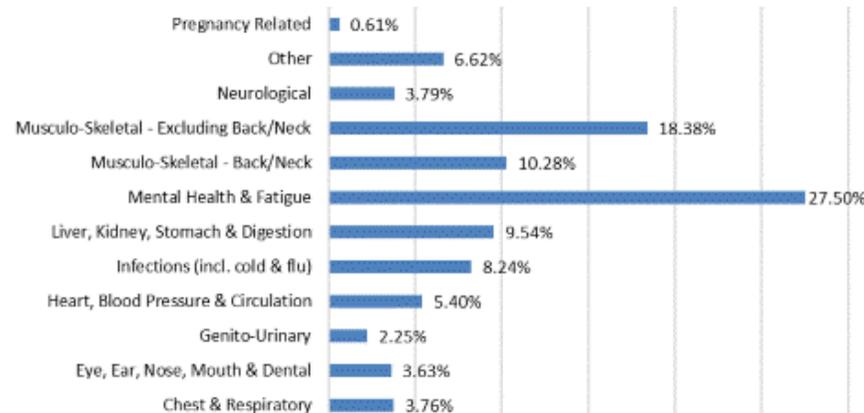
#### % of staff performance appraisals completed (2017 excluding schools)



85.8% appraisals completed - worse than previous quarter (88.6%) and remaining below target (92%)

% of sickness absence (excluding schools)		
short/medium/long term sickness	Jul—Sep 2017	Oct—Dec 2017
Short Term = 0 - 7.5 days	13.1%	17.3%
Medium Term = 7.5 - 20 days	13.7%	14.1%
Long Term = 20 days +	73.2%	68.6%

#### % type sickness occurring (Oct - Dec 2017)



## Managing our resources for residents and customers

### Finance: (April – December 2017 )

#### Council Tax Collected



84.7% council tax collected (target 84.82%)



4.64% increase in gross payments received (£9,506,667 increase) compared to Q3 2016/17.



#### Business Rates Collected



83.52% business rates collected (target 83.04)



Business rates charges have been impacted by the 2017 revaluation and subsequent changes to relief thresholds, plus changes to the rating multiplier i.e. the percentage of rateable value charged.



47.1% of all business rates accounts in Durham qualify for small business rates relief following changes which have resulted in the number of businesses qualifying for relief increasing by 2,266 to 7,275 accounts

## Recommendations and reasons

60 Corporate Overview and Scrutiny Management Board is recommended to:

- (a) note the council's performance at quarter three;
- (b) note all changes to the Council Plan outlined below:

### **Altogether Wealthier**

- (i) The timescale for the adoption of the County Durham Plan has been revised from November 2018 to December 2020. The new timescales have been detailed in the Cabinet report agreed last November.
- (ii) Supporting the development of the North East Local Transport Plan and leading on the development of the associated County Durham supporting strategies has been delayed from March 2018 until December 2018. A full public consultation is due to take place during mid-2018 after the local elections and all the comments will be incorporated into a final version for Members' approval and publication by December 2018.
- (iii) A review of Durham Town Hall to develop a new operating model to improve the visitor experience and maximise the revenue streams has been delayed further from March 2018 to March 2019. A start up meeting has taken place but the project has been delayed as resources have been redirected toward the leisure and library transformation.

### **Altogether Greener**

- (iv) The commission of a leachate treatment system at Coxhoe East landfill site; incorporating the Environment Agency's requirements, meeting Natural England's requirements and meeting planning conditions has been delayed further from November 2017 to December 2020. Resulting from discussions with the key stakeholders it has become apparent that due to the challenges around managing the Great Crested Newt population on site the project will take at least two years to complete with a further year to fully commission and sign it off.

### **Altogether Better Council**

- (v) The assessment of cemetery provision in order to develop a countywide cemetery policy has been delayed further from December 2017 to December 2018. A cemetery policy is already in place but identification of land in order to do the assets work has proved difficult.
- (vi) The review and adoption of the Customer First Strategy has been further delayed from April 2018 to July 2018. The draft strategy is currently going through consultation with key stakeholders within the Council before consideration by the Digital Customer Board.
- (vii) The provision of support to organisations interested in the Ask programme including the first commitment to library transfer has been delayed from March 2018. A revised date has not yet been agreed but timetable for transformation of the service, including

consideration of asset transfer model, will be agreed in April 2018.

- (viii) There have been delays in the corporate and partnership planning arrangements including a second whole partnership event to identify opportunities to enhance outcomes through effective joint working across the County Durham Partnership (from November 2017 to November 2018) and the streamlining of the corporate planning arrangements including Council Plan and Sustainable Community Strategy (from October 2017 to March 2019) due to other priorities.

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**Contact: Jenny Haworth Tel: 03000 268071**

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- 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 7: Health and Social Care – Key Metrics
- Appendix 8: Average Attainment 8 score
- Appendix 9: SEND Inspection Outcomes

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## **Appendix 1: Implications**

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**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

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## Appendix 2: Report key

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### 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](mailto: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 At 31 December 2017, there were 23 risks on the corporate strategic risk register, the same number as at 30 September 2017. During quarter three, no risks were added and none were removed. The following matrix categorises the strategic risks according to their net risk evaluation as at 31 December 2017. To highlight changes in each category during the last quarter, the number of risks as at 30 September 2017 is shown in brackets.

#### Corporate Risk Heat Map

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

Key risks 

- 3 At a corporate strategic level, key risks to the council, with their respective net risk evaluations shown in brackets, are:
  - (a) If there was to be slippage in the delivery of the agreed MTFP savings projects, this will require further savings to be made from other areas, which may result in further service reductions and job losses (Critical / Possible);
  - (b) Ongoing Government funding cuts which now extend to at least 2019/20 will continue to have an increasing major impact on all Council services (Critical / Highly Probable);
  - (c) Failure to protect child from death or serious harm (where service failure is a factor or issue) (Critical / Possible);
  - (d) A service failure of Adult Safeguarding leads to death or serious harm to a service user (Critical / Possible);
  - (e) Major Interruption to IT Service Delivery (Critical / Possible).

- 4 The implementation of additional mitigation on a number of risks has enabled the Council to improve performance, decision-making and governance, and this is detailed in the relevant sections of the report.
- (a) **Altogether Wealthier:** There are no key risks in delivering the objectives of this theme.
  - (b) **Altogether Better for Children and Young People:** Failure to protect a child from death or serious harm (where service failure is a factor or issue). Management consider it possible that this risk could occur which, in addition to the severe impacts on children, will result in serious damage to the council's reputation and to relationships with its safeguarding partners. To mitigate the risk, actions are taken forward from Serious Case Reviews and reported to the Local Safeguarding Children Board. Lessons learned are fed into training for front line staff and regular staff supervision takes place. This risk is long term and procedures are reviewed regularly (Critical / Possible).
  - (c) **Altogether Healthier:** There are no key risks in delivering the objectives of this theme.
  - (d) **Altogether Safer:** 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 (MTFP) 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. Design works to improve infrastructure and reduce the risk have now be completed and it is anticipated that work on site will commence in March 2018. (Critical / Possible).

## Appendix 4: Summary of Key Performance Indicators

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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		
<b>Altogether Wealthier</b>												
<b>1. Do residents have good job prospects?</b>												
1	REDPI 40	Proportion of the working age population defined as in employment	71.7	Oct 2016 - Sep 2107	Tracker	69.5	GREEN	74.6	RED	70.4*	GREEN	Oct 2016 - Sep 2017
2	REDPI 88	Per capita household disposable income (£) [1] [2]	15,496	2015	Tracker	15,246	GREEN	19,447	RED	16,197*	RED	2015
3	REDPI 62	Number of apprenticeships started through Durham County Council schemes [3]	222	2016/17	200	74	GREEN					
4	REDPI 105	Number of apprenticeships from Durham County Council schemes sustained at least 15 months	912	As at Dec 2017	Tracker	710	GREEN					
5	REDPI 92	Number of gross potential jobs created or safeguarded as a result of Business Durham activity [4]	186	Jul - Sep 2017	NA	500	NA					
6	CYPS 1	Percentage of 16 to 17 year olds in an apprenticeship	5.1	As at Sep 2017	Tracker	5.7	RED	3.5	GREEN	5.2*	AMBER	As at Sep 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	REDPI 7a	Number of 18 to 24 year olds who are out of work and claiming either Universal Credit or Jobseekers Allowance (JSA)	2,045	As at Dec 2017	Tracker	2,075	GREEN					
8	REDPI 8b	Proportion of all Jobseeker's Allowance (JSA) claimants that have claimed for one year or more	37.10	As at Dec 2017	Tracker	31.10	<a href="#">NA [5]</a>					
<b>2. Do residents have access to decent and affordable housing</b>												
9	REDPI 30	Number of empty properties brought back into use as a result of local authority intervention	153	Apr - Dec 2017	90	94	GREEN					
10	REDPI 10b	Number of net homes completed	1,101	Apr - Dec 2017	Tracker	932	GREEN					
11	REDPI 36a	Number of clients who have accessed the Housing Solutions Service and for whom homelessness has been prevented	359	Oct - Dec 2017	Tracker	251	GREEN					

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
12	REDPI 10ai	Number of affordable homes delivered [4] [6]	322	2016/17	200	262	GREEN					
<b>3. Is County Durham a good place to do business?</b>												
13	REDPI 87	Gross Value Added (GVA) per capita in County Durham (£) [1] [2]	16,513	2016 provisional	Tracker	16,362	GREEN	27,060	RED	19,542*	RED	2016 provisional
14	REDPI 89	Number of registered businesses in County Durham	16,585	2015/16	Tracker	16,400	GREEN					
<b>4. Is it easy to travel around the county?</b>												
15	NS06a	Percentage of A roads where maintenance is recommended (scanner survey)	3	2016/17	Tracker	4	GREEN	3	GREEN	3*	GREEN	2015/16
16	NS06bc	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	NS06d	Percentage of unclassified roads where maintenance is recommended (scanner survey)	20	2016/17	Tracker	20	GREEN	17	RED	14*	RED	2015/16
18	NS07	Highways maintenance backlog (£millions)	191.7	2016	Tracker	181	NA					

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		
<b>5. How well does tourism and cultural events contribute to our local economy?</b>												
19	REDPI 100	Number of visitors to County Durham (million)	19.3	2016	Tracker	18.7	GREEN					
20	REDPI 101	Number of jobs supported by the visitor economy	11,158	2016	Tracker	10,961	GREEN					
21	REDPI 102	Amount (£ million) generated by the visitor economy	806	2016	Tracker	778	GREEN					
<b>Altogether Better for Children and Young People</b>												
<b>1. Are children, young people and families in receipt of universal services appropriately supported?</b>												
22	CYPS 24	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) [7]	44.6	2016/17 ac yr (final)	Tracker	NA	NA	44.2	GREEN	44.3*	GREEN	2016/17 ac yr (final)
23	CYPS 27	Average point score per A level entry of state-funded school students	32.3	2016/17 ac yr (final)	Tracker	31.9	GREEN	30.9	GREEN	30.6*	GREEN	2016/17 ac yr (final)

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	
24	CYPS 28	Percentage of pupils achieving the expected standard in Reading, Writing and Maths (at KS2)	65.0	2016/17 ac yr (final)	Tracker	59.0	GREEN	62.0	GREEN	65*	GREEN	2016/17 ac yr (final)	
25	CYPS 2	Percentage of 16 to 17 year olds who are not in education, employment or training (NEET) [8]	4.6	Oct - Dec 2017	Tracker	4.1	RED	2.4	RED	3.8*	RED	Oct - Dec 2017	
26	CYPS 25	Gap between the average Attainment 8 score of Durham disadvantaged pupils and the average Attainment 8 score of non-disadvantaged pupils nationally (at KS4)[7]	-13.1	2016/17 ac yr (final)	Tracker	NA	NA	-12.8	RED	-14.8*	GREEN	2016/17 ac yr (final)	
27	CYPS 26	Percentage of children in the Early Years Foundation Stage achieving a Good Level of Development	72	2016/17 ac yr (final)		64.0	69.0	GREEN	70.7	GREEN	70.7*	GREEN	2016/17 ac yr (final)
28	CYPS 29	Gap between the percentage of Durham disadvantaged pupils and the percentage of non-disadvantaged pupils nationally who achieve the expected	-17	2016/17 ac yr (final)	Tracker	-16.0	GREEN	-19	GREEN	-17*	GREEN	2016/17 ac yr (final)	

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		
		standard in reading, writing and maths (at KS2)										
29	CYPS 30	Ofsted percentage of primary pupils in good or better schools	91	As at Dec 2017	Tracker	92	AMBER	91	GREEN	91*	GREEN	As at Dec 2017
30	CYPS 31	Ofsted percentage of secondary pupils in good or better schools	65	As at Dec 2017	Tracker	60	GREEN	80	RED	65*	GREEN	As at Dec 2017
31	CYPS 32	Exclusion from school of All Durham children - percentage of children with at least one fixed exclusion	1.77	2016/17 ac yr	Tracker	2.0	GREEN	2.11	GREEN	2.01*	GREEN	2015/16 ac yr
32	CYPS 38	Percentage of all school pupils eligible for and claiming Free School Meals (FSM) - Child Poverty Proxy	20.2	2016/17 ac yr	Tracker	20.2	GREEN	14.7	RED	19.9*	AMBER	2016/17 ac yr
33	AHS1	Under 18 conception rate per 1,000 girls aged 15 to 17	22.4	Oct 2015 - Sep 2016	Tracker	26.1	GREEN	19.3	RED	25.2*	GREEN	Oct 2015 - Sep 2016
34	AHS2	Proportion of five year old children free from dental decay	64.9	2014/15	Tracker	New indicator	NA	75.2	RED	72*	RED	2014/15
35	AHS3	Alcohol specific hospital admissions for under 18's (rate	67.5	2013/14 - 2015/16	Tracker	72.8	GREEN	37.4	RED	66.9*	AMBER	2013/14 - 2015/16

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		
		per 100,000)										
36	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
37	AHS5	Percentage of children aged 4 to 5 years classified as overweight or obese	24.1	2016/17 ac yr	Tracker	24.3	GREEN	22.6	RED	24.5*	GREEN	2016/17 ac yr
38	ASH6	Percentage of children aged 10 to 11 years classified as overweight or obese	37.7	2016/17 ac yr	Tracker	37.0	AMBER	34.2	RED	37.3*	AMBER	2016/17 ac yr
39	CYPS 33	Percentage of Education Health and Care Plans completed in the statutory 20 week time period	78.8	2017	90.0	88.0	RED	58.6	GREEN	73.4*	GREEN	2016
<b>2. Are children, young people and families in receipt of Early Help services appropriately supported?</b>												
40	CYPS 22	Percentage of successful interventions (families turned around) via the Stronger Families Programme (Phase 2)	30.3	Sep 2014 - Jan 2018	50.4	13	GREEN	13.2	GREEN	15.7*	GREEN	Sep 2014 - 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
41	CYPS 23	Percentage of children aged 0-2 years in the top 30% IMD registered with a Children's Centre and having sustained contact	89.6	Oct 2016 - Sep 2017	60	88	GREEN					
<b>3. Are children and young people in receipt of social work services appropriately supported and safeguarded?</b>												
42	CYPS 14	Percentage of First Contact & EDT enquiries processed within 1 working day	84.6	Apr - Dec 2017	Tracker	72.1	GREEN					
43	CYPS 15	Percentage of statutory children in need referrals received which occurred within 12 months of a previous referral	16.6	Apr - Dec 2017	Tracker	21.0	GREEN	21.9	GREEN	20.1*	GREEN	2016/17
44	CYPS 16	Percentage of statutory single assessments completed within 45 working days	79.2	Apr - Dec 2017	Tracker	83.3	RED	83.1	RED	82.9*	RED	2016/17
45	CYPS 17	Rate of children subject to a child protection plan per 10,000 population aged under 18	53.9	As at Dec 2017	Tracker	45.1	NA	43.3		60.5*		As at Mar 2017
46	CYPS 18a	Rate of children in need (proxy) per 10,000 population aged under 18 (L4 open cases ONLY)	355.2	As at Dec 2017	Tracker	329.9	NA	337.7		441.5*		2015/16

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	CYPS 18b	Level 2/3 cases open to One Point Service - Rate per 10,000 population aged under 18	36.5	As at Dec 2017	Tracker	40.5	NA					
48	CYPS 18c	Level 3 cases open to Families First Teams - Rate per 10,000 population aged under 18	206.7	As at Dec 2017	Tracker	112.3	NA					
49	CYPS 19	Percentage of strategy meetings initiated which led to an initial child protection conference being held within 15 working days	67.0	Apr - Dec 2017	75.0	74.0	RED	77	RED	86*	RED	2016/17
50	CYPS 20	Percentage of Social Workers with fewer than 20 case	48.0	As at Dec 2017	Tracker	43.0	GREEN					
51	CYPS 21	Percentage of Case File Audits which are rated as good or better	54.0	Apr - Dec 2017	80.0	New indicator	NA					
<b>4. Are we being a good corporate parent for Looked After Children?</b>												
52	CYPS 3	Rate of looked after children per 10,000 population aged under 18	78.9	As at Dec 2017	Tracker	78.3	NA	62		92*		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
53	CYPS 4	Percentage of children adopted from care (as % of total children leaving care)	13.5	Apr - Sep 2017	15.0	21.5	RED	14	RED	14*	RED	2016/17
54	CYPS 5	Percentage of LAC who are in a foster placement	82.8	As at Dec 2017	Tracker	83.9	AMBER					
55	CYPS 6	Percentage of independent residential placement	3.8	As at Dec 2017	Tracker	2.3	RED					
56	CYPS 7	Percentage of children looked after continuously for 12 months or more who had a dental check	95.0	Apr - Dec 2017	Tracker	93.4	GREEN	83	GREEN	83*	GREEN	2016/17
57	CYPS 8	Percentage of children looked after continuously for 12 months or more who have had the required number of health assessments	90.2	Apr - Dec 2017	Tracker	86.2	GREEN	89	GREEN	91*	AMBER	2016/17
58	CYPS 9	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

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
59	CYPS 10	Average Attainment 8 score of Looked After Children [7]	22.1	2016/17 ac yr (final figure)	Tracker	NA	NA	NA		NA		2015/16 ac yr
60	CYPS 11	Percentage of LAC achieving the expected standard in Reading, Writing and Maths (at KS2)	35.0	2016/17 ac yr (final)	Tracker	44.0	RED	25	GREEN	27*	GREEN	2015/16 ac yr
61	CYPS 12	Percentage of care leavers aged 17-21 in education, employment or training (EET)	63.5	Apr - Dec 2017	Tracker	63.1	GREEN	52	GREEN	50*	GREEN	2015/16 ac yr
62	CYPS 13	Percentage of care leavers aged 17-21 in suitable accommodation	88.8	Apr - Dec 2017	Tracker	91.1	RED	84	GREEN	86*	GREEN	2015/16 ac yr
<b>Altogether Healthier</b>												
<b>1. Are our services improving the health of our residents?</b>												
63	AHS 12	Percentage of mothers smoking at time of delivery	17.8	Jul - Sep 17	15.9	16.8	RED	11	RED	16.2*	RED	Jul - Sep 17
64	AHS 13	Four week smoking quitters per 100,000 smoking population	1,741	Apr - Sep 2017	1,462	1,399	GREEN					
65	AHS7	Male life expectancy at birth (years) [2]	78.1	2013-2015	Tracker	78.0	GREEN	79.5	AMBER	77.9*	GREEN	2013-2015
66	AHS8	Female life expectancy at birth (years) [2]	81.2	2013-2015	Tracker	81.3	AMBER	83.1	RED	81.6*	AMBER	2013-2015

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		
67	AHS9	Healthy life expectancy at birth [Female]	57	2013-2015	Tracker	New indicator	NA	64.1	RED	60.1*	RED	2013-2015
68	AHS 10	Healthy life expectancy at birth [Male]	58	2013 - 2015	Tracker	New indicator	NA	63.4	RED	59.6*	RED	2013-2015
69	AHS 14	Excess weight in adults (Proportion of adults classified as overweight or obese)	67.5	2015/16	Tracker	New indicator	NA	61.3	RED	66.3*	AMBER	2015/16
70	AHS 11	Suicide rate (deaths from suicide and injury of undetermined intent) per 100,000 population	12.6	2014 - 2016	Tracker	15.7	GREEN	9.9	RED	11.6*	RED	2014 - 2016
71	AHS 38	Prevalence of breastfeeding at 6-8 weeks from birth	29.1	Oct - Dec 2017	Tracker	29.8	RED	42.8	Not comparable	33.3*	Not comparable	Jul - Sep 2017
72	AHS 40	Estimated smoking prevalence of persons aged 18 and over	17.9	2016	Tracker	19.0	GREEN	15.5	RED	17.2*	RED	2016
73	AHS 41	Self-reported wellbeing - people with a low happiness score	11.5	2015/16	Tracker	New indicator	NA	8.8	RED	10.2*	RED	2015/16
74	NS21	Participation in Sport and Physical Activity: active	60.9	May 2016 - May 2017	Tracker	62.2	RED	60.6	GREEN			May 2016 - May 2017
75	NS22	Participation in Sport and Physical Activity: inactive	24.5	May 2016 - May 2017	Tracker	25.4	GREEN	25.6	GREEN			May 2016 - 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		
<b>2. Are people needing adult social care supported to live safe, healthy and independent lives?</b>												
76	AHS 18	Adults aged 65+ per 100,000 population admitted on a permanent basis in the year to residential or nursing care	521.6	Apr - Dec 2017	553.6	549.3	GREEN	628.2	Not comparable	843*	Not comparable	2015/16
77	AHS 20	Proportion of older people who were still at home 91 days after discharge from hospital into reablement/ rehabilitation services	89.5	Mar - Sep 2017	85.9	87.9	GREEN	82.7	Not comparable	85.5*	Not comparable	2015/16
78	AHS 16	Percentage of individuals who achieved their desired outcomes from the adult safeguarding process	96	Apr - Dec 2017	Tracker	95.4	GREEN					
79	AHS 17	Percentage of service users receiving an Assessment or Review within the last 12 months	88.8	2017	Tracker	83.7	GREEN					
80	AHS 21	Overall satisfaction of people who use services with their care and support	63.6	2016/17	Tracker	New indicator	NA	64.4	Not comparable	67.2*	Not comparable	2015/16
81	AHS 22	Overall satisfaction of carers with the support and services they receive	43.3	2016/17	Tracker	New indicator	NA	41.2	Not comparable	49.3*	Not comparable	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	
82	AHS 19	Daily Delayed transfers of care beds, all per hospital per 100,000 population age 18+	2.6	At November 2017	Tracker	3.6	GREEN	11.9	GREEN	GREEN	At November 2017
83	AHS 23	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 indicator	NA	67.6	GREEN	NA	2016/17

### Altogether Safer

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

84	CYPS 35	First time entrants to the youth justice system aged 10 to 17 (per 100,000 population of 10 to 17 year olds) [2]	207	Apr - Sep 2017	437	270	GREEN	357	Not comparable	413**	Not comparable	2015/16
85	AHS 24	Overall crime rate (per 1,000 population) [2]	73	Apr - Dec 2017	Tracker	49.2	RED	49.23	RED	50.62**	RED	Apr - Oct 17
86	AHS 25	Rate of theft offences (per 1,000 population) [2]	21.9	Apr - Dec 2017	Tracker	17.7	RED	19.36	Not comparable	18.15**	Not comparable	Apr - Oct 17
87	AHS 26	Proportion of all offenders (adults and young people) who re-offend in a 12 month period	33	Apr 2015 - Mar 2016	Tracker	New indicator	RED	29.5	RED	35.9*	GREEN	Apr 2015 - Mar 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	
88	CYPS 36	Proven re-offending by young people (who offend) in a 12 month period (%)	46.4	Apr 2015 - Mar 2016	Tracker	New indicator	RED	42.2	RED	50*	GREEN	Apr 2015 - Mar 2016	
<b>2. How effective are at tackling Anti-Social Behaviour?</b>													
89	AHS 27	Dealing with concerns of ASB and crime issues by the local council and police <a href="#">[1]</a> <a href="#">[2]</a> <a href="#">[9]</a>	55.1	Jan - Sep 2017	Tracker	61.3	RED			55.6**	AMBER	Jan - Sep 2017	
90	AHS 28a	Number of police reported incidents of anti-social behaviour <a href="#">[2]</a>	12,065	Apr -Dec 2017	Tracker	14,301	GREEN						
91	AHS 28b	Number of council reported incidents of anti-social behaviour	8,440	April - Dec 2017	Tracker	10,406	GREEN						
<b>3. How well do we reduce misuse of drugs and alcohol?</b>													
92	AHS 31	Percentage of successful completions of those in alcohol treatment	30.3	Jul 2016 - Jun 2017 with rep to Dec 2017		38.6	28.1	GREEN	38.6	RED	30.8*	Not comparable	England Jul 2016 - Jun 2017 with rep to Dec 2017 NE: 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
93	AHS 32	Percentage of successful completions of those in drug treatment - opiates	6.8	Jul 2016 - Jun 2017 with rep to Dec 2017	7.9	5.7	GREEN	6.7	GREEN	5.2*	Not comparable	England: Jul 2016 - Jun 2017 with rep to Dec 2017 NE: 2016
94	AHS 33	Percentage of successful completions of those in drug treatment - non-opiates	27.6	Jul 2016 - Jun 2017 with rep to Dec 2017	45.4	26.3	GREEN	36.8	RED	27.4*	Not comparable	England: Jul 2016 - Jun 2017 with rep to Dec 2017 NE:2016
95	AHS 29	Percentage of anti-social behaviour incidents that are alcohol related	16.1	April - Dec 2017	Tracker	15.6	RED					
96	AHS 34a	Percentage of secondary school pupils who drink alcohol (Most Weekends / Every weekend / Every Day)	13.0	2017 survey (snapsh of Jan - Apr 2017)	Tracker	13.3	GREEN					
97	AHS 34b	Percentage of Secondary School pupils who have taken any illegal drugs, including cannabis or NPS (formerly known as	5.9	2017 survey (snapshot Jan - Apr 2017)	Tracker	New indicator	NA					

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
		legal highs)										
98	AHS 30	Percentage of violent crime that is alcohol related	25.0	Apr - Dec 2017	Tracker	25.7	GREEN					
99	AHS 36	Alcohol seizures	632	Apr - Dec 2017	Tracker	1088	NA					
<b>4. How well do we tackle abuse of vulnerable people, including domestic abuse, child sexual exploitation and radicalisation?</b>												
100	AHS 35	Building resilience to terrorism (self assessment). Scored on level 1 (low) to 5 (high)	3	2016/17	Tracker	3	GREEN					
101	CYPS 34	Number of child sexual exploitation referrals [2]	191	2017	Tracker	168	NA					
<b>5. How do we keep our environment safe, including roads and waterways?</b>												
102	REDPI 44	Number of people killed or seriously injured in road traffic	161	Jan - Sep 2017	Tracker	123	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
		accidents										
		Number of fatalities	11			15				NA		
		Number of seriously injured	150			108				NA		
103	REDPI 45	Number of children killed or seriously injured in road traffic accidents	16	Jan - Sep 2017	Tracker	14	RED					
		Number of fatalities	0			0				NA		
		Number of seriously injured	16			14				NA		
<b>Altogether Greener</b>												
<b>1. How clean and tidy is my local environment?</b>												
104	NS 14a	Percentage of relevant land and highways assessed (LEQSPRO survey) as having deposits of litter that fall below an acceptable level	5.22	Aug - Nov 2017	Tracker	5.33	GREEN	10	GREEN			2014/15
105	NS 14b	Percentage of relevant land and highways assessed (LEQSPRO survey) as having deposits of detritus that fall below an acceptable level	10.72	Aug - Nov 2017	Tracker	10.55	AMBER	27	GREEN			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
106	NS 14c	Percentage of relevant land and highways assessed as having deposits of dog fouling that fall below an acceptable level	0.44	Aug - Nov 2017	Tracker	1.11	GREEN	7	GREEN			2014/15
<b>2 Are we reducing carbon emissions and adapting to climate change?</b>												
107	REDPI 46	Percentage reduction in CO <sub>2</sub> emissions in County Durham (by 40% by 2020 and 55% by March 2031)	49.9	2015	Tracker	48.00	GREEN					
108	REDPI 48	Percentage change in CO <sub>2</sub> emissions from local authority operations	-14	2016/17	Tracker	-6.00	GREEN					
<b>3. How effective and sustainable is our collection and disposal of waste?</b>												
109	NS10	Percentage of municipal waste diverted from landfill	96.7	Oct 2016 - Sep 2017		95.0	95.2	GREEN				
110	NS19	Percentage of household waste that is re-used, recycled or composted	39.3	Oct 2016 - Sep 2017	Tracker	39.3	GREEN	43.0	RED	35.3*	GREEN	2015/16
111	NS15	Number of fly-tipping incidents	7,940	2017	Tracker	8,100	GREEN					

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
<b>Altogether Better Council</b>										
<b>1. How well do we look after our people?</b>										
112	RES/011	Percentage of performance appraisals completed in current post in rolling year period (excluding schools)	85.81	2017	92.00	88.08	RED			
113	RES/LPI/012a	Days / shifts lost to sickness absence – all services excluding school staff	10.70	2017	11.20	10.69	AMBER			
114	RES/052	Percentage of posts with no absence in rolling year (excluding schools)	57.26	Oct - Dec 2017	Tracker	52.62	GREEN			
115	RES/019a	% of sickness absence which is short term	17.29	Oct - Dec 2017	Tracker	19.52	NA			
116	RES/019b	% of sickness absence which is medium term	14.14	Oct - Dec 2017	Tracker	15.39	NA			
117	RES/019c	% of sickness absence which is long term	68.57	Oct - Dec 2017	Tracker	65.09	NA			
118	RES/053	Percentage of employees having five days or less sickness per 12 month rolling period	78.94	Oct - Dec 2017	Tracker	77.94	NA			

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

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
119	RES/002	Percentage of council tax collected in-year	84.70	Apr - Dec 2017	84.82	84.76	AMBER	97.20	Not comparable	95.8*	Not comparable	2016/17
120	RES/003	Percentage of business rates collected in-year	83.52	Apr - Dec 2017	83.04	83.04	GREEN	98.20	Not comparable	98.13*	Not comparable	2016/17
<b>3. How good are our services to customers and the public?</b>												
121	NS26	Average time taken to answer a telephone call (seconds) [2]	45	2017	Tracker	44	RED					
122	NS20	Percentage of abandoned calls	5	2017	Tracker	6	GREEN					
123	NS 43a	Number of customer contacts - face to face	154,104	2017	Tracker	182,213	NA					
124	NS 43b	Number of customer contacts -telephone	955,969	2017	Tracker	982,660	NA					
125	NS 43c	Number of customer contacts - web forms	80,131	2017	Tracker	68,842	NA					
126	NS 43d	Number of customer contacts - emails	59,317	2017	Tracker	69,271	NA					
127	NS 43e	Number of customer contacts - social	2,156	2017	Tracker	2,395	NA					

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
		media										

[1] [Previous period data amended /refreshed](#)

[2] [Data 12 months earlier amended/refreshed](#)

[3] [Funding required to continue the programme has not been secured](#)

[4] [Target is an annual target](#)

[5] [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.](#)

[6] [Latest data amended /refreshed](#)

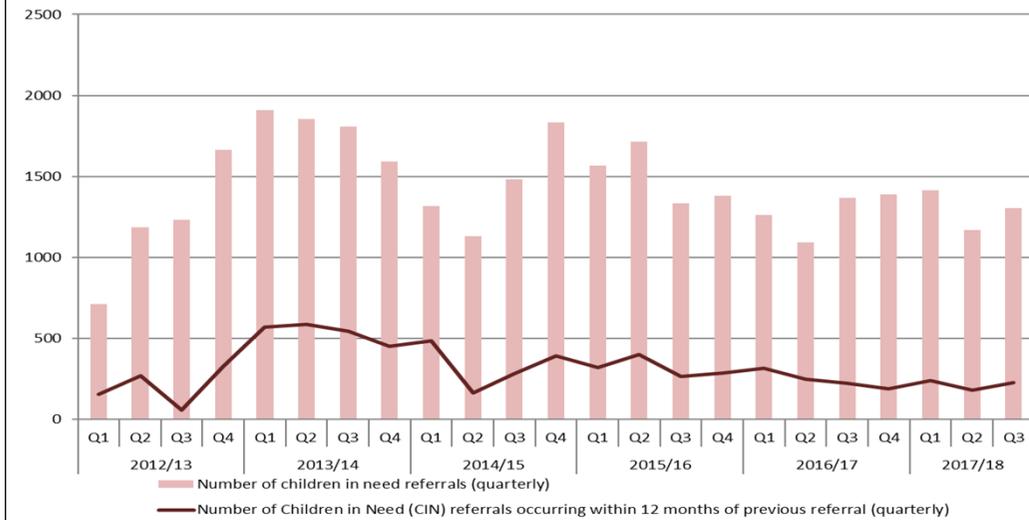
[7] [Due to a change in methodology, 2016/17 Ac Yr data cannot be compared to the previous academic year.](#)

[8] [The high number of school leavers whose status is 'not known' impacts significantly on this indicator](#)

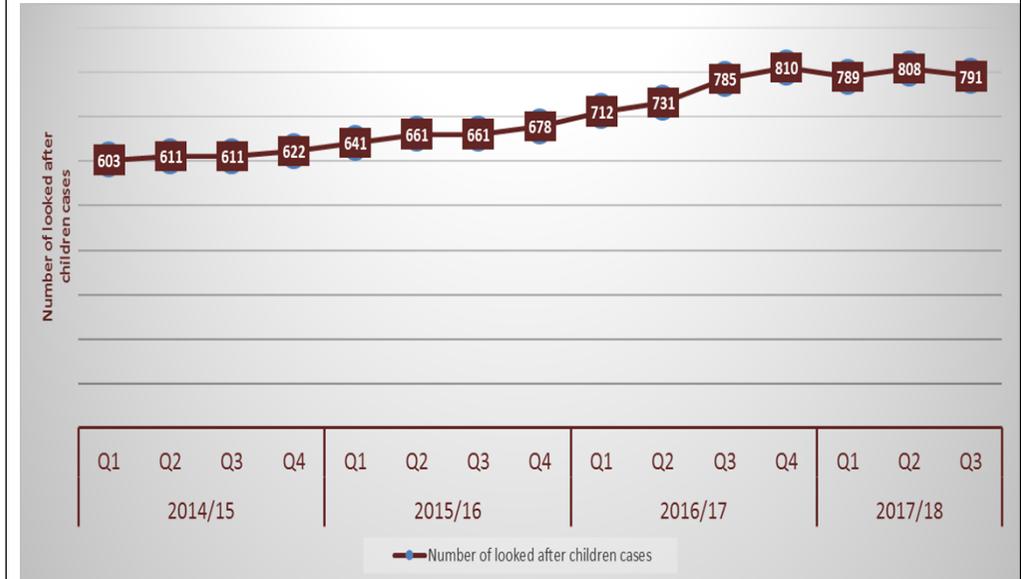
[9] [A confidence interval applies to the survey results](#)

## Appendix 5: Volume Measures

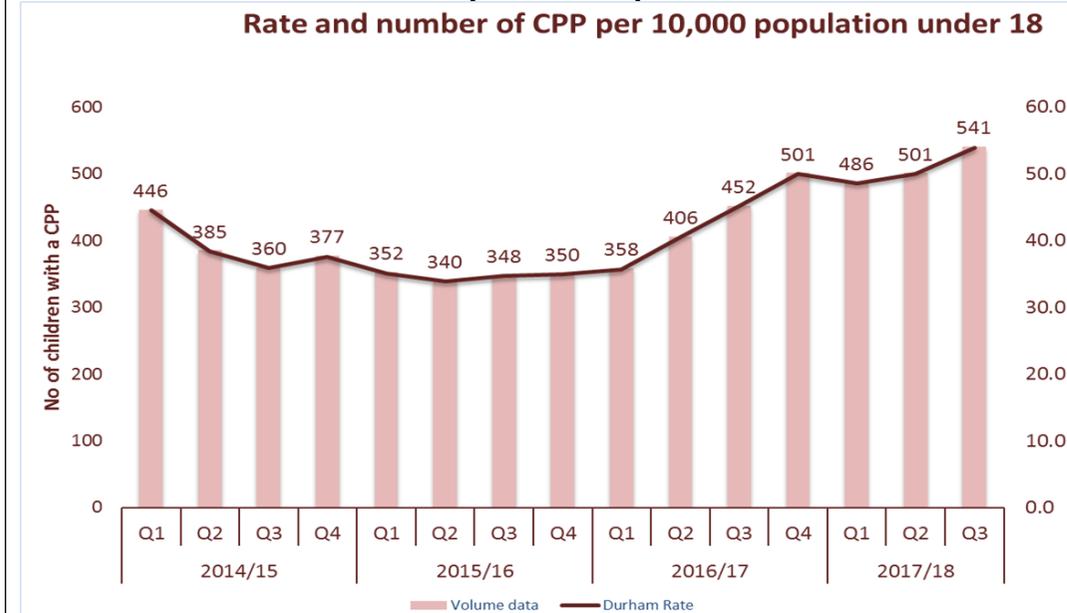
### Chart 1. Children in need referrals within 12 months of previous referral



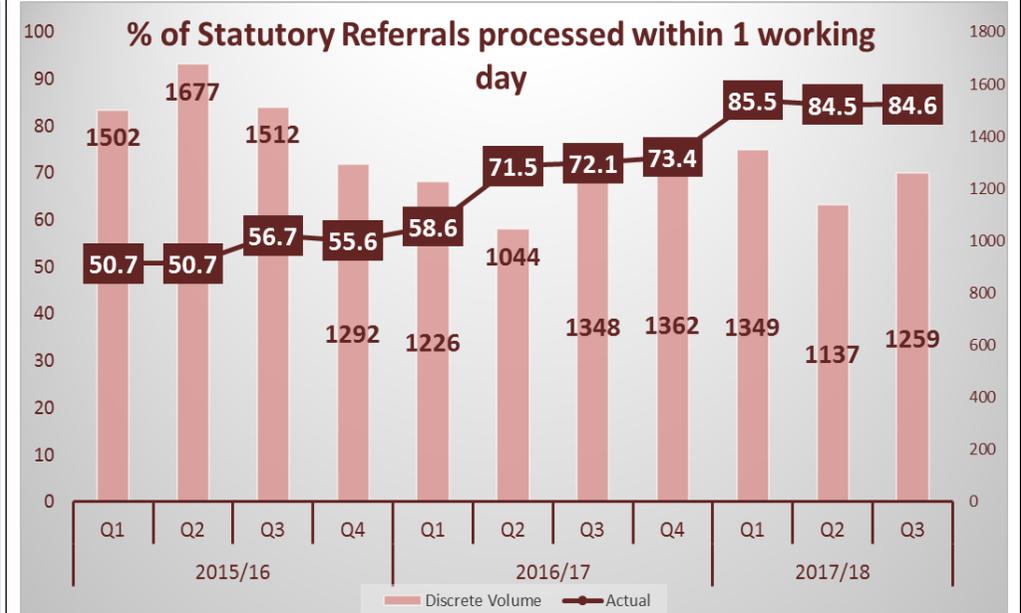
### Chart 2. Looked after children cases



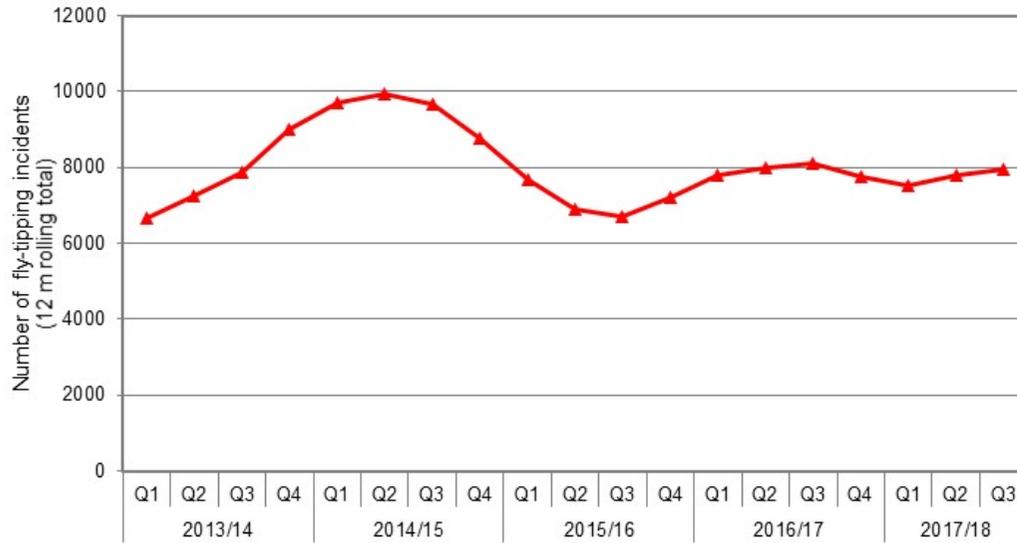
### Chart 3. Children with a child protection plan



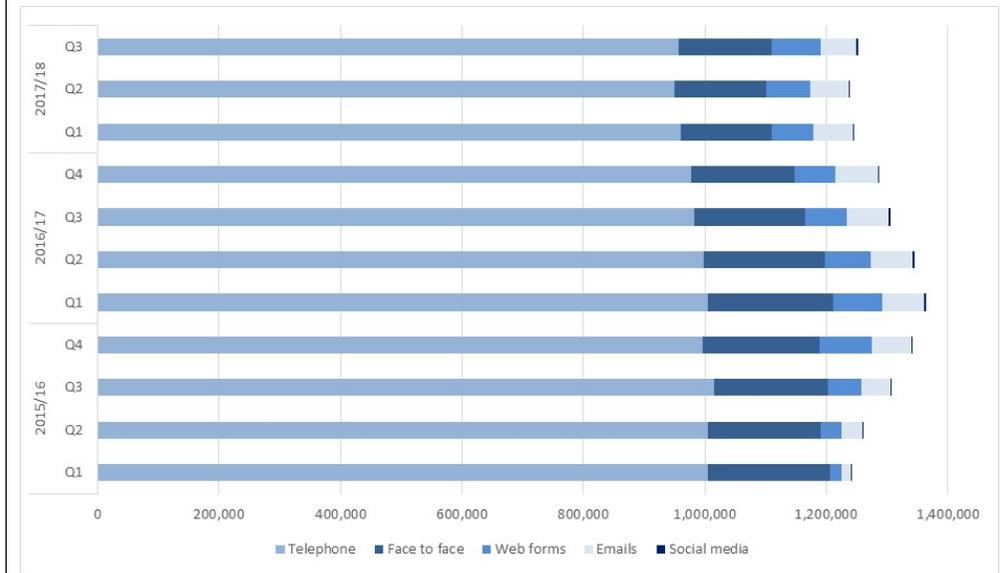
### Chart 4. First Contact Volume and Process Rate



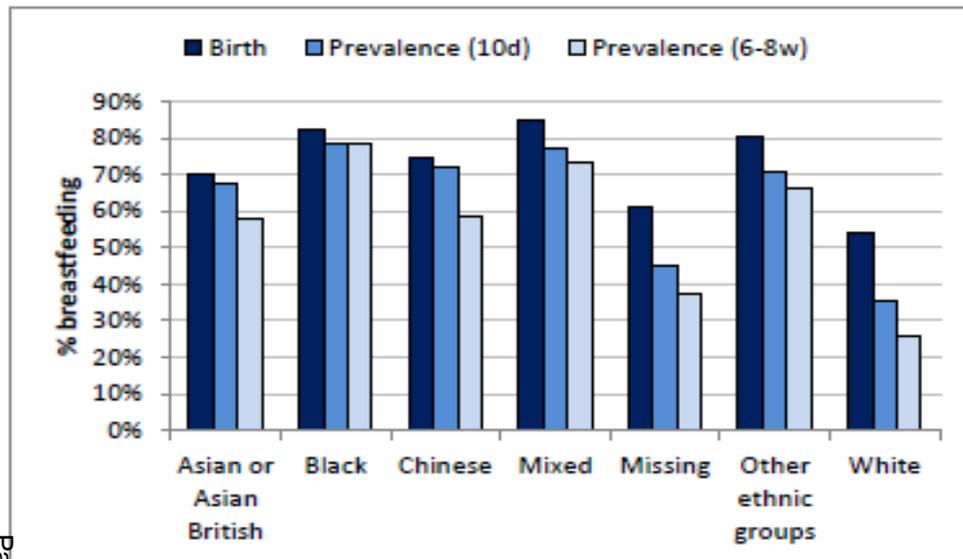
**Chart 5. Fly-tipping incidents**



**Chart 6. Customer contacts**



**Chart 7. Breastfeeding Prevalence in County Durham**



**Chart 8. Freedom of Information/Environmental Information Regulations requests**

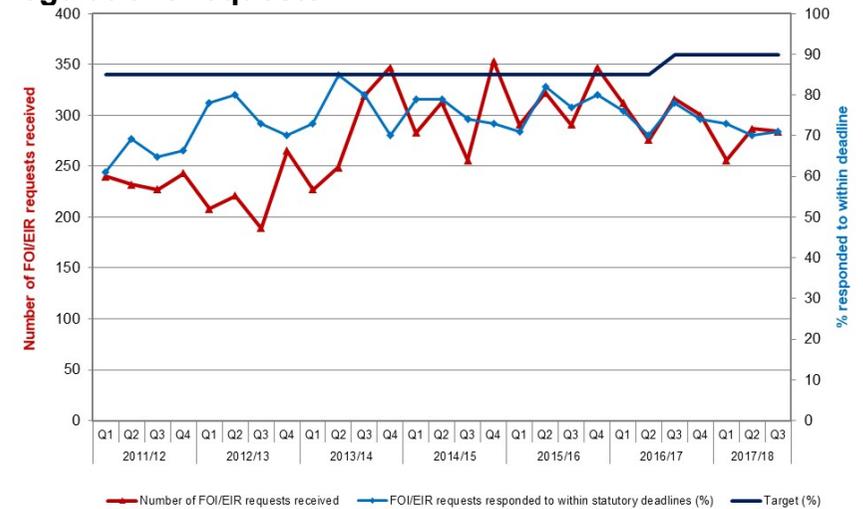


Chart 9.

Successful completions - Alcohol

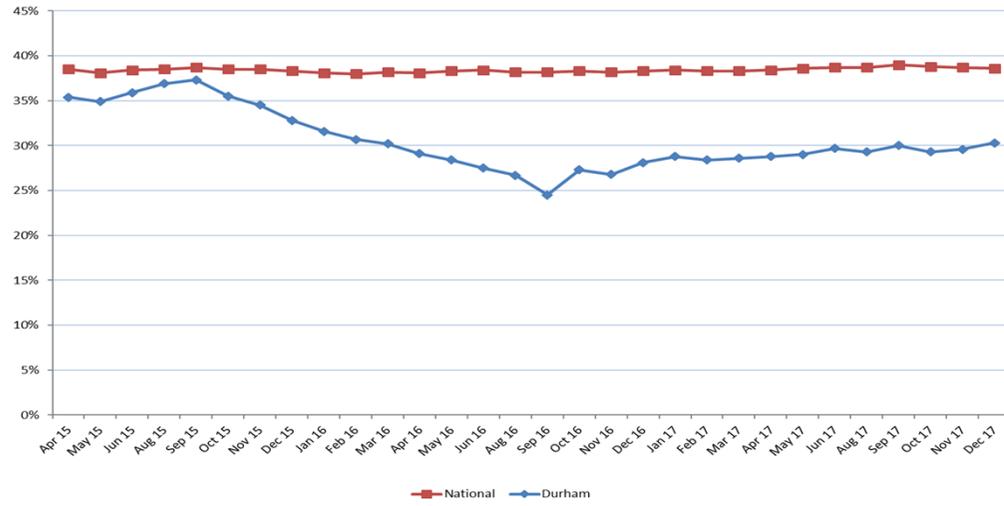


Chart 10.

Successful completions - Opiates

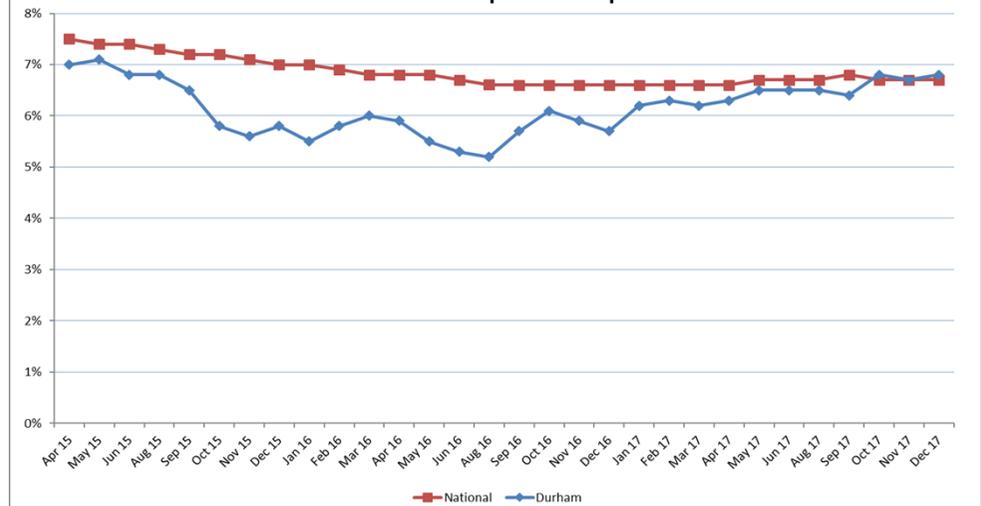
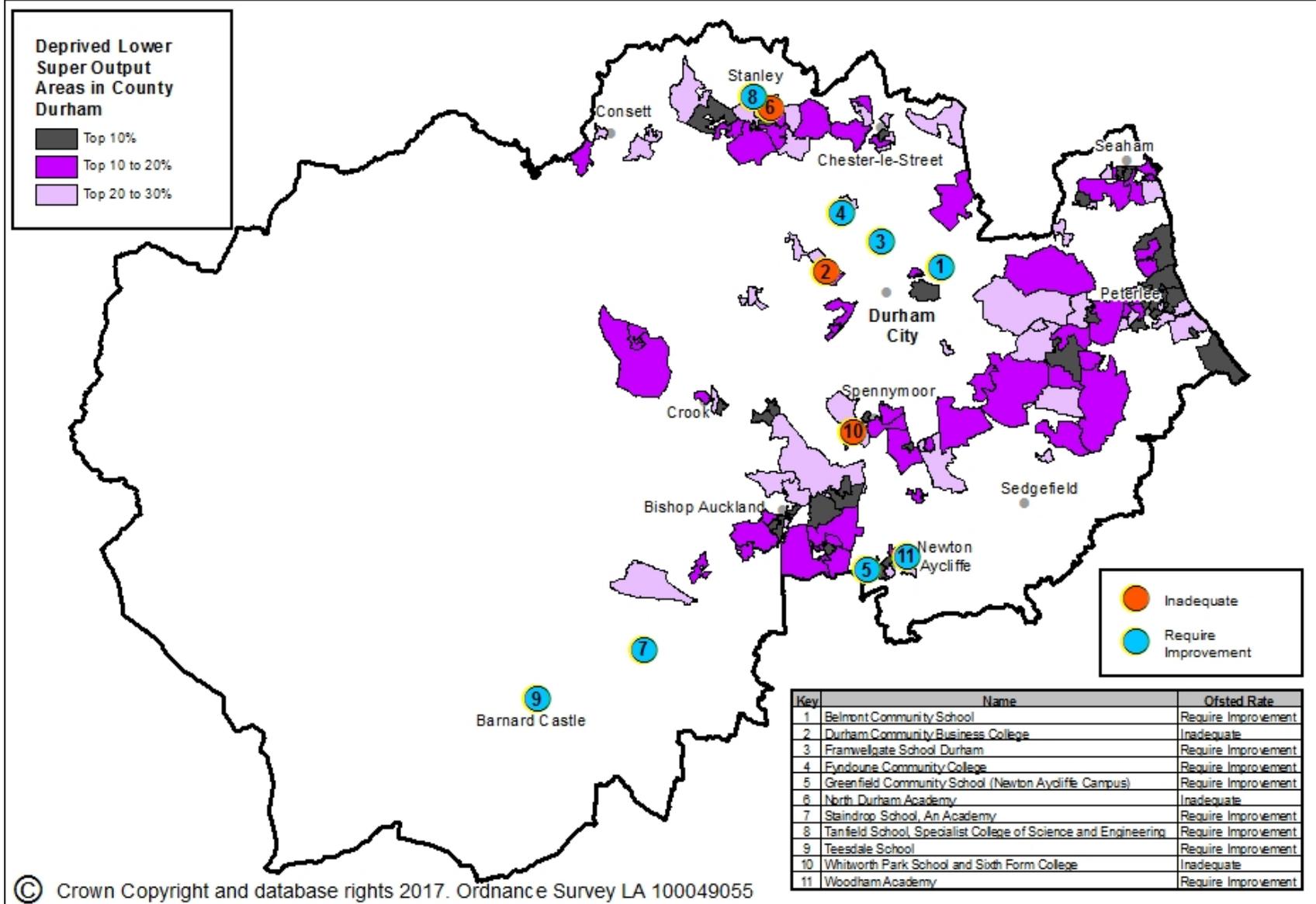


Chart 11.

Successful completions - Non opiates



## Appendix 6: Secondary Schools Require Improvement and Inadequate



Ofsted ratings are as of 31 December 2017

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## Appendix 7: Health and Social Care – Key Metrics

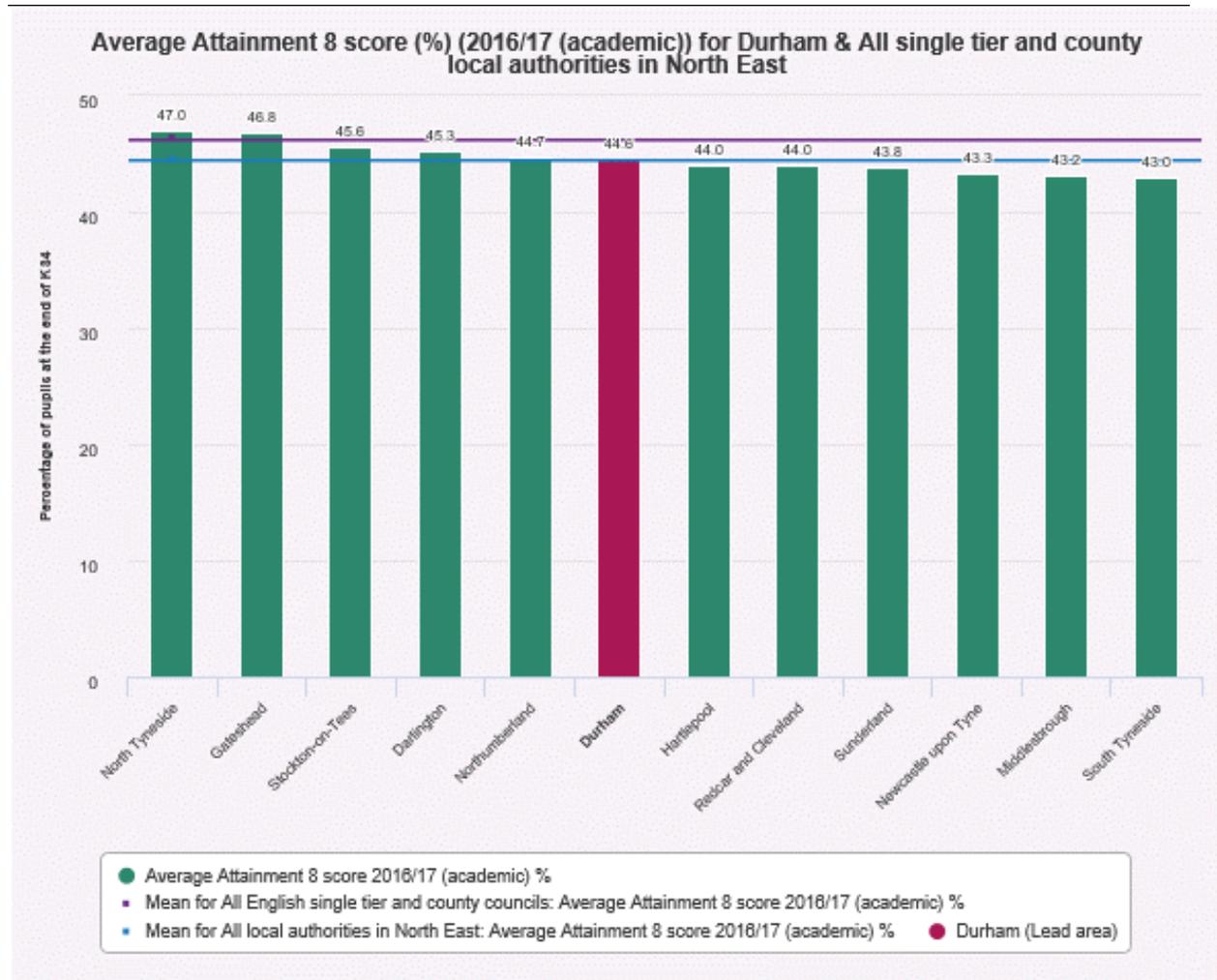
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The CQC are undertaking a programme of local system reviews of health and social care in 20 local authority areas. Identification of these areas is principally based on a dashboard of six key metrics from across the sector where health and social care work most closely together, and assesses local areas against their statistical nearest neighbours (CIPFA) and nationally. Reviews have already commenced in the initial twelve challenged local authority areas and a further eight local authorities have now been identified for review. Durham is not one of the local authorities identified for review as we are performing well on the majority of the six metrics (see appendix 7) and the combined national ranking (based on the same six key indicators), where we rank 16 out of 152 (low is good).

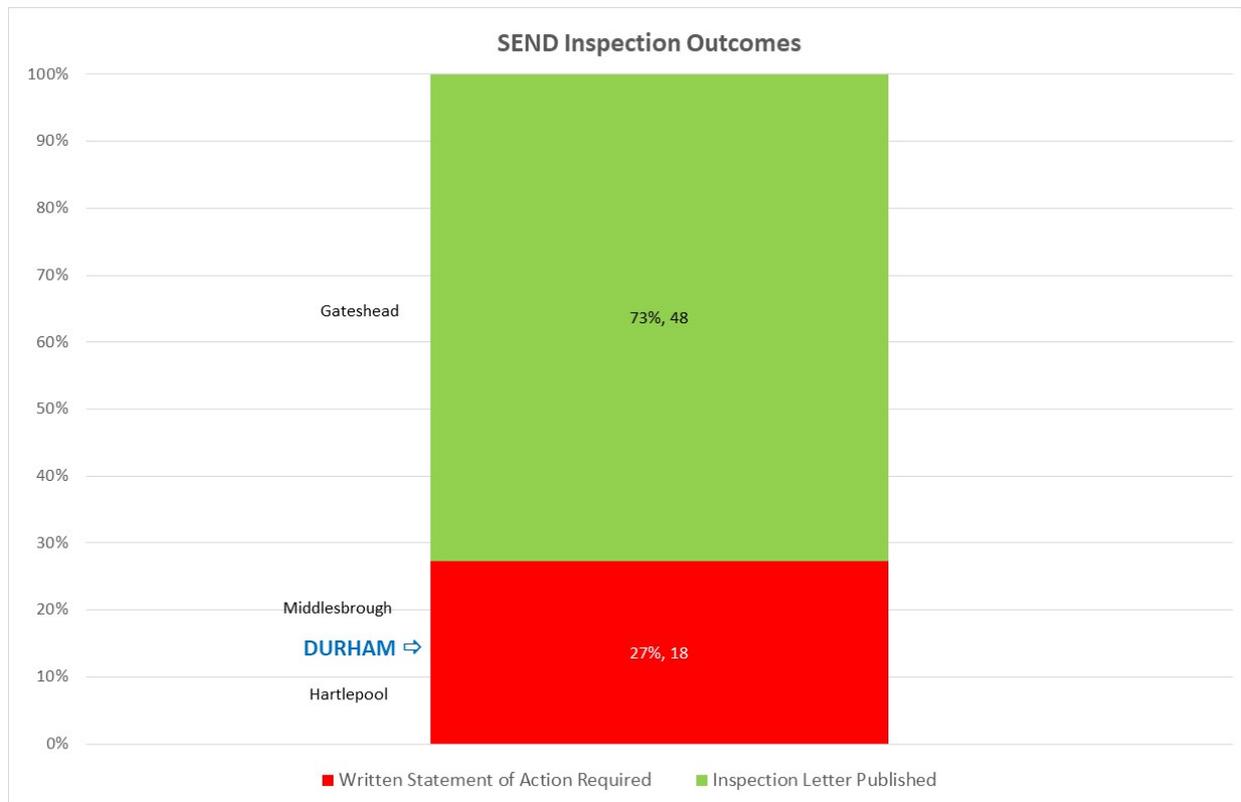
<b>Metric</b>	<b>National Rank (out of 152)</b>	<b>Nearest Neighbour rank (out of 16)</b>
Emergency Admissions (65+) per 100,000 65+ population	75	5
90th percentile of length of stay for emergency admissions (65+)	23	6
TOTAL Delayed Days per day per 100,000 18+ population	5	3
Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services *	41	4
Proportion of older people (65 and over) who are discharged from hospital who receive reablement/rehabilitation services	43	5
Proportion of discharges (following emergency admissions) which occur at the weekend	118	10

\*based on 2016/17 data. Latest data in the index.

## Appendix 8: Average Attainment 8 score



## Appendix 9: SEND Inspection Outcomes



**Corporate Overview and Scrutiny  
Management Board**

**19 March 2018**

**Customer Feedback Report  
Quarter 3, 2017/18**




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**Report of John Hewitt, Corporate Director of Resources**

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**Purpose of the Report**

- 1 To present to Members the Customer Feedback: Complaints, Compliments and Suggestions report for quarter 3, 2017/18 (full report attached at Appendix 2).

**Background**

- 2 The report in relation to the Council's performance and key issues regarding corporate and statutory complaints, compliments and suggestions provides invaluable insight into customer feedback on service delivery; their perception of how the Council is dealing with issues important to them locally and also how we apply our policies and procedures. It is used, alongside performance data, to identify key areas for improvement and is used to track trends and highlight areas which need further consideration or which are emerging as key issues.
- 3 There are two main areas of complaints; those which are classed as "statutory" complaints which arise from our duties as a local social services authority and "corporate" complaints which cover all other areas. As both aspects are essentially customer feedback on delivery of services, albeit there are different processes supporting resolution, they are all reported quarterly in a combined report which is considered by Corporate Overview and Scrutiny Management Board.

**Quarter 2**

- 4 The report at Appendix 2 provides a breakdown of all Customer Feedback received by the Council during quarter 3, 2017/18. It summarises the Council's performance in dealing with corporate and statutory complaints, explores the themes and identifies the actions we will take to not only put things right for an individual but to improve wider service provision. The report also provides positive feedback in the form of compliments across services and also suggestions from customers as to what they think we should consider to improve service provision.

**Recommendations**

- 5 Members are asked to note the information in the report.

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**Tel.** 03000 268161

**E-Mail:** [mary.readman@durham.gov.uk](mailto:mary.readman@durham.gov.uk)

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## **Appendix 1: Implications**

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**Finance** – Information on financial remedies in relation to the Local Government and Social Care Ombudsman is included within the report

**Staffing** – None.

**Risk** – None.

**Equality and Diversity / Public Sector Equality Duty** – Complaints regarding any equality and diversity aspect are handled in consultation with the Council's Equality Team.

**Accommodation** – None.

**Crime and Disorder** – None.

**Human Rights** – None.

**Consultation** – None.

**Procurement** – None.

**Disability Issues** – Complaints and suggestions in relation to disability will be considered in line with the Council's Equality approach and Corporate Team.

**Legal Implications** – None.

# Putting our Customers first

## Customer Feedback Report

# Complaints, compliments and suggestions

Quarter 3, 2017/18

*Altogether better*

## Background information

1. Customer feedback is a valuable tool. It not only helps us understand what is important to service users and what we are doing well, it can also indicate widespread issues and offer us the opportunity to put things right and improve our services.
2. Covering a range of customer feedback, this report highlights the main themes throughout quarter 3, 2017/18 (1 October 2017 to 31 December 2017). As feedback can highlight opportunities for operational improvement even when the service is delivered properly, the report includes a selection of customer suggestions and their outcomes, an overview of comments relating to our decision making and a summary of customer satisfaction through compliments and surveys. It also summarises our performance in dealing with complaints, identifies any lessons learned and states what remedial action we have taken, or plan to take, to put things right and ensure similar mistakes are avoided in the future.

## Customer Suggestions

3. We believe suggestions are essential to the ongoing development and improvement of our services, and carefully consider all received. During quarter 3, 2017/18, we received 86 suggestions.
4. Almost 40% of the suggestions received related to our waste collection and disposal service (34 suggestions). The most common theme was introducing ways to tell customers when we planned to do something, e.g. repair a bin (so customer can put the bin out), return for a missed collection (so bin is not left out for days and those on assisted collection can unlock gates etc.), pick up a bulky collection (thereby limiting the time the goods are left out). We already have plans in place, as part of the Bartec project work, to implement this suggestion.
5. Customers also suggested allowing the customer to choose the collection point for bulky collections as the Bin Collection Point is not always the most appropriate place.
6. Extending the garden waste scheme or reconfiguring the collections so they start later and finish later was also proposed. We reviewed the timings of the garden waste scheme last year and amended in line with customer feedback.
7. We received several suggestions relating to the wheeled bins used for household collection, e.g. making smaller bins available for those with limited space, using heavier lids or catches so they do not blow open in windy conditions. Others suggested changes to our procedures, e.g. don't follow up a sticker on a contaminated bin with a letter if it's the first occurrence, implement weekly recycling collections. The suggestion relating to contamination stickers and letters is to be considered as part of the contamination process review.

8. Some suggestions related to our Household Waste Recycling Centres (HWRCs). For example, implementing mechanisms that would allow waste permits to be printed at home, customers to be informed of the wait time whilst waste is being compacted, display opening times at site entrances.
9. We are currently developing a new project to look at the options around digitising waste permits. In relation to compaction, measures have been in place since 2013 when the compaction of skips was introduced on site. In addition to signs outside the site entrance, site operatives should be outside the site and informing customers of waiting times and alternative sites, and compaction will cease temporarily if queues become excessive. We already display opening times at every site entrance.
10. One customer, although finding our online booking system for leisure centre activities well laid out and user friendly, was disappointed that the booking portal for the following week did not open until the current week's class was about the start, by which time telephone bookings will have been made and the class could be full. The suggestion was to open the portal earlier. Following this suggestion, and similar feedback, the portal has now been re-configured. The 'too soon to book' restriction for the following week has now been removed and bookings for the following week can be made at any time during the day. The seven days in advance policy is in place to avoid sessions being block booked by customers who subsequently do not attend.
11. Another customer proposed changes to the manner in which we inform customers of changes to the public swim timetable. Improved processes are now in place. All swimming galas and lane closures are now advertised as far in advance as possible via notices in several locations throughout the building, not just the customer information board, in addition to the website. Any closure is now advertised immediately as soon as the booking is confirmed. In addition, reception staff are briefed on these situations and duty officers are fully informed well in advance and have the information readily to hand. Reception is always staffed by two people at busy times to prevent missed calls.
12. A resident suggested that we stop teachers from accepting gifts at the end of term. The resident felt this would remove the stress and financial pressure placed on poorer families. However, schools are self-governing so the local authority has no control over their policies or procedures.

### **Customer feedback relating to our policies and procedures**

13. Our service provision is reflected in our policies and procedures, and during quarter 3, 2017/18, we received 43 items of feedback as a direct consequence of carrying out actions in line with those policies and procedures.
14. Our household waste policies and procedures (19 contacts) were the most frequent cause for contact: not emptying or permanently removing bins due to contamination

(eight instances), not collecting side waste (three instances), only providing residents with an additional bin if the household has six or more people permanently living there (two instances), not collecting recycling in black bags (two instances), the requirement to leave bulky waste at the Bin Collection Point (one instance), not leaving a missed bin out until collected (one instance), closing Household Waste Recycling Centres whilst compacting rubbish (one instance) and needing to provide details of the waste to be disposed of when applying for a permit (one instance).

15. Nine residents used the complaints system to register dissatisfaction with our winter maintenance policy. The main issue was the customer's perceived lack of gritting.
16. We also received five comments relating to our Street Lighting Energy Reduction Project (SLERP) with residents objecting to the removal of street lights.
17. The remaining contacts covered a range of areas including, our policy not to collect dead animals from private homes, to only remove trees and hedges if they meet the criteria set out in our tree policy and the start times of our school crossing patrols.

## **Customer feedback relating to our fees and charges**

18. Twelve contacts related to our fees and charges, which we review annually and allow us to provide local services that might not otherwise be possible.
19. Four residents cited dissatisfaction with the £20 replacement bin charge, four were unhappy with the garden waste charge, two with library charges (one related to the cost of photocopying and one to the charge for overdue books), one to the café prices at locomotion and one to parking charges in Durham City.

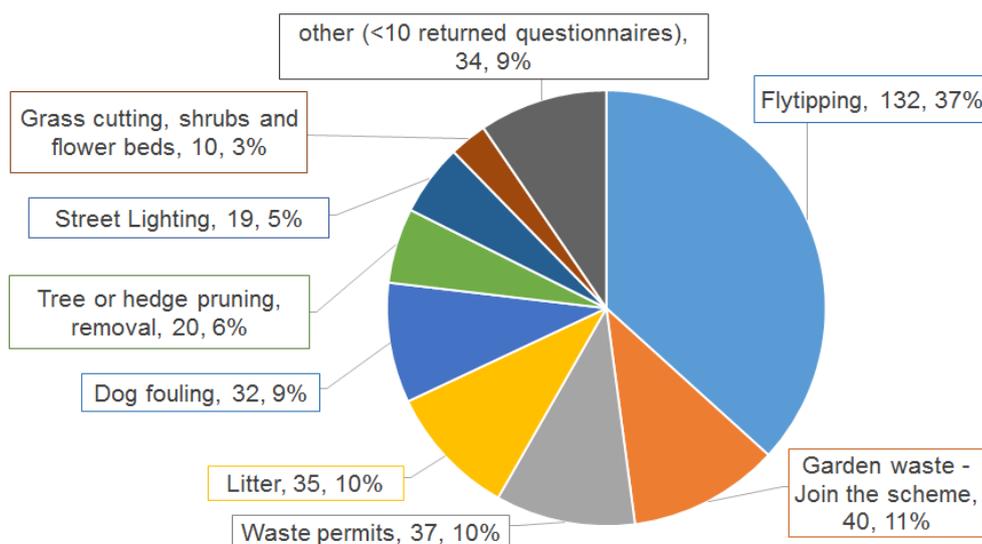
## **Compliments**

20. We also receive many positive comments about our staff and the services we provide, and we believe that understanding what is working well and valued is as important as knowing what is not working as well.
21. During quarter 3, 2017/18, we received 277 compliments, 81 in relation to social care services and 196 in relation to other services. These compliments recognise not only the motivation, dedication and hard work of our staff but also the high standard and value of the services we provide. The majority of the compliments related to satisfaction with service provision but a number of compliments conveyed thanks to specific individuals.
22. Customers were particularly complimentary about our frontline staff and service provision, the most common themes being standard of work, prompt service and how polite, pleasant and helpful staff are.

- 23. Our Clean and Green Team received the most compliments, almost 13% of all received, with customers appreciating our efforts to keep their local environment clean and tidy. We also received several compliments about our wildflower planting schemes.
- 24. Other frontline services that received customer recognition were our refuse and recycling service, both the household collection service and the Household Waste Recycling Centres, our Highway Maintenance Team, Customer Services, the Durham County Record Office and Care Connect.
- 25. Many of the compliments received were from customers who wished to express their gratitude where staff have gone the extra mile. As far as we are able, we have passed these thanks onto the individuals concerned.
- 26. A small sample of compliments received is attached at Appendix 1.

### Customer Satisfaction (CRM)

- 27. Our customers now have the opportunity to provide feedback in relation to both contact and service delivery as part of the closure process within the Customer Relationship Management (CRM) system. Since 31 October 2017, a satisfaction questionnaire has been applied to 23 service requests. A list of these service requests is attached at Appendix 2.
- 28. Between 31 October 2017 and 31 December 2017, we received 359 completed questionnaires through which customers answered a series of questions in relation to their experience. The following graph shows the split by service request.



29. Further analysis, by question, has been completed on the returned questionnaires and the results shown below:

<b>% of respondents who found it easy to contact the right service in the council</b>							
	<b>Overall</b>	<b>online</b>	<b>By telephone</b>	<b>By e-mail</b>	<b>Face to Face</b>	<b>Letter</b>	<b>Via local councillor</b>
Number of responses	323	138	128	47	8	1	1
Performance	96%	98%	95%	89%	100%	100%	100%

<b>% of respondents who were informed of the length of time it would take to resolve</b>							
	<b>Overall</b>	<b>online</b>	<b>By telephone</b>	<b>By e-mail</b>	<b>Face to Face</b>	<b>Letter</b>	<b>Via local councillor</b>
Number of responses*	270	114	101	46	8	-	1
Performance	52%	52%	61%	46%	75%	-	100%

\*issues reported by 89 respondents were dealt with immediately

<b>% of respondents who were provided with clear information</b>							
	<b>Overall</b>	<b>online</b>	<b>By telephone</b>	<b>By e-mail</b>	<b>Face to Face</b>	<b>Letter</b>	<b>Via local councillor</b>
Number of responses	359	155	135	59	8	1	1
Performance	91%	87%	96%	86%	100%	100%	100%

<b>% of respondents who were treated with dignity and respect</b>							
	<b>Overall</b>	<b>online</b>	<b>By telephone</b>	<b>By e-mail</b>	<b>Face to Face</b>	<b>Letter</b>	<b>Via local councillor</b>
Number of responses	359	155	135	59	8	1	1
Performance	94%	92%	99%	92%	100%	100%	100%

<b>% of respondents who were informed of progress</b>							
	<b>Overall</b>	<b>online</b>	<b>By telephone</b>	<b>By e-mail</b>	<b>Face to Face</b>	<b>Letter</b>	<b>Via local councillor</b>
Number of responses	359	155	135	59	8	1	1
Performance	82%	81%	85%	83%	63%	100%	100%

<b>% of respondents who felt their request was handled in a knowledgeable and effective</b>							
	<b>Overall</b>	<b>online</b>	<b>By telephone</b>	<b>By e-mail</b>	<b>Face to Face</b>	<b>Letter</b>	<b>Via local councillor</b>
Number of responses	143	-	135	-	8	-	-
Performance	97%	-	96%	-	100%	-	-

<b>% of respondents who were satisfied with how their initial contact was handled</b>							
	<b>Overall</b>	<b>online</b>	<b>By telephone</b>	<b>By e-mail</b>	<b>Face to Face</b>	<b>Letter</b>	<b>Via local councillor</b>
Number of responses	343	147	135	52	8	1	1
Performance	87%	85%	94%	73%	100%	100%	100%

<b>% of respondents who were satisfied with service delivery</b>							
	<b>Overall</b>	<b>online</b>	<b>By telephone</b>	<b>By e-mail</b>	<b>Face to Face</b>	<b>Letter</b>	<b>Via local councillor</b>
Number of responses	337	146	127	56	6	1	1
Performance	85%	84%	91%	80%	33%	100%	100%

<b>% of respondents who were satisfied with the time taken to complete their request</b>							
	<b>Overall</b>	<b>online</b>	<b>By telephone</b>	<b>By e-mail</b>	<b>Face to Face</b>	<b>Letter</b>	<b>Via local councillor</b>
Number of responses	332	145	126	53	6	1	1
Performance	88%	89%	90%	85%	67%	100%	100%

30. Although performance is positive, in order to drive further improvement we asked those customers who were dissatisfied the reasons why. Their comments included:
- Although we actioned the service request, we did not inform the customer of any enforcement action or what we intend to do to prevent the issue reoccurring
  - Difficulty hearing the messages on our telephone system
  - Not being able to determine which service area to use
  - Having to report an issue through our website when they've already reported through fixmystreet.com
  - We did not deliver in line with our stated timescales and in some cases informed the customer we had completed the task when we hadn't

31. In order to further engage with customers over their appetite for online transactions, we asked customers who did not request service through our website the following question: You can request many of our services online through the council’s website. Why did you choose another method?

32. We received 314 replies as shown in the following table;

Response	No. of responses	% of total responses
I thought it would be easier or quicker using another method	90	29%
I prefer to use a different method	75	24%
I tried online but had problems with the system	41	13%
I didn’t know it was available online	39	12%
It was an urgent enquiry	25	8%
Difficulties accessing the internet	18	6%
Other	14	4%
It isn’t available online	10	3%
I don’t think my data will be handled securely	2	0%
<b>TOTAL RESPONSES</b>	<b>314</b>	

### Customer Satisfaction (Assisted Digital Support)

33. Where customers have needed additional support to progress their online claim for Universal Credit, through the Assisted Digital Support provided by Customer Services, staff have captured customer feedback through a short survey. The results so far (147 customers) show:

- 89% were ‘extremely satisfied’ with the level of service they received
- 37% of customers said they needed other help and were provided with advice on how to access the Welfare Assistance Scheme, Food Banks, Housing Solutions and the Money Advice Service.
- 29% had heard about our service through Durham County Council channels (website/leaflets/CAPs) and 44% through their job centre work coach.
- 27% gave additional comments on their experience – see examples below:
  - *Extremely satisfied with the level of service and help and support given. Excellent service. Thank you couldn't of done it alone.*
  - *Excellent help from Digital Support*
  - *Staff very helpful as could not have managed without help*

- *I consider myself as disabled and dyslexic, customer service staff has been excellent very patient. He knows his job and is great with customers, he has exceeded all expectations.*
- *Very helpful and made the process easier for me*

34. The survey has also enabled us to capture information about Universal Credit claimants needing digital assistance:
- The most popular electronic device used by claimants is a smartphone at 49%. 24% do not own an electronic device.
  - 46% do not have access to the internet at home
  - 72% are aware of the different locations where customers can access the internet or use self-serve devices
  - 89% do not require help with their personal budgeting

## **Customer complaints**

35. Within this document, there are two types of complaint. Statutory complaints that arise from our duties as a local social services authority and corporate complaints that cover all other complaints. As each complaint type is subject to its own processes and policy, they are reported separately.
36. The first stage in the corporate complaints process enables service areas to resolve the issue in the first instance, providing a service response. Should the customer remain dissatisfied with the service response they can escalate to the Customer Feedback Team, who will either progress with an independent investigation, or advise the service user to contact the Local Government and Social Care Ombudsman (the Ombudsman). Independent investigation of statutory complaints is arranged by the statutory complaint teams.

## **Statutory Complaints: Children's Social Care Services**

37. During quarter 3, 2017/18, Children's Social Care Services received 27 statutory complaints, 10% fewer (-3) than quarter 3, 2016/17. One complaint received in quarter 2 progressed in quarter 3 to independent investigation, the same number as in quarter 2, 2016/17.
38. Of the 27 completed complaints, 24 were resolved within their prescribed timescale (89%) and three outside their prescribed timescale (12%). Of the 27 complaints: 17 were not upheld (63%), none were upheld (0%) and 10 partially upheld (37%).
39. Three complaints were declined, two for being about matters to be considered at court, and one due to concurrent criminal investigations.

40. During quarter 3, a number of actions were taken in response to complaints, including reminding staff:
- that 'Written Agreements' are not legally binding and their purpose should be more thoroughly explained to parents.
  - that it is their responsibility to answer complaints thoroughly, including after staff involved have left the local authority.
  - to give appropriate weight to any positives within a case, and not appear to be solely looking at the negatives.
  - to be mindful of regularly reviewing cases in an open-minded and child-centred way, to ensure that the correct path is being followed.

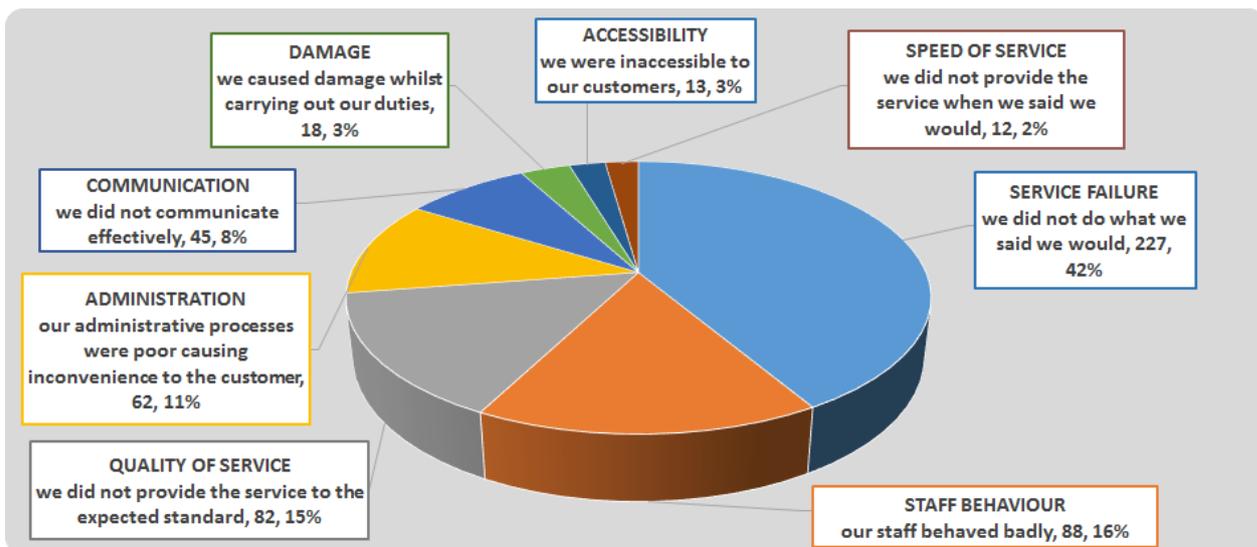
### **Statutory Complaints: Adult Social Care Services**

41. During quarter 3, 2017/18, Adult Social Care Services received 21 statutory complaints, the same number as in quarter 3, 2016/17.
42. Almost half of these complaints related to Older People / Physical Disabilities / Sensory Impairment (10) with Learning Disabilities / Mental Health / Substance Misuse being the second most complained about service area (seven). The most common reason for complaint was a disputed decision where a service user disagrees with the outcome of an assessment (five).
43. 27 complaints were responded to during quarter 3, 2017/18, all within their agreed timescale. Of these 27 complaints, 18 were not upheld (67%), two were upheld (7%) and seven partially upheld (26%).
44. During quarter 3, a number of actions were taken in response to complaints, including reminding staff:
- to seek clarification with service users and their families as to their preferred method of communication.
  - of the referral process for the handy person scheme with particular reference to the cut off time for referrals at 4pm, to allow for requests to be actioned the next working day.

### **Corporate Complaints: Key Messages**

45. During quarter 3, 2017/18, we received 547 corporate complaints, 31 more than the same quarter last year. We have completed investigations into 475 of these complaints and 63% were upheld (fully or partially).

46. There were eight main reasons for complaint. The following graph shows the split by volume.



47. Our waste collection service received half of all complaints, most notably 70% of all service failure complaints (mainly missed collections), a third of all staff behaviour (mainly altercations arising from access issues [parked cars, inappropriate road use], refuse wagons blocking the highway or not collecting bins due to contamination) and a third of all quality of service (mainly not returning bins to their collection points and spillages). It also received a third of all communication complaints from customers unhappy not to have received advance notification of a change to their bin collection days.

48. However, this information should be considered within the context that during quarter 3, our waste collection service completed more than 3 million refuse and recycling collections, 200,000 garden waste collections and 8,000 bulky collections.

49. Missed collections (157 complaints) remains the most frequent cause for complaint, representing almost 30% of all complaints received across the council. Of those investigated, 85% were upheld and these customer addresses have been flagged as 'priority' to prevent the issue reoccurring.

50. Those missed collection complaints that were not upheld were mainly due to confusion over Bin Collection Points that have now been clarified with customers, but also confusion over policies, for example, not realising assisted collection does not automatically transfer to new properties.

51. The remaining service failure complaints related to either not actioning the customer's service request (54), for example repairing a faulty streetlight or delivering a replacement bin, or not providing an update or response to the customer's service request (14). During quarter 3, we received in the region of 76,000 service requests.

52. We are aware that some customers received email confirmation that their request was complete prior to the task being carried out, leading the customer to believe we had not

done what we said we would. This was caused by records being closed when the job was allocated rather than when the job was completed. Record closure triggers the automatic email confirmation. We have reminded teams of the correct procedure.

53. Staff behaviour (88 complaints) remains the second most frequent cause for complaint and half of these complaints originated from our frontline services of refuse and recycling and highway services. There were three broad areas of complaint, received in equal measures. Complaints that our staff were rude, unhelpful or dismissive of the customer's issue or query, for example, ignoring customers who approach them in the street, not appearing to listen properly to a customer query. Complaints that our staff behaved in an aggressive or intimidating manner, for example, swearing or shouting at customers who approach them in the street. Complaints that our staff were driving council vehicles in a dangerous manner, for example, speeding, tailgating, near miss, using a mobile phone. Following these complaints, some staff have undergone additional training.
54. Almost half of the quality of service complaints were due to: a customer feeling their issue has not been satisfactorily resolved (15 received), these mainly related to our response to a report to anti-social behaviour, enviro-crime or inappropriate parking; not returning the customer's bin to its collection point or leaving gates open on assisted collection (14); spillages caused by our staff (9); or the condition of their local environment, highways and footways (9).
55. Three quarters of administration complaints related to either inaccurate billing (28 complaints) or using an incorrect addressee or address (15 complaints). Most of the complaints related to Council Tax, Housing Benefit and Council Tax Reduction. These teams process in the region of 7,000 new claims and 70,000 changes each quarter. All of the errors were corrected as soon as the issues were raised. All staff involved have been made aware of the errors and reminded of the correct procedures. We also seek to minimise the risk of error by automating processes to reduce manual interventions and carrying out quality assurance interventions. We use any identified trends and patterns to further develop training plans and inform process reviews.
56. The introduction of Open Channel forms should further reduce complaints. These are customised web-based forms that collect information, which is then validated and used to automatically update Council Tax accounts, in real time. The forms will update when a customer moves into, out of or within the area and for single person discount. These forms will be rolled out to customers via the Customer Relationship Management System (CRM) to allow self service.
57. Almost 70% of communication issues were due to us giving incorrect, conflicting or misleading advice (16 complaints) or not receiving advance warning of a change. Two complaints related to the council's twitter messages. One progressed to independent investigation and is detailed in paragraph 59. The other related to the following message, tweeted on a Sunday, 'visiting Durham this weekend? Consider using 1 of our 3 park & ride car parks'. However, this service only operated on the Saturday and not Sunday. We

inadvertently scheduled the tweet for the wrong day. Wording of future tweets will be sure to reflect factual information.

## Corporate complaints subjected to independent investigation

58. During quarter 3, 2017/18, 36 complainants requested that we escalate their complaint to the next stage. We agreed it would be appropriate that 26 complaints be subject to an independent investigation by the Customer Feedback Team. We based this decision on the service response, any remedy already offered and the reasons given by the customer for wanting to take the complaint to the next stage. Where we declined to conduct an independent investigation, we informed the customer that their next step would be to seek advice from the Ombudsman.
59. During the same period, we completed investigations into 19 complaints. Of these, four were partially upheld, as shown in the table below:

Complaint	Action to be taken
The customer checked My Durham to see if they would be affected by the change in bin collection days but no collection information existed for their property.	The information on My Durham has been updated
Dissatisfaction with our live Twitter feed, specific to the Teaching Assistant report considered by County Council.	Although the twitter feed was a factual representation of what occurred at the meeting, it did not present alternative views.  We are reviewing our methods of communication and considering alternatives such as live streaming. This would eradicate any perceived perceptions that the Council does not reporting impartially.
No response to the customer's service request to clear a cycle lane	The work requested, whilst partially completed, did not appear on the Clean and Green maintenance schedule.  We are now checking that all cycle paths are included within our internal systems so are suitably maintained.
Time taken to secure an appropriate lease on a DCC property.	We needed to prioritise tasks due to resources. Consequently, the premises in question were not occupied sooner.

## **Complaints to the Local Government and Social Care Ombudsman (the Ombudsman)**

60. During quarter 3, 2017/18, the Ombudsman delivered decisions in relation to 11 complaints. Conclusions were reached based on details supplied by complainants and supplemented in some instances with contextual information from Council officers.
61. The 11 complaints related to a number of service areas including refuse and recycling, planning, parking penalties, council tax and education. Of these complaints, no further action was proposed in all cases. The Ombudsman upheld no complaints

## Appendix 1: sample of compliments received during quarter 3, 17/18

Customer's Comments
<p>I want to congratulate the staff of the Parks and Gardens Departments for the wonderful display of flowers throughout the city and the County during 2017. Also for the inspirational sowing of roundabouts with wild flowers, which are absolutely perfect. Top marks to all concerned, and our very grateful thanks to a huge team of very talented and dedicated people. Well done!</p>
<p>thanks to the crew/team for clearing away the litter, bottles, cans etc. and they did a fantastic job by going above and beyond to ensure the area was clean and tidy.</p>
<p>called to compliment Highways team and contractors on how well they have resurfaced their street, the work is brilliant, they were well organised and very helpful with the residents in the street when people were needing to be in and out.</p>
<p>I would like to say a HUGE THANK YOU to one of your employees who helped me today. Whilst on route to the garage, my car broke down at the South Church roundabout near Bishop Auckland, in morning rush hour. One of your employees was working on the roundabout and he came to my aid. He managed to get the car going and I got safely to the garage. I was so grateful for this act of kindness. Please pass on my thanks again. He is a star and a absolute credit to Durham County council.</p>
<p>I am getting in touch to share how impressed I was with the wheelchair accessibility at the visitors entrance of Durham County Hall. I visited for the first time in many years earlier this week. I was very impressed with the level access, automatic doors, accessible toilet so close to the entrance and low reception desk.</p>
<p>Customer would like to thank all Care Connect staff for the help and support that they provided to her dad and family when his alarm was activated on numerous occasions. It meant a great deal to have reassurance that someone was always there to help her dad when needed. You all deserve to be praised as you do a brilliant job.</p>
<p>Having visited HWRC at Tudhoe today on a very cold morning, can I just pass on praise to the staff. They are all so very friendly, happy and helpful. This is not the first time Ive visited this recycling centre, and its not the first time Ive had the same fabulous service. Well done to the staff, they are a credit.</p>
<p>A close friend of my family recently suffered the anxiety of a bereavement. This was compounded by an issue within the cemetery which does not need to be elaborated upon at this stage. I felt it necessary to write however, to praise your staff member for the professionalism, sincerity and decorum that he showed when dealing with with the person in question. He appeared knowledgable, compassionate and helpful throughout all of the dealings which we had with him, making a difficult and sensitive issue much more manageable. If all of your staff aspired to operate at the same level as this officer then you certainly wouldn't go far wrong! Well done.</p>
<p>Just want to say, the bin men who do my area are fantastic, cant fault them at all, always very helpful, I read a lot of bad stuff from people on social media regarding bin men, but weve never had an issue with the ones round Westway. Please thank them for all the hard work</p>
<p>I'm writing in the hope that the Council can officially pass on the thanks of many local residents to a gentleman who picks litter and empties litter bins, replaces with new bags around the estates and streets of Murton. He is a most hard working gentleman, really pleasant to chat to him as I'm out with the dog on a morning . He has a quiet, positive attitude and demeanour in all weathers . He is a credit to the Council. His work is very appreciated by the folks I meet on the dog walks and who live around the estates . So please pass on our thanks and kind regards .</p>

## **Appendix 2: satisfaction questionnaires are applied to the following service requests**

- Abandoned shopping trolleys
- Bin – request help with your bin
- Bonfires
- Bus stop and shelters
- Dead animal removal
- Dog bins and litter Bins
- Dog fouling
- Flyposting
- Fly tipping
- Garden Waste
- Graffiti
- Grass cutting, shrubs and flower beds
- Litter
- Needles and drug paraphernalia
- Roads or footpath obstruction – vehicular
- Roadworks
- Rubbish in gardens and yards
- Seating and Benches
- Spilt Rubbish
- Street lighting
- Traffic lights and crossings
- Tree or hedge pruning, removal
- Waste permits

## Corporate Overview and Scrutiny Management Board

19 March 2018



### Resources – Quarter 3 December 2017: Forecast of Revenue and Capital Outturn 2017/18

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## Report of Corporate Director Resources

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### Purpose of the Report

- To provide details of the updated forecast outturn budget position for the Resources service grouping highlighting any major variances in comparison with the 2017/18 budgets, based on the position to the end of December 2017.

### Background

- County Council approved the Revenue and Capital budgets for 2017/18 at its meeting on 22 February 2017. These budgets have subsequently been revised to account for grant additions/reductions, corporate savings/adjustments, budget transfers between service groupings and budget profiling between years. This report covers the financial position for the following major accounts maintained by the Resources service grouping:
  - Revenue Budget - £19.285 million (original £16.628 million)*
  - Capital Programme – £6.309 million (original £16.228 million)*
- The original Resources budget has been revised in year to incorporate a number of budget adjustments as follows:

	<b>£'000</b>
• Transfer to REAL - H&S SGS Surveillance Audit Administration	(16)
• Transfer from REAL - Customer Services	(510)
• Transfer from CAS - Parenting Panel Budget	6
• Transfer from Adults and Public Health-Web Development	1
• Transfer from Childrens-Web Development	1
• Transfer from REAL - Customer Services - Central Dept Support Recharge	837
• Transfer from Corporate - Head of People & Talent Management	100
• Use of MTFP ER/VR Reserve	1,182
• Use of Equal Pay Reserve	76
• Use of Resources Cash Limit Reserve	145
• Use of Oracle Development Reserve	172
• Use of ICT Trading Reserve	256
• Use of Elections Reserve	523
• To Revenues & Benefits Reserve	(200)
• To Corporate Budgets (Coroners Service)	(110)
• Use of ICT Trading Reserve	165

- Use of Elections Reserve 41
- Transfer from REAL – Support Staff 11
- Transfer to REAL – Support Staff (26)

4. The summary financial statements contained in the report cover the financial year 2017/18 and show: -

- The approved annual budget;
- The actual income and expenditure as recorded in the Council’s financial management system;
- The variance between the annual budget and the forecast outturn;
- For the Resources revenue budget, adjustments for items outside of the cash limit to take into account such items as redundancies met from the strategic reserve, capital charges not controlled by services and use of / or contributions to earmarked reserves.

5. The updated position shows that the service is forecasting a cash limit variance (underspend) of **£0.948 million** against a revised budget of **£19.285 million**. This compares to the previously forecast position (at quarter 2) of a £0.759 million underspend for the year.

6. The tables below compare the actual expenditure with the budget. The first table is analysed by Subjective Analysis (i.e. type of expense), and the second by Head of Service. Both tables show the comparative position as at quarter 2.

### Subjective Analysis (£000's)

Category	Full Year Current Budget	Year To Date Actual	Forecast Outturn	Variance	Total Items Outside Cash Limit	Cash Limit Variance QTR3	MEMO: Cash Limit Variance QTR2
Employees	46,012	34,441	45,508	(504)	(289)	(792)	(751)
Premises	6,073	218	6,035	(38)	0	(38)	(31)
Transport	662	426	587	(75)	0	(75)	(75)
Supplies and Services	14,912	11,849	14,644	(268)	207	(61)	(282)
Transfer Payments	0	0	0	0	0	0	0
Third Party Payments	20	9	12	(8)	0	(8)	0
Central Support and Capital	11,767	393	12,126	360	0	360	338
Gross Expenditure	79,446	47,336	78,912	(534)	(82)	(614)	(800)
Income	(236,794)	(17,382)	(237,183)	(389)	56	(333)	41
<b>Net Expenditure</b>	<b>(157,348)</b>	<b>29,954</b>	<b>(158,271)</b>	<b>(922)</b>	<b>(26)</b>	<b>(948)</b>	<b>(759)</b>
HB Transfer payments	176,233	135,340	176,233	0	0	0	0
HB Central Support and Capital	400	0	400	0	0	0	0
HB Income	0	0	0	0	0	0	0
<b>HB Net Expenditure</b>	<b>176,633</b>	<b>135,340</b>	<b>176,633</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Net Expenditure</b>	<b>19,285</b>	<b>165,294</b>	<b>18,363</b>	<b>(922)</b>	<b>(26)</b>	<b>(948)</b>	<b>(759)</b>

## By Head of Service (£000's)

Category	Full Year Current Budget	Year To Date Actual	Forecast Outturn	Variance	Total Items Outside Cash Limit	Cash Limit Variance QTR3	MEMO: Cash Limit Variance QTR2
Central Establishment Recharges	(21,255)	0	(21,255)	0	0	0	0
Corporate Finance & Commercial Services	4,923	4,452	4,856	(68)	(76)	(143)	(83)
Finance & Transactional Services	10,475	8,492	10,059	(416)	30	(386)	(391)
Digital & Customer Services	9,897	10,806	9,684	(213)	63	(151)	25
Internal Audit and Insurance	1,156	888	1,125	(32)	0	(32)	(31)
Legal & Democratic Services	7,647	6,217	7,462	(185)	(43)	(228)	(236)
Service Management/ Central Charges	6,441	193	6,433	(8)	0	(8)	(43)
<b>Net Expenditure Excluding HB</b>	<b>19,285</b>	<b>31,048</b>	<b>18,363</b>	<b>(922)</b>	<b>(26)</b>	<b>(948)</b>	<b>(759)</b>
Housing Benefit	0	134,247	0	0	0	0	0
<b>Net expenditure</b>	<b>19,285</b>	<b>165,295</b>	<b>18,363</b>	<b>(922)</b>	<b>(26)</b>	<b>(948)</b>	<b>(759)</b>

7. The table below provides a brief commentary on the variances against the revised budget, analysed by Head of Service. The table identifies variances in the core budget only and excludes items outside of the cash limit (e.g. redundancy costs) and technical accounting adjustments (e.g. capital charges):

Head of Service	Service Area	Description	Year End (Under) / overbudget £000's	Year End (Under) / overbudget £000's
Corporate Finance & Commercial Services	Management	£9k underbudget on employees £6k overbudget on Supplies & Services	(3)	
	Financial Systems	£29k underbudget on employees £3k underbudget on supplies and services	(32)	
	Procurement	£48k underbudget on employees £26k over achieved income	(74)	
	Pensions	£34k overbudget on employees £3k overbudget on transport £7k overbudget on supplies and services	45	
	Strategic Finance – Revenue, Pensions & Technical	£20k overbudget on employees £6k under on supplies & services £25k additional income	(12)	
	Strategic Finance - Commercial, Capital	£15k over on employees £7k over on supplies & services	22	

Head of Service	Service Area	Description	Year End (Under) / overbudget £000's	Year End (Under) / overbudget £000's
	& Treasury			
	Occupational Health	£21k underbudget on employees £1k over on transport £20k underbudget on supplies & services £8k under on third party payments £2k additional income	(50)	
	Health and Safety	£47k underbudget on employees £6k underbudget on transport £18k overbudget on supplies & services £1k over on central £11k additional income	(45)	
	Human Resources	£12k underbudget on employees £2k underbudget on transport £21k underachieved income	6	<b>(143)</b>
Finance & Transactional Services	Management	No material variance	(5)	
	Operations & Data	£26k overbudget on employees £3k over on transport £1k over on Supplies & Services £4k under achieved income	34	
	Financial Management	£2k underbudget on transport £15k underbudget on supplies and services £88k additional income	(105)	
	Revenues and Benefits	£314k underbudget on employees. Early achievement of 2018/19 MTFP savings and management of vacancies and other efficiencies. £31k underbudget on transport. £130k overbudget on supplies and services linked to outsourced packages. £3k overbudget on central. £99k over achieved income	(311)	<b>(386)</b>
Digital & Customer Services	Customer Services	£216k underbudget on employees mainly due to vacancies to be filled in 2017-18 £17k underbudget on staff travelling £47k underbudget on supplies & services £13k additional income from DWP to fund extra staff.	(293)	
	ICT Services	£83k underbudget on employees, £8k overbudget on premises £9k underbudget on transport £150k underbudget on supplies and services. £356k overbudget on central expenses for two capital schemes as agreed at Resources Management Team at quarter 1 and a £21k contribution to CYPs. £22k reduction in income.	142	<b>(151)</b>
Internal Audit and Risk	Insurance and Risk	£4k over budget on employees	4	
	Internal Audit	£7k underbudget on employees £1k under on transport £3k overbudget on supplies and services £1k under achieved income	(4)	
	Corporate Fraud	£20k underbudget on employees £1k under on supplies & services £12k over achieved income	(32)	<b>(32)</b>

Head of Service	Service Area	Description	Year End (Under) / overbudget £000's	Year End (Under) / overbudget £000's
Legal and Democratic Services	Corporate and Democratic Core	£69k underbudget on employees £20k underbudget on transport £128k underbudget on supplies and services mainly relating to reduced printing, telephony and members expenses £14k additional income	(230)	
	Legal and Other Services	£36k overbudget on employees £47k underbudget on premises £8k overbudget on transport £93k overbudget on supplies and services mainly relating to barristers fees & electoral services, increased income mainly relating to reduced Land Charges and legal fee income, offset by increased government grants and SLA income – overachieving by £88k.	2	(228)
Service Management	Service Management	£1k under on transport £5k overbudget on supplies and services	4	4
Resources Central Charges	Central Charges	£47k under on employees £35k over on supplies & services	(12)	(12)
<b>TOTAL</b>				<b>(948)</b>

8. In summary, the service grouping is on track to maintain spending within its cash limit, despite the MTFP savings requirements of £3.216 million in year. MTFP savings requirements for 2018/19 total £1.215 million.

### Capital Programme

9. The original Resources capital programme was £16.228 million and this has been revised for additions/reductions, budget transfers and budget profiling between years. The revised budget now stands at £6.309 million.
10. Summary financial performance to the end of December 2017 is shown below:

	Original Annual Budget 2017/18 £000	Revised Annual Budget 2017/18 (Dec MOWG) £000	Profiled Budget 2017/18 £000	Actual Spend to 31/12/2017 £000	Remaining Budget £000
ICT Services Include Design and Print	15,641	4,946	3,462	3,205	1,742
Corporate Finance & Financial Services	587	1,363	1,134	1,201	162
<b>Total</b>	<b>16,228</b>	<b>6,309</b>	<b>4,596</b>	<b>4,406</b>	<b>1,904</b>

11. Total expenditure to 31 December 2017 is £4.406 million (70% of the annual budget). The profiled budget for this period is £4.596 million, therefore spend is broadly in line with profiled / expected spend in the year to date. A full breakdown of schemes and actual expenditure to 31 December 2017 is given in Appendix 2.

**Recommendations:**

12. Corporate Overview and Scrutiny Management Board is requested to note and comment on the contents of this report.

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**Contact: Ian Herberson      Tel: 03000 261 861**

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## **Appendix 1: Implications**

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### **Finance**

Financial implications are detailed throughout the report which provides an analysis of the revenue and capital projected outturn position alongside details of balance sheet items such as earmarked reserves held by the service grouping to support its priorities.

### **Staffing**

None.

### **Risk**

None.

### **Equality and Diversity / Public Sector Equality Duty**

None.

### **Accommodation**

None.

### **Crime and disorder**

None.

### **Human rights**

None.

### **Consultation**

None.

### **Procurement**

None. The outcome of procurement activity is factored into the financial projections included in the report.

### **Disability Issues**

None.

### **Legal Implications**

The consideration of regular budgetary control reports is a key component of the Council's Corporate and Financial Governance arrangements. This report shows the forecast spend against budgets agreed by Council in February 2017 in relation to the 2017/18 financial year.

**Appendix 2: Resources Capital Programme 2017/18 - Detailed Monitoring Statement to 31 December, 2017**

Resources	Revised Annual Budget	Profiled Budget	Actual Spend	Remaining Budget
	2017/18	2017/18	31/12/17	
	£000	£000	£000	£000
Broadband / Digital Durham	1,807	1,265	1,042	765
Code of Connection Compliance	40	28	-	40
Corporate Mail Fulfilment	44	31	43	1
Dark Fibre installations and Circuit/Microwave Upgrades	125	87	101	24
Email Upgrade	86	60	-	86
Homeworking	235	164	79	156
Learning Gateway	74	52	50	24
Mobile Device Management	360	252	-	360
Ongoing Server replacement	245	172	33	212
Replacement of Desktop ICT Equipment	1,091	764	962	129
Tanfield Datacentre Core Switching Replacement	1	1	-	1
Tanfield Datacentre LAN Switching Replacement	65	46	70	(5)
Applications and Development	16	11	-	16
Conversion of Capita One Software to Tribal	48	33	180	(132)
Schools Web Filtering Project	240	168	246	(6)
RES - Customer Relation Management System	391	273	332	59
Wireless Network Replacement	79	55	67	12
<b>ICT Services Include Design and Print Total</b>	<b>4,947</b>	<b>3,462</b>	<b>3,205</b>	<b>1,742</b>
Migration of HR/Payroll functionality	556	389	532	24
Civica Pension Fund Administration System	207	145	69	138
Open Revenues/Fraud & ICON System	600	420	600	-
<b>RES - Financing Resources Total</b>	<b>1,363</b>	<b>954</b>	<b>1,201</b>	<b>162</b>
<b>RES Total</b>	<b>6,310</b>	<b>4,416</b>	<b>4,406</b>	<b>1,904</b>

# Corporate Overview and Scrutiny Management Board

19 March 2018



## Transformation and Partnerships – Quarter 3 December 2017: Forecast of Revenue and Capital Outturn 2017/18

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### Joint Report of Corporate Director Resources and Director of Transformation & Partnerships

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#### Purpose of the Report

1. To provide details of the forecast outturn budget position for the Transformation and Partnerships (TAP) service grouping, highlighting any major variances in comparison with the budget based on the position to the end of December 2017.

#### Background

2. County Council approved the Revenue and Capital budgets for 2017/18 at its meeting on 22 February 2017. These budgets have subsequently been revised to account for grant additions/reductions, budget transfers between service groupings and budget reprofiling between years. This report covers the financial position for the following major accounts maintained by the TAP service grouping:
  - *TAP Revenue Budget - £11.907 million (original £8.716 million)*
  - *TAP Capital Programme – £3.680 million (original £4.149 million)*
3. The original TAP budget has been revised to incorporate a number of budget adjustments since the original budget was approved in February, details as follows:
  - Transfer into TAP former CAS – Unitisation – £1.094 million
  - Transfer into TAP from REAL Culture & Sport – Unitisation – £14,000
  - Transfer into TAP from REAL PPP – Unitisation – £0.192 million
  - Transfer into TAP from former RED PPP – Unitisation – £0.713 million
  - Transfer into TAP from Contingencies £10,000 – Removal of income for internal recharges (website)
  - Use of Durham Ask Reserve - £75,000
  - Use of AAP Reserve (Welfare Assistance) - £0.172 million
  - Use of AAP Reserve (CCG) - £34,000
  - Use of AAP Reserve (Health Champions) - £0.158 million
  - Use of AAP Reserve - Public Health - £12,000
  - Use of Flood Co-Ordinator Reserve - £73,000
  - Use of Community Reserve - £15,000
  - To Community Led Development Reserve - £9,000

- Use of Disabled Go Reserve - £8,000
- Use of Inspire Reserve - £0.345 million
- Use of Customer Focus Reserve - £66,000
- Use of Modern Ways of Working Reserve - £20,000
- Use of Contingencies - £8,000
- Use of Inspire Reserve - £22,000
- Use of Social Care Reserve - £8,000
- Use of MTFP Redundancy Reserve - £22,000
- Use of Contingencies - £2,000
- Transfer into TAP from CYPS – Youth Work Support Grants – £139,000

The revised General Fund Budget now stands at £11.907 million.

4. The summary financial statements contained in the report cover the financial year 2017/18 and show:-
  - The approved annual budget;
  - The actual income and expenditure as recorded in the Council's financial management system;
  - The variance between the annual budget and the forecast outturn;
  - For the TAP revenue budget, adjustments for items outside of the cash limit to take into account such items as redundancies met from the strategic reserve, capital charges not controlled by services and use of / or contributions to earmarked reserves.

#### **Forecast Revenue Outturn 2017/18**

5. The service is reporting a cash limit overspend of **£0.282 million** against a revised budget of **£11.907 million**.
6. The tables below compare the actual expenditure with the budget. The first table is analysed by Subjective Analysis (i.e. type of expense), and the second by Head of Service.

## Subjective Analysis (£000's)

Subjective Analysis	Annual Budget	YTD Actual	Forecast Outturn	Variance	Items Outside Cash Limit	Cash Limit Variance
Employees	9,927	8,014	10,589	662	-194	468
Premises	319	92	356	36	0	36
Transport	67	32	49	-18	0	-18
Supplies and Services	1,976	1,331	2,157	181	6	186
Agency and Contracted	284	0	145	-139	139	0
Transfer Payments	1,848	915	1,854	6	0	6
Central Costs	2,325	158	2,325	0	0	0
<b>GROSS EXPENDITURE</b>	<b>16,746</b>	<b>10,542</b>	<b>17,475</b>	<b>728</b>	<b>-49</b>	<b>678</b>
<b>INCOME</b>	<b>-4,840</b>	<b>-1,673</b>	<b>-5,274</b>	<b>-434</b>	<b>38</b>	<b>-396</b>
<b>NET EXPENDITURE</b>	<b>11,907</b>	<b>8,870</b>	<b>12,201</b>	<b>294</b>	<b>-12</b>	<b>282</b>

## Analysis by Head of Service (£000's)

Head of Service	Annual Budget	YTD Actual	Forecast Outturn	Variance	Items Outside Cash Limit	Cash Limit Variance
T&P MTFP (Managed Savings)	-379	0	0	379	0	379
Partnership and Community Engagement	7,349	3,810	7,416	66	89	156
Strategy	2,564	1,974	2,493	-71	-31	-102
Comms & Information Management	3,218	2,434	3,106	-112	0	-112
Transformation	799	652	831	32	-70	-37
Central	-1,645	0	-1,645	0	0	0
<b>NET EXPENDITURE</b>	<b>11,907</b>	<b>8,871</b>	<b>12,201</b>	<b>294</b>	<b>-12</b>	<b>282</b>

7. The table below provides a brief commentary on the variances against the revised budget, analysed by individual Head of Service. The table identifies variances in the core budget only and excludes items outside of the cash limit (e.g. central repairs and maintenance) and technical accounting adjustments (e.g. capital charges):

Head of Service	Service Area	Description	Year End (Under) / overbudget £'000s

Head of Service	Service Area	Description	Year End (Under) / overbudget £'000s
Transformation & Partnerships MTFP (Managed Savings)	All Service Areas	The previously planned restructure of the former ACE service grouping has been delayed following the unitisation of services into TAP. A larger restructure, incorporating both the 2017/18 and 2018/19 savings targets is now planned across the new TAP service grouping. This has resulted in a delay in achieving £379k of the 2017/18 MTFP savings. The net overspend as a result of the savings delay is fully covered by the use managed underspends and the TAP cash limit reserve.	379
Partnership and Community Engagement (PACE)	Area Action Partnerships, Community Buildings, PACE	£156k managed overspend, mostly on employees and transfer payments, partially offset by additional income and managed underspend on supplies & services,	156
Strategy	Policy & Planning, Scrutiny & Performance, Research & Equalities	£102k managed underspend, the majority of which is employee related.	(102)
Communications & Information Management	Communications and Marketing, County Records, Information Management, Public relations, Civil Contingencies Unit	£112k managed underspend, the majority of which is employee related.	(112)
Transformation	Transformation Programme, Fundamental Service Reviews.	£37,000 managed underspend, the majority of which is employee related.	(37)
Central	Central Costs	No variances.	0
<b>TOTAL</b>			<b>282</b>

8. The following items of expenditure charged to TAP have been excluded from the outturn and treated as outside of the cash limit (in £'000):

• Transfer to Cash Limit Reserve	43
• Use MTFP Redundancy Reserve	(194)
• Transfer to Youth Work Support Reserve	139
<b>Total</b>	<b><u>(12)</u></b>

9. In summary, the service grouping is not forecast to maintain its spending in line with its cash limit this year. This is largely due to a planned delay in the restructure of the former Assistant Chief Executives Service Grouping, which has been delayed following the unitisation of services into TAP, with a larger restructure, incorporating 2018/19 savings targets, now planned. MTFP savings required in 2017/18 amounted to £0.979 million of which £0.600 million will be delivered, leaving £0.379 million yet to be achieved.

### **Members Neighbourhoods Revenue Budget**

10. The Members Initiative Fund has been merged with the Members Neighbourhoods Revenue budget.
11. An MTFP saving of £0.330 million has been applied as a reduction in the individual Members' allocation from £6,000 to £3,400 this year.
12. Each elected member now receives an annual allocation of £19,400; £5,400 (including £2,000 from the former Members' Initiatives Fund) revenue and £14,000 capital.
13. The revenue budget allocation for the current year is £0.680 million. Previous years unspent allocations totalling £1.047 million are held in an earmarked reserve. At 31 December 2017, £1.336 million of the total budget allocation of £1.728 million has been either spent or committed and it is expected that the remaining budget will be allocated during the remainder of the year.
14. There is a remaining balance of £4,246 held in an earmarked reserve in respect of the former Members Initiative Fund.

### **AAP Area Budgets**

15. Each of the 14 Area Action Partnerships (AAP) has an annual allocation of £100,000; £76,000 revenue and £24,000 capital.
16. The revenue budget allocation for the current year is £1.064 million to develop projects to meet the agreed AAP priorities.
17. Previous years unspent allocations totalling £0.875 million are held in an earmarked reserve. At 31 December a total of £1.441 million has either been committed or spent and it is expected that the remaining £0.498 million will be committed later in the year.

## Transformation Challenge Award

18. The Transformation Challenge Award 2015/16 is a Government programme to support local authorities to transform the way they work. Durham's bid focused on the 'Durham Ask' which is about working with community groups and other local organisations to transform the way local services are provided.
19. A grant of £1.400 million was received during 2015/16 of which £0.233 million was spent in 2015/16 on grants and staffing, with a further £0.264 million expended in 2016/17. The remaining balance of £0.903 million has been placed in an earmarked reserve. At present expenditure is forecast of £0.586 million during 2017/18, leaving a year-end balance of £0.317 million.

## Capital Programme

20. The TAP capital programme comprises four main schemes, Assets in the Community, Area Action Partnerships Capital, Members Neighbourhoods Capital and Community Facilities in Crook.
21. The TAP capital programme has been revised to take into account the 2016/17 outturn position, where unspent budget was transferred from 2016/17. This increased the 2017/18 budget to £4.149m. Further revisions were approved at MOWG in December 2017 and the revised budget now stands at **£3.680m**.
22. Summary financial performance to the end of December is shown below:

Service	Original Annual Budget 2017/18 £000	Revised Annual Budget 2017/18 £000	Actual Spend to 31 December £000	Remaining Budget £000
Assets in the Community	1,018	343	81	262
Area Action Partnership	342	475	129	346
Members Neighbourhoods	2,378	2,427	736	1,691
Community Facilities Crook	344	344	337	7
AAP Initiatives	66	91	24	67
<b>Total</b>	<b>4,149</b>	<b>3,680</b>	<b>1,307</b>	<b>2,373</b>

23. Officers continue to carefully monitor capital expenditure on a monthly basis. £1.307 million of actual expenditure has been incurred to date. This is 36% of the total estimated spend in the year.
24. At year end the actual outturn performance will be compared against the revised budgets and service and project managers will need to account for any budget variance.

**Recommendations:**

25. The Corporate Overview and Scrutiny Management Board is requested to note and comment on the contents of this report.

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**Contact: Ian Herberson – Finance Manager**

**Tel: 03000 261861**

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## **Appendix 1: Implications**

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### **Finance**

Financial implications are detailed throughout the report which provides an analysis of the revenue and capital projected outturn position alongside details of balance sheet items such as earmarked reserves held by the service grouping to support its priorities.

### **Staffing**

None.

### **Risk**

None.

### **Equality and Diversity / Public Sector Equality Duty**

None.

### **Accommodation**

None.

### **Crime and disorder**

None.

### **Human rights**

None.

### **Consultation**

None.

### **Procurement**

The outcome of procurement activity is factored into the financial projections included in the report.

### **Disability Issues**

None.

### **Legal Implications**

The consideration of regular budgetary control reports is a key component of the Council's Corporate and Financial Governance arrangements. This report shows the forecast spend against budgets agreed by Council in February 2017 in relation to the 2017/18 financial year.

## Corporate Overview and Scrutiny Management Board



19 March 2018

### Refresh of the Work Programme 2018-19 for Corporate Overview and Scrutiny Management Board

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

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### Purpose of the Report

1. The purpose of the report is to provide members with information contained within the Council Plan 2016-2019, relevant to the work of the Corporate Overview and Scrutiny Management Board (COSMB). This allows the opportunity for members to refresh the Committee Work Programme to reflect the four objectives and associated outcomes and action areas identified within the Council Plan for the Council's Altogether Better Council priority theme.

### Background

2. The current overview and scrutiny committees work programmes focus on the priority areas identified within the context of the Council Plan, Cabinet's Notice of Key Decisions, Sustainable Community Strategy, Partnership plans and strategies, Performance and budgetary control data and changes in Government legislation.
3. In relation to the Corporate Overview and Scrutiny Management Board, Members will recall that the Work Programme for 2017-18 agreed to focus on the Medium Term Financial Plan. A further area of focus for the Committee was a follow up of the light touch review of the Customer Relationship Management System (CRMS) by way of a pilot of the new Member Portal.

### Council Plan 2016-2019

4. The Council Plan is the overarching high level plan for the County Council. The plan sets out the corporate priorities for improvement in delivering the long term goals in the Sustainable Community Strategy (2014-2030). Attached at Appendix 2 is the Altogether Better Council section of the Council Plan for members' consideration.
5. The Council's Altogether Better Council priority theme links to the work of the Corporate Overview and Scrutiny Management Board containing the enablers that allow the council to effectively manage change and deliver improvement across the other themes within the Council Plan. It is imperative that delivery is made against these objectives which are increasingly important in times of significant change.
6. To help improve the performance of the Council, there are 4 objectives for an Altogether Better Council, underpinned by 11 outcomes:

- Putting the customer first:
  - A range of access routes to services
  - Responsive and customer focused services
  - People are treated fairly and differences respected.
- Working with our communities:
  - Communities and stakeholders are engaged and communicated with
  - Effective partnership working
  - Responding to effects of poverty and Welfare Reform.
- Effective use of resources
  - A balanced three year financial plan that reflects council priorities
  - Making the best use of our assets and managing information
  - Efficient and effective services.
- Support our people through change:
  - Employee and member well-being
  - A strategic approach to organisational development.

### **Current Work Programme**

7. During 2017/18, Corporate Overview and Scrutiny Management Board has undertaken budgetary and performance monitoring, in-depth Scrutiny Reviews and considered overview presentations in relation to the following areas:

#### **In depth and light touch Scrutiny Reviews**

- Budget and MTFP process  
*(Objective: Effective use of resources: A balanced three year financial plan that reflects council priorities ABC 7)*
- Customer Relationship Management System (CRMS) – Pilot of the Member Portal  
*(Objective: Putting the Customer First – A range of access routes to services ABC 1; Responsive and customer focused services ABC 2)*

#### **Areas of Overview Activity**

- Regulation of Investigatory Powers Act 2000  
*(Objective – Effective use of resources)*
- Overview of Creditor Payment Performance (via performance reports)  
*(Objective: Effective use of resources – Efficient and effective services ABC 9)*
- Overview of Attendance Management Performance (via performance reports and systematic review of recommendations of the review of Attendance Management 2015)  
*(Objective: Support our people through change – Employee and member wellbeing ABC 10)*
- Customer Feedback: Complaints, Compliments and Suggestions Reports  
*(Objective: Putting the Customer First – Responsive and customer focused services ABC 2; People are treated fairly and differences respected ABC 3)*

## **Budgetary and performance monitoring**

- Quarterly budgetary monitoring for T & P/ACE and Resources.  
(Objective: *Effective use of resources - A balanced three year financial plan that reflects council priorities ABC 7*)
- Quarterly performance monitoring for Altogether Better Council theme.  
(Objective: *Effective use of resources – Efficient and effective services ABC 9*)

## **Areas for consideration in the Corporate Overview and Scrutiny Management Board Work Programme**

8. Having considered the Altogether Better Council section of the Council Plan for 2016 – 2019, it is suggested that the following action areas could be considered in the update of the Corporate Overview and Scrutiny Management Board work programme (where they already link to the current work programme this is highlighted):

### **Putting the customer first:**

- A range of access routes – the review of the Customer Relationship Management System (CRMS) addressed functionality of the system for both Members and customers, including more online options and self-service facilities, a follow up recommendation was a pilot of the bespoke Members' Portal, and this took place in the summer of 2017.
- Responsive and customer focused services - Customer feedback - COSMB receives quarterly Customer Feedback reports, and the Children and Adult Services (CAS) Annual Representations report.
- Treat people fairly through ensuring that any changes to the way we do things are properly assessed (equality and diversity) – COSMB has input into the overall MTFP planning process including equalities impact assessment.
- ICT Strategy 2016/19 – there may be a need for further consideration in 2018/19 linked to the Council's Transformation Programme.

### **Working with our communities:**

- Support the Durham Ask Programme - to transform the delivery of services through supporting organisations interested in running local facilities.
- COSMB receive regular County Durham Partnership updates.
- COSMB also receives updates on the Council's welfare reform and poverty issues and policy updates.

**Effective use of resources.** It is imperative that we utilise all available resources both efficiently and effectively; this is especially the case when faced with unprecedented reductions in government funding:

- The Council will produce a rolling four year financial plan – COSMB lead scrutiny on the financial plan every year.
- Robust assurance of detailed saving plans - regular delivery updates on the Medium Term Financial Plan are presented to COSMB. In addition quarterly corporate performance reports are also presented. These are rolling items on the COSMB work programme.
- The Transformation Programme – making sure it is driving efficient and more modern ways of working, such as better use of technology.
- Ensure that the highest standards of Information Governance are being adhered to including in relation to personal data and public access to information. COSMB receive updates on FOI performance.
- Review our Council Plan and Sustainable Community Strategy – COSMB generally consider any refresh of key corporate plans linked to the scrutiny of the MTFP.

**Support our people through organisational change:**

- COSMB have an overview of Attendance Management through the quarterly performance reports.
- COSMB at the June 2017 meeting discussed a possible review of the appraisal process.

9. At COSMB on 23 June 2017, the work programme for 2017/18 was discussed and finalised. In addition to the agreed work programme, possible areas identified for potential review work were:

- Appraisals
- ICT Strategy.

**Next Steps**

10. The current Committee work programme is devised annually and this is an opportunity for the Corporate Overview and Scrutiny Management Board to consider refreshing its work programme for 2018-2019 within the context of the Council Plan.
11. The Corporate Overview and Scrutiny Management Board is asked to consider the appropriate section from the Council Plan, Appendix 2 (copy attached) to inform the Committee work programme for 2018-2019, reflecting on the current work programme detailed in paragraph 7.
12. Members will receive a further report at the Corporate Overview and Scrutiny Management Board (COSMB) on 22 June 2018 confirming/agreeing the Committee's work programme for 2018-2019 based on today's discussion and agreement.

## Recommendations

13. It is recommended that:

- COSMB Members note the information contained in the Council Plan 2016-2019, Altogether Better Council theme (copy attached at Appendix 2);
- Corporate Overview and Scrutiny Management Board at its meeting on 22 June 2018 receives a further report detailing the Committee's work programme for 2018-2019.

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## Appendix 1: Implications

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**Finance** - The Council Plan sets out the corporate priorities of the Council for the next 3 years. The Medium Term Financial Plan aligns revenue and capital investment to priorities within the Council Plan

**Staffing** - The Council's strategies are being aligned to achievement of the corporate priorities contained within the Council Plan.

**Risk** - Consideration of risk is a key element in the corporate and service planning framework with both the Council Plan and Service Plans containing sections on risk.

**Equality and diversity/Public Sector Equality Duty** - The cumulative impact of all savings proposals in total has also been presented to Council and will be updated as savings proposals are further developed. In addition a full impact assessment has previously been undertaken for the Council Plan. The Council Plan includes specific issues relating to equality and aim to improve the equality of life for those with protected characteristics. The Plan has been influenced by consultation and monitoring to include equality issues.

**Accommodation** - The Council's Corporate Asset Management Plan is aligned to the corporate priorities contained within the Council Plan.

**Crime and disorder** - The Altogether Safer section of the Council Plan sets out the Council's contributions to tackling crime and disorder

**Human rights** – None

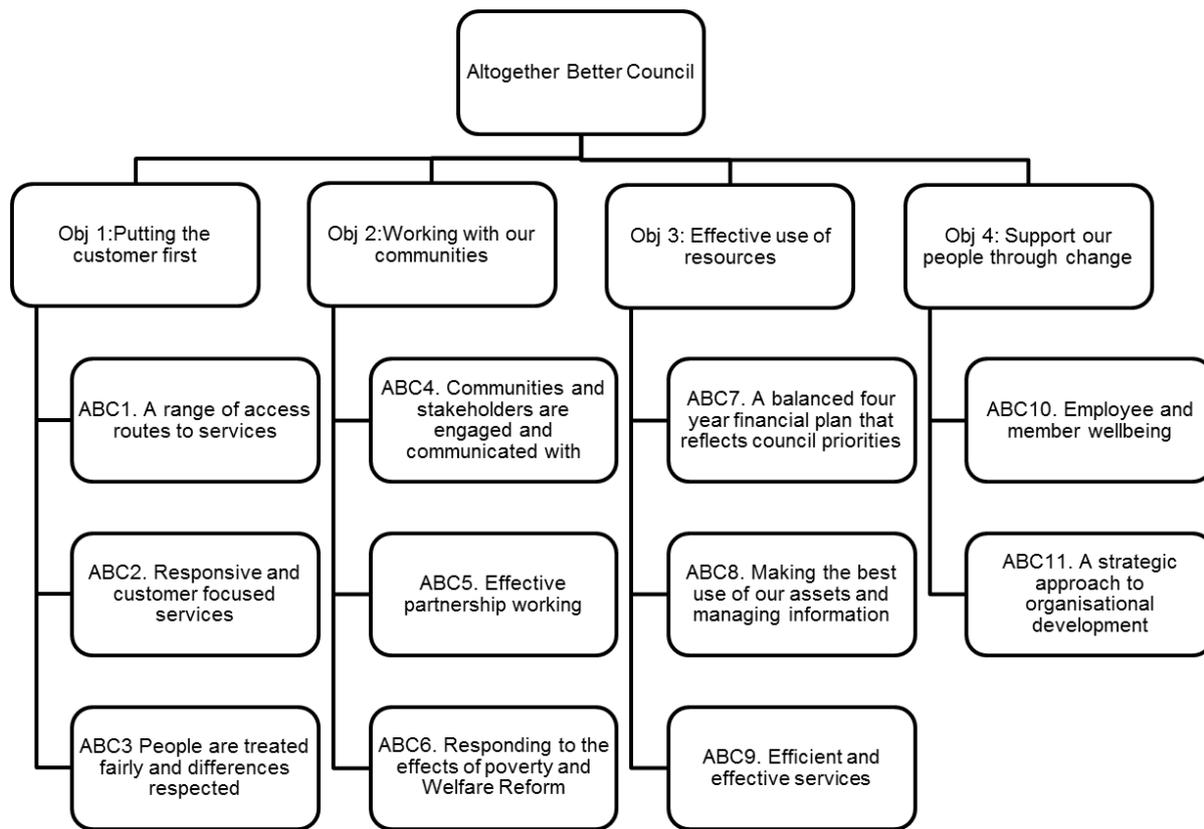
**Consultation** - Council and partnership priorities have been developed following an analysis of available consultation data including an extensive consultation programme carried out as part of the development of the Sustainable Community Strategy and this has been reaffirmed by subsequent consultation on the budget. Results have been taken into account in developing our resourcing decisions

Procurement - None

**Disability Issues** – None

**Legal Implications** - None

**ALTOGETHER BETTER COUNCIL**



## Priority Theme **Altogether Better Council**

The Altogether Better Council theme is about how we manage our organisation internally. Like much of the public sector, Durham County Council faces two competing problems of rising demand for many of its services but also reducing resources available to help deliver them. The future for local government therefore involves investigating new ways to manage demand such as providing self-service options for some of our simpler services and looking at new models of service delivery, often together with our communities. We also owe it to our taxpayers to ensure that our services are operating as efficiently as possible and that both our service performance and finances are effectively managed. The local authority of tomorrow is likely to look very different to our current arrangements. It is therefore important that we have strategies in place to make sure that our organisation develops and that this transformation is made smoothly.

### Achievements 2015-2016

- Delivered £153.2 million of financial savings since the beginning of austerity.
- A new website which is quicker and easier to use was launched last year which is also better to use with tablets and mobile phones.
- Procurement of new customer system to more effectively track and manage communications with and improve the customer experience.
- Improved our customer complaints process to respond to complaints more quickly and efficiently.
- More self-serve facilities have been introduced which allow people to access services through our website on a 24/7 basis.
- Managed a successful Parliamentary election in May 2015.
- Received £1.4 million from the Government's Transformation Challenge Award fund to help achieve the Durham Ask ambition. This is an exciting opportunity we are offering to local communities to take over the management and delivery of council services and facilities by transferring assets to local community control.

- Secured £90,000 of 'Delivering Differently' funding to work with town and parish councils on clean and green services.
- Nearly 11,000 residents and businesses have registered to access and manage their council tax, business rates or housing benefits payment accounts online.
- Community Buildings Strategy, one of the biggest and most ambitious asset transfer programmes in the UK:
  - 97 centres have been maintained for community use through this initiative
  - shortlisted for two 2016 LGC Awards
  - Local management groups have already accessed £639,000 external funding not available to the council and have bid for a further £5.2 million



# Priority Theme **Altogether Better Council**

## Issues to address

- The county has a very diverse mix of types of community ranging from some of the most sparsely populated rural areas in the country through to the larger towns and Durham city, each area with its own needs and aspirations (Figure BC1).
- The council will need to make a further £104 million savings between 2016/17 and 2019/20 bringing total savings required since the beginning of austerity to almost £258 million.
- To achieve this savings target will require further downsizing of our workforce. We also have an ageing profile of employees (Figure BC2).
- Around 95,000 households are affected by changes to the benefits system introduced by the Welfare Reform Act.
- 46% of the county population live in areas with high levels of income deprivation. 22.5% of children live in low income families<sup>1</sup> in County Durham and it is estimated that around 11.5% of households in the county are in fuel poverty<sup>2</sup>.
- The council decided in principle to free up regeneration opportunities at Aykley Heads and facilitate job creation. Work is underway to explore the potential opportunities, including how we can work differently in a more modern workplace.

Figure BC1.

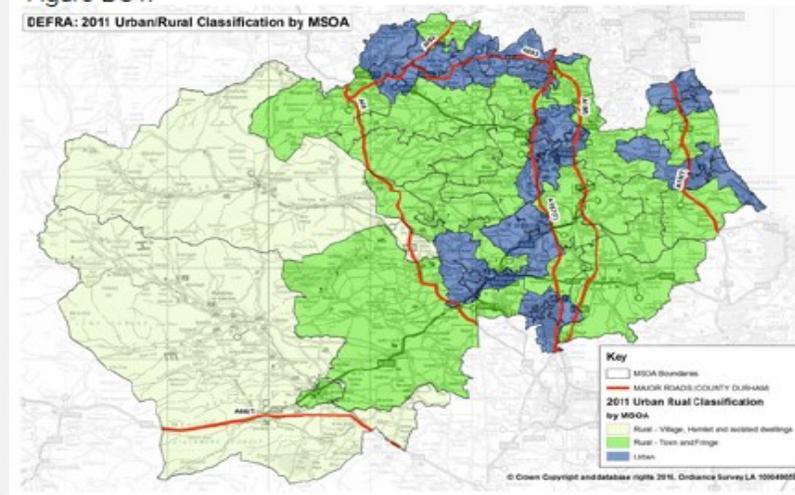
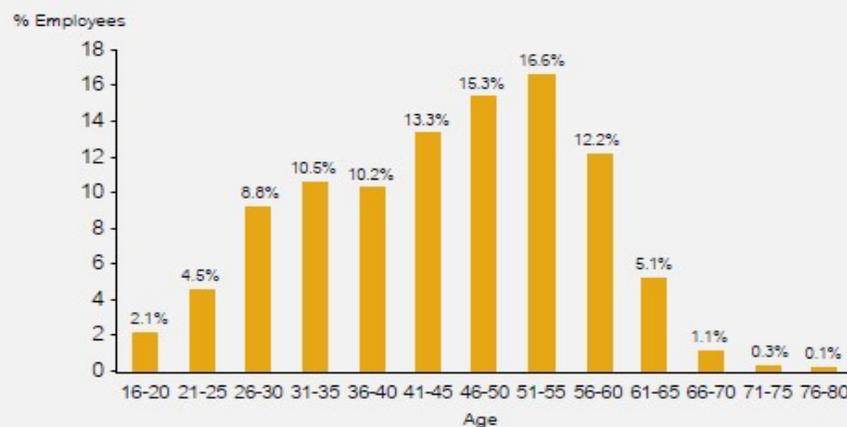


Figure BC2.

Durham County Council Employees - Age profile at 31 March 2015



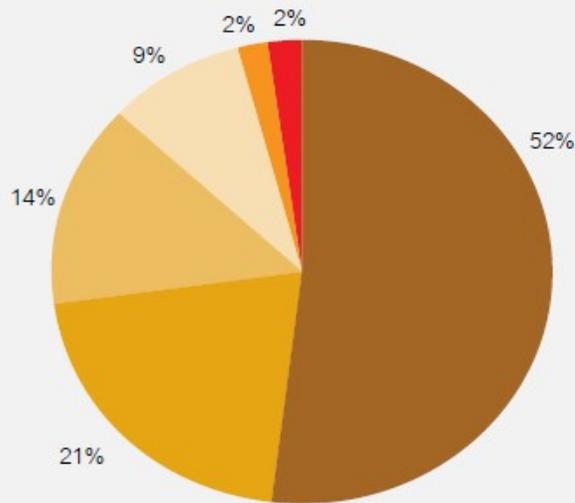
<sup>1</sup> Proportion of children living in families wither in receipt of out-of-work benefits or in receipt of tax credits with a reported in come of less than 60 per cent of the national median income

<sup>2</sup> Households that require fuel costs that are above average (national median level) and were they to spend that amount, would be left with a residual income below the official poverty line.

# Key Facts and Figures

Figure BC2.

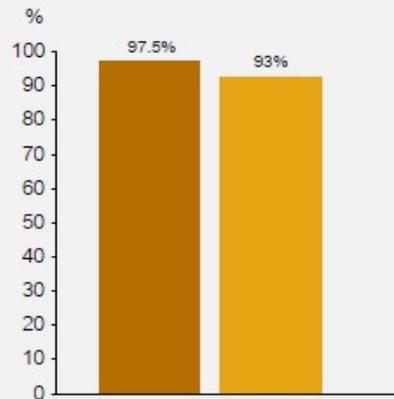
Financing of 2015/16 gross expenditure budget of £862 million



	£million	
Service Income	450	52%
Council tax	185.8	21%
Business Rate Retention	120.1	14%
Revenue Support Grant	77.1	9%
Other Grants	15.7	2%
Use of One Off Funds	13.9	2%

Figure BC3.

Customer Services response times 2014 -2015



Telephone calls answered within 3 minutes	97.5%
Customers seen within 15 minutes at a Customer Access Point	93%



**219,756**  
face to face customer contacts at our Customer Access Points 2014/15

**989,422**  
telephone customer contact 2014-2015\*

**16,886**  
web forms submitted for any service area 2014-2015

**49,827**  
e-mails from customers 2014-2015

**240,317**  
domestic chargeable properties in County Durham with a gross Council Tax liability of £280 million and 85% of these are in Bands A to C

**101**  
employers and

**18,011**  
members contributed to the council's pension fund at the end of 2014/15

\* for agreed telephone lines



# Moving Forward - Key Areas of Focus for 2016-2019



## Moving Forward - Key Areas of Focus for 2016-2019

Objective 1 Putting the customer first	Objective 2 Working with our communities	Objective 3 Effective use of resources	Objective 4 Support our people through change
<p><b>A range of access routes</b> We will:</p> <ul style="list-style-type: none"> <li>• Introduce more self-service facilities</li> <li>• Introduce more online options for customers.</li> <li>• Make our website easier to use and develop it further.</li> <li>• Use social media more widely.</li> </ul> <p><b>Responsive and customer focused services</b> We will:</p> <ul style="list-style-type: none"> <li>• Be clear on how you can expect services to be delivered and by when.</li> <li>• Take your views into account when you give us feedback on your experience.</li> <li>• Gather information on your needs to improve the way we deliver services</li> <li>• Ensure our communications are as clear as they can be; ensuring forms and letters are easy to read.</li> </ul> <p><b>People are treated fairly and differences respected</b> We will:</p> <ul style="list-style-type: none"> <li>• Treat people fairly by making sure any changes to council policies and the way we do things are properly assessed.</li> <li>• Publish how we use the information we gather about equality to help us make decisions, provide services and employ people.</li> <li>• Work with partners to support the UK's response to the Syrian refugee crisis</li> <li>• Run a referendum on whether or not to remain a member of the European Union.</li> </ul>	<p><b>Communities and stakeholders are engaged and communicated with</b> We will:</p> <ul style="list-style-type: none"> <li>• Commemorate World War 1 by placing paving stones for Victoria Cross winners in County Durham.</li> <li>• Support organisations interesting in running local facilities and services through the Durham ASK programme.</li> </ul> <p><b>Effective partnership working</b> We will:</p> <ul style="list-style-type: none"> <li>• Refresh our Sustainable Community Strategy.</li> <li>• Continue to maintain our 14 Area Action partnerships to involve local communities in influencing priorities and decision making.</li> <li>• Review our County Durham Partnership arrangements to improve outcomes for our communities.</li> <li>• Provide welfare rights advice as part of the County Durham partnership.</li> </ul> <p><b>Responding to the effects of poverty and welfare reform</b> We will:</p> <ul style="list-style-type: none"> <li>• Work to respond to the effects of poverty in county durham, including child poverty.</li> <li>• Review the Local Council Tax Reduction Scheme, which helps you pay council tax if you're on a low income.</li> <li>• Tackle challenges that the welfare reform changes may give our communities through AAPs by working with partners to look at supporting people into employment.</li> </ul>	<p><b>A balanced four year financial plan that reflects council priorities</b> We will:</p> <ul style="list-style-type: none"> <li>• Produce a four year financial plan to include council priorities, government funding reductions and budget pressures and the savings we are require to make.</li> <li>• Carry out robust assurance and monitoring on our detailed savings plans.</li> </ul> <p><b>Making the best use of our assets and managing information</b> We will:</p> <ul style="list-style-type: none"> <li>• Continue with our office accommodation programme and make sure it is supported by more modern ways of working such as mobile working.</li> <li>• Make sure we have high standards of information governance through data protection and transparency to keep your data safe and ensure public access to information.</li> <li>• Modernise our archives and record office services to move towards a digital service.</li> </ul> <p><b>Efficient and effective services</b> We will:</p> <ul style="list-style-type: none"> <li>• Improve monitoring of performance arrangements to ensure clear progress reporting and high quality information</li> <li>• Review our Council Plan and Sustainable Community Strategy.</li> <li>• Continue to undertake programme and project management of the MTFP and key corporate projects.</li> </ul>	<p><b>Employee and member wellbeing</b> We will:</p> <ul style="list-style-type: none"> <li>• Undertake a programme of employee engagement.</li> <li>• Ensure the health, safety and wellbeing of our employees through our policies, practices and systems.</li> <li>• Review the Local Government Pension Fund in line with national guidance.</li> </ul> <p><b>A strategic approach to organisational development</b> We will:</p> <ul style="list-style-type: none"> <li>• Make sure our organisational development strategy supports our office accommodation plans and modern ways of working, taking advantage of emerging technology.</li> <li>• Identify critical roles and occupational groups and put plans in place to make sure that we have more opportunity to recruit in these areas.</li> <li>• Deliver training to the new Councillors following the 2017 elections.</li> </ul>

**Corporate Overview and  
Scrutiny Management Board**



**19 March 2018**

**Notice of Key Decisions**

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**Report of Corporate Management Team  
Helen Lynch, Head of Legal and Democratic Services**

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**Purpose of the Report**

- 1 To consider the list of key decisions that is scheduled to be considered by the Executive.

**Background**

- 2 New rules in relation to Executive decisions were introduced by The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, which came into force on 10 September 2012.
- 3 The regulations took away the requirement for the Executive to produce a Forward Plan of key decisions, however introduced that the decision maker cannot make a key decision unless a document has been published at least 28 clear days before the decision is taken, unless either a general exception or special urgency requirements have been met. The document which has to be published must state:
  - a) that the key decision is to be made on behalf of the relevant local authority
  - b) the matter in respect of which the decision is to be made
  - c) where the decision maker is an individual, that individual's name and title if any and where the decision maker is a decision making body, its name and list of its members
  - d) the date on which or the period within which the decision is to be made
  - e) a list of the document submitted to the decision maker for consideration in relation to the matter of which the key decision is to be made
  - f) the address from which, subject to any prohibition or restriction on their disclosure copies of, or extracts from any document listed as available

- g) that other documents relevant to those matters may be submitted to the decision maker
  - h) the procedure for requesting details of those documents (if any) as they become available.
- 4 The requirements also apply to an exempt matter as previously it did not strictly have to be included in the Forward Plan. Now a publicity document must contain particulars of the matter, but may not contain any confidential exempt information or particulars of the adviser or political adviser or assistant.
- 5 Notices of key decisions that are being produced meet the legal requirements of publication, as well as continuing to provide information for a four month period. Members will therefore be able to consider key decisions as previously for the four month period.

### **Current Notice of Key Decisions**

- 6 The notice of key decisions that is attached to the report at Appendix 2, is the latest to be published prior to the papers for the Board being dispatched to members. The notice complies with the requirements for Cabinet to be able to take key decisions at the meeting on 14 March 2018. It also contained information on those key decisions that are currently scheduled to be considered by the Executive up to 30 June 2018.
- 7 The information in the Notice of Key Decisions provides the Board with the opportunity of considering whether it wishes to seek to influence any of these key decisions, or to request further information. Members are asked to note that this version of the Notice has been amended and includes a column which has been added to advise of the relevant Scrutiny activity.
- 8 In responding to the request of the Board for further information to be provided on any items that are removed from the previous notice without being considered by Cabinet, this information will be provided at the meeting. If the Board wished to examine any of the key decisions, consideration would need to be given as to how this could be accommodated in the Overview and Scrutiny Work programme.

### **Recommendation**

- 9 You are recommended to give consideration to items listed in the notice.

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**Contact: Ros Layfield, Committee, Member and Civic Services Manager  
Tel: 03000 269708  
Jenny Haworth, Head of Strategy, Transformation and  
Partnerships Tel: 03000 268071**

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## Appendix 1: Implications

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**Finance :** Will be reflected in each individual key decision report to Cabinet.

**Staffing:** Will be reflected in each individual key decision report to Cabinet.

**Risk:** Will be reflected in each individual key decision report to Cabinet.

**Equality and Diversity/ Public Sector Equality Duty:** Will be reflected in each individual key decision report to Cabinet.

**Accommodation:** Will be reflected in each individual key decision report to Cabinet.

**Crime and Disorder** Will be reflected in each individual key decision report to Cabinet.

**Human Rights:** Will be reflected in each individual key decision report to Cabinet.

**Consultation:** Will be reflected in each individual key decision report to Cabinet.

**Procurement:** Will be reflected in each individual key decision report to Cabinet.

**Disability Issues:** Will be reflected in each individual key decision report to Cabinet.

**Legal Implications:** Will be reflected in each individual key decision report to Cabinet.

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**SECTION ONE - CORPORATE**

<b>Ref. No.</b>	<b>Date of Decision (i.e. date of Cabinet meeting)</b>	<b>Description of Decision to be Made</b>	<b>Background Documents</b>	<b>Lead Cabinet Member</b>	<b>Main Consultees &amp; Means of Consultation</b>	<b>Contact details for further information</b>	<b>Scrutiny Involvement</b>
CORP/R/18/03	14-Mar-18	Review of the Welfare Assistance Scheme		Cllr Jane Brown	The scope of the review has been wide ranging, involving benchmarking the arrangements in Durham against other authorities and discussions with a wide range of delivery partners and key stakeholders, including: Citizens Advice, County Durham Housing Group, Advice in County Durham Partnership and many more	John Hewitt, Corporate Director, Resources. 03000 261943	Corporate Overview and Scrutiny Management Board Members receive Welfare Reform updates

**SECTION TWO - CHILDREN AND YOUNG PEOPLE'S SERVICES**

<b>Ref. No.</b>	<b>Date of Decision (i.e. date of Cabinet meeting)</b>	<b>Description of Decision to be Made</b>	<b>Background Documents</b>	<b>Lead Cabinet Member</b>	<b>Main Consultees &amp; Means of Consultation</b>	<b>Contact details for further information</b>	<b>Scrutiny Involvement</b>
CYPS/04/17	14th March 2018	Proposal to amalgamate Wingate Infant and Junior Schools into a single primary school on the existing sites from 1 September 2018	Consultation documents	Councillor Olwyn Gunn	Staff, Parents, Governors, Local Community, AAPs, Local Members, Diocese, Neighbouring Schools, Trade Unions	Sheila Palmerley, Strategic Manager, School Places and Admissions Tel. 03000 265 731	

### SECTION THREE - ADULT AND HEALTH SERVICES

Ref. No.	Date of Decision (i.e. date of Cabinet meeting)	Description of Decision to be Made	Background Documents	Lead Cabinet Member	Main Consultees & Means of Consultation	Contact details for further information	Scrutiny involvement
AHS/03/17	14th March 2018	Proposal for Changes to the Charging Policy for Non-Residential Social Care Services - Consultation Feedback	Consultation documents	Councillor Lucy Hovvels and Councillor Alan Napier	Service users and families, stakeholders, residents and community organisations	<p>Lee Alexander, Head of Adult Care, Tel. 03000 268 180</p> <p>Paul Darby, Head of Finance &amp; Transactional Services, Tel. 03000 261 930</p>	

**SECTION FOUR - REGENERATION AND LOCAL SERVICES**

<b>Ref. No.</b>	<b>Date of Decision (i.e. date of Cabinet meeting)</b>	<b>Description of Decision to be Made</b>	<b>Background Documents</b>	<b>Lead Cabinet Member</b>	<b>Main Consultees &amp; Means of Consultation</b>	<b>Contact details for further information</b>	<b>Scrutiny involvement</b>
ReaL/10/17	TBC	Durham City Sustainable Transport Strategy (Final)		Cabinet Portfolio Holder for Economic Regeneration		Stuart Timmiss, Head of Planning and Assets 03000 267334	

**Corporate Overview and  
Scrutiny Management Board**

**19 March 2018**



**Information update from the  
Chairs of the Overview and  
Scrutiny Committees**

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

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**Purpose of the Report**

- 1 To present to Members an information update of overview and scrutiny activity from January - March 2018.

**Background**

- 2 It has previously been agreed that a written report of Chairs' updates would be presented for information only to all Corporate Overview and Scrutiny Management Boards. Members of the Corporate Overview and Scrutiny Management Board (COSMB) are encouraged to get involved in any area of Overview and Scrutiny activity via thematic committees and/or talk to Scrutiny Committee Chairs and OS Officers on areas of project/overview activity.

**Updates**

- 3 Updates from Overview and Scrutiny Committees are from 29 January 2018 – 19 March 2018.

**Corporate Overview and Scrutiny Management Board (COSMB)**

<b><i>Update on Previous Reviews</i></b>	There are no systematic reviews to report for this period.
<b><i>Scrutiny Review Activity</i></b>	Scrutiny of MTFP – sessions were held on 29 January and 14 February and comments fed back to Cabinet and Council.
<b><i>Overview reports/ Presentations</i></b>	<p>COSMB on 29 January 2018 received reports and presentations on:</p> <ul style="list-style-type: none"> <li>• Medium Term Financial Plan (8), Council Plan, Service Plans 2018/19- 2021/22</li> <li>• Customer Feedback Report Quarter 2, 2017/18</li> <li>• Update in relation to Petitions</li> <li>• Notice of Key Decisions</li> <li>• Chair's update</li> </ul> <p>COSMB on 14 February 2018 received reports and presentations on:</p> <ul style="list-style-type: none"> <li>• RIPA Q3</li> <li>• Medium Term Financial Plan (8) 2018/19 -2021/22 and 2018/19 Budget Update</li> <li>• Co-optee arrangements</li> <li>• Single use plastics.</li> </ul>

## Safer and Stronger Communities Overview and Scrutiny Committee (SSC OSC)

<b>Update on Previous Reviews</b>	There are no systematic reviews to report for this period.
<b>Scrutiny Review Activity</b>	Cybercrime – Report containing findings from the review scheduled to be considered by the Committee at its meeting in March 2018.
<b>Overview reports/ Presentations</b>	SSC OSC on 20 February 2018 received reports and presentations on: <ul style="list-style-type: none"> <li>• County Durham and Darlington Reducing Reoffending Group</li> <li>• County Durham youth Offending Service – work to reduce Reoffending</li> <li>• Consumer Protection – Enforcement Activity</li> <li>• Updates on: <ul style="list-style-type: none"> <li>○ Police and Crime Panel</li> <li>○ Safe Durham Partnership</li> </ul> </li> </ul>

## Economy and Enterprise Overview and Scrutiny Committee (E & E OSC)

<b>Update on Previous Reviews</b>	There are no systematic reviews to report for this period.
<b>Scrutiny Review Activity</b>	Review of retail support provided by DCC – members at the meeting on 25 January 2018 received: <ul style="list-style-type: none"> <li>• Detail of retail trends nationally, regionally and locally</li> </ul> <p>Members of the working group on 16 March 2018 took part in a visit to Seaham providing an opportunity for members to speak to retailers about the retail support currently provided.</p>
<b>Overview reports/ Presentations</b>	Special Joint Economy and Enterprise OSC and Environment OSC on 12 February 2018 received reports and presentations on: <ul style="list-style-type: none"> <li>• The Heritage Coast and the Tourism offer.</li> </ul> <p>Economy and Enterprise OSC on 26 February 2018 received reports and presentations on:</p> <ul style="list-style-type: none"> <li>• Housing and Homelessness Strategies</li> <li>• DCC’s work with the private rented sector</li> <li>• Major projects in the county</li> <li>• Industrial Strategy White Paper ‘Building a Britain Fit for the Future’.</li> </ul>
<b>Visits</b>	Members of E & E OSC took part in sites visits as follows: <ul style="list-style-type: none"> <li>• 27 Feb 2018 visited Chapter Homes sites</li> <li>• 6 March 2018 visited permanent refurbished travellers’ sites at East Howle, Ferryhill; Adventure Lane, West Rainton; and Drum Lane, Birtley.</li> </ul>

**Environment and Sustainable Communities Overview and Scrutiny Committee  
(Environment OSC)**

<b>Update on Previous Reviews</b>	There are no systematic reviews to report for this period.
<b>Scrutiny Review Activity</b>	<p>Members of the Environment OSC Working Group on DCC's future allotment policy on:</p> <ul style="list-style-type: none"> <li>• 1 February 2018 received information on: <ul style="list-style-type: none"> <li>• Proposals for transition arrangements for the new allotment policy</li> <li>• Future management of category 3 sites</li> </ul> </li> <li>• 9 February 2018 received information on: <ul style="list-style-type: none"> <li>• The future management of category 1 and 2 sites.</li> </ul> </li> <li>• 16 Feb 2018: <ul style="list-style-type: none"> <li>• Detail of DCC's proposed devolved management arrangement shared with Town and Parish councils</li> <li>• Discussions with Town and Parish Council representatives on Allotment Management challenges and opportunities</li> <li>• Revised Project Plan.</li> </ul> </li> </ul>
<b>Overview reports/ Presentations</b>	<p>Special Environment OSC on 2 February 2018 received reports and presentations on:</p> <ul style="list-style-type: none"> <li>• Water Management and County Durham Plan and detail of activities undertaken by the Flood Risk Management Authorities for Co Durham.</li> </ul> <p>Special Environment OSC on 12 February 2018 received reports and presentations on:</p> <ul style="list-style-type: none"> <li>• County Durham Heritage Coast and the tourism offer</li> </ul> <p>Environment OSC on 8 March 2018 received reports and presentations on:</p> <ul style="list-style-type: none"> <li>• Environment Awards</li> <li>• Culture and Sport Service Overview</li> <li>• Community Action Team</li> </ul>

**Children and Young People's Overview and Scrutiny Committee (CYP OSC)**

<b>Update on Previous Reviews</b>	There are no systematic reviews to report on for this period.
<b>Scrutiny Review Activity</b>	<p>The Review Group looking at the Role of the Social Worker from a child's perspective at meetings on 23 February and 12 March 2018 received reports and presentations on:</p> <ul style="list-style-type: none"> <li>• The Edge of Care</li> <li>• Members also held a focus group with social workers and met with newly qualified social workers to hear from them about challenges and opportunities in their role.</li> </ul>

<p><b>Overview reports/ Presentations</b></p>	<p>Special CYP OSC joint with AWH OSC on 5 February 2018 received reports and presentations on:</p> <ul style="list-style-type: none"> <li>• Obesity in County Durham</li> </ul> <p>CYP OSC on 1 March 2018 received reports and presentations on:</p> <ul style="list-style-type: none"> <li>• Impact of the Children’s Centres Review</li> <li>• Stronger Families Programme</li> <li>• One Point Service</li> </ul>
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**Adults, Well-being and Health Overview and Scrutiny Committee (AWH OSC)**

<p><b>Update on Previous Reviews</b></p>	<p>There are no systematic reviews to report on for this period.</p>
<p><b>Scrutiny Review Activity</b></p>	<p>The AWH OSC Review of Suicide Rates and Mental Health and Wellbeing in County Durham has completed its evidence gathering and a further meeting of the Review group will be held to identify key findings and recommendations prior to production of the review report.</p>
<p><b>Overview reports/ Presentations</b></p>	<p>AWH OSC on 5 March 2018 received reports and presentations on:</p> <ul style="list-style-type: none"> <li>• Winter pressures</li> <li>• NEAS Ambulance Response Standards and Quality Account progress update</li> </ul>

**Performance/Budget/Work Programme Reporting**

4 Information on both performance and outturn reports continue to be received and commented upon.

**Regional Scrutiny**

5 The North East Regional Joint Health Scrutiny Committee met on 15 February 2018 and considered the following items of business:

- i. Updates by NHS England’s North Region specialised commissioning team in respect of reviews into Neonatal Care and Specialised Vascular Services
- ii. Representatives from the Local Professional Network for Pharmacies and the Pharmaceutical Services Negotiating team provided a report and presentation setting out how pharmacies were being used across the region for minor ailments and other services
- iii. North East Ambulance Service provided an update report upon region wide performance as well as introducing work that was being undertaken in preparation of the Trusts Quality Account 2017/18

6 Members are advised that the regional review of specialised vascular services is to be considered at the Council’s Adults Wellbeing and Health OSC on 13 April 2018.

## **North East Combined Authority (NECA) Scrutiny Committee**

7 Two meetings of the North East Combined Authority (NECA) Scrutiny Committee have taken place:

5 February 2018, attended by the Vice-chairs of COSMB and Economy OSC, agenda as set out below:

- i. Transport and Digital Connectivity Thematic Lead update report
- ii. NECA Decision Making Protocol
- iii. NECA Forward Plan and Work Programme.

15 March, attended by the Chair of COSMB and Vice-chair of Economy OSC, agenda as set out below:

- i. Thematic Lead update report for employability and inclusion
- ii. Durham Youth Employment initiative
- iii. NECA Decision making protocol
- iv. Tyne pedestrian and cyclist tunnels
- v. NECA Forward Plan and Scrutiny work programme

### **Recommendation**

8 Members are invited to receive the report and note the information contained therein.

**Background Papers:** Previous committee reports/presentations.

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**Contact: Jenny Haworth Tel: 03000 268071**

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## **Appendix 1: Implications**

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**Finance – N/A**

**Staffing – N/A**

**Risk – N/A**

**Equality and Diversity / Public Sector Equality Duty – N/A**

**Accommodation – N/A**

**Crime and Disorder – N/A**

**Human Rights – N/A**

**Consultation – N/A**

**Procurement – N/A**

**Disability Issues – N/A**

**Legal Implications – N/A**