



Corporate Overview and Scrutiny Management Board

Date **Monday 18 March 2019**
Time **9.30 am**
Venue **Committee Room 2 - County Hall, Durham**

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 13 February 2019 (Pages 3 - 8)
4. Declarations of Interest
5. Update on the delivery of the Medium Term Financial Plan 8 - Report of the Director of Transformation and Partnerships (Pages 9 - 14)
6. Quarter 3, 2018/19 Customer Feedback Report - Report of the Corporate Director Resources (Pages 15 - 36)
7. Quarter Three 2018/19 Performance Management Report - Report of the Director of Transformation and Partnerships (Pages 37 - 106)
8. Quarter 3 December 2018: Forecast of Revenue and Capital Outturn 2018/19 (Pages 107 - 126)
 - i. Report of the Corporate Director Resources
 - ii. Report of the Director of Transformation and Partnerships
9. Refresh of the Work Programme 2019/20 for the Corporate Overview and Scrutiny Management Board - Report of the Director of Transformation and Partnerships (Pages 127 - 136)
10. Update in relation to Petitions - Report of Head of Legal and Democratic Services (Pages 137 - 156)

11. Notice of Key Decisions - Report of Head of Legal and Democratic Services (Pages 157 - 166)
12. Information Update from the Chairs of the Overview and Scrutiny Committees - Report of Director of Transformation and Partnerships (Pages 167 - 172)
13. 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
8 March 2019

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, C Potts, L Pounder, J Robinson, J Rowlandson, A Shield, M Simmons, H Smith, F Tinsley, J Turnbull, M Wilkes and A Willis

Contact: Lucy Gladders

Email: 03000 269712

DURHAM COUNTY COUNCIL

At a Meeting of **Corporate Overview and Scrutiny Management Board** held in County Hall, Durham on **Wednesday 13 February 2019 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, H Liddle, C Martin, O Milburn, L Pounder, J Rowlandson, A Shield, H Smith, J Turnbull, M Wilkes and A Willis

1 Apologies for Absence

Apologies for absence were received from Councillors J Chaplow, K Hawley, L Maddison, J Makepeace, C Potts, J Robinson, M Simmons and F Tinsley

2 Substitute Members

Councillor D Freeman for Councillor M Simmons

3 Minutes of the meeting held on 17 December 2018 and 22 January 2019

The minutes of the meetings held on 17 December 2018 and 22 January 2019 were confirmed as a correct record and signed by the Chairman.

Matters Arising

With regards to matters arising, the Head of Strategy confirmed the following;

17 December 2018

Minute no. 6, in relation to comments made by Councillor Shield on the re-employment of staff. It was noted that of our 3000 plus ER/VRs since 2011, 85 junior staff had been re-employed. Most were in part time or temporary positions such as library and election assistants.

Further discussion ensued as to whether any senior staff had been made redundant and then re-employed.

Minute no. 5, with regard to information on savings achieved, it was noted that this would be picked up in the next quarterly finance update report.

Minute no. 6,

- It was noted that in response to information requested from Councillor Wilkes, six services had exceeded the average time taken to answer the phone, the highest being 34 seconds over the 60 second target.
- In response to a question from Councillor Jopling regarding whether the council offered zero-hour contracts it was confirmed that the council did not employ staff on such contracts.

Minute no. 7, regarding a query relating to contamination notices requested by Councillor Wilkes, a response from the Customer Relation Team Manager was read.

22 January 2019

Minute no. 4, In response to a query raised by Councillor Boyes regarding financial incentives from other local authorities to move into County Durham, it was noted that many schools in Durham did have high turnover rates and this was continually monitored, however the service had no evidence of incentives but would continue to monitor.

The Chairman added that the following amendment be made to paragraph 4 Item number 4 of the minutes of 22 January 2019 as follows:

“There was a worry that this *could* have an impact on funding for social care”.

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 - 2018/2019

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 ('RIPA') during the period 1 October 2018 until December 2018 (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).

The Governance Solicitor advised that during Q3 there had been three RIPA Directed Surveillance applications, two of which were authorised by the Court. Further details were provided regarding the application which was refused and the reasons for this.

Resolved: That the quarterly report on the Council's use of RIPA for the period 1 October 2018 until 30 December 2018 be received and note that it is being used consistently with the Council's policy and that it remains fit for purpose.

6 Medium Term Financial Plan 2019/20 to 2022/23 and Revenue and Capital Budget 2019/20

The Board considered a joint report of the Corporate Director Resources and Director of Transformation and Partnerships which provided an update on the Medium Term Financial Plan (MTFP) including the Cabinet report of 6 February 2019 relating to the Medium Term Financial Plan (9) 2019/20 to 2022/23 and Revenue and Capital Budget 2019/20.

The report further provided a final opportunity for Members of COSMB to scrutinise the Council's Medium Term Financial Plans prior to consideration by full Council (for copy see file of Minutes).

The Head of Corporate Finance and Commercial Services provided an update to the Board on information relating to the local government settlement, the Fair Funding Review and Capital Programme.

It was reported that the Fair Funding Review was scheduled for implementation from April 2020 alongside a move to 75% Business Rates Retention (BRR), however there was no certainty as to future local authority funding allocations beyond this point, nor how it would be distributed. It was noted that should the government adopt an Advisory Council for Resource Allocation (ACRA) methodology to apportion Public Health funding then the council would be the biggest loser of any authority in the country.

The Head of Corporate Finance and Commercial Services did however note some good news in respect of additional one off funding to be received in relation to Winter Pressures and Social Care funding for 2019/20. Details were also provided regarding the government intention to reimburse authorities who would experience negative Revenue Support Grant (RSG) and would result in additional resources for those authorities and increase their Core Spending Power (CSP). Further information regarding the RSG reduction for 2019/20 and the savings required were details within paragraph 12 and 13 of the report.

Moving on to Council Tax, the Head of Corporate Finance and Commercial Services advised that the government had confirmed that the maximum the Council Tax can be increased by before a public referendum is required was 3%. In addition, however the council had the option to increase it by a further 2% for an adult and social care precept. This being the last year of the three year arrangement agreed by government.

Moving on to the analysis of the settlement received in December, the Head of Corporate Finance and Commercial Services referred members to paragraph 36 of the report and further information which had been received as part of the consultation process regarding adjustments for Negative RSG. He noted that many of the beneficiaries would be district councils. Table 2 highlighted the main beneficiaries, noting the comparisons to Durham. It was reported that, the governments Core Spending Power (CSP) per dwelling calculation for Durham was now significantly less than the England average. The Head of Corporate Finance and Commercial Services noted that if Durham's CSP was brought up to the

England authority average of £1,908 per dwelling, the council would annually receive additional government grant of £44 million. However, despite Durham being a relatively deprived area the authority has a lower spending power than more affluent areas such as the Surrey.

The Head of Corporate Finance and Commercial Services went on to provide details of the two Fair Funding consultation papers published alongside the Local Government Settlement and the issue of relative needs and resources contained within.

The report further went on to address Business Rate Retention and it was noted that the council would see some growth in this area as a result of the full reset planned by government for 2020/21.

The Head of Corporate Finance and Commercial Services went on to provide details in respect of the MTFP, savings requirements and base budget pressures. It was reported that after taking all things into consideration, the council's recommended Net Budget Requirement for 2019/20 will be £400.031 million.

Details were also provided regarding the MTFP(9) capital programme and details of the additional capital schemes for 2019/20 to 2020/21 were included for information within paragraphs 124 125 of the report.

Councillor Wilkes at this point put forward a proposal for consideration by scrutiny in relation to the budget proposals. He noted that given the high number of empty properties in the county area, it could be possible to raise the council tax levied on these properties which, would potentially bring in an additional £1.5m of funding over a 3 year period. He further suggested that the additional income generated could be utilised to help clear the backlog of highway repairs required across the county.

Councillor Boyes commented that empty homes were a huge problem, however noted that those properties already paid 150% council tax. The issue he felt was that the properties were in low demand areas and landlords struggled to tenant. He therefore queried how far Councillor Wilkes proposed to go with the suggested increase.

In response, Councillor Wilkes suggested the increase could be applied incrementally with each year the property stood empty. This would in turn put pressure on landlords to bring the property back into use. The Chair at this stage suggested that the comments raised by Councillors Wilkes be fed into the Housing Strategy Consultation.

Councillor R Bell in referring to paragraph 6 of the report asked whether a way to incorporate one-off elements of funding into the budget had been found. In response, the Head of Corporate Finance and Commercial Services advised that normally one-off funding streams should not be built into the MTFP however it had been assumed that the element of Children Social Care funding would reoccur in 2020/21 and therefore had been included.

Councillor Bell further noted that it was clear that councils would benefit from receiving clearer and more timely information from central government and suggested that this be raised as a point within the consultation response to government. He further asked whether the final response could be forwarded to members of the Board for information. The Head of Corporate Finance and Commercial Services agreed that this would be possible.

Further discussion ensued regarding highways expenditure and Councillor Shield queried who approved the maintenance plan and whether members could have sight of approved programmes. He noted that he was aware of highways maintenance work, which had been undertaken in particular areas, where it was known that there were higher priority repairs required and queried what justification there was for this.

In response, the Corporate Head of Finance and Commercial Services advised that there was a clear asset strategy for maintenance works, however he did acknowledge that Members could receive notification of works to be completed in their area. Councillor Batey commented that she did receive a schedule of inspections for the forthcoming 12/18 months. Councillor Wilkes also noted that he too received notification of works to be completed. The Chair asked that this be reviewed to ensure that each member is receiving the appropriate notice.

The Head of Strategy in summarising the discussion noted that Members had requested sight of the consultation response in relation to the Fair Funding Review and furthermore that it had been suggested that a request be made to central government for earlier notice of funding in the future.

Resolved: That the content of the report be noted.

7 Notice of Key Decisions

The Board considered a report of the Head of Legal and Democratic Services, which provided details of the key decisions that were scheduled to be considered by the Executive (for copy see file of Minutes).

The Senior Committee Services Officer advised new to the plan was the inclusion of the 2019/20 General Fund Revenue & Capital, MTFP(9), Council Plan & Service Plans and the School Admission Arrangements for Academic Year 2020/21

Resolved: That the content of the report be noted.

8 Information Update from the Chairs of the Overview and Scrutiny Committees

The Board considered a report of the Director of Transformation and Partnerships which provided an update on overview and scrutiny activity from 17 December 2018 – 13 February 2019 (for copy see file of Minutes).

Resolved: That the content of the report be noted.

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**Corporate Overview and Scrutiny
Management Board**

18 March 2019



**Update on the delivery of the Medium Term
Financial Plan 8**

Report of Corporate Management Team

Lorraine O'Donnell, Director of Transformation and Partnerships

**Councillor Simon Henig, Leader of the Council and all Cabinet
collectively**

Electoral division(s) affected:

Countywide

Purpose of the Report

- 1 This report provides an update on the progress made at the end of December 2018 on the delivery of the 2018/19 Medium Term Financial Plan (MTFP8)

Recommendation

- 2 Corporate Overview and Scrutiny Management Board is recommended to note the contents of this report and the progress made in delivering MTFP8.

Background

- 3 Cabinet has received regular updates on the progress made by the Council in delivering the financial targets within the MTFP since 2011/12.
- 4 MTFP8 savings were agreed by Council in February 2018 and set a savings target of just under £15 million. This brings the overall savings target for the period from 2011/12 to 2020/21 to circa £251 million. MTFP9 savings of just over £10 million were agreed by Cabinet in February 2019.

Progress to date

- 5 The delivery of the MTFP is being managed with a very robust programme management approach being adopted to ensure we take into account:
 - (a) our duties under the Equality Act;
 - (b) appropriate consultation;
 - (c) the HR implications of the change including consultation with employees and trade unions;
 - (d) communication of the change and the consultation results;
 - (e) sound risk management.
- 6 Through this robust approach we continue to take in managing the programme to deliver the savings required, the plans for 2018/19 are being successfully delivered.
- 7 By the end of December 2018, 99% of the savings target for MTFP8 had already been delivered with in excess of £14.6 million of savings having been achieved. This brings the total to end of December 2018, since 2011 we have now made over £223.8 million of savings including Public Health.
- 8 Members have been advised of the careful planning and monitoring of the savings that is carried out, on occasions plans need to change which could delay when savings are made, but through the ongoing management of the process we are able to smooth out delivery of savings using cash limits, ensuring we haven't missed our overall savings targets. Assurance can however be given that the remaining 1% is expected to be achieved by the end of the financial year as planned.

- 9 During the last quarter cash limits to the value of £376,000 have been used to ensure that savings have been delivered. Assurances are in place that for future years, robust plans have been made for the recurrent savings which limits the use of these cash limits to the 2018/19 financial year.

Consultation

- 10 There has not been any public consultation on MTFP (8) proposals in the last quarter.

HR Implications

- 11 Equality data relating to staff leaving through voluntary redundancy, early retirement and ER/VR during the first three quarters of MTFP8 showed that 81% were female and 19% were male. In terms of race, 24% of leavers had not disclosed their ethnicity and the remaining 76% stated that they were white British. Regarding disability status 4% said they had a disability, 32% had no disability and 64% did not disclose their disability status.
- 12 The numbers of those leaving through compulsory redundancy are too low to effectively analyse.

Equality Impact Assessments

- 13 Equality impact assessments (EIA) form a key part of the ongoing MTFP process. A number of initial screenings for new savings and updated EIAs for ongoing savings were provided to Cabinet ahead of the budget setting decision in February 2018 and will continue for those identified for MTFP9. EIA's are updated regularly throughout the year to take account of consultation responses and additional evidence and progress against the savings; the updates also include information on any mitigating actions.
- 14 The impact assessments and action plans are considered during decision making processes, for example, updated EIAs are provided where Cabinet receives a report ahead of consultation and where a further report is received with any final recommendations.

Developing a New Approach

- 15 MTFP savings are monitored and managed through a recognised and robust approach utilising service based savings targets and associated project plans for their delivery.
- 16 Through the Transformation Programme, a number of savings for future years will become more Council Wide and non-service specific due to cross cutting nature of both efficiency and income generation. In order to accommodate the changing nature of the savings, the way in which

savings will be monitored and managed will be refreshed for 2019/20 to include an additional element relating to Council Wide initiatives and progress towards their achievement. The process will remain transparent and robust with regular updates to cabinet on progress.

Conclusion

- 17 We are continuing to plan on the basis that the government's austerity plan will continue for several more years. The Council remains in a strong position to meet the ongoing financial challenges through an updated and refreshed robust programme management process.
- 18 For MTFP8 the council has already delivered in excess of £14.6 million of the savings required (99%) and in total we have delivered over £223.8 million in savings since 2011.
- 19 Future MTFP monitoring will include an additional element to monitor progress against Council Wide Transformation based efficiency savings and income targets.

Contact: Andy Palmer

Tel: 03000 268551

Appendix 1: Implications

Legal Implications

The legal implications of any decisions required are being considered as part of the delivery of the proposals.

Finance

The delivery of the MTFP involves cumulative saving of approximately £251million over the period from 2011 to 2021 of which over £223.8 million has been delivered to date.

Consultation

A full consultation with a range of stakeholders was undertaken on the MTFP prior to its agreement and again in 2013 and 2018. In addition, where appropriate for individual proposals, internal and external consultation plans are developed so that consultation informs the decision making process.

Equality and Diversity / Public Sector Equality Duty

An Equality Impact Assessment (EIA) was undertaken for the original 4 year MTFP plan and additional screening was undertaken for proposals which have been identified for subsequent MTFPs, together with any other changes made to the original plan. In addition, for each proposal an EIA is undertaken as part of the decision-making before the proposal is implemented.

Human Rights

N/A.

Crime and Disorder

N/A.

Staffing

Where the proposals affect staff, full consultation is undertaken and the trade unions consulted. Wherever possible, staff reductions are done through voluntary means. In addition, there has been a proactive management of vacancies to lessen the impact on staff and the Council has a redeployment process which continues to find alternative employment for a number of staff.

Accommodation

As proposals are planned the impact on accommodation is ascertained, with staff being consulted on any moves as part of the process. The loss of over 2,800 posts from the Authority will mean a requirement for less

accommodation and the Office Accommodation Team has built this into the Office Accommodation Strategy.

Risk

The delivery of the MTFP is highlighted as one of the Council's strategic risks and is monitored through the corporate risk management process. In addition, risks for individual proposals are being monitored through the work undertaken to deliver the proposal.

Procurement

A number of the proposals involve the changing of existing contracts and this work is being taken forward through the Council's agreed procurement processes.

**Corporate Overview and Scrutiny
Management Board**

18 March 2019

Quarter 3, 2018/19

Customer Feedback Report



Report of Corporate Management Team

John Hewitt, Corporate Director of Resources

Councillor Joy Allen, Cabinet Portfolio Holder for Transformation

Electoral division(s) affected:

Countywide

Purpose of the Report

- 1 To present to Members the Customer Feedback: Complaints, Compliments and Suggestions report for quarter three, 2018/19 (full report attached at Appendix 2).

Executive summary

- 2 During quarter three, there were several advancements to improve the customer experience. These included development of: our new digital strategy; an online booking management system for Customer Access Point appointments; a voice recognition system for call transfers; and continued development of the Customer Relationship Management (CRM) system.
- 3 Corporate complaints increased (+179) compared to the same period last year (quarter 3, 2017/18) and there was a small decrease in the number of statutory complaints.
- 4 The significant increase in corporate complaints is partly due to receiving more than double the number of complaints relating to missed collections (+184) compared to quarter 3, 2017/18. This is directly linked to a change in the process for recording disputed missed collections. We expect that there will be a further increase in missed

collection complaints in quarter 4, 2018/19 as due to adverse weather conditions in January we did not complete all collection rounds.

- 5 The largest complaint category during quarter 3, 2018/19 was service failure. This category also produced the single most frequent reason for complaint: not collecting a bin/bulky waste.
- 6 While our Refuse and Recycling service (including garden waste) received the most customer complaints, it also received the most suggestions and compliments.

Background

- 7 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.
- 8 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 (corporate complaints) or the Statutory Complaint Teams (statutory complaints), who will either progress with an independent investigation, or advise the service user to contact the Local Government and Social Care Ombudsman (the Ombudsman).

Recommendation

- 9 Members are recommended to note the information in the report.

Background papers

- None

Other useful documents

- Previous Customer Feedback reports

Contact: Victoria Murray

Tel: 03000 267 707

Appendix 1: Implications

Legal Implications

Not applicable.

Finance

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

Consultation

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.

Human Rights

None

Crime and Disorder

None

Staffing

None

Accommodation

None

Risk

None

Procurement

None

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Putting our customers first

Customer Feedback Report

Complaints, compliments and suggestions

Quarter 3,
2018/19

Altogether better

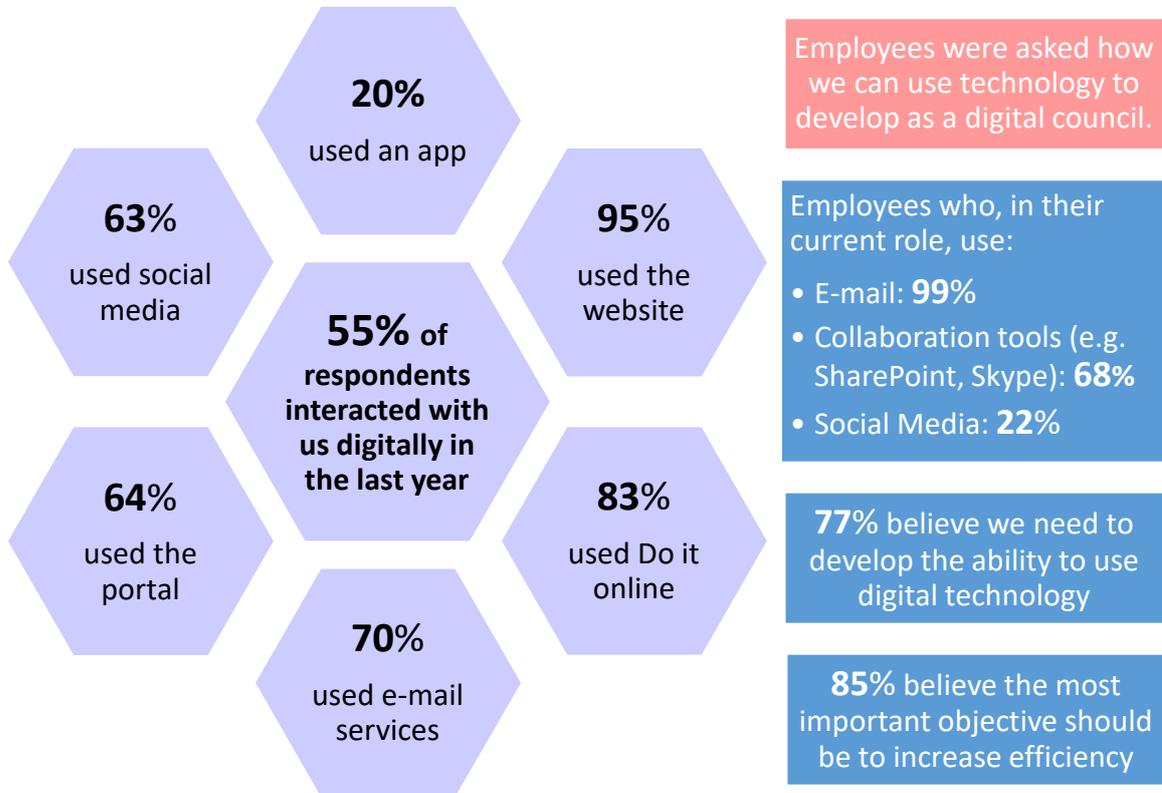
Background Information

- 10 Customer feedback is a valuable tool. It not only helps us to understand what is important to service users and what we are doing well, it can also indicate any issues and offer us the opportunity to put things right and improve our services.
- 11 Covering a range of customer feedback, this report highlights the main themes identified throughout quarter three, 2018/19. As feedback can highlight opportunities for operational improvement, 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.
- 12 The following summarises customer feedback for quarter three, compared to the same period last year:



Recent Customer Developments

- 13 During quarter two, we sought views on how we use digital technology and the areas we need to develop. 179 members of the public and 130 employees participated in the consultation.



- 14 Feedback from the consultation will be used to inform our new Digital Strategy which will be in place by April 2019.
- 15 We are continuing to develop our Customer Relationship Management system to enhance the customer experience, and almost 113,000 customers use an online account to request services. Each quarter, more services become available online, for example, landlord accreditation and taxi licences will soon go live.
- 16 Customers will soon be able to book, cancel and amend appointments for our Customer Access Points online. The new system will automatically generate text message reminders which we hope will reduce the number of missed appointments.
- 17 Our new voice recognition system for call transfer will go live by March 2019.

Customer suggestions

- 19 We believe suggestions are essential to the ongoing development and improvement of our services and carefully consider all received. During quarter three, we received 92 suggestions.
- 20 Almost half (48%) of these suggestions related to our Waste Collection and Clean and Green teams.
- 21 Although we consider every suggestion, not all can be implemented. For example, during quarter three, a customer suggested that to relieve tailbacks at a specific roundabout, we split the road into two lanes. However, as the current road layout is designed to reduce road traffic accidents, this change is not possible. Removing the £20 replacement bin charge for customers subscribing to our garden waste scheme is not possible as the garden waste charge only covers the service, not the actual bin.
- 22 A sample of suggestions received during quarter three and our response is attached at Appendix 1.

Customer feedback relating to our policies and procedures

- 23 Our service provision reflects our policies and procedures, and during quarter three, we received 52 items of feedback as a direct consequence of carrying out actions in line with these policies and procedures. We use this feedback to inform our policies and procedures at their review.
- 24 Almost 70% of this feedback (36 contacts) can be attributed to our Refuse and Recycling Service, a third of which was due to us not emptying bins due to contamination.
- 25 Other contact covered a wide range of issues in small numbers. These included the requirement to leave bulky waste at the designated bin collection point; not collecting side waste; refusing a request for an additional bin and not collecting recycling in black bags.

Customer feedback relating to our decision making

- 26 46 contacts objected to decisions we had made, the majority of which related to operational decisions. These were mainly enforcement decisions, planning decisions or decisions relating to highway works.

Customer feedback relating to our fees and charges

- 27 33 contacts related to our fees and charges, which we review annually and allow us to provide local services that might not otherwise be possible.
- 28 Almost all feedback related to either dissatisfaction with council tax charges (18 contacts) or the £20 charge for a replacement bin / new bin for a new build property (11 contacts).

Compliments

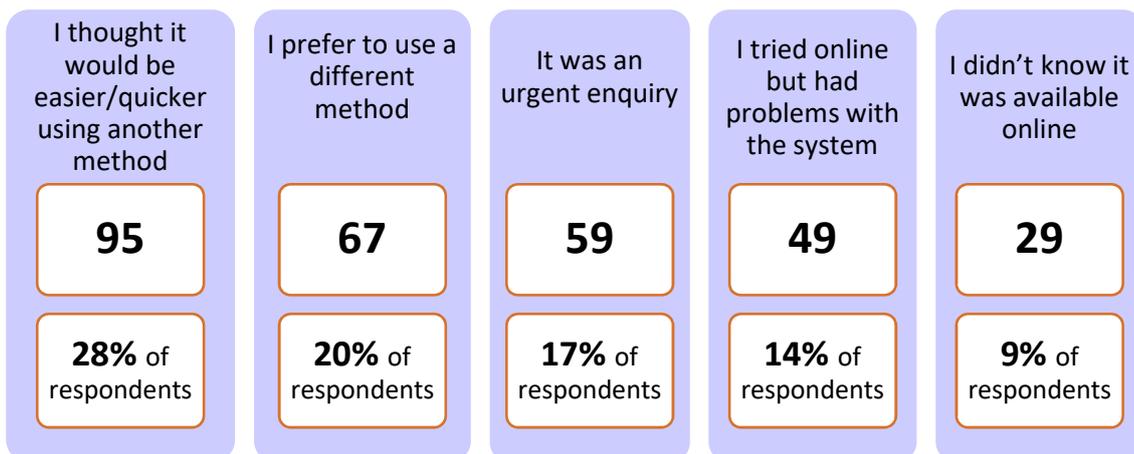
- 29 We also receive many positive comments about our staff and the services we provide, and we believe that understanding what is working well and valued is as important as knowing what is not working as well.
- 30 During quarter three, we received 237 compliments; 72 in relation to social care service and 165 in relation to other services. Most related to satisfaction with service provision, but others related to specific individuals.
- 31 A small sample of compliments is attached at Appendix 2.

Customer Satisfaction

- 32 Our customers can now provide feedback, in relation to both contact and service delivery for 25 different service requests, as part of the closure process within the Customer Relationship Management (CRM) system. These are listed at Appendix 3.
- 33 Between 1 October 2018 and 31 December 2018, we received 623 completed questionnaires through which customers rated their experience. High level results are shown below:

90% found it easy to contact the right service	65% were informed how long it would take to resolve task	78% were provided with clear information
87% were treated with dignity and respect	67% were informed of progress	94% felt request was handled knowledgeably and effectively
81% satisfied with the handling of their initial contact	73% satisfied with service delivery	75% were satisfied with the time taken to complete their task

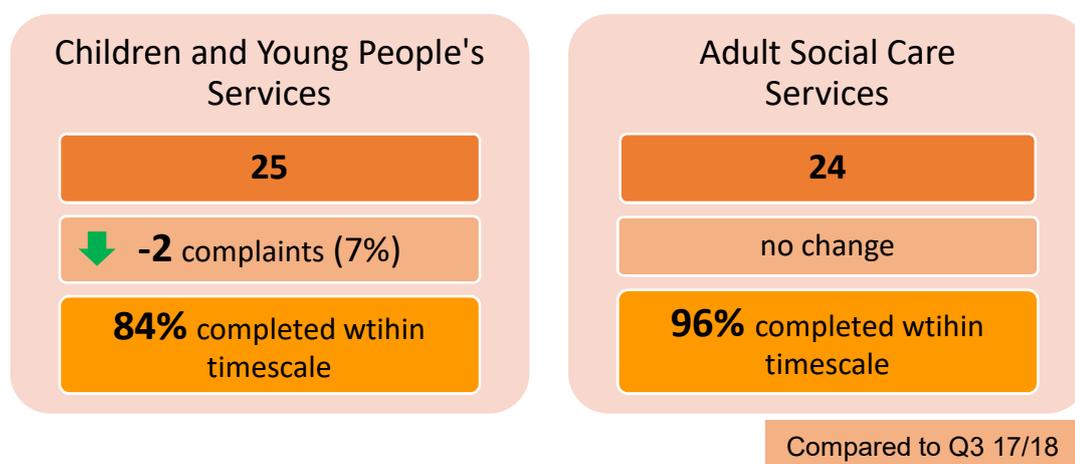
- 34 To drive further improvement, we asked customers who were dissatisfied the reasons why. More than one third of respondents reported difficulties finding the exact option they required on the website. Other comments included:
- (a) Being slow to respond, often resulting in the customer having to progress chase
 - (b) Not completing the task to the customers satisfaction
 - (c) Lack of contact / being unable to talk to the specific person they required.
- 35 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?
- 36 We received 339 replies, 88% of which fit into one of five key categories, listed below:



Customer complaints

- 37 Within this document there are two types of complaints; 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.

Statutory complaints (arising from our duties as a local social services authority)



Children and Young People's Services

- 38 During quarter two, we received complaints relating to phone calls not being answered or returned. During quarter three, we implemented phone checks to ensure phones are logged in, diverts are set up as appropriate, voicemail greetings are relevant, and messages are listened to.
- 39 During the quarter, actions were taken in response to complaints received including;
- (a) Reminding social work staff to inform parents of their right to seek legal advice prior to signing a Section 20 agreement (a voluntary, temporary agreement for a child to be accommodated)
 - (b) Reiterating, to relevant staff, the process relating to Special Guardianship Allowance payments to reduce delays.

Adult and Health Services

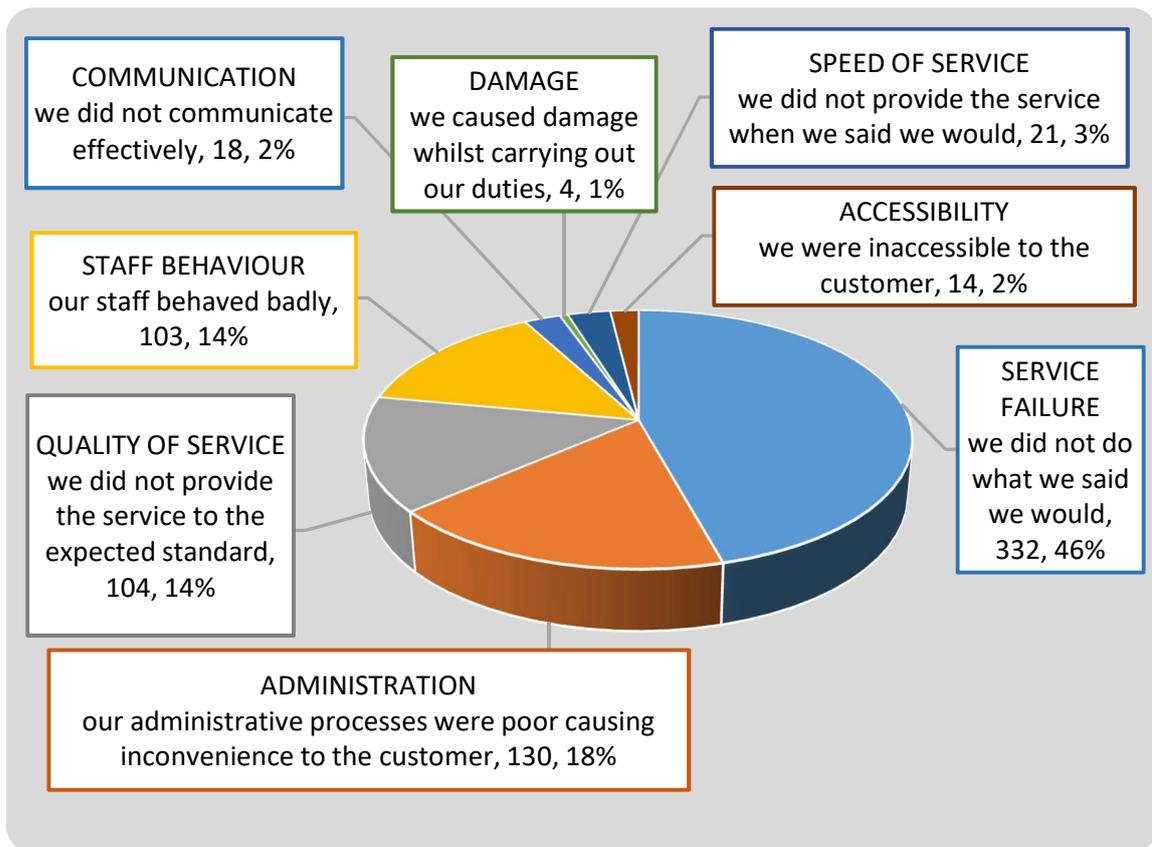
- 40 Learning Disabilities / Mental Health / Substance Misuse received the most complaints (nine) followed by Older People / Physical Disabilities / Sensory Impairment (seven). The most common reason for complaint was a disputed decision where a service user disagreed with an explanation or decision (eight) followed by a dissatisfaction following refusal of a service.

- 41 During the quarter, actions were taken in response to complaints received including;
- (a) Reviewing a care provider's systems, service delivery and record keeping and compiling an action plan with required areas for improvement.
 - (b) Reminding a care provider that daily logs must be removed from service user's property and securely retained once a period of care has ended.
 - (c) Modifying the reference template and accompanying covering letter which are used to assist service users recruit staff via a Direct Payment, to ensure our role is clear.
 - (d) Reminding staff that they must carry out appropriate checks to confirm when a service user is eligible for Section 117 funding (free help and support available to some people held under the Mental Health Act after they leave hospital).

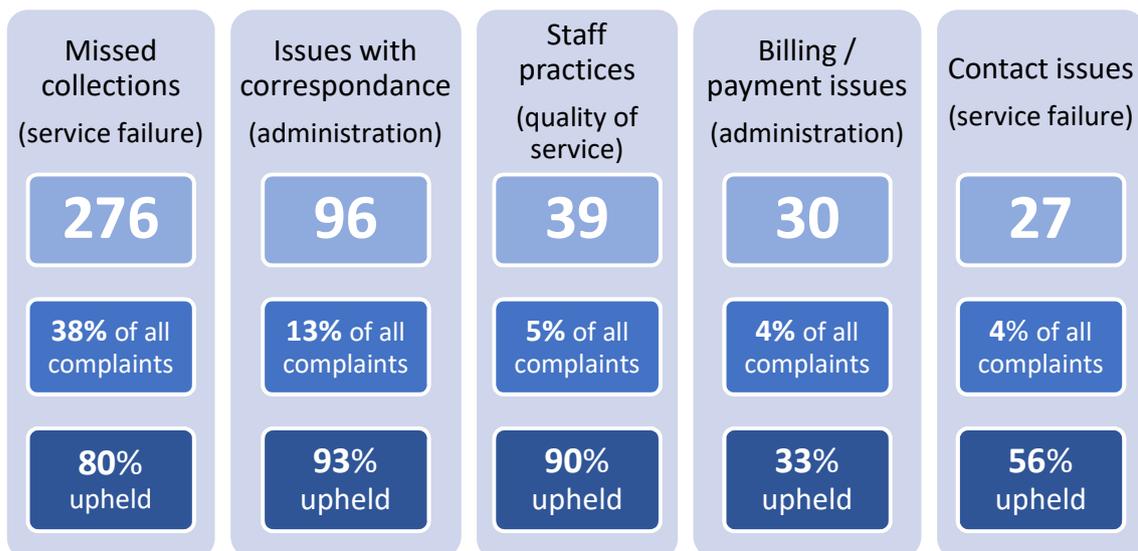
Corporate Complaints

- 42 During quarter three, we received 726 corporate complaints. This is an increase compared to quarter three, 2017/18, during which we received 547 complaints (+179 complaints).
- 43 The increase is partly due to a 75% increase in complaints relating to missed collections (+119 compared to quarter three, 2017/18) which is due to a change to the process for recording disputed missed collections.
- 44 We have completed investigations into 80% of these complaints and 67% were upheld (fully or partially).

45 There were eight main causes for complaint as shown in the following graph:



46 During the quarter, five specific issues received 64% of all corporate complaints.



- 47 Of the 96 complaints we received regarding issues with correspondence, 90 were from customers receiving a contamination notice they believed should have been sent to somebody else (for example, as the bin in question was not presented or was emptied as usual and no contamination sticker was placed on it). Upon investigation, 54% (49 complaints) were found to be justified. Recycling assistants now accompany bin crews on their rounds and, consequently, we are identifying more contaminated bins. It is often difficult – especially in back streets – to identify the house to which the bin belongs. This has resulted in some mistakes being made, but these are rectified as soon as we become aware.
- 48 Staff practice complaints were mainly from customers unhappy that Refuse and Recycling crews had not returned their bin to the Bin Collection Point (29 complaints).
- 49 The main complaint about billing/payment issues related to customers receiving an incorrect bill or payment (10).
- 50 All complaints relating to contact issues were from customers unhappy not to have received a progress update.

Corporate complaints subjected to independent investigation

- 51 During quarter three, some complainants remained dissatisfied with their response and requested that we consider escalating their complaint to the Customer Feedback Team for independent investigation. Consideration was based on the service response, remedy already offered, and the reasons given by the customer for the escalation.



- 52 See Appendix 4 for details of complaints upheld by independent investigators.

Complaints to the Local Government and Social Care Ombudsman

- 53 During quarter three, the Ombudsman delivered decisions in relation to 28 complaints. Conclusions were reached based on details supplied by complainants and supplemented in some instances with contextual information from council officers.



- 54 See Appendix 5 for details of complaints upheld by the Ombudsman.

Appendix 1: Sample of suggestions received during quarter three, 2018/19

Top 5 Customer Service Areas



You said: Our website does not state black plastic is not allowed in the recycling bin.

We did: The 'what goes where' recycling page on our website has been updated accordingly.

You said: Our response to street lighting faults should be more specific, for example, advising the customer it has been transferred to a work queue, referred to Northern Power Grid etc.

We did: We now provide more meaningful updates to customers

You said: Our GIS mapping tool for reporting streetlights is difficult for customers to use.

We did: We have developed the GIS functionality so customers can now report faults with select specific streetlights (even if they do not know the number)

You said: Use the empty window at the Town Hall in Durham city to advertise events.

We did: Although the amount of space available for community information was reduced when the Town Hall was developed as a visitor attraction, other city centre venues, including Clayport library and Freeman's Quay Leisure Centre, provide display space community information.

You said: Don't take payment for the garden waste collection scheme until nearer the start date.

Our response: We are unable to store bank details to take later.

You said: Use glass collection boxes that fit inside recycling bins.

Our response: We did consider this but a caddy inside the bin would reduce the amount of recyclable material that can be stored, they tend to overflow inside the bin causing issues with sorting, they make it difficult for larger items to be placed in the bin and can make the bin top heavy.

You said: Allow customers to order more than one waste permit online

Our response: each permit needs a separate QR code, so we can track its status and monitor waste type more accurately, thereby reducing the number of customers turned away. Customers can receive their first 12 permits (each calendar year) instantly if they choose to receive by e-mail or collect from a CAP as soon as they log the request.

You said: Would like a Customer Access Point in Peterlee

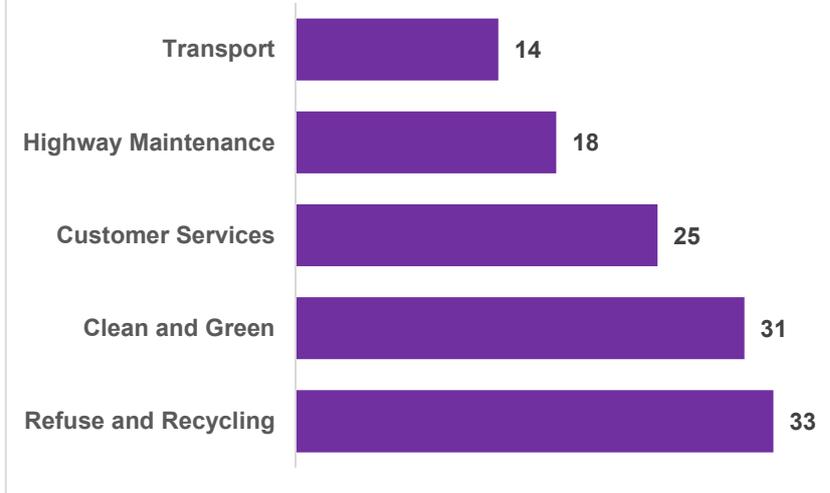
We did: A weekly surgery is held each Wednesday 10am to 4pm at East Durham Homes office.

You said: Provide updates to the customer via their online request.

We did: Our 'do it online' self-serve portal enables customers to receive acknowledgements and updates via email and by logging into their account.

**Appendix 2:
Sample of compliments received during quarter three, 2018/19**

TOP 5 SERVICE AREAS:



Customer thanked the team for dealing with his missed bulky collection **quickly** and **efficiently**. They called to report this and the crew returned a few hours later to collect the items. Thank you very much.

As a regular user of Chester-Le-Street park, I would like to pass on my thanks to the team who **maintain** the park all year around. They keep it looking **good** and **clean** for all to enjoy.

Thank you to the team who came out this morning and cut the hedges back from the footpaths. A **prompt** and **efficient service**.

I just want to say **thank you** to the team who collected my domestic waste this morning. I had forgotten to put out my very full bin and when the team saw me trying to drag the bin after them, they **came to my rescue** with a smile. They could not have been more **helpful**.
Excellent customer service.

Customer came into reception at Crook CAP for a bus pass. They were made to feel **very welcome** and had **great help** from staff.

Customer complimented staff for recent work carried out at Newton Hall. The gentleman who did the work have made a **really good job** and, without exception, were **hard-working, professional, friendly** and most **accommodating** throughout the whole process. Please pass on my compliments.

I have recently moved to the area and have had plenty of **help** and **advice** from my local recycling centre in Newton Aycliffe. I would just like to say a big thank you to them all for helping me dispose of my items for recycling.

Customer rang to thank Care Connect for the **help** they gave when a family member had a fall. The two members of staff were **fantastic**.

Crew working on tarmacking in back street have been **very pleasant** and **helpful**. Have taken bins to the top of the street on collection day and have done a **very good job**.

Appendix 3: Satisfaction questionnaires are applied to the following service requests

- Abandoned shopping trolleys
- Bin – request help with your bin
- Bonfires
- Bus stop and shelters
- Complaints
- 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
- Noise
- 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

Appendix 4: Independent Investigations by Customer Feedback Team where corporate complaints were upheld

Complaint	Action to be taken
<p>The complainant was unhappy that we did not make them aware that our officer had arrived at their property, thereby resulting in a missed appointment.</p>	<p>We have refunded the customer £20.</p> <p>As customers provide a contact number when booking, we are considering amending our process by giving these to the attending officer, so they can make customers aware of a visit.</p>
<p>The complainant felt they should have received a partial council tax refund due to our actions following a missed collection.</p>	<p>We have acknowledged that our actions fell short of expectations and our lack of response left the customer with uncollected refuse and the inconvenience of multiple contacts to try and resolve the issue.</p> <p>We have resolved the issue and apologised to the customer for the inconvenience.</p>
<p>The complainant experienced multiple missed collections of garden waste.</p>	<p>We have apologised and refunded the customer.</p> <p>Procedures are now in place to ensure that the garden waste is collected on the designated day.</p>
<p>The complainant was unhappy that their recycling bin was incorrectly logged as contaminated.</p>	<p>We accept that the bin was incorrectly logged. We have apologised, arranged for the bin to be emptied and removed the contamination record from their property.</p>
<p>The complainant was unhappy with the planning process and our response to their concerns.</p>	<p>We acknowledge that poor communication caused the complainant prolonged stress and uncertainty and have apologised.</p> <p>However, we did not find fault with other areas of the complaint.</p>

Complaint	Action to be taken
<p>The complainant was dissatisfied with our response and perceived lack of action after they reported damage to a vehicle.</p>	<p>We have apologised to the customer.</p> <p>We will review our current process for logging damage / injury reports to ensure customer expectations are managed.</p>
<p>The complainant was dissatisfied with our process for reporting vehicle damage, and our subsequent lack of action.</p>	<p>We have apologised for the delay which was caused by incorrectly actioning the initial contact.</p> <p>Staff have undertaken additional training.</p>
<p>The complainant was dissatisfied with multiple missed collections, containers not being returned to the Bin Collection Point (BCP) and our lack of communication.</p>	<p>We have apologised to the customer for the inconvenience caused.</p>
<p>The complainant was unhappy that our standard contamination letter does not adequately explain what constitutes contamination. They were also unhappy with our response.</p>	<p>We have changed our website to make clear that black plastic cannot be recycled.</p> <p>We will consider the customer's suggestion that those with no history of contamination have their bin emptied, are sent a letter explaining that reason for contamination and are asked to ensure it does not reoccur.</p>

Appendix 5: Complaints upheld by the Local Government and Social Care Ombudsman (the Ombudsman)

Ombudsman's final decision	Agreed action
<p>The council has been at fault as it has not regularly monitored a site which has had repeated warnings and notices because of the untidy land. The complainant does not live next to the site, but looks at it daily when they pass, so the direct injustice to them is minimal.</p>	<p>That the council visit the site to investigate whether carpets and other rubbish is a contravention of the notice within one month of the date of the decision.</p> <p>That the council monitor the site monthly after the initial visit until the Community Protection Notice expires.</p>
<p>There was fault in the care agency's actions when the care worker attended the client's home and could not gain entry. The council has already remedied the injustice and addressed any service improvements.</p>	<p>The council has apologised to the client for the fault and addressed service issues that became known because of the complaint.</p> <p>Decision to be shared with Care Quality Commission so they can consider this information in any further reports regarding the agency.</p>
<p>The council were at fault as – even though they did not take enforcement action for breach of planning control - they did not have a procedure in place to alert the Non-Domestic Rates Service about a change of use to a building.</p>	<p>Investigation completed as no injustice caused.</p>

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**Corporate Overview and Scrutiny
Management Board**

18 March 2019

**Quarter Three 2018/19
Performance Management Report**



Report of Corporate Management Team

Lorraine O'Donnell, Director of Transformation and Partnerships

Councillor Simon Henig, Leader of the Council

Electoral division(s) affected:

Countywide.

Purpose of the Report

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

Performance Report for quarter three, 2018/19

- 2 The performance report for quarter three, 2018/19 is attached at Appendix 2. It is structured around a set of key questions aligned to the six priority themes of the Altogether framework and includes the key performance messages from data available this quarter along with visual summaries and data tables for each priority theme.

Future Performance Reporting

- 3 As our current vision, which forms the basis of this performance report, is over nine years old and many of the original aims have been achieved, we are developing a new set of proposed ambitions that better reflect the needs and opportunities of County Durham. Consequently, from quarter one, 2019/20, the format and content of this performance report will change to align it to the new vision.

Executive summary

4 Key performance messages for quarter three, by priority theme:

Altogether Wealthier

- (a) The medium-term employment rate remains positive and there are early indications of further improvement, although productivity in the county remains sluggish and is constrained by relatively large numbers of people of working age on state benefits or with low earnings. Inward investment into the county is continuing (£17 million during quarter three) and an estimated £1.5 million in economic benefit was realised from our four latest tourism and cultural events (Tour Series, Brass Festival, Book Festival and North Pennines Stargazing Festival). Turning to housing, as fewer households than anticipated contacted us through 'duty to refer', we have enhanced communications to ensure all relevant public bodies are aware of their obligation to refer those who are homeless or threatened with homelessness to Housing Solutions.

Altogether Better for Children and Young People

- (b) Finalised data have confirmed educational improvements across all key stages. However, we remain concerned by the widening gap between disadvantaged and non-disadvantaged pupils in GCSE attainment, and the proportion of secondary schools rated as 'requires improvement' or 'inadequate'. There have been improvements in children's social care but vulnerabilities remain in relation to some staff caseloads remaining high and inconsistencies in the quality of casework. The implementation of our new case management system (Liquid Logic) is positive and will support further improvement. We have noted variation in the under-18 conception rate across the county and have implemented a new Teenage Pregnancy Prevention Framework to address this.

Altogether Healthier

- (c) 44% of children and young people are physically active, but there is evidence that inactivity and diet are leading to unhealthy weight gain for some children, with more than 37% of all 10-11 year olds now overweight or obese. Although smoking prevalence is better than both the England and regional average, mothers smoking at time of delivery remains a concern. A smoking in pregnancy steering group has been established to reduce smoking in pregnancy to 6% by 2022. To reduce the suicide rate across the county, which is worse than both the regional and England averages, a new suicide prevention action plan is now in place which includes; an early warning system to flag up people at risk,

review of the referral processes and out-of-hours crisis provision, and an audit of the support provided by the community and voluntary sector.

Altogether Safer

- (d) The change in crime recording practices continues to impact the crime and anti-social behaviour (ASB) levels, as many incidents previously recorded as ASB are now recorded as crimes. Overall crime levels have increased, but reported anti-social behaviour incidents have decreased by a similar number. Although our substance misuse service was rated as 'requires improvement', the Care Quality Commission also recognised many areas of good practice. A rise in recorded domestic violence incidents of 6% has been noted if compared with 2017 and is being further investigated; improvements in support have been made with Operation Encompass (addressing the impact of domestic abuse on children) now in every County Durham school.

Altogether Greener

- (e) The slight increase in reported enviro-crime is due to increases in litter, graffiti and most notably bonfires. There were fewer reported fly-tips. Although there has been an increase in household waste re-used, recycled or composted, we are concerned about the level of contamination (especially plastic bags) in the waste. Our strategy towards single use plastics has now been finalised and we are assessing the implications of the newly released Resources and Waste Strategy for England. We continue our flood prevention programme with a £6 million investment to open up a 90 metre stretch of the Cong Burn below the market place at Chester-le-Street.

Altogether Better Council

- (f) Attendance management is performing better than target, but remains a focus. We are tackling the main causes, 'musculo-skeletal' and 'mental health' problems, through targeted interventions and the implementation of specific actions across the authority. Our new performance appraisal scheme is underway, and now includes the offer of a coach or mentor. The appraisal also requires a discussion on health and wellbeing. We are working toward gold award status (better health at work) with the launch of a new employee health and wellbeing survey in early 2019. We continue to develop our Customer Relationship Management (CRM) system to enhance customer experience, with more services becoming available online, including the ability to book, cancel and amend appointments at our Customer Access

Points, more customers utilising digital channels and the launch of a Member Portal. The Freedom of Information (FOI) request backlog has now been cleared and we have introduced a more streamlined sign off process.

Risk Management

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

Recommendation

- 6 That Corporate Overview and Scrutiny Management Board:
 - (a) considers the overall position and direction of travel in relation to quarter three performance, and the actions being taken to address areas of underperformance.

Contact: Jenny Haworth

Tel: 03000 268071

Appendix 1: Implications

Legal Implications

Not applicable.

Finance

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

Consultation

Not applicable.

Equality and Diversity / Public Sector Equality Duty

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

Human Rights

Not applicable.

Crime and Disorder

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

Staffing

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

Accommodation

Not applicable.

Risk

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

Procurement

Not applicable.

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Altogether better



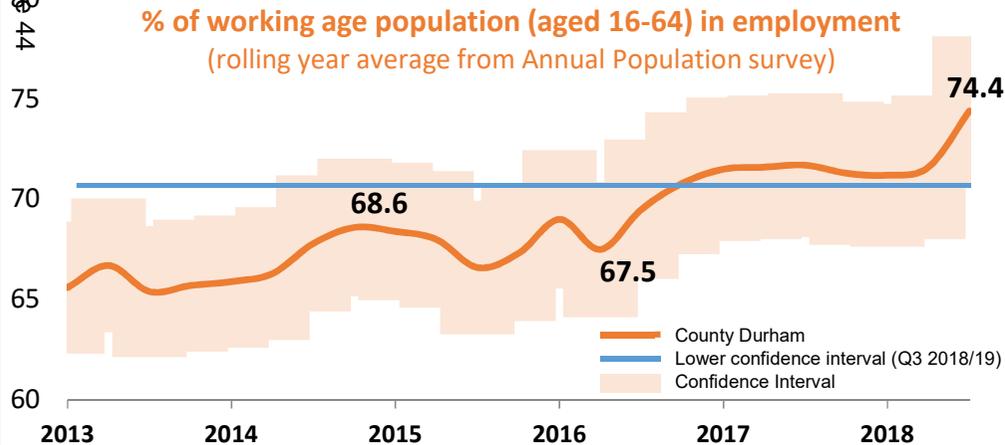
Durham County Council Performance Management Report

Quarter Three, 2018/19



1 Do residents have good job prospects?

Page 44



Key employment stats for the county

79.3%	male employment
69.8%	female employment
73.5%	of employed people work in the private sector
28.0%	of employed people work part-time
56.9%	employment in 16 to 24 age group
85.0%	employment in 25 to 49 age group
67.2%	employment in 50 to 64 age group
9.5%	employment in 65+ age group
82.9%	employment rate for those without a disability
49.4%	employment rate for those with an Equality Act core or work limiting disability

❖ Additional employment rate information available [here](#)

Work and Health Programme

For those prevented from working due to a health condition

Throughout 2018,

- **794** referrals received
- **582** people engaged
- **80** people moved into full-time employment

North Durham Assist and South Employability Mentoring

Services to help people aged 25+ into employment / start their own business.

Launched during quarter, and to date,

- **39** people engaged
- **5** people moved into employment

Wheels to Work (W2W)

Moped loan scheme to help people into employment, education or training that would otherwise be inaccessible due to poor transport connections or out-of-hour work

Since 2016 launch, **89** people helped,

- **74** into employment
- **12** into apprenticeships
- **3** into education

Area Action Partnership funded until June 2019. Looking at other funding sources to retain the scheme and expand countywide

Altogether Wealthier

- 1 The priority theme of Altogether Wealthier is structured around the following five key questions:
 - (a) Do residents have good job prospects?
 - (b) Is County Durham a good place to do business?
 - (c) Do residents have access to decent and affordable housing?
 - (d) Is it easy to travel around the county?
 - (e) How well do tourism and cultural events contribute to our local economy?

Do residents have good job prospects?

- 2 Since quarter two, the employment rate has increased by 2.8 percentage points and is above the 73% target in the Regeneration Statement. However, as the rate is an estimate from a sample survey it is possible that this increase is due to random sample variation, although the increase does remain within the estimated confidence intervals (+/- 2.9%). We will know if this is the case at the next data release in April.
- 3 The employment gap across County Durham between those with an Equality Act core or work limiting disability and those without a disability increased from 37 percentage points in 2014 to 46.6 percentage points in 2016. However, this has now fallen to 33.5 points, while the national gap has remained stable at around 27 points.

Is County Durham a good place to do business?

- 4 County Durham has historically suffered from the lower wage economy compared to national averages and has the fifth lowest GVA per filled job in its peer group areas in the North East of England (out of seven NE areas¹), when comparisons of productivity are made. Productivity in the county continues to rise at a similar rate to regional and national productivity growth, while still being constrained by the relatively large number of persons of working age in the county on state benefits and low earnings (compared nationally). However, it still remains below UK productivity levels by 14.6%.
- 5 During quarter three, five inward investment projects, valued at more than £17 million, came to fruition. These projects include VBites, which has purchased the

¹ Productivity comparisons are calculated using Nomenclature of Territorial Units for Statistics (NUTS), this is a hierarchical classification of administrative areas, used across the European Union (EU) for statistical purposes. Further information is available on the [Office for National Statistics](#) website.

former Walkers crisp factory at Peterlee and intends to create 300 jobs, and a plastic recycling plant for Biffa in Seaham.

- 6 'Finance Durham', which helps deliver business and economic growth across the county by supporting Small and Medium-sized Enterprises (SMEs) struggling to access the growth finance needed to develop their businesses, completed three investment deals. Dyer Engineering, based at Annfield Plain, received £750,000 to support its growth plans and exploit new business opportunities. Parsons Containers, based at Sedgefield, received £500,000 to support its growth plans, enhance its digital presence and support the business to open four new sites for its self-storage brand 'U hold the Key'. G20 Water Technology received £200,000 to help increase its Research and Development facilities at its laboratory at NETPark.
- 7 During quarter two, Business Durham applied to the European Regional Development Fund (ERDF) for a £6 million capital grant. This application has now been approved and will provide grants of up to 40% to businesses investing at least £100,000 in capital equipment or new premises to support their growth.
- 8 Due to ERDF funding, businesses which have been trading for less than 12 months can now apply for funding of up to £10,000 (previously £2,500) through the 'Durham City Incubator', an initiative with Durham University and New College Durham for business owners and entrepreneurs across the County. This is in addition to a six-month programme of support, advice and training to help the new businesses thrive.
- 9 During quarter three, in advance of a showcasing event for engineering and manufacturing companies (EMCON 2018), 21 small and micro businesses from across the county accessed 'The Incubator Zone', a support package for first time exhibitors. The support package included help and advice on exhibiting at large events as well as basic exhibition materials, designed and printed ready for the show.
- 10 Business Durham has launched its 'Powered by People' campaign, the objective of which is to give businesses, influential developers, employers and partners, the ability to promote County Durham and grow business and jobs across the county. The council, with Durham University, hosted a regional business event on 31 January, bringing together businesses, key partners and groups from across the county and wider North East to look at the role of the North East in delivering the UK economy.
- 11 We also launched the annual Future Business Magnates competition, themed 'Made in County Durham, sold to the world'. Pupils from local schools will develop a product or service that can be made using skills found within the county and exported around the world. The competition will be judged by Business Durham in July.

- 12 December saw the return of 'free after 3pm' for all council owned parking. The initiative, now in its sixth year, encourages people to shop locally and support local businesses during the festive period. In addition, to support 'Small Business Saturday' on 1 December, all council owned parking was free after 10am.

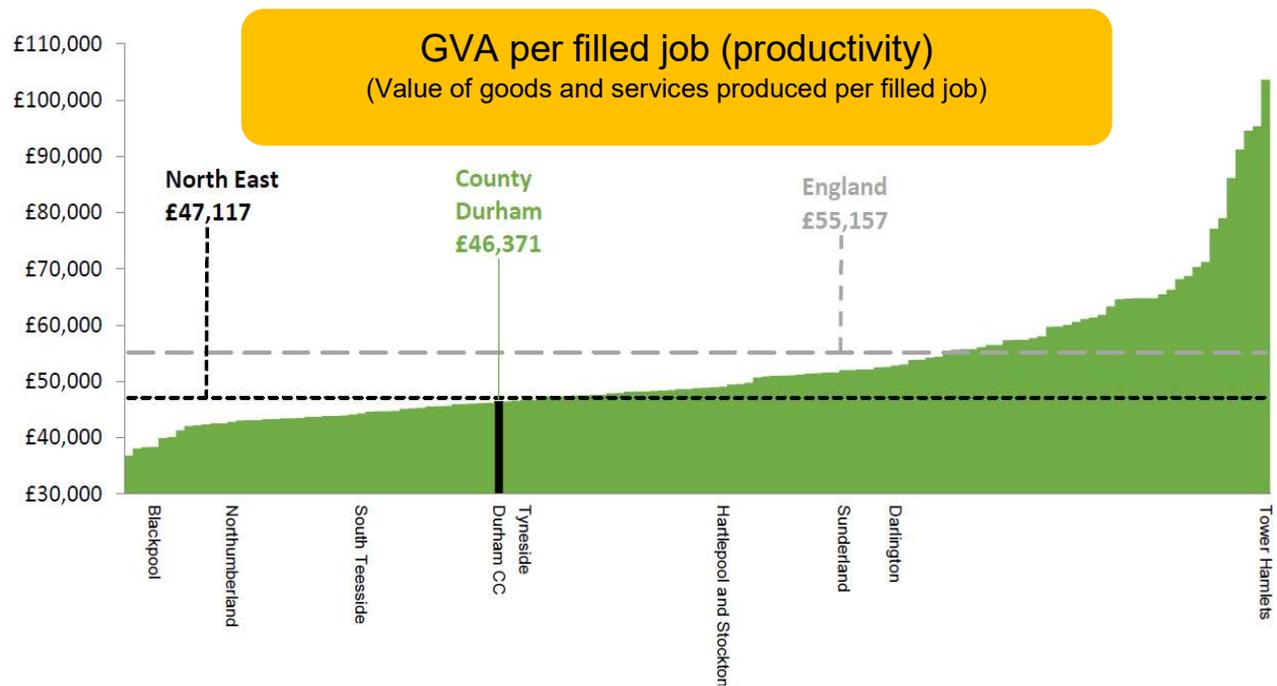
Do residents have access to decent and affordable housing?

- 13 The duty to refer, a statutory obligation on certain public bodies such as the NHS or the police to refer those who are homeless or threatened with homelessness to Housing Solutions, was introduced in October 2018. Consequently, we expected an increase in the number of households accessing Housing Solutions during quarters three and four. However, this was fewer than anticipated (87 clients). We will enhance our communications to ensure public bodies are aware of and adhering to the duty.
- 14 We are consulting on both the Housing Strategy and Homelessness Strategy, alongside the County Durham Plan, until 8 March.
- 15 We are preparing a business case to widen selective licensing across the county. If approved, this will require private landlords to obtain a licence for each of their properties. Licensing should lead to improved housing standards, reliable longer-term tenancies, fewer empty properties, reduced anti-social behaviour and reduced homelessness.
- 16 Our partnership with Keepmoat Homes has delivered almost 2,000 homes since its establishment in 2001.

Is it easy to travel around the county?

- 17 Our Strategic Cycling and Walking Delivery plan for 2019-2029 has now been approved by Cabinet. The plan is supported by a five-year action plan which will be translated into a work programme, so progress can be monitored.
- 18 Initial work on the new £10 million railway station at Horden is due to start during February with the station expected to open to passengers in spring 2020.

Page 48 Is County Durham a good place to do business?



County Durham	↑ £38,575 (2009) ↑ £46,371 (2017)
National	↑ £46,276 (2009) ↑ £55,157 (2017)
Comparison	Co. Durham +20% ★ National +19%

❖ An explanation of how GVA per filled job is calculated can be found [here](#)

County Durham Plan

Changes made following the most recent consultation include;

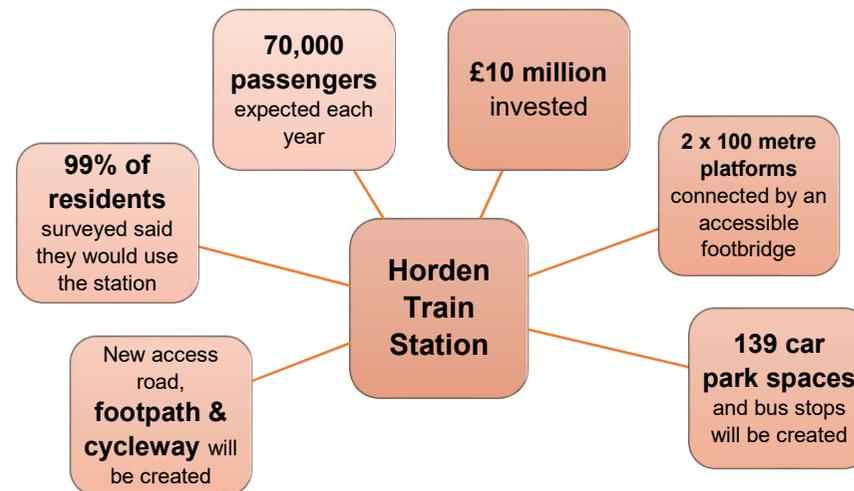
- fewer proposed housing sites (43 to 28)
- safeguarding two potential routes for a possible Northern Relief Road
- more flexibility in town centre policy, recognising the full spectrum of town centre uses

We are now consulting on the pre-submission draft of the Plan until 8 March 2019.

Business Durham Activity		Compared to Q2
5	inward investments secured	↑ 4
£17m	value of inward investments	
£6m	ERDF grant approved	
84%	Business Durham floor space occupied	↑ 1.4pp
765	jobs created (472) or safeguarded (293)	↑ 192%
£19.2m	GVA from jobs created/safeguarded	↑ 11.5m

3. Do residents have access to decent and affordable housing? 4. Is it easy to travel around the county?

Decent and affordable housing (Oct-Dec 18)		Compared to Q2
411	Properties improved / adapted / brought back into use	↓ 12%
2,929	households accessed Housing Solutions	↓ 6%
269	households helped to stay in their homes through homelessness prevention work	↓ 7%
336	households helped to move to alternative accommodation	↑ 21%



Eden Field
Newton Aycliffe

- Phase three completed
- 94 new properties;
 - 69 completions
 - 12 affordable homes
 - 13 lets



Chester-le-Street

- In partnership with Keepmoat Homes, we have begun work on a 78 home residential development.
- includes affordable homes for rent and sale

Cycling and Walking Delivery Plan 2019-29

Actions include:

- Requiring new developments and roads to include cycling and pedestrian routes
- Completing construction of the Great North Cycleway
- Constructing Cycling Super Routes linking key settlements within 5 miles of Durham City.
- Implementing practices that enforce safety and attractiveness of cycling / walking
- Supporting 20mph zones
- Encouraging installation of cycle parking and electric charging points within easy reach of workplaces.
- Providing Health Walks for adults (Walk Durham)

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

- 19 Durham Town Hall is now open to visitors every Saturday from 10am to 3pm, to showcase its heritage, its collections and its history. During the first three months of its opening, there were 942 visitors.
- 20 Lumiere Durham, which is set to return in 2019 to celebrate its 10-year anniversary, was awarded 'Best Creative Lighting Event' at this year's darc awards which celebrates the best in lighting design from across the world.
- 21 Plans to create a new history centre bringing together archive and heritage services for the county have been approved. County Durham and Darlington's archives will be housed alongside Durham's historic registration records, environment and archaeology records, local studies collection and the DLI collection. Construction on the new History Centre, including restoration and refurbishment of the Grade II listed Mount Oswald Manor, is expected to start 2020 and the multi-use venue where visitors can access collections, talks and behind the scenes tours will be fully open during 2022.

ALTOGETHER WEALTHIER

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

North Pennines Stargazing Festival



£118,748	estimated economic benefit
1,512	people attending (↑ 50% from 2017)
30	events held from 20 October-4 November
25%	of festival goers stayed overnight (↑ 7% from 2017)
4.4	average number of nights stayed
£8.50	ROI for every £1 spent

14,834
people attended heritage open day events in September 2018

↑ **15%**
compared to the previous year

2018 Tour Series (May 2018)

- **10,000** visitors
- **£326,471** gross expenditure impact
- **£158,036** net visitor expenditure
- **£144.03** average spend per 24 hours by overnight visitors (13% of visitors stayed overnight)
- **£81.03** average spend by day visitors



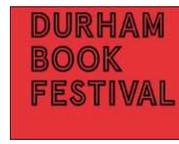
Brass Festival (July 2018)

- **23,757** visitors
- **£492,383** net visitor spend
- **£23.88** average individual spend
- **£873,732** total net economic impact
- **£115,000** DCC investment
- **760%** ROI



Durham Book Festival (October 2018)

- **7,983** visitors
- **£104,868** net visitor spend
- **£548,256** total net economic impact
- **£75,000** DCC investment
- **731%** DCC ROI



280
tourism businesses are participating in the Scheme

↑ **64**
businesses compared to Q3 2016/17 (30%)

82%
retention rate

179
renewals

101
new partners



3,384
visitors from
Apr–Oct 2018

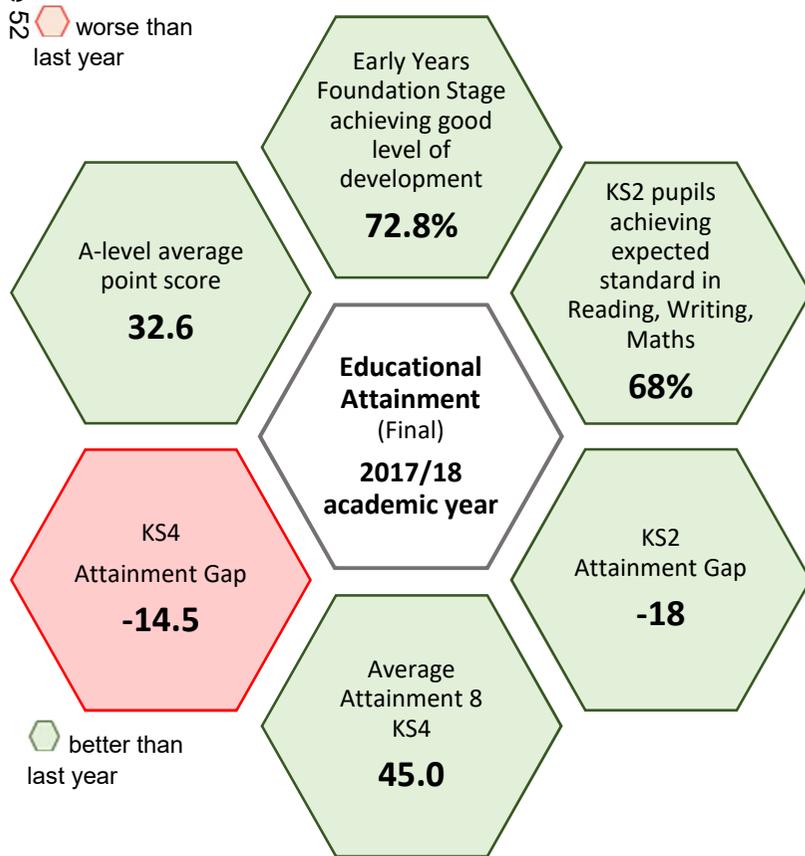
Binchester Roman Fort

Major enhancements include:

- installation of electricity to allow modernisation of the ticketing system and the extension of the opening season.
- a new timber building to protect the Roman Bath House.

Are children, young people and families in receipt of (1) universal services and (2) early help services appropriately supported?

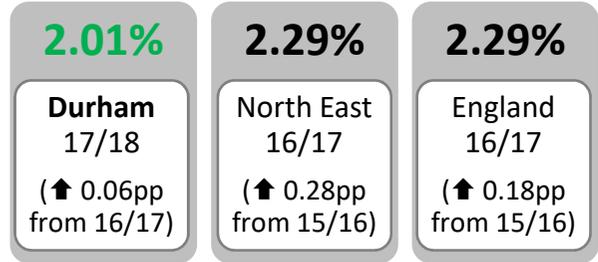
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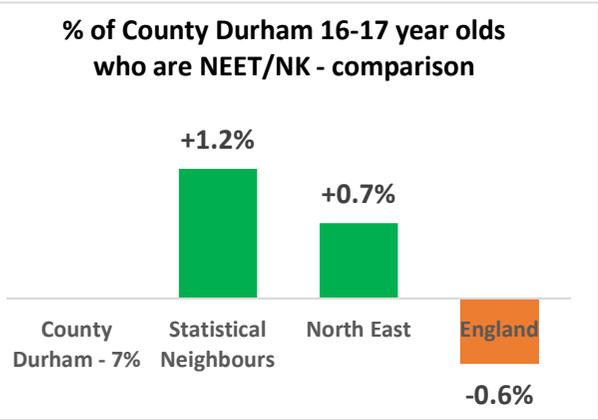
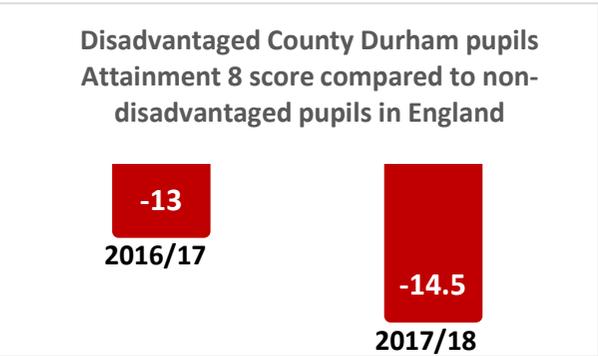
2,134 cases open to **One Point** (as at 17 October 2018)

93% of **One Point** assessments completed within 45 working day timescale (Apr-Sep 2018)

% of children with at least one fixed term exclusion



*provisional



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

Schools judged **good or outstanding** (as at 31 December 2018)



Education Health & Care Plans

84% plans issued within 20 week timescale

Improvement on last year, but not achieving target

- For the first time in two years, under 18 conceptions increased; to 190 (Oct 16-Sep 17) from 181 in the same period last year
- Rate of teen pregnancy is lower than in North East but higher than in England

Teenage Pregnancy Prevention Framework is encouraging healthy relationships



Altogether Better for Children and Young People

- 22 The priority theme of Altogether Better for Children and Young People is structured around the following four key questions:
- (a) Are children, young people and families in receipt of universal services appropriately supported?
 - (b) Are children, young people and families in receipt of early help services appropriately supported?
 - (c) Are children, young people and families in receipt of social work services appropriately supported and safeguarded?
 - (d) Are we being a good corporate parent for looked after children?

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

- 23 Final data confirms our attainment 8 score for state-funded schools, which measures pupil achievement across eight different subjects, as 45.0. Whilst this has improved from 44.6 last year, evidencing a positive direction of travel, it is below the national average for state-funded schools (46.4) and places the county in the third quartile of all local authorities. The data also identifies a widening gap between our disadvantaged pupils and non-disadvantaged pupils nationally. County Durham's disadvantaged pupils did however achieve the second-highest attainment 8 score of all disadvantaged pupils across our regional neighbours in 2018.
- 24 Work is ongoing regarding exclusions. We have agreed with Head Teachers that once a school has taken in the equivalent of 1% of pupils within a year group, they will not be required to take any more pupils who have been permanently excluded or who have had two or more managed moves.
- 25 The proportion of secondary schools in the county rated as 'requires improvement' or 'inadequate' by Ofsted remains a concern, with an additional school (The Hermitage Academy) rated as 'inadequate' this quarter. It should be noted that latest published data identifies almost three-quarters of secondary pupils in County Durham (72%) are taught in 'outstanding' or 'good' secondary schools, which remains above the regional average (67%). Ofsted announced plans to overhaul school inspections so greater focus is given to the quality of education². Consultation regarding the proposed changes to the education inspection framework closes 5 April 2019.
- 26 The government is reviewing safeguarding and contact with electively home educated children. It is being proposed nationally that parents who choose to

² [Ofsted consultation](#) (Sep 18–Apr 19)

educate their children this way must register their child's details with their home local authority, including information on the education being provided. Our Children's scrutiny committee has scheduled a local review on elective home education as part of their work programme.

- 27 We are developing a new Special Educational Needs and Disability (SEND) Strategy, based on feedback from people across the county who have SEND. The strategy sets out where we would like to be four years from now and is accompanied by a one-year action plan.
- 28 During quarter three, 4.5% of County Durham young people aged 16-17 were recorded as not in education, employment or training (NEET). However, this figure cannot be reviewed in isolation due to the proportion of this age group whose destination is not known (NK). As some are likely to be NEET, the two cohorts (NEET and NK) must be considered together.
- 29 NEET young people aged 16-24 in County Durham are offered support from DurhamWorks (an European funded, Durham County Council led partnership programme). As of the end of December 2018, the programme had offered support to 5,292 verified participants. 2,792 young people have completed the DurhamWorks programme, with 2,513 (90.0%) progressing to education, employment, training, gaining a qualification or receiving an offer of education employment or training.

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

- 30 As at 31 December 2018, 6,923 families were attached to the Stronger Families Programme, which is much higher than the original programme target of 4,360 by May 2020. To date 1,730 families (40% of our target) have achieved significant and sustained outcomes as described in the County Durham Family Outcome Framework, with an additional 364 families awaiting certification (which would increase the number to 2,094, 48% of our target).
- 31 We recently submitted our first Stronger Families Earned Autonomy assurance update to the government which was followed by a monitoring visit on 4 February 2019. Early Help services are available across the whole county but as part of stronger families pilots, we are setting up 'Early Help Panels' within three localities identified as having high demand for both statutory children's services and early help, as well as specific issues such as school readiness, school attendance and exclusions.
- 32 The panels will ensure key early help services such as schools, child health and the voluntary and community sector work closely in a co-ordinated and effective way. We will also co-ordinate evidence-based interventions such as Family

Network meetings, Family Group Conferencing and targeted parenting and empowerment programmes. Best practice will be rolled out to other parts of the county.

- 33 Variation in the under-18 conception rate across the county (some wards are consistently 20% higher than the countywide average) has led to the implementation of a Teenage Pregnancy Prevention Framework. The framework aims to prevent unplanned pregnancy and develop healthy relationships by co-ordinating preventative interventions such as a mobile sexual health service, young person's portal, relationship sex education (RSE) programmes and the young parent pathway.
- 34 We are also supporting secondary schools to review their RSE provision, so it can be accessed by all pupils in an educational setting. From December 2018, we have been supporting primary education, particularly in relation to the transition between Key Stages two and three, and a greater emphasis will be placed on vulnerable groups and developing networks to support more schools.

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

- 35 As at 3 January, our statutory social work teams were supporting more than 3,800 children, including 434 children on a child protection plan and 839 looked after children.
- 36 In early January, we received a focused visit from Ofsted. Inspectors recognised our improvement journey, the improvements we have made and the impact this is starting to make. They told us that we have good understanding of our challenges, appropriately focused improvement plans and good support from the council. They recognised that the pace of change has stepped up over recent months and that we need to continue to maintain and increase this pace of change. We will continue to implement the changes we have planned as well as addressing any additional recommendations following the focused visit³.
- 37 We have noted a recent increase in statutory re-referrals and are undertaking further analysis to determine the reasons for this. An update will be provided at year-end.
- 38 The council's child protection processes continue to be closely monitored. The proportion of an Initial Child Protection Conferences (ICPCs) held within 15 days of

³ [Ofsted focused visit summary](#) (10-11 January 2019)

a strategy meeting is a concern. The number of Section 47 investigations⁴ remains relatively high historically but has stabilised this financial year following sharp increases between 2015/16 and 2017/18.

- 39 These concerns reflect the complexity of our case work and the additional demand on social workers and independent reviewing officers. We are to review the child protection conference process and an additional two Independent Reviewing Officers are to be appointed.
- 40 Social worker caseloads remain a priority issue, mainly within our Families First Teams. Actions are in place to address this issue by improving case progression and recruiting and retaining staff. These include: expanding the Integrated Clinical Service (ICS), introducing social work assistants, increasing staffing in the Supervised Contact Service, recruiting an additional 12 newly qualified social workers, creating a new enhanced social work practitioner grade for 12 posts.
- 41 The introduction of a Recruitment and Retention Allowance for 'hard to fill' social worker posts should reduce agency workers across the Families First Teams by encouraging people to apply for permanent roles within the council.
- 42 Following our 2016 Children's Services Ofsted inspection, we received a recommendation to 'continue with the plan to review existing recording systems to ensure that children's case records are organised in such a way that they present a coherent, accurate and easily accessible picture of a child's journey'. Our new case management system (Liquid Logic) successfully went live on 1 February 2019. It provides a much-enhanced system to support staff practice and allows high quality recording of every child's journey. The initial implementation was very positive, but much work remains to fully realise the benefits of it in work practices.

⁴ If we have reasonable cause to suspect that a child who lives, or is found, in our area is suffering, or is likely to suffer, significant harm, we carry out a Section 47 investigation to determine whether any action should be taken to safeguard that child.

ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE

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

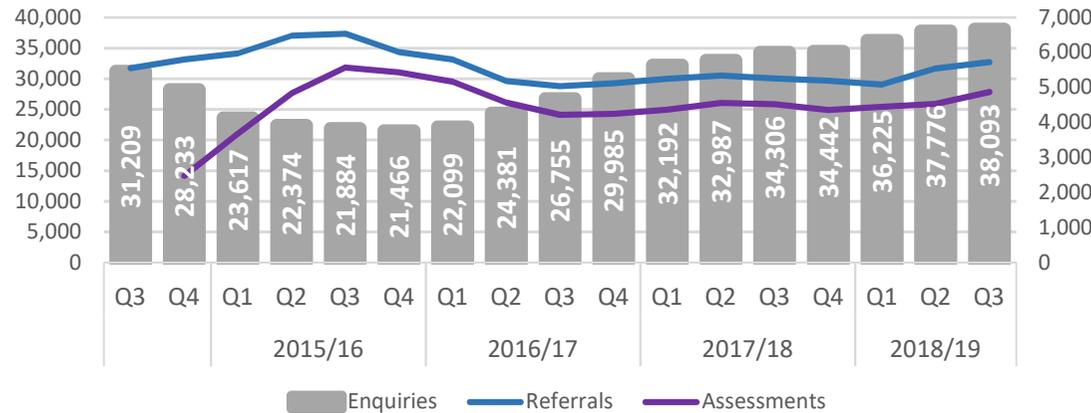
Journey of a child

11% increase in enquiries compared to Dec 2017

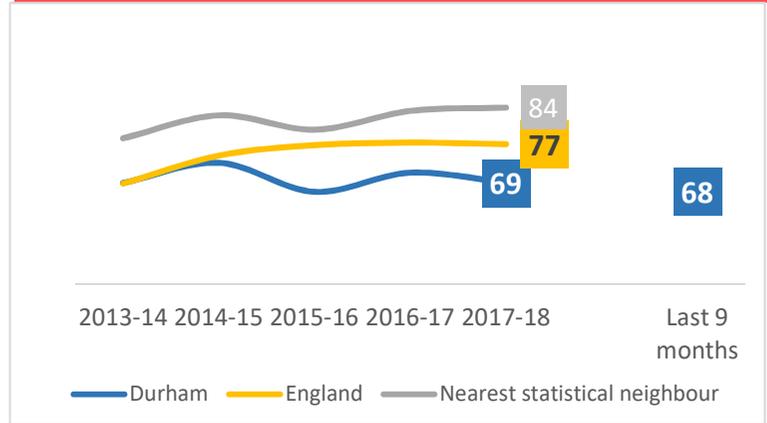
9% increase in referrals compared to Dec 2017

8% increase in single assessments compared to Dec 2017

Enquiries, Referrals and Assessments (rolling 12 months)



% of Initial Child Protection Conference's held within 15 days of a Section 47 investigation beginning



Number of children on a Child Protection Plan (CPP)



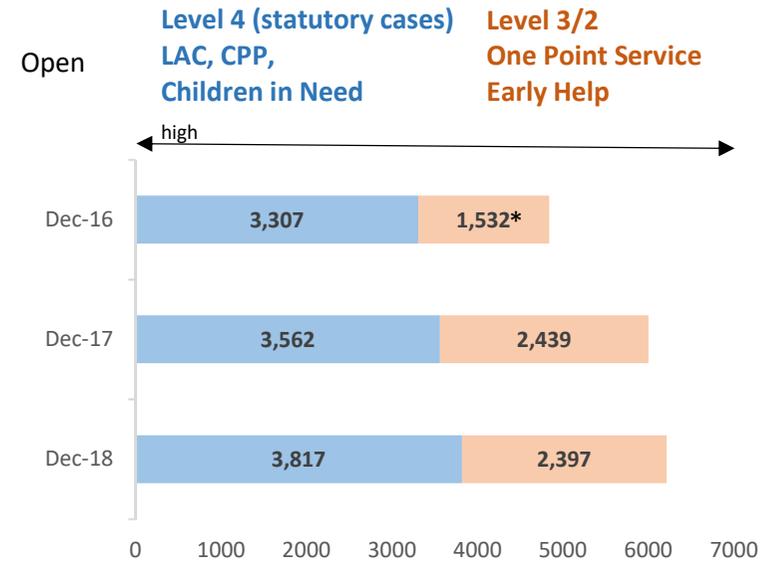
20% fewer children on a CPP than Dec 2017

Statutory case file audit:
Score of 6 or above

80%
40 of 50 case files given a scaling score of 6 or above. Achieved target (80%). ✓

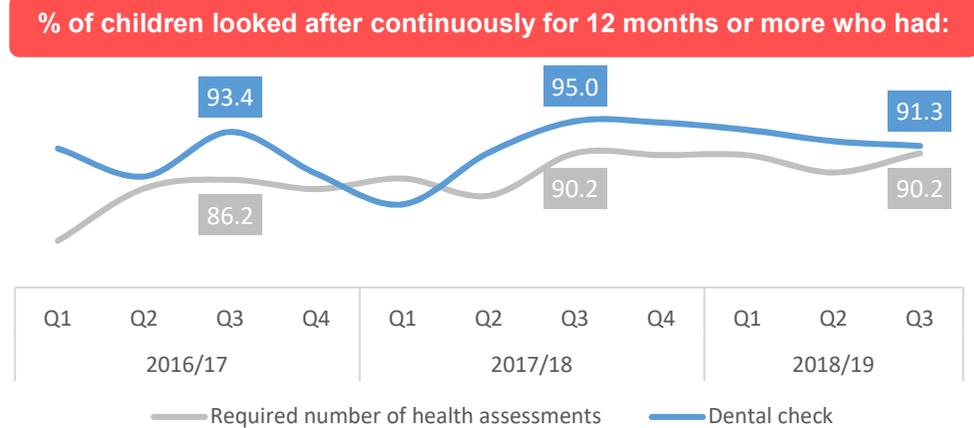
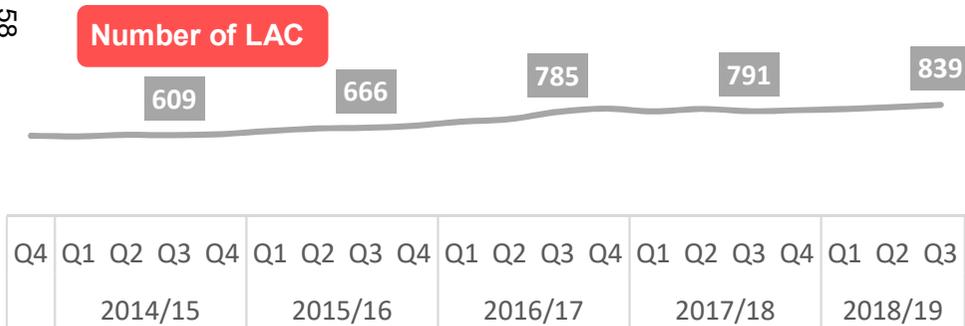


Number of children by level of need



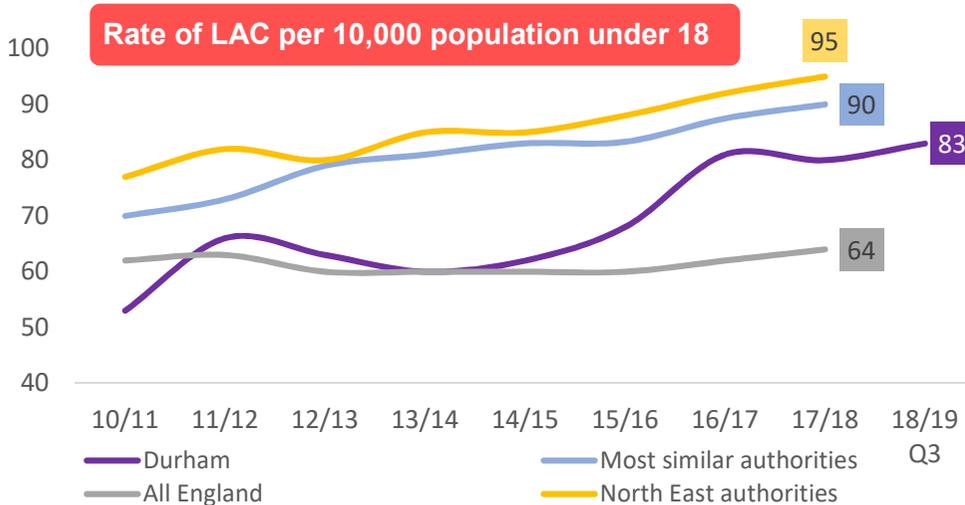
* 2016 One Point data not comparable due to the data transfer

Page 58. Are we being a good corporate parent to Looked After Children (LAC)?



The Local Authority has successfully slowed the increase in LAC to just over 800: over the last 21 months there has been a 3% increase compared to 32% the two years prior to that.

South Durham is one of four designated family judge areas in the country meeting the 26 week care proceedings target. Click [here](#) for more information about average duration of care applications (Section 31) by Designated Family Judge area in England.



207 foster carer enquiries received (Apr-Dec 18)
Foster care recruitment drive in January 2019

Our LAC rate is **lower** than regional and most similar authority averages, but higher than national average.

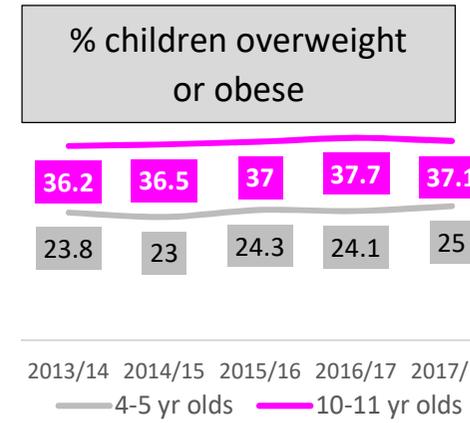
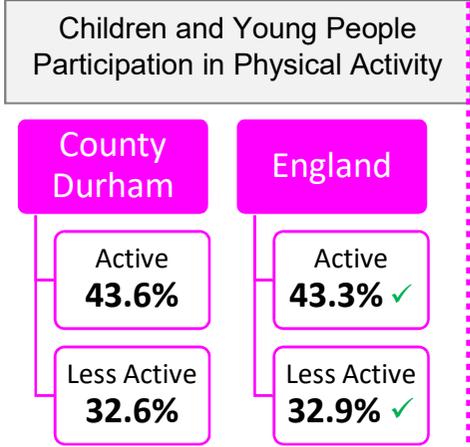
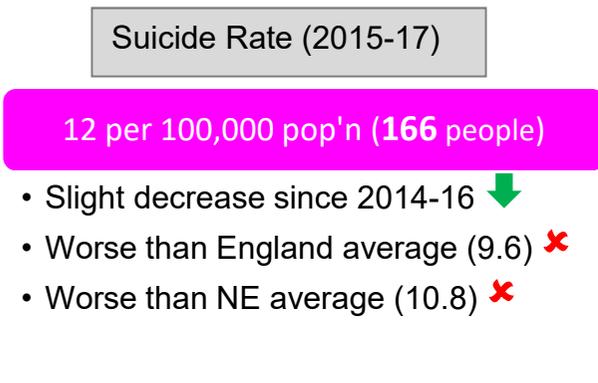
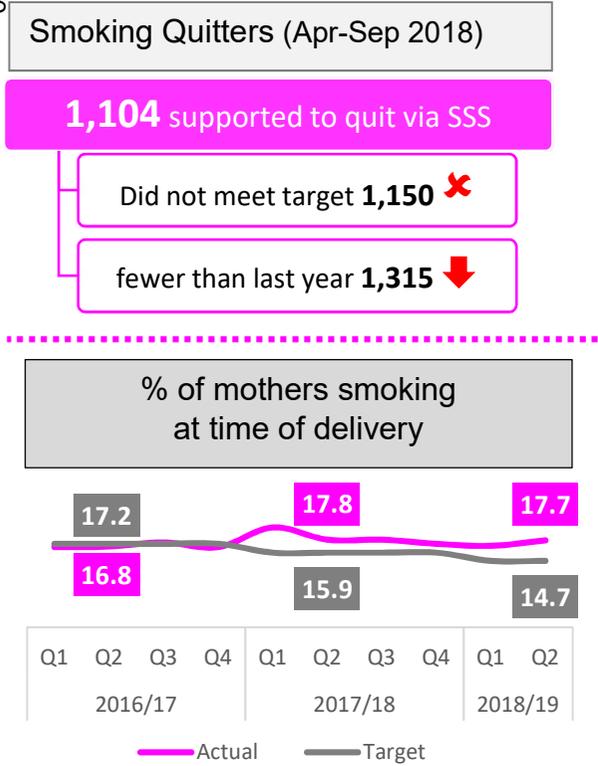
- ### Fostering & Adoption
- **Fewer** children adopted from care
 - Campaign to recruit new adopters continues
 - Fewer children in **foster care**
 - **Fewer** looked after children in **external residential placements**

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

- 43 The current number of LAC is high by historical standards, but growth has slowed over the last couple of years. In the two years between March 2015 and March 2017, the number of LAC increased by 32% but in the 21 months since then the number increased by 3%.
- 44 The regional Association of Directors of Children's Services is investigating increases in LAC. Local analysis is also scheduled to take place and will incorporate age profiles, length of time they are looked after and reasons for ceasing to be looked after. The local and regional increases mirror trends seen elsewhere across the country.
- 45 The confirmed high rate of LAC has impacted upon the stability of placements. Some placement moves are because it will be positive for the child, others are due to the rise in numbers, complexity of children in care, loss of support services, increases in emergency placements and placement breakdowns. Our Placement Stability Strategy aims to address these issues and an action plan is being developed.
- 46 We are continuing our foster care recruitment campaign to increase in-house capacity. Our January campaign aimed to take advantage of the increased interest in fostering seen in January on an annual basis.
- 47 We feel that care proceedings take too long for some children. Children and Family Court Advisory Support Service (CAFCASS) data identifies variance in performance between the North and South courts which we use. Children's Social Care continue to work closely with the council's Legal Team to ensure the best outcomes for children in the most efficient and effective way. The average number of weeks for care proceedings in Durham remains lower than the England average.
- 48 We are continuing to work jointly with colleagues in County Durham and Darlington NHS Foundation Trust to ensure initial health assessments are undertaken within 20 days of a child becoming looked after. Workshops have been held with council and health colleagues to review the process.
- 49 Fewer children were adopted in the year to date than last year and we are continuing to focus upon our Adopter Recruitment Strategy. There is a lot of activity ongoing with potential adopter assessments, second-time adopters coming forward, and nine completing training in January and 14 starting. Training is also booked for new adopters in March and June. Work is also progressing on developing Foster to Adopt arrangements for five children. Development of a new training programme is ongoing in line with the development of the Regional Adoption Agency (RAA).

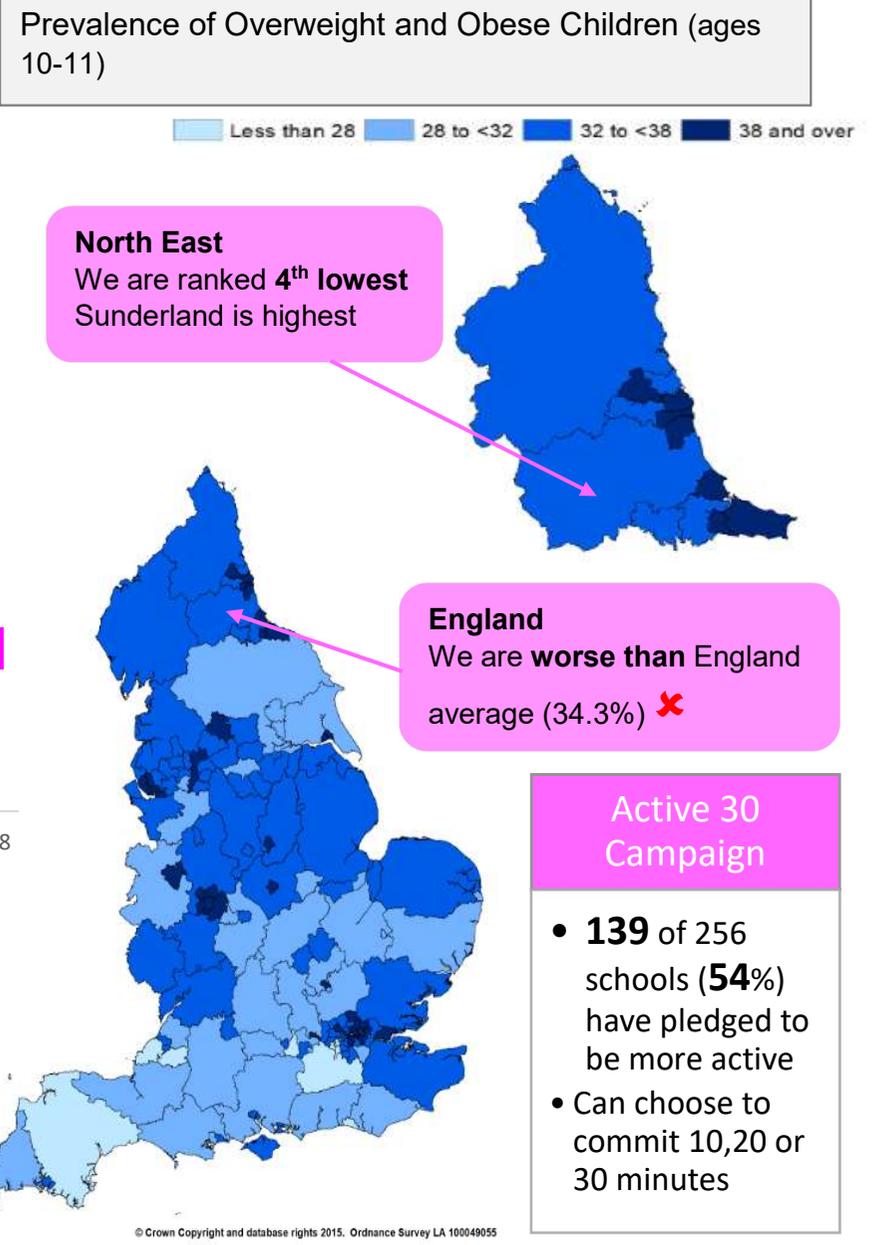
ALTOGETHER HEALTHIER

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



Click [here](#) for more detailed analysis of excess weight and contributing factors in County Durham.

Data Academic Year 2017/18



Altogether Healthier

- 50 The priority theme of Altogether Healthier is structured around the following two key questions:
- (a) Are our services improving the health of our residents?
 - (b) Are people needing adult social care supported to live safe, healthy and independent lives?

Are our services improving the health of our residents?

- 51 The Clinical Commissioning Groups (CCGs) have set up a task and finish group to reverse the recent decline in referrals to the Stop Smoking Service. The group is amending processes for Long Term Condition reviews and streamlining the referral process. We will also be working closely with County Durham and Darlington NHS Foundation Trust (CDDFT) to increase referrals from secondary care.
- 52 We have evaluated the incentive scheme to reduce smoking at the time of delivery where those who commit to quit are offered high street shopping vouchers. We found a small increase in the rates of those women who quit as part of the scheme, however the scheme has now been discontinued.
- 53 A Smoking in Pregnancy steering group has been established, based on the outcomes of a local multi-agency workshop, to achieve the regional ambition of reducing smoking in pregnancy to 6% by 2022. The first meeting was in February 2019 and focused on developing a multi-agency strategic plan for the County.
- 54 Our Adults, Wellbeing and Health Overview and Scrutiny Committee (AWHOSC) has reviewed the measures put in place by the council and its partners to improve mental health and wellbeing of residents. A Suicide Prevention Alliance Action Plan has been developed which includes an extension to the early warning system to flag up those at risk of suicide in order that preventative mental health services can be better targeted.
- 55 The AWHOSC report recommends a multi-agency approach to learn from suicides, along with a flagging system for self-harm/attempted suicide across all visitors to A&E departments. The paper also calls for reviews of the referral processes to mental health services and accessibility of out-of-hours crisis provision, as well as an audit of current support within the community and voluntary sector.
- 56 Sport England has carried out the first ever Active Lives Children and Young People Survey, which shows that nationally one in three children are not active, i.e. doing less than 30 minutes of physical activity a day, which is half the amount recommended by government guidelines (this equates to 2.3 million children aged 5 to 16). The survey also found that the gap between girls' and boys' activity levels widens from the end of primary school and there are inequalities in activity levels

based on family income. A second report is due to be published in March 2019 with data about the attitudes of children and young people towards physical activity.

- 57 A range of initiatives to increase levels of physical activity and improve food that children eat are now in place. Active Durham's 'Active 30' Campaign to support schools to increase physical activity opportunities for all pupils, every school day, was launched in September 2018.
- 58 Work is being developed by the Child Poverty Action Group to address child poverty - a specific focus of the group is to address opportunity and food poverty experienced by families during school holidays throughout the year. Work is continuing with Area Action Partnerships and the voluntary sector to develop a coordinated approach to provision during 2019, and a bid for funding has been submitted (in early February) to the Department for Education's Holidays Activities with Food Programme. The outcome of the bid is expected in March.
- 59 Across County Durham, funding from the Soft Drinks Industry Levy has been used to improve school kitchen and dining environments, purchase school outdoor play equipment and develop school outdoor sports facilities. An allocation of funding has also been used for schools to bid for matched funding to develop facilities, e.g. trim trails, green gym facilities, hard court and sports hall markings, changing facilities, bike sheds and the development of school growing clubs. To date 25 primary and 12 secondary schools have taken advantage of this funding.
- 60 We are consulting, as part of the County Durham Plan until 8 March, on the Hot Food Takeaway Policy, which seeks to restrict applications for new premises within 400m of school or college buildings or in areas where the proposal would result in hot food takeaways making up more than 5% of premises.

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

- 61 #NextStepHome is a County Durham Integrated Community Care Partnership campaign launched in November, it is designed to improve patient flow especially in the winter months when demand increases. It promotes the use of a 'perfect discharge' pathway, a helpful tool for both hospital and community colleagues to identify key steps in assessing patients for discharge and planning for home. By improving patient flow, we can help manage the pressure on the emergency departments, and it is hoped that by working together in this way we will be able to embed this good practice across the system for the longer term.

ALTOGETHER HEALTHIER

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



583.7

adults aged 65+
(per 100,000 population)
admitted to residential or
nursing care on a permanent
basis
(Apr-Dec 2018)

**Increase compared to
last year (533.8)**



684,681

Bed days commissioned
for 65+ in residential or
nursing care
(Apr-Dec 2018)

**Increase compared to
last year (679,583)**



2.5

Daily delayed transfers of
care, per 100,000 population
(Nov 2018)

**Better than national
(9.3) and regional (6.4)**



86.1%

of patients discharged into
reablement/ rehabilitation
services were still at home
after 91 days
(Jan-Sep 2018)

**Better than target
(85.9%)**

**No. of
Excess
Winter
Deaths**

**33,092
England**

Across England death rate increases by 19%
during winter months

**1,686
North East**

County Durham rate of excess winter deaths is 20.6
North East (19.5) England (21.6)

**365
Co. Durham**

In many northern European countries with much colder
weather than ours a rise of such magnitude is not observed

**County
Durham Cold
Weather Plan
2018-19 will
remain active
until 31 March**

Latest data
published by Public
Health England is
available
[here](#)

Data - Aug 16-Jul 17

- 62 The County Durham Cold Weather Plan 2018/19 was activated in line with the Met Office Cold Weather Health Watch Service on 1 November 2018 and will remain active until 31 March. Elements of the plan, such as the provision of emergency accommodation and support for those who are homeless during periods of exceptionally cold weather, will be activated as needed.
- 63 Permanent admissions aged 65+ to residential or nursing care per 100,000 have risen by 9.5% when compared to the same period in 2017/18. This increase is not equally reflected in the number of bed days commissioned, which has only risen by 0.8%. The much smaller rise in bed days commissioned demonstrates that the admissions indicator's focus on the entry point into the system does not demonstrate true activity.

Altogether Safer

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

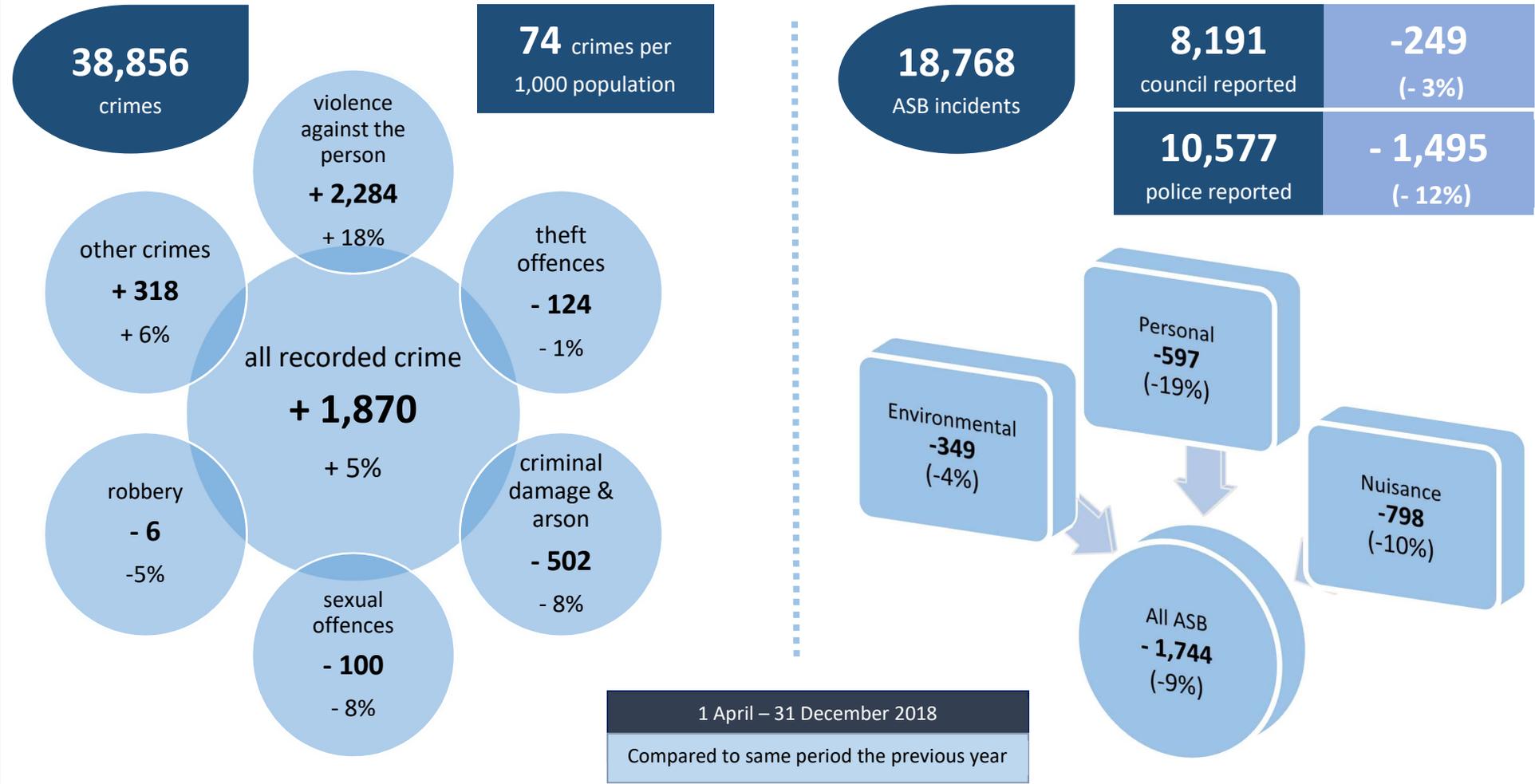
How effective are we at tackling crime and disorder, and Anti-Social Behaviour (ASB)?

- 65 The increase in crime and decrease in ASB incidents can be partly attributed to the change in crime recording practices. Many incidents that were previously recorded as ASB would now be recorded as crimes.
- 66 Within the category of 'violence against the person', which accounts for 36% of all recorded crime, most of the increase could be attributed to the sub-category of 'violence without injury'. This is consistent across the county and can be explained by an improved compliance with National Crime Recording Standards, particularly in relation to harassment.
- 67 Although there has been an overall improvement in theft offences, there have been increases in the underlying categories of 'theft from vehicles' (+4%), 'theft from the person' (+7%) and 'shoplifting' (+22%).

ALTOGETHER SAFER

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

50% of respondents to National Crime Survey think Council & Police are dealing with ASB and crime issues that matter to the local area (September 2018)



- 68 There was an increase in 'shoplifting' across some localities: Bishop Auckland, Crook, Newton Aycliffe, Spennymoor, Chester-le-Street and Stanley. Further analysis is being carried out, in conjunction with the Police, to determine if there is any link between these increases and the rollout of Universal Credit.
- 69 The Police and Local Council ASB confidence indicator continues to decline (although the latest figure remains within the 5.5% confidence level). The Safe Durham Partnership is establishing a joint tasking group to better understand the reasons for this decline, and to implement plans to improve performance.

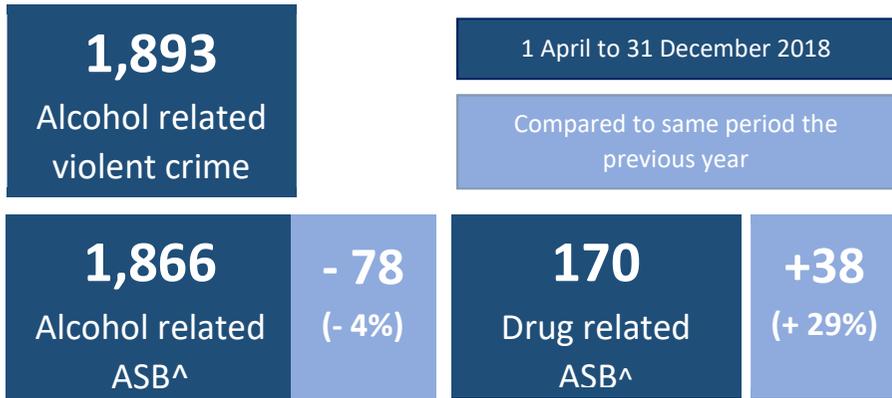
How well do we reduce misuse of drugs and alcohol?

- 70 Following a Care Quality Commission (CQC) inspection, our Substance Misuse Service, Centre for Change, received an overall rating of 'requires improvement'.⁵ This was because staff did not always record safety related information within client care records, despite the potential serious risks associated with people with drug and alcohol addictions. Staff did not record sufficient information about clients who use the service which meant that care was not always person-centred, patients were not routinely involved in decisions about their care and treatment and staff were not up to date with their mandatory training (only 65% had completed their e-learning).
- 71 An action plan outlining remedial action for each concern has been developed and has been submitted to the CQC. Ongoing progress against the action plan will be reported to the County Durham Drug and Alcohol Recovery Services Contract Review Group. The e-learning training issue has since been addressed and improvements highlighted in the case management process are being developed.
- 72 The CQC also highlighted areas of good practice including: sufficient numbers of skilled and experienced staff to deliver safe care and treatment; clients are treated in a kind, caring and compassionate manner; staff monitor and address the physical healthcare of clients; service users can give feedback; care and intervention treatments following national guidance on best practice; information is accessible to those with dyslexia, literacy issues, visual impairment and for those whom English was not a first language and the service proactively engages with the local community.

⁵ [CQC report](#) (01/01/2019)

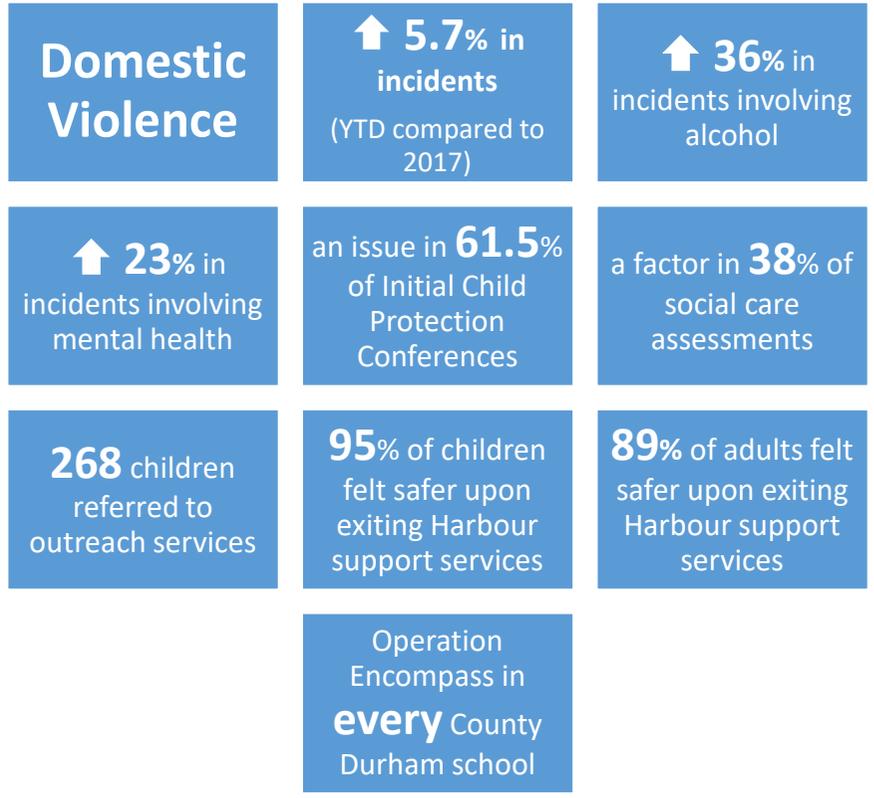
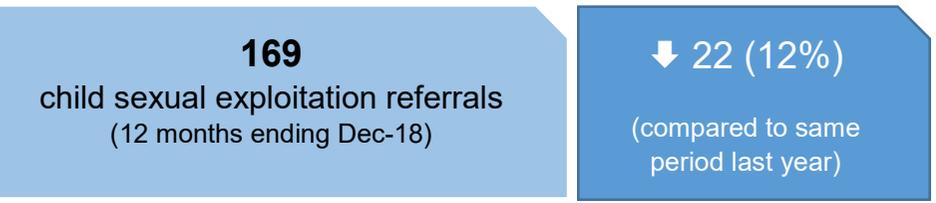
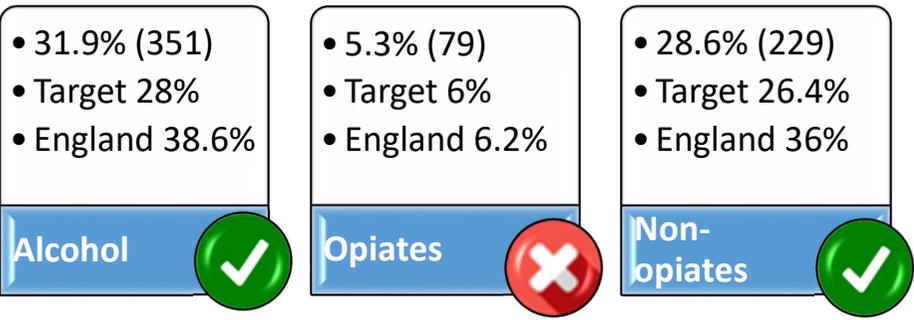
ALTOGETHER SAFER

How well do we (3) reduce misuse of drugs and alcohol, and (4) tackle abuse of vulnerable people?



^police figures only

Successful Completion of treatment... (May 17 to Apr 18 with reps to Oct 18)



Preventing Modern Day Slavery We have approved a new Modern Slavery Charter which outlines our commitment to preventing modern slavery in County Durham

To find out more about the charter, click [here](#).

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

- 73 A Joint Targeted Area Inspection (JTAI) of the multi-agency response to domestic abuse in County Durham was carried out during quarter two.
- 74 The Local Safeguarding Children Board (LSCB) Executive Group and its partners have worked closely together to develop a detailed action plan to address the areas inspectors identified as requiring improvement. The LSCB Executive Group will hold responsibility for the overall monitoring of the action plan. By receiving quarterly reports, they will hold to account, challenge and scrutinise the actions of individual partner agencies and partnership groups to ensure our actions are having the desired impact on outcomes for children in County Durham.
- 75 The LSCB held a number of activities as part of National Safeguarding Week (26-30 November 2018), focusing on CSE and Prevent. We launched a joint social media campaign which aimed to highlight safeguarding issues, encourage conversations about keeping children safe and improving understanding of safeguarding in the community.

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

- 76 In January 2019, the Cleveland and Durham Strategic Road Safety Partnership Board was established to oversee the strategic direction of casualty reduction. Membership includes the local authorities, Police and Fire and Rescue services. The group is supported by the Cleveland and Durham Operational Delivery Group, previously the County Durham and Darlington Casualty Reduction Forum.
- 77 We continue to plan for countywide delivery of the 'dying to be cool' water safety campaign, which includes school assemblies. Monitoring assessments and new open water safety risk assessments were undertaken throughout the quarter, some of which were in response to concerns raised by elected members and the public. There were no significant incidents throughout quarter three.
- 78 During quarter three, a multi-agency meeting took place at Bowlees Visitor Centre at Middleton-in-Teesdale to discuss safety concerns relating to access to Low Force and the misuse of the listed Wynch Bridge structure. It was agreed to issue information to recreational groups using the river and remind them of the Low Force river code of conduct during quarter four.
- 79 In December 2018, via the City Safety Group, we launched the national 'Don't Drink and Drown' open water safety campaign.

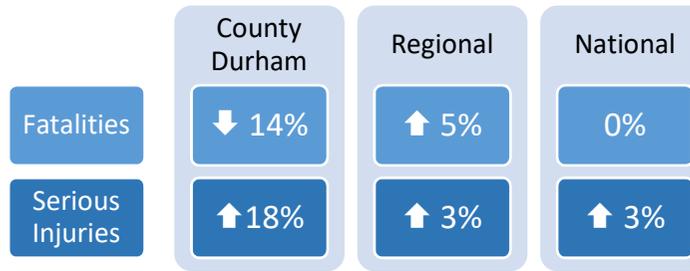
80 The group also looked at the recommendations, previously provided by an independent Royal Society for the Prevention of Accidents (RoSPA) study, relating to the design of the new Riverwalk development, and the Riverwalk manager provided an update of safety control measures being put in place. City Safety Group members will tour the development prior to the final opening to ensure that all safety concerns relative to water safety and the river have been addressed.

ALTOGETHER SAFER

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

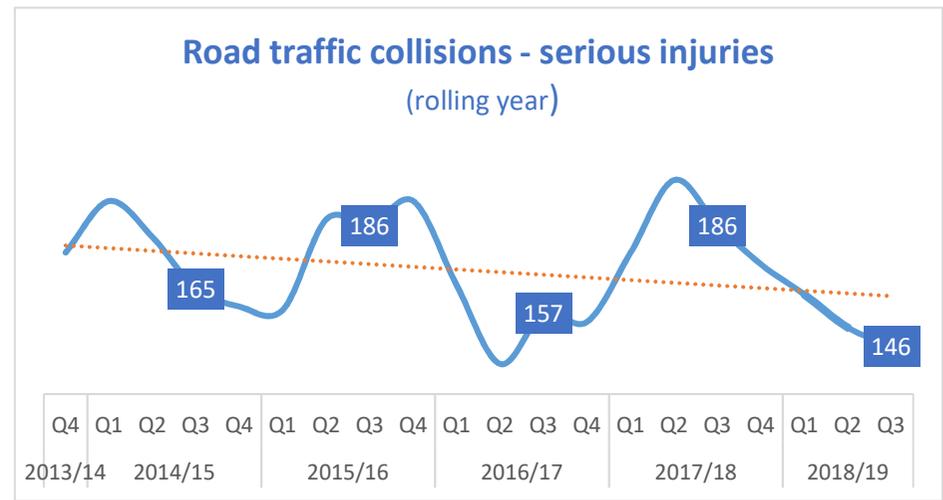
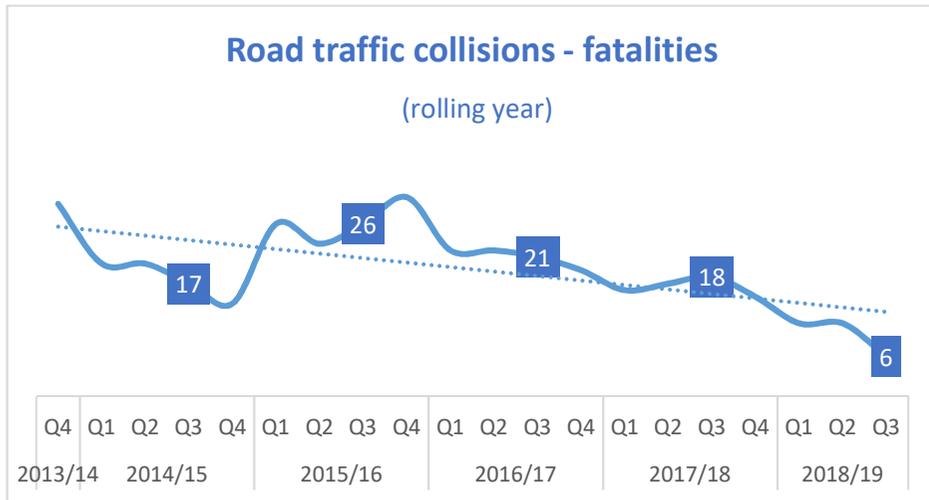
Killed or seriously injured in road traffic collisions*	152 people 6 fatalities 146 injuries	-52 (25%)
	16 children 0 fatalities 16 injuries	-2 (11%)
Jan-Dec 2018	Compared to Jan-Dec 2017	

**DfT Road User Casualty Statistics:
change from 2016 to 2017**



National and regional figures were lowest recorded since records began in 1979. Some of lowest figures recorded over last five years

Information about the Royal Lifesaving Society's 'Don't Drink and Drown' campaign can be found [here](#).

* CRASH recording system allows casualty information to be updated throughout the year, therefore numbers and severity of injury can change. 2018/19 data verified February 2019. 2017 casualty data verified June 18.

ALTOGETHER GREENER

1. How clean and tidy is my local environment?

7,259 Reported fly-tipping incidents

-681
(-9%)

Jan - Dec 18

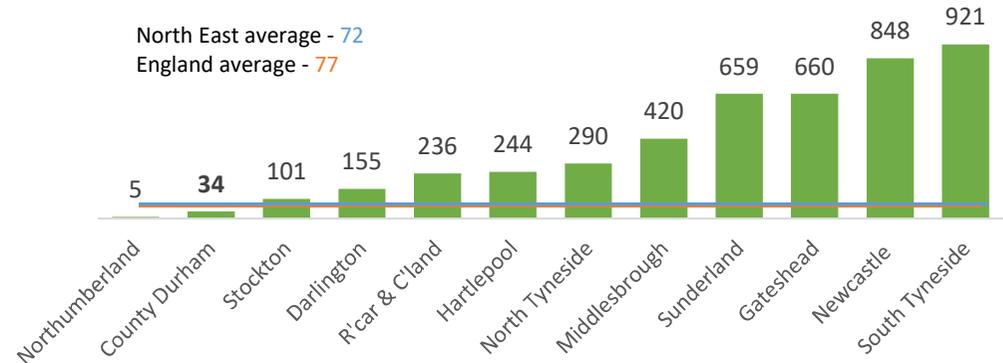
Compared to Jan - Dec 17



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

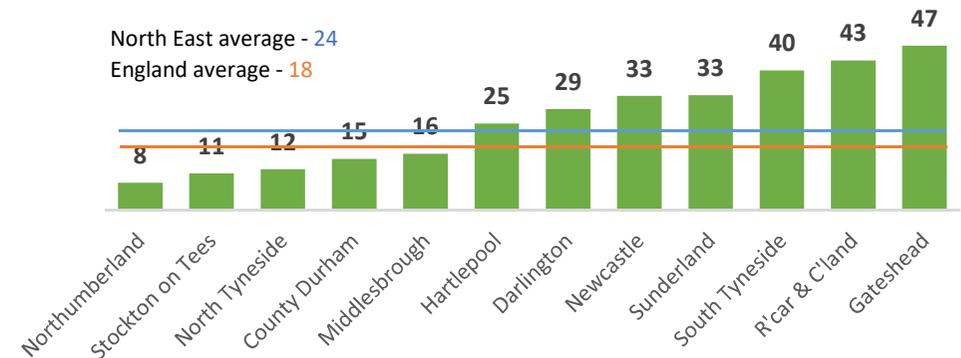
Proportion of fly tipping incidents per 1000 hectares 2017/18

North East average - 72
England average - 77



Proportion of fly tipping incidents per 1000 population 2017/18

North East average - 24
England average - 18



Quarter 3, 2018/19

12 cameras deployed

8 incidents caught on CCTV

8 stop & search operations

5 duty of care warning letters

3 producers issued

371 further investigations

6 PACE Interviews

1 prosecution

451 FPNs

Operation Spruce Up (since November 2016...)

24 areas have benefitted from a 'spruce up'

Has involved more than **4,000** children and young people: planting, litter picking and designing campaign posters

Winner of 'Campaign of the Year' at the Keep Britain Tidy Awards 2018

Finalist in the Local Government Chronicle 2018 Environmental Services Award

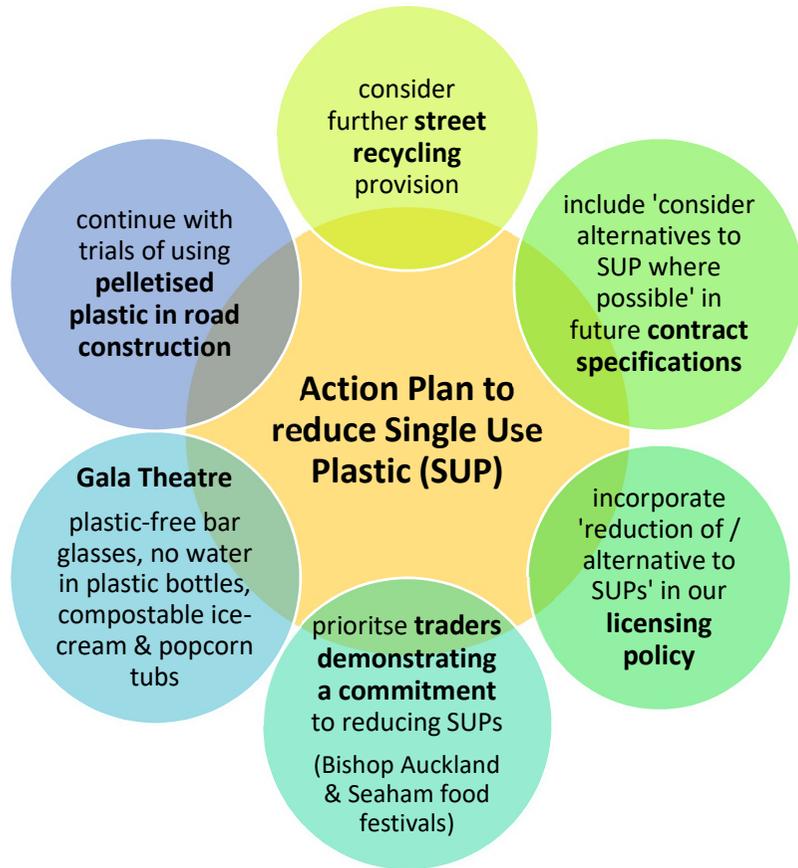
Altogether Greener

- 81 The priority theme of Altogether Greener is structured around the following three key questions:
- (a) How clean and tidy is my local environment?
 - (b) Are we reducing carbon emissions and adapting to climate change?
 - (c) How effective and sustainable is our collection and disposal of waste?

How clean and tidy is my local environment?

- 82 During quarter two, analysis of the environmental cleanliness survey results highlighted issues with industrial estates and business parks. Targeted interventions to improve these areas has been undertaken.
- 83 Between 1 January and 31 December 2018, reported enviro-crime incidents increased by 1%. Increases were noted in litter, graffiti and most notably bonfires which increased by 117% (148 in 2017 to 321 in 2018).
- 84 There were fewer reported fly-tips, with decreases seen in green waste, white goods and other commercial waste. In relation to size of the fly-tips, decreases in single black bags and significant / multiple loads were balanced by increases in car boot loads and tipper lorry loads. Overall, the weight of fly-tipped waste has reduced. During the first half of 2018/19, there was an 18.6% reduction (144 tonnes) compared to the same period last year.
- 85 We continue to tackle fly-tipping using covert CCTV in hotspot areas and enforcement actions. During quarter three, we utilised our powers for the second time in six months and seized a van used for fly-tipping. In addition to the forfeiture of the vehicle, the individual was also fined £350. The vehicle will be sold at auction and the proceeds ring-fenced to fund future fly-tipping interventions.
- 86 As part of the multi-agency Community Action Scheme, between 8 October and 23 December, we tackled a range of housing and environmental problems in Easington Colliery in an area covering approximately 1,000 properties. 16 referrals were made to Neighbourhood Wardens, mostly in relation to detritus and fly-tipping. Additional patrols were carried out in the six dog fouling hotspots identified. 53 notices were served in relation to properties, 29 of which were complied with and 13 where works were carried out in default. We brought 15 empty properties back into use.
- 87 The Community Action Scheme programme will then progress to Cockton Hill Road (21 January to 7 April), Grange Villa (22 April to 7 July), Crook Central (8 July to 22 September) and Eldon (14 October to 24 December).

- 2. Are we reducing carbon emissions and adapting to climate change?
- 3. How effective and sustainable is our collection and disposal of waste?



96.3% of municipal waste diverted from landfill
(Oct 17–Sep 18)

-0.4pp
(same period last year)

42.2% of household waste re-used, recycled or composted
(Oct 17–Sep 18)

+2.9pp
(same period last year)

Recycling Matters Campaign

- At quarter three, **18%** of recycling we collected could not be reprocessed due to contamination (**↑ 2.9pp** from 2017/18 total).
- Implemented in response to this increase, the campaign aims to re-educate residents about what can / cannot be recycled and reduce contamination.
- We are adding a 'no black bag' sticker to all recycling bins to remind residents these cannot be recycled.

Metal Matters Campaign

- Each year, our residents use more than **287 million** cans, foil trays and aerosols.
- **Less than half** of these items are recycled.
- If all metal used across the county was recycled, each year we would reduce carbon dioxide by **7,773 tonnes**, this is the equivalent to 1,650 fewer cars on the road.



Flood Prevention

- **£6 million scheme is about to start**
- Expected completion in March 2020
- Opens a 90 metre stretch of the Cong Burn, underneath Chester-le-Street market place

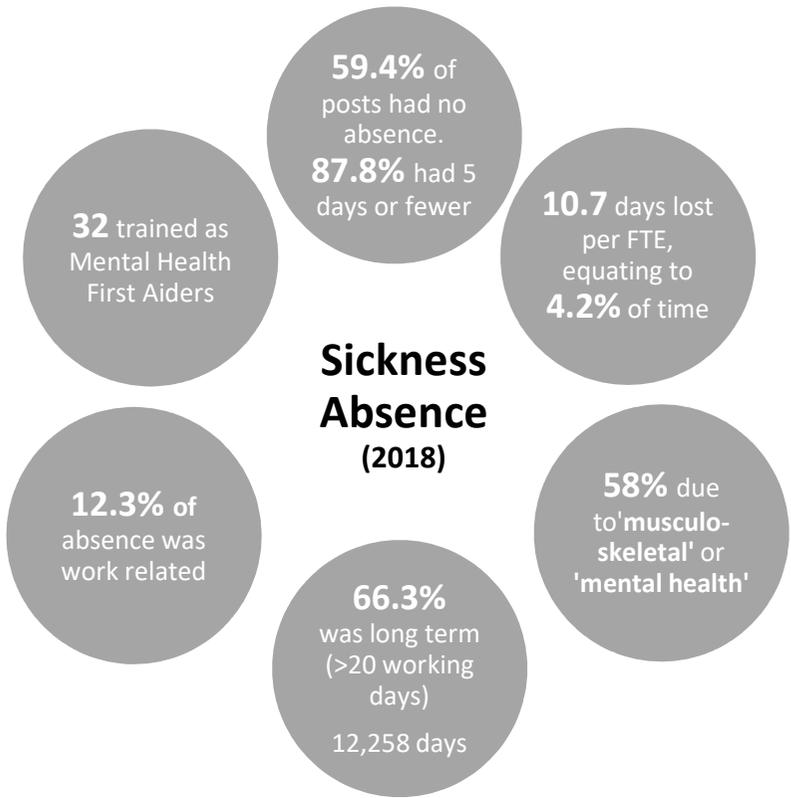
Are we reducing carbon emissions and adapting to climate change?

- 88 The resulting transformation of the market place in Chester-le-Street, following the £6 million flood prevention scheme, will also create a location that could host festival and events, providing an economic boost to the town centre.
- 89 We have submitted a £798k bid to the ERDF fund to extend the Business Energy Efficiency Project (BEEP) which currently runs until July 2019. If successful, the BEEP will be extended for a further three years.

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

- 90 There have been increases in recycling at both our Household Waste Recycling Centres (HWRCs) (up 4.7%), mainly due to additional tonnages in green waste and wood, and at the kerbside (up 0.7%). We continued with several campaigns including Metal Matters as part of the wider Recycling Matters. A Plastic Matters campaign is planned for the coming months.
- 91 The new Stainton Grove HWRC, due to re-open in December, has been delayed to early March. This is due to delays caused by utilities not being as per site plans, areas of acute hard ground and re-profiling deliveries to accommodate.
- 92 An action plan, which sets out the council's future strategy towards single use plastics (SUP), considering the wider implications and alternatives, has been approved.
- 93 Unfortunately, our funding bid to the Department for Transport ADEPT Innovation Fund for further road surfacing trials using plastics was unsuccessful.
- 94 The Department for Environment, Food and Rural Affairs (DEFRA) has released a Resources and Waste Strategy for England. This strategy sets out how we will preserve material resources by minimising waste, promoting resource efficiency and moving towards a circular economy. The implications for the council are currently being assessed and an update will be provided to Environment and Sustainable Communities Overview and Scrutiny Committee.

1. How well do we look after our people?



Dry January
243 members of staff signed up.
 Benefits include weight loss and saving money.
 DCC had more staff sign-ups than any other Local Authority

Health and Safety (2018)	
1,493	Incidents - 315 behavioural (21%) - 217 physical violence & aggression (14%) - 200 slips, trips and falls (13%)
7,793	Days lost due to work related accidents

Council Flu Immunisation Programme 2018

- Eligible staff defined as those who routinely provide up close and personal care to clients at risk of flu complications.
- Vaccinations provided at **22 onsite clinics** in October.

Onsite flu vaccinations

- **127** of 717 eligible staff members vaccinated (18%)

Flu vouchers

- **78** staff vaccinated from 177 vouchers distributed (44%)

12 month rolling trend: days lost to sickness



Staff Turnover (excl. schools)

9.4% (2018)

↑ **9.3%** (compared to Q3 2017/18)



Altogether Better Council

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

How well do we look after our people?

- 96 We have achieved the silver standard of the better health at work award and are working toward gold award status in 2019 with the launch of a new employee health and wellbeing survey in early 2019.
- 97 Attendance management remains a focus and we have identified key service areas with high absence rates which will be our focus. Senior managers will participate in monthly performance meetings and regular HR clinics, all absences over six months will be reviewed and not only will we address outstanding Return to Work (RTW) interviews, we will carry out quality audits of those completed.
- 98 Our two most frequent causes of sickness absence remain 'musculo-skeletal' and 'mental health' which mirrors other councils across England⁶. However, a higher proportion of our employees (58%) cite these reasons compared to the England average (50.3%).
- 99 193 employees have attended appointments with the Occupational Health Service for routine statutory health surveillance. This two-year pilot project commenced within Direct Services and is based on early intervention, improving musculo-skeletal health and reducing the associated sickness absence.
- 100 Mental health first aiders are being introduced into the workforce to support staff suffering poor mental health in the same way that regular first aiders support employees injured or taken ill at work. Although we are aiming to have one mental health first aider per 100 employees, in line with Health and Safety Executive (HSE) recommendations for physical first aiders, we expect that some areas of the organisation might require a higher concentration of trained staff. We have already trained 32 employees, plan further sessions over the next six months, then one training session each month for the remainder of the year. Other training being rolled-out includes:

⁶ p.5, LGA (2018) *Local Government Workforce Survey 2016/17: Research Report June 2018*.

Course	Delivery method
Mental Health Awareness/Health and Safety for Managers (<i>tier 5 managers</i>)	Three-hour session: February or March.
Mental Health Awareness for Managers (<i>all employees</i>)	Three-hour session: April or June
Mental Health First Aid (<i>via application</i>)	Two-day session: March or June.
Challenging stigma and discrimination associated with mental health (<i>Time to Change champions</i>)	Three-hour session: January to June
Zero Suicide (<i>all employees</i>)	E-learning: available now
Mental Health for Life (<i>all employees</i>)	E-learning: available now
Mindfulness (<i>via manager referral</i>)	Online course: available soon
Resilience to Stress (<i>all employees</i>)	Available soon

- 101 Our 'respect your workforce' campaign continues, and indications are that this campaign is popular with the public and has assisted in raising awareness and protecting operational employees.
- 102 205 eligible staff received a free flu vaccination and we are currently evaluating the programme, which includes seeking views from staff and managers, to determine how it can be improved and to further increase take-up.
- 103 The existing performance appraisal scheme ended 30 September 2018 and the first phase of the new scheme has been implemented. The programme for all Heads of Service and Strategic Managers is underway, all other managers will follow from 1 April and remaining staff from 1 July. In this new process, appraisals will be live documents that can be updated continuously throughout the year and will link to employee recognition.
- 104 We are creating a new corporate network for coaching and mentoring. There will be 36 coaches, 24 existing with a further 12 to be recruited and trained. In addition, key post holders (Heads of Service and Strategic Managers) will act as mentors to support succession planning. We will advertise the network more widely and the offer of a coach will become an integral part of the corporate leadership and management development programme.
- 105 We held our first apprentice forum in December which was an opportunity for our apprentices (216 across our services and 154 in our schools) to receive updates on what is happening across the council, build a support network, discuss required support and provide feedback in relation to the apprenticeship programme. We are working with the Local Government Association (LGA), as part of their

Apprenticeship Accelerator Programme, to develop a 3-year apprenticeship strategy linked to succession planning.

- 106 Some aspects of our employee recognition programme, the inspiring people awards, have been changed. As well as re-branding and aligning criteria with our new organisational values (OPEN), we replaced 'Apprentice/Young Employee of the Year' with 'Learner of the Year' to recognise a broader range of people investing in their own professional and personal development. Although we received fewer nominations for this year's event (162 compared to 207 in 2017), we believe they were of a higher quality. Attendance at the 2018 event was at full capacity.
- 107 We have moved from a 'Grievance Policy' to a 'Resolution Policy' which encourages early resolution of issues and reduces the need for (and the time and stress associated with) formal processes through employees discussing the issues as they arise and working together to find acceptable solutions.

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

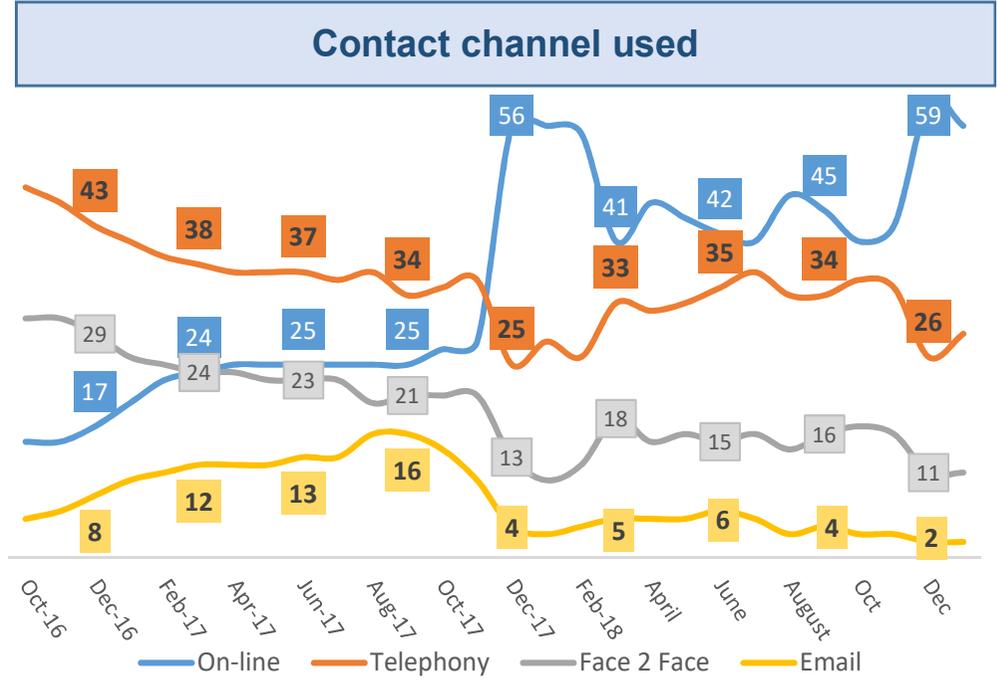
- 108 We will continue to consult on the new council vision until March. The new vision will be launched in June 2019.
- 109 Our major programme of transformation is underway with a renewed focus on organisational development implemented through cultural change and learning and development; investment in new digital systems, with an increasing number of services available online; renewed business processes and programme of reviews; and council headquarters and premises modernisation.
- 110 A members' portal, a 'one-stop shop' for accessing information, reporting issues, receiving progress updates and completing administrative tasks, e.g. training and expenses, went live the week commencing 4 February.
- 111 We are trialling Robotic Process Automation (RPA) to investigate the potential of using these tools to handle high volume, repeatable tasks that are currently performed by staff.
- 112 In relation to the Digital Durham programme, the contractor has committed to completing installation work by the end of March 2019. Planning for Phase 3 is underway.
- 113 Performance on Council Tax and Business Rates is marginally behind target at this stage in the year, reflecting changing payment patterns. Previously many people paid Council Tax over 10 months, but this is shifting to 11 or 12 month

patterns. This means that additional payments will be received in February and March 2019, when historically payments have reduced significantly over these months.

- 114 Turning to business rates, following new assessments, rates are often backdated and payment plans put in place to clear the account by 31 March. A number of new assessments have been included in quarter three. In addition, there has been an increase in the number of businesses electing to pay their rates over 12 months when compared to previous years, which is not reflected in the year to date profile. This means that additional payments will be received in February and March 2019 compared to previous years.
- 115 Area Action Partnerships have been using their annual £10,000 welfare reform grant to tackle local poverty and deprivation issues. Beneficiaries include the foodbank project, holiday activity fund including access to food and REfUSE, a 'pay as you feel' café.

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

Contact Channels				
75% telephone (956,020) ↑ 2%	11% face to face (141,305) ↓ 5%	10% web-forms (125,679) ↑ 65%	3% e-mails (41,397) ↓ 29%	0.2% social media (2,733) ↑ 204%



Council Tax*

84.15% collected

2017 - ↓ 0.55pp
Target - ↓ 0.61pp

Net charge collectable
↑ 5.98%

Business Rates

83.01% collected

2017 - ↓ 0.49pp
Target - ↓ 0.58pp

Collectable debit
↑ 2.13%

REfUSE café in Chester-le-Street:

- Intercepts food before it becomes waste & turns it into healthy, accessible meals
- Serves on a 'pay as you feel' basis
- Provides valuable training opportunities
- Tackles social isolation and food insecurity



Unless stated all data is Jan-Dec 18, compared to the same period the previous year

* Year to date and comparison with last year continues to be impacted by the number of households extending Council Tax payments over 11 or 12 months rather than 10 months.

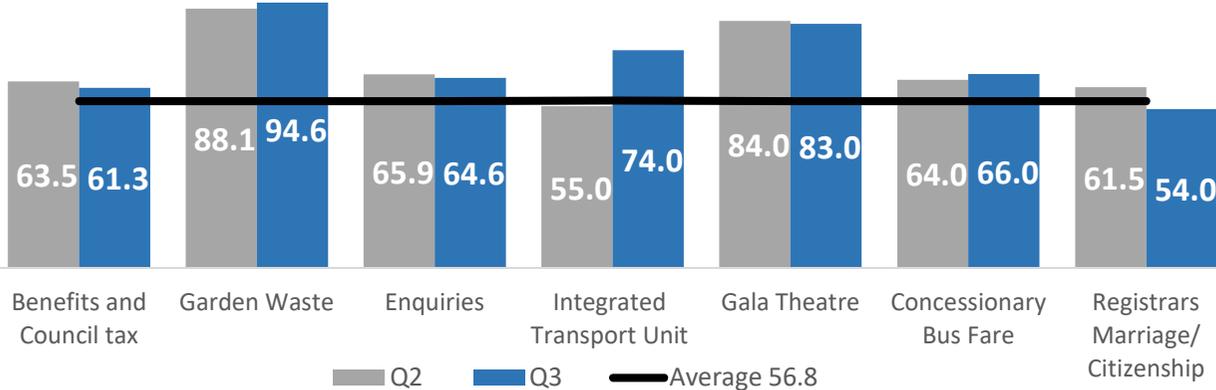
How good are our services to customers and the public?

- 116 The Freedom of Information (FOI) request backlog, caused by a combination of organisational restructures, increased workload following the introduction of the General Data Protection Regulation (GDPR) and more complex requests, has now been cleared. In addition, a more streamlined sign-off process has been introduced which is helping to improve performance. We intend to procure a new FOI/ EIR system, updates will be provided in future performance reports.
- 117 We continue to develop our Customer Relationship Management system and now have almost 113,000 live accounts. Applications for animal licences are now only available online (although the number of applications is small at about 150 per year, we are expecting this to increase following changes to dog breeding legislation). Customers will soon be able to apply online for Landlord Accreditation, Economic Development Form, Taxi Licences and Trade Waste.
- 118 We are working to enhance the appointment process within our Customer Access Points by allowing customers to directly book, cancel and amend appointments online. The system will also automatically send text message reminders which we hope will reduce the number of missed appointments. The new process will also provide greater customer insight as it will collect feedback as to why an appointment is needed, e.g. seeking clarification, or no longer needed. We intend to roll this out to other relevant areas across the council that have booking systems in place, e.g. leisure centres.
- 119 We have now captured enough utterances to programme the Eckoh system (voice recognition for call transfer). Initial analysis showed utterances to be 20% longer than expected so we added prompting to the system to encourage customers to state their request in fewer words. We can now design and build our new Interactive Voice Response (IVR) and model speech recognition technology and the new system should go live by March 2019.
- 120 During quarter two, we sought views on how we use digital technology and the areas we need to develop. The resulting feedback is now being used to inform our new Digital Strategy which will be in place by April 2019.

How good are our services to customers and the public?

Telephony Stats	Number of contacts	% abandoned calls	average time to answer (seconds)
All	955,969 (Dec-17) 956,020 (Dec-18)	5.0% (Dec-17) 5.0% (Dec-18)	45 (Dec-17) 56 (Dec-18)
Customer Services	629,072 (Dec-17) 617,103 (Dec-18)	4.0% (Dec-17) 4.3% (Dec-18)	50 (Dec-17) 62 (Dec-18)
Other DCC	326,897 (Dec-17) 338,917 (Dec-18)	6.9% (Dec-17) 6.4% (Dec-18)	33 (Dec-17) 46 (Dec-18)

Telephony lines - higher than average seconds to answer (12 months rolling)



Each £1 of AAP funding spent brings back **71p** to the town centre



79% FOI/EIR responses sent within 20 working days - better than last year (67%) Not achieving national target (90%)

726 corporate complaints

64% refuse & recycling (mainly missed collections)

237 compliments

92 suggestions

623 customer experience questionnaires completed

94% felt request was handled knowledgeably and effectively

90% found it easy to contact the right service

87% felt they were treated with dignity and respect

81% were satisfied with the handling of their initial contact

78% felt they were provided with clear information

75% were satisfied with the time taken to complete their task

73% were satisfied with service delivery

67% were informed of progress

65% were informed how long it would take to resolve task

Unless stated all data is 1 Oct 18 to 31 Dec 18, compared to the same period the previous year

Key Performance Indicators – Data Tables

There are two types of performance indicators throughout this document:

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

A guide is available which provides full details of indicator definitions and data sources for the 2017/18 corporate indicator set. This is available to view either internally from the intranet or can be requested from the Strategy Team at performance@durham.gov.uk

KEY TO SYMBOLS

	Direction of travel	Benchmarking	Performance against target
GREEN	Same or better than comparable period	Same or better than comparable group	Meeting or exceeding target
AMBER	Worse than comparable period (within 2% tolerance)	Worse than comparable group (within 2% tolerance)	Performance within 2% of target
RED	Worse than comparable period (greater than 2%)	Worse than comparable group (greater than 2%)	Performance >2% behind target

National Benchmarking

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

North East Benchmarking

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

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

ALTOGETHER WEALTHIER

1 Do residents have good job prospects?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
1	% of working age population in employment	74.4*	Sep 17-Aug 18	Tracker	71.3	75.2	70.8			Yes
				N/a	GREEN	AMBER	GREEN			
2	Per capita household disposable income (£)	15,221	2016	Tracker	15,496	19,878	15,595			No
				N/a	AMBER	RED	RED			
3	Number of gross jobs created or safeguarded as a result of Business Durham activity	765	Oct-Dec 2018	Tracker	280.5					Yes
				N/a	GREEN					
4	% of 16 to 17 year olds in an apprenticeship	5.1	As at 30 Sep 2018	Tracker	5.1	3.3	4.3			Yes
				N/a	GREEN	GREEN	GREEN			

*provisional data

ALTOGETHER WEALTHIER

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
5	Gross Value Added (GVA) per capita in County Durham (£)	16,718	2017	Tracker	16,513	27,430	20,121			Yes
				N/a	GREEN	RED	RED			
6	Number of registered businesses in County Durham	17,120	2017	Tracker	16,585					No
				N/a	GREEN					
7	Value (£M) of new contracts secured	6	Oct-Dec 2018	Tracker	New indicator					Yes
				N/a	N/a					

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
8	Value (£M) of GVA growth from jobs created	19.2	Oct-Dec 2018	10 GREEN	New indicator N/a					Yes
9	Number of Inward Investments secured	5	Oct-Dec 2018	Tracker N/a	New indicator N/a					Yes
10	% of Business Durham business floor space that is occupied	84.0	Oct-Dec 2018	Tracker N/a	New indicator N/a					Yes

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
11	Number of properties improved, adapted or brought back into use	411	Oct-Dec 2018	Tracker N/a	New indicator N/a					Yes
12	Number of empty properties brought back into use as a result of local authority intervention	152	Apr-Dec 2018	74 GREEN	153 AMBER					Yes
13	Number of net homes completed	1,126	Apr-Dec 2018	Tracker N/a	1,101 GREEN					Yes
14	Number of affordable homes delivered	473	2017/18	200 GREEN	322 GREEN					No

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
15	Number of households accessing the Housing Solutions Service	2,929	Oct-Dec 2018	Tracker	New indicator					Yes
				N/a	N/a					
16	Number of households helped to stay in their home	269	Oct-Dec 2018	Tracker	New indicator					Yes
				N/a	N/a					
17	Number of households helped to move to alternative accommodation	336	Oct-Dec 2018	Tracker	New indicator					Yes
				N/a	N/a					

ALTOGETHER WEALTHIER
4. Is it easy to travel around the county?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter	
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different		
18	% of A roads where maintenance is recommended	3	2017/18	Tracker	3	3				2016/17	No
				N/a	GREEN	GREEN					
19	% of B and C roads where maintenance is recommended	4	2017/18	Tracker	3	6				2016/17	No
				N/a	AMBER	GREEN					
20	% of unclassified roads where maintenance is recommended	21	2017/18	Tracker	20	17				2016/17	No
				N/a	AMBER	RED					
21	Highways maintenance backlog (£millions)	187.6	2017	Tracker	191.7						No
				N/a	GREEN						

ALTOGETHER WEALTHIER

4. Is it easy to travel around the county?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
22	Bridge Stock Condition – Principal Roads	80.0	2017	Tracker	83.8					No
				N/a	RED					
23	Bridge Stock Condition – Non-Principal Roads	81.0	2017	Tracker	83.7					No
				N/a	RED					

ALTOGETHER WEALTHIER

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
24	Number of visitors to County Durham (million)	19.71	2017	Tracker	19.3					No
				N/a	GREEN					
25	Number of jobs supported by the visitor economy	11,682	2017	Tracker	11,158					No
				N/a	GREEN					
26	Amount (£ million) generated by the visitor economy	866.71	2017	Tracker	806					No
				N/a	GREEN					

ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE

1. Are children, young people and families in receipt of universal services appropriately supported?

Page 88 Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
27	Average Attainment 8 score	45.0	2017/18 (Academic Year)	Tracker	44.6	46.4	45.2			Yes
				N/a	GREEN	RED	AMBER			
28	Average point score per A level entry of state-funded school students	32.6	2017/18 (Academic Year)	Tracker	31.9	31.1	30.8	30.7	2016/17 Ac Yr	Yes
				N/a	GREEN	GREEN	GREEN	GREEN		
29	% of pupils achieving the expected standard in Reading, Writing and Maths (KS2)	68.0	2017/18 (Academic Year)	Tracker	64.6	64.4*	67.0*	65.9*		Yes
				N/a	GREEN	GREEN	GREEN	GREEN		
30	% of 16 to 17 year olds who are not in education, employment or training (NEET)	4.5%	Oct-Dec 2018	Tracker	4.6%	2.4%	3.9%			Yes
				N/a	GREEN	RED	AMBER			
31	Gap between average Attainment 8 score of Durham disadvantaged pupils and non-disadvantaged pupils nationally (KS4)	-14.5	2017/18 (Academic Year)	Tracker	-13		-13.9*			Yes
				N/a	RED		RED			
32	% of children in the Early Years Foundation Stage achieving a Good Level of Development	72.8	2017/18 (Academic Year)	64	71.9	71.5	71.5	69.8		Yes
				GREEN	GREEN	GREEN	GREEN	GREEN		
33	Gap between % of Durham disadvantaged pupils and % of non-disadvantaged pupils nationally who achieve expected standard in reading, writing and maths (KS2)	-18	2017/18 (Academic Year)	Tracker	-18	-19.8*				Yes
				N/a	GREEN	GREEN				
34	Ofsted % of Primary schools judged good or better	91	As at 31 Dec 2018	Tracker	91	87	90		at 30 Nov 2018	Yes
				N/a	GREEN	GREEN	GREEN			
35	Ofsted % of secondary schools judged good or better	58	As at 31 Dec 2018	Tracker	65	75	58		at 30 Nov 2018	Yes
				N/a	RED	RED	GREEN			

*provisional data

ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE

1. Are children, young people and families in receipt of universal services appropriately supported?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
36	Exclusion from school of All Durham children - percentage of children with at least one fixed exclusion	2.01*	2017/18 (Academic Year)	Tracker	1.95	2.29	2.29		2016/17 Ac Yr	Yes
				N/a	RED	GREEN	GREEN			
37	% of all school pupils eligible for and claiming Free School Meals (FSM)	19.4	Jan 2018	Tracker	20.2	14.2	19.8			No
				N/a	GREEN	RED	GREEN			
38	Under 18 conception rate per 1,000 girls aged 15 to 17	24.6	Oct 16-Sep 17	Tracker	22.2	17.9	25.0			Yes
				N/a	RED	RED	GREEN			
39	% of five year old children free from dental decay	74.2	2016/17	Tracker	64.9	76.7	76.1			No
				N/a	GREEN	RED	AMBER			
40	Alcohol specific hospital admissions for under 18s (rate per 100,000)	56.2	2014/15-2016/17	Tracker	67.5	34.2	64.8			No
				N/a	GREEN	RED	GREEN			
41	Young people aged 10-24 admitted to hospital as a result of self-harm	400.8	2016/17	Tracker	420.8	404.6	425.3			No
				N/a	GREEN	GREEN	GREEN			
42	% of children aged 4 to 5 years classified as overweight or obese	25.0	2017/18 (Academic Year)	Tracker	24.1	22.4	25.0			Yes
				N/a	AMBER	RED	GREEN			
43	% of children aged 10 to 11 years classified as overweight or obese	37.1	2017/18 (Academic Year)	Tracker	37.7	34.3	37.5			Yes
				N/a	GREEN	RED	GREEN			
44	% of Education Health and Care Plans completed in the statutory 20 week time period (excl. exceptions)	84.4	2018	90	78.8	64.9	78.8		2017	Yes
				RED	GREEN	GREEN	GREEN			

ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
45	% of successful interventions (families turned around) via the Stronger Families Programme (Phase 2) [number]	39.7 [1,731]	Sep 14-Dec 18	59.4 [2,591] RED	N/a GREEN	32.1 GREEN	36.9 GREEN	27.0 GREEN	Sep 2018	Yes
46	% of children aged 0-2 years in the top 30% IMD registered with a Family Centre and having sustained contact	88.7	Oct 17-Sep 18	80 GREEN	89.6 AMBER					No

ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
47	% of statutory referrals received by the First Contact Team or Emergency Duty Team processed within 1 working day	82.5 [3,256]	Apr-Dec 2018	Tracker N/a	84.6 [3,167] RED					Yes
48	% of statutory children in need referrals occurring within 12 months of a previous referral	21.1 [938]	Apr-Dec 2018	Tracker N/a	16.7 [647] RED	21 AMBER	17 RED	20.7 AMBER	2017/18	Yes
49	% of single assessments completed within 45 working days	78.1 [3,061]	Apr-Dec 2018	Tracker N/a	79.2 [2,648] AMBER	83 RED	82 RED	79 AMBER	2017/18	Yes
50	Rate of children subject to a child protection plan per 10,000 population aged under 18 [number of children]	43.2 [434]	As at 31 Dec 2018	Tracker N/a	53.9 [541] N/a	45 N/a	66 N/a		As at 31 Mar 2018	Yes

ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
51	Rate of children in need per 10,000 population aged under 18 (statutory L4 open cases) [number of children]	379.6 [3,817]	As at 31 Dec 2018	Tracker	355.17 [3,562]	341	460	380	As at 31 Mar 2018	Yes
				N/a	N/a	N/a	N/a	N/a		
52	Rate of children at level 2 or 3 per 10,000 population aged under 18 (One Point open cases) [number of children]	238.4 [2,397]	Apr-Dec 2018	Tracker	206.7 [2,073]					Yes
				N/a	N/a					
53	% of strategy meetings initiated which led to an initial child protection conference being held within 15 working days	67.8 [368]	Apr-Dec 2018	75 RED	67 [431] GREEN	77 RED	83 RED	75 RED	2017/18	Yes
54	% of Social Workers with fewer than 20 cases	49.1	As at 3 Jan 2019	Tracker	48	44.1				Yes
				N/a	GREEN	GREEN				
55	% of Statutory Case File Audits which are given a scaling score of 6 or above	80	Oct-Dec 2018	80 GREEN	New indicator N/a					Yes

ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
96	Rate of children looked after per 10,000 population aged under 18 [number of children]	83.1 [835]	As at 31 Dec 2018	Tracker	78.9 [791]	64	95	90	As at 31 Mar 2018	Yes
				N/a	N/a	N/a	N/a	N/a		

ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE

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

Page 92 Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
57	% of children adopted from care (as % of total children leaving care) [number of children]	11.1* [28 of 252]	Apr-Dec 2018	15.0 RED	N/a N/a	13 AMBER	14 RED	19 RED	2017/18	Yes
58	% of LAC who are fostered	73.4 [613]	As at 31 Dec 2018	Tracker N/a	82.8 [656] N/a					Yes
59	% of external residential placements	2.4 [20]	As at 31 Dec 2018	Tracker N/a	3.8 [30] GREEN					Yes
60	% of children looked after continuously for 12 months or more who had a dental check	91.3	As at 31 Dec 2018	Tracker N/a	95 RED	88 GREEN	94 RED	95 RED	2017/18	Yes
61	% of children looked after continuously for 12 months or more who have had the required number of health assessments	90.2	As at 31 Dec 2018	Tracker N/a	90.2 GREEN	88 GREEN	89 GREEN	89 GREEN	2017/18	Yes
62	Emotional and behavioural health of children looked after continuously for 12 months or more	15.5	2017/18	Tracker N/a	16.0 GREEN	14.2 RED	14.1 RED	14.0 RED		Yes
63	Average Attainment 8 score of Looked After Children	24.8	2017/18 (Academic Year)	Tracker N/a	21.9 N/a	19.3 GREEN	20.1 GREEN	18.3 GREEN	2016/17 (Academic Year)	Yes
64	% of LAC achieving the expected standard in Reading, Writing and Maths (at KS2)	35	2017/18 (Academic Year)	Tracker N/a	35 GREEN	32 GREEN	33 GREEN	38 RED	2016/17 (Academic Year)	Yes
65	% of care leavers aged 17-18 in education, employment or training (EET)	83	As at 31 Dec 2018	Tracker N/a	New definition N/a	64 GREEN	65 GREEN		2017/18	Yes

ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
66	% of care leavers aged 19-21 in education, employment or training (EET)	48	As at 31 Dec 2018	Tracker	New definition	51	52	58	2017/18	Yes
				N/a	N/a	RED	RED	RED		
67	% of care leavers aged 17-18 in suitable accommodation	94	As at 31 Dec 2018	Tracker	New definition	89	93	84	2017/18	Yes
				N/a	N/a	GREEN	GREEN	GREEN		
68	% of care leavers aged 19-21 in suitable accommodation	83	As at 31 Dec 2018	Tracker	New definition	84	91	90	2017/18	Yes
				N/a	N/a	AMBER	RED	RED		

ALTOGETHER HEALTHIER

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
69	% of mothers smoking at time of delivery	17.7*	Jul-Sep 2018	14.7	17.8	10.5*	15.6*			Yes
70	Four week smoking quitters per 100,000 smoking population [number of quitters]	1,462.0 [1,104]	Apr-Sep 2018	1,523 [1,150]	1,741.4 [1,315]					Yes
				RED	RED					
71	Male life expectancy at birth (years)	78.0	2014-16	Tracker	78.1	79.5	77.8			No
				N/a	AMBER	AMBER	GREEN			

ALTOGETHER HEALTHIER

1 Are our services improving the health of our residents?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
72	Female life expectancy at birth (years)	81.3	2014-16	Tracker	81.2	83.1	81.5			No
				N/a	GREEN	RED	AMBER			
73	Female healthy life expectancy at birth (years)	59	2014-16	Tracker	57	63.9	60.6			No
				N/a	GREEN	RED	AMBER			
74	Male healthy life expectancy at birth (years)	59.1	2014-16	Tracker	59.7	63.3	59.7			No
				N/a	AMBER	RED	AMBER			
75	Excess weight in adults (Proportion of adults classified as overweight or obese)	67.7	2016/17	Tracker	67.5	61.3	66.1			No
				N/a	AMBER	RED	AMBER			
76	Suicide rate (deaths from suicide and injury of undetermined intent) per 100,000 population	12	2015-17	Tracker	12.6	9.6	10.8			Yes
				N/a	GREEN	RED	RED			
77	Prevalence of breastfeeding at 6-8 weeks from birth	28.4	Oct-Dec 2018	Tracker	29.1	46.4	33.7		Jul-Sep 18	Yes
				N/a	AMBER	RED	RED			
78	Estimated smoking prevalence of persons aged 18 and over	14.3	2017	Tracker	17.9	14.9	16.2			No
				N/a	GREEN	GREEN	GREEN			
79	Self-reported wellbeing - people with a low happiness score	6.9	2016/17	Tracker	11.5	8.5	8.7			No
				N/a	GREEN	GREEN	GREEN			
80	Participation in Sport and Physical Activity: active	62.9	May 17– May 18	Tracker	60.9	62.3	60.1			No
				N/a	GREEN	GREEN	GREEN			
81	Participation in Sport and Physical Activity: inactive	26.6	May 17- May 18	Tracker	24.5	25.2	28.2			No
				N/a	RED	RED	GREEN			

*provisional data

ALTOGETHER HEALTHIER

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
82	Adults aged 65+ per 100,000 population admitted on a permanent basis in the year to residential or nursing care	583.7	Apr-Dec 2018	535.5 RED	533.8 RED					Yes
83	% of older people who were still at home 91 days after discharge from hospital into reablement/ rehabilitation services	86.1	Jan-Sep 2018	85.9 GREEN	89.5 RED	82.9 Not comparable	83.9 Not comparable	81.8* Not comparable	2017/18	Yes
84	% of individuals who achieved their desired outcomes from the adult safeguarding process	95.7	Apr-Dec 2018	Tracker N/a	96.0 AMBER	94.2 N/a		93.6* N/a	2017/18	Yes
85	% of service users receiving an assessment or review within the last 12 months	87.1	2018	Tracker N/a	88.8 AMBER					Yes
86	Overall satisfaction of people who use services with their care and support	66.6	2017/18	Tracker N/a	63.6 GREEN	65.0 GREEN	67.9 AMBER	66.3* GREEN		No
87	Overall satisfaction of carers with the support and services they receive (Biennial survey)	43.3	2016/17	Tracker N/a	Biennial Survey N/a	39.0 GREEN	45.7 RED			No
88	Daily delayed transfers of care beds, all, per 100,000 population age 18+	2.5	Nov 2018	Tracker N/a	2.6 GREEN	9.3 GREEN	6.4 GREEN	10.2* GREEN		Yes
89	% of adult social care service users who report they have enough choice over the care and support services they receive	74.9	2017/18	Tracker N/a	73.1 GREEN	68.2 GREEN	72.1 GREEN	69.1* GREEN		No

*unitary authorities

ALTOGETHER SAFER

1 How effective are we at tackling crime and disorder?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
90	First time entrants to the youth justice system aged 10 to 17 (per 100,000 population of 10 to 17 year olds)	250	Jul 17– Jun 18	Tracker	371	262	349	266		Yes
				N/a	GREEN	GREEN	GREEN	GREEN		
91	Overall crime rate per 1,000 population	96.3	2018	Tracker	91.6					Yes
				N/a	RED					
92	Rate of theft offences per 1,000 population	27.7	2018	Tracker	27.7					Yes
				N/a	GREEN					
93	Proportion of all offenders who re-offend in a 12 month period	31	Apr-Mar 17	Tracker	32.5	29.3	34.8			Yes
				N/a	GREEN	AMBER	GREEN			
94	Proven re-offending by young people (who offend) in a 12 month period (%)	41.4	Apr 16– Mar 17	Tracker	46.4	40.9	41.8			Yes
				N/a	GREEN	AMBER	GREEN			

ALTOGETHER SAFER

2. How effective are we at tackling anti-social behaviour?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
95	Dealing with concerns of ASB and crime issues (%) by the local council and police	50	2017	Tracker	55.1			58.1		Yes
				N/a	RED			RED		
96	Number of police reported incidents of anti-social behaviour	10,577	Apr-Dec 2018	Tracker	12,072					Yes
				N/a	GREEN					
97	Number of council reported incidents of anti-social behaviour	8,191	Apr-Dec 2018	Tracker	8,440					Yes
				N/a	GREEN					

ALTOGETHER SAFER

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
98	% of successful completions of those in alcohol treatment	31.9	May 17-Apr 18 with rep to Oct 18	28.0	30.3	38.6	30.7		North East 2017	Yes
				GREEN	GREEN	RED	GREEN			
99	% of successful completions of those in drug treatment - opiates	5.3	May 17-Apr 18 with rep to Oct 18	6.0	6.8	6.2	4.9		North East 2017	Yes
				AMBER	AMBER	AMBER	AMBER			
100	% of successful completions of those in drug treatment - non-opiates	28.6	May 17-Apr 18 with rep to Oct 18	26.4	27.6	38.6	25.8		North East 2017	Yes
				GREEN	GREEN	RED	GREEN			
Page 97	% of anti-social behaviour incidents that are alcohol related	17.6	Apr-Dec 2018	Tracker	16.1					Yes
				N/a	RED					

ALTOGETHER SAFER

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
102	% of violent crime that is alcohol related	31.6%	Apr-Dec 2018	Tracker	25.1					Yes
				N/a	RED					
103	Alcohol seizures	194	Apr-Jun 2018	Tracker	398					No
				N/a	GREEN					

ALTOGETHER SAFER

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
104	Building resilience to terrorism (self-assessment). Scored on level 1 (low) to 5 (high)	3	2017/18	Tracker	3					No
				N/a	GREEN					
105	Number of child sexual exploitation referrals	169	2018	Tracker	191					Yes
				N/a	N/a					

ALTOGETHER SAFER

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
106	Number of people killed or seriously injured in road traffic accidents	152	2018	Tracker	204					Yes
	- Number of fatalities	6		N/a	GREEN					
	- Number of seriously injured	146			18					
107	Number of children killed or seriously injured in road traffic accidents	16	2018	Tracker	18					Yes
	- Number of fatalities	0		N/a	GREEN					
	- Number of seriously injured	16			0					

ALTOGETHER GREENER

1. How clean and tidy is my local environment?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter	
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different		
108	% of relevant land and highways assessed as having deposits of litter that fall below an acceptable level	6.61	Aug-Sep 2018	Tracker	5.22	10				2014/15	No
				N/a	AMBER	GREEN					
109	% of relevant land and highways assessed as having deposits of detritus that fall below an acceptable level	13.87	Aug-Sep 2018	Tracker	10.72	27				2014/15	No
				N/a	RED	GREEN					
110	% of relevant land and highways assessed as having deposits of dog fouling that fall below an acceptable level	1	Aug-Sep 2018	Tracker	0.44	7				2014/15	No
				N/a	AMBER	GREEN					

ALTOGETHER GREENER

1. How clean and tidy is my local environment?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
111	Number of fly-tipping incidents	7,259	2018	Tracker	7,940					Yes
				N/a	GREEN					

ALTOGETHER GREENER

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
112	% reduction in CO ₂ emissions in County Durham (by 40% by 2020 and 55% by March 2031)	52.3	2016	Tracker	49.9					No
				N/a	GREEN					
113	% change in CO ₂ emissions from local authority operations	-9	2017/18	Tracker	-14					No
				N/a	RED					

ALTOGETHER GREENER

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter	
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different		
114	% of municipal waste diverted from landfill	96.3	Oct 17– Sep 18	95	96.7	87.3	92			2017/18	Yes
				GREEN	AMBER	GREEN	GREEN				

ALTOGETHER GREENER

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
115	% of household waste that is re-used, recycled or composted	42.2	Oct 17– Sep 18	Tracker	39.3	43.2	34.5		2017/18	Yes
				N/a	GREEN	AMBER	GREEN			

ALTOGETHER BETTER COUNCIL

1. How well do we look after our people?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
116	% of performance appraisals completed in current post in rolling year period (excluding schools)	N/a*	-	n/a	n/a					No
				N/a	N/a					
117	Days / shifts lost to sickness absence (all services excluding schools)	10.7	2018	11.20	10.70					Yes
				GREEN	GREEN					
118	% posts with no absence in rolling year (excluding schools)	59.4	2018	Tracker	57.26					Yes
				N/a	GREEN					
119	% of sickness absence which is short term	17.15	Oct-Dec 2018	Tracker	17.29					Yes
				N/a	N/a					
120	% of sickness absence which is medium term	16.59	Oct-Dec 2018	Tracker	14.14					Yes
				N/a	N/a					
Page 101 101	% of sickness absence which is long term	66.26	Oct-Dec 2018	Tracker	68.57					Yes
				N/a	N/a					

ALTOGETHER BETTER COUNCIL

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How well do we look after our people?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
122	% of employees having five days or less sickness per 12 month period	87.79	2018	Tracker	78.94					Yes
				N/a	RED					

*due to new system introduction

ALTOGETHER BETTER COUNCIL

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
123	% of council tax collected in-year	84.15	Apr-Dec 2018	84.82 AMBER	84.7 AMBER					Yes
124	% of business rates collected in-year	83.01	Apr-Dec 2018	83.01 GREEN	83.52 AMBER					Yes

3. How good are our services to customers and the public?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
125	% of Freedom of Information and Environmental Information Regulations requests responded to within 20 working days	79	Oct-Dec 2018	90 RED	71 GREEN					Yes
126	Average time taken to answer a telephone call (seconds)	56	2018	Tracker	45					Yes
				N/a	RED					
127	% of abandoned calls	5	2018	Tracker	5					Yes
				N/a	GREEN					
128	Customer contacts: face to face	141,305	2018	Tracker	154,104					Yes
				N/a	N/a					
129	Customer contacts: telephone	956,020	2018	Tracker	955,969					Yes
				N/a	N/a					
130	Customer contacts: web forms	125,679	2018	Tracker	80,131					Yes
				N/a	N/a					
131	Customer contacts: emails	41,397	2018	Tracker	59,317					Yes
				N/a	N/a					
132	Customer contacts: social media	2,733	2018	Tracker	4,189					Yes
				N/a	N/a					

Appendix 3: Risk Management

- 1 Effective risk management is a vital component of the council's challenging improvement agenda, so that any risks to successful delivery can be identified and minimised. The council's risk management process therefore sits alongside service improvement work and is integrated into all significant change and improvement projects.
- 2 The key risks to successfully achieving the objectives of each corporate theme are detailed against each Altogether theme in the relevant sections of the report. These risks have been identified using the following criteria:
 - a) Net impact is critical, and the net likelihood is highly probable, probable or possible.
 - b) Net impact is major, and the net likelihood is highly probable or probable.
 - c) Net impact is moderate, and the net likelihood is highly probable.
- 3 As at 31 December 2018, there were 26 risks on the corporate strategic risk register, the same as at 30 September 2018. During this period, one risk was added and one was removed. The following matrix categorises the strategic risks according to their net risk evaluation as at 31 December 2018. To highlight changes in each category during the last quarter, the number of risks as at 30 September 2018 is shown in brackets.

Corporate Risk Heat Map						
IMPACT	Critical	1 (1)		3 (4)		1 (1)
	Major		5 (5)	4 (4)		
	Moderate			9 (8)	2 (2)	
	Minor				1 (1)	
	Insignificant					
		Remote	Unlikely	Possible	Probable	Highly Probable
	 Key risks	LIKELIHOOD				

- 4 One risk has been added during the latest review period:

Potential significant size and scope of the liabilities of equal value claims. This was previously listed as an emerging risk. However, as the scope of potential liabilities becomes clearer, the financial risk to the Council could be significant. Claims have been lodged since 2005 by over 1,000 staff in relation to equal value claims. The claims are based upon the comparison of the pay of one job with another.

5 One risk has been removed:

Major interruption to IT service delivery: Following completion of the electrical upgrade works at the Council's main data centre, the likelihood of this risk has been downgraded to remote and it has now been removed from the risk register.

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

- a) If there was to be a 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) Government funding cuts, which will continue into 2019/20, will have an increasing major impact on all council services. In addition the outcome of the Fair Funding Review is not known and could also have a significant impact on the level of funding available to the Council (critical / highly probable);
- c) Failure to protect child from death or serious harm - where service failure is a factor or issue. (critical / possible);
- d) Failure to protect a vulnerable adult from death or serious harm (critical / possible).

7 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.
- c) **Altogether Healthier:** There are no key risks in delivering the objectives of this theme.
- d) **Altogether Safer:** *Failure to protect a vulnerable adult from death or serious harm.* Management consider it possible that this risk could occur which, in addition to the severe impacts on service users, will result in serious damage to the council's reputation and to relationships with its safeguarding partners. As the statutory body, the multi-agency Safeguarding Adults Board has a Business Plan in place for taking forward actions to safeguard vulnerable adults including a comprehensive training programme for staff and regular supervision takes place. This risk is long term and procedures are reviewed regularly.
- e) **Altogether Greener:** There are no key risks in delivering the objectives of this theme.

f) **Altogether Better Council:**

- i. *If there was to be slippage in the delivery of the agreed Medium Term Financial Plan savings projects, this will require further savings to be made from other areas, which may result in further service reductions and job losses. Management consider it possible that this risk could occur, which will result in a funding shortfall, damaged reputation and reduced levels of service delivery. To mitigate the risk, a programme management approach for key projects has been established and embedded across the council. Monitoring by Corporate Management Team and Cabinet provides assurance over the implementation of the agreed MTFP savings projects. It should be recognised that this will be a significant risk for at least the next four years.*
- ii. *Government funding cuts, which will continue into 2019/20 will have an increasing major impact on all council services. In addition the outcome of the Fair Funding Review is not known and could also have a significant impact of the level of funding available to the Council. 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.*

**Corporate Overview and Scrutiny
Management Board**

18 March 2019



**Resources – Quarter 3 December 2018:
Forecast of Revenue and Capital
Outturn 2018/19**

Report of John Hewitt, Corporate Director Resources

Electoral division(s) affected:

Countywide

Purpose of the Report

- 1 To provide details of the forecast outturn budget position for the Resources service grouping highlighting major variances in comparison with the budget based on the position to the end of December 2018.

Executive summary

- 2 The updated position shows that the service is forecasting a cash limit variance (underspend) of £420,000 against a revised budget of £15.838 million. This compares to the previously forecast position (at quarter 2) of a £271,000 underspend for the year.
- 3 The revised Resources capital budget is £5.036 million with a total expenditure to 31 December 2018 of £3.809 million (76%). The profiled budget for this period is £3.525 million, therefore spend is above profiled / expected spend in the year to date.

Recommendation

- 4 Corporate Overview and Scrutiny Management Board is recommended to note the content of this report.

Background

5 County Council approved the Revenue and Capital budgets for 2018/19 at its meeting on 21 February 2018. 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 - £15.838 million (original £15.635 million)*
- *Capital Programme - £5.036 million (original £6.989 million)*

6 The original Resources General Fund budget has been revised in year to incorporate a number of budget adjustments as follows:

	<u>£000s</u>
• Transfer from Corporate – Additional Resource to Support Commercialisation and Workforce Development	109
• Transfer from CYPS – Additional post in CYPS Finance	31
• Transfer from RES-CAC – Budget Realignment	6
• Transfer to Corporate – MFD Saving	-4
• Transfer to Contingencies – Microsoft Licences	-224
• Contribution from MTFP ER/VR Reserve	59
• Contribution from Resources Cash Limit Reserve – Digital Durham	9
• Contribution from Microsoft Office 365 Reserve	36
• Contribution from ICT Reserve	74
• Contribution from CRM Reserve	12
• Contribution from Benefit Take-up Reserve	121
• Contribution from Welfare Reform New Burdens Grant Reserve	30
• Transfer from REAL - Leisureworks	59

- Contribution to Welfare Reforms New Burdens Grant Reserve -227
- Contribution from Human Resources Reserve 113

The revised General Fund Budget for Resources is £15.838 million.

- 7 The summary financial statements contained in the report cover the financial year 2018/19 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.
- 8 The service is reporting a cash limit variance (underspend) of £420,000 against a revised budget of £15.838 million.
- 9 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 (£000s)

	2018/19 Budget	YTD Actual	Forecast of outturn	Variance (under) / over spend	Total Items Outside Cash Limit	Cash Limit Variance Qtr 3	Memo: Cash Limit Variance Qtr 2
Employees	45,231	33,141	44,672	(559)	(188)	(747)	(386)
Premises	4,954	202	4,948	(6)	0	(6)	(21)
Transport	624	423	590	(34)	0	(34)	(15)
Supplies and Services	15,455	12,062	15,990	535	(291)	244	(58)
Third Party Payments	40	50	41	1	0	1	0
Central Support and Capital	5,985	148	6,640	655	0	655	584

	2018/19 Budget	YTD Actual	Forecast of outturn	Variance (under) / over spend	Total Items Outside Cash Limit	Cash Limit Variance Qtr 3	Memo: Cash Limit Variance Qtr 2
Gross Expenditure	72,289	46,026	72,881	592	(479)	113	(104)
Income	(56,450)	(16,929)	(56,983)	(533)	0	(533)	(375)
Net Expenditure	15,839	29,097	15,898	59	(479)	(420)	(271)
HB Transfer payments	174,733	113,149	166,577	(8,156)	0	(8,156)	(8,156)
HB Central Support and Capital	400	0	400	0	0	0	0
HB Income	(175,133)	(2,704)	(166,977)	8,156	0	8,156	8,156
HB Net Expenditure	0	110,445	0	0	0	0	0
Total Net Expenditure	15,839	139,542	15,898	59	(479)	(420)	(271)

By Head of Service (£000's)

	2018/19 Budget	YTD Actual	Forecast of outturn	Variance (under) / over spend	Total Items Outside Cash Limit	Cash Limit Variance Qtr 3	Memo: Cash Limit Variance Qtr 2
Central Establishment Recharges	(24,215)	0	(24,215)	0	0	0	0
Corporate Finance & Commercial Services	3,523	3,539	3,450	(73)	(9)	(82)	(73)
Financial & Transactional Services	10,150	7,457	9,988	(162)	(71)	(233)	(114)
Digital & Customer Services	16,979	10,080	17,361	382	(351)	31	231

	2018/19 Budget	YTD Actual	Forecast of outturn	Variance (under) / over spend	Total Items Outside Cash Limit	Cash Limit Variance Qtr 3	Memo: Cash Limit Variance Qtr 2
Internal Audit and Insurance	1,068	746	1,027	(41)	0	(41)	(7)
Legal & Democratic Services	7,439	5,856	7,323	(116)	(6)	(122)	(277)
Service Management / Central Charges	(653)	175	(642)	11	0	11	4
People & Talent Management	1,548	1,245	1,606	58	(42)	16	(35)
Net Expenditure Excluding HB	15,839	29,098	15,898	59	(479)	(420)	(271)
Housing Benefit	0	110,445	0	0	0	0	0
Net expenditure	15,839	139,543	15,898	59	(479)	(420)	(271)

- 10 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 £000s	Year End (under) / overbudget £000s
Central Establishment Recharges	Central Establishment Recharges	No material variance	0	0
Corporate Finance & Commercial Services	Management	£2,000 underbudget on employees £4,000 underbudget on supplies and services	(6)	
	Management Priority	No material variance	0	

Head of Service	Service Area	Description	Year End (under) / overbudget £000s	Year End (under) / overbudget £000s
	Financial Systems	£76,000 underbudget on employees £4,000 underbudget on supplies and services	(80)	
	Procurement	£8,000 overbudget on employees £2,000 overbudget on supplies and services £5,000 overachieved in income	5	
	Pensions	£8,000 overbudget on employees. £8,000 overachieved on income	0	
	Strategic Finance	£3,000 underbudget on employees £18,000 overbudget on supplies and services £28,000 overachieved on income	(13)	
	Occupational Health	£6,000 overbudget on employees £3,000 overbudget on transport £3,000 underbudget on supplies and services £16,000 underachieved income	22	
	Health and Safety	£10,000 overbudget on employees £7,000 underbudget on Transport £3,000 underbudget on supplies and services £10,000 overachieved on income	(10)	
				(82)
People & Talent Management	People & Talent Management	£19,000 overbudget on employees. £5,000 underbudget on transport. £17,000 overbudget on supplies and services £15,000 overachieved on income	16	
				16

Head of Service	Service Area	Description	Year End (under) / overbudget £000s	Year End (under) / overbudget £000s
Finance & Transactional Services	Management	No material variance	0	(233)
	Operations & Data	£14,000 overbudget on employees £26,000 overbudget on transport £6,000 under on supplies and services £50,000 overbudget on Direct Revenue Funding of capital £2,000 overachieved income	82	
	Financial Management	£20,000 underbudget on employees £4,000 underbudget on supplies and services £83,000 overachieved on income	(131)	
	Revenues and Benefits	£300,000 underbudget on employees £18,000 underbudget on transport £252,000 overbudget on supplies and services (outsourced packages of work) £118,000 overachieved on income	(184)	
Digital and Customer Services	Customer Services	£153,000 underbudget on employees £3,000 overbudget on premises £1,000 underbudget on transport £47,000 underbudget on supplies and services £30,000 underachieved on income	(166)	

Head of Service	Service Area	Description	Year End (under) / overbudget £000s	Year End (under) / overbudget £000s
	ICT Services	£295,000 underbudget on employees £11,000 underbudget on transport £30,000 underbudget on supplies and services £581,000 overbudget on central expenses, of which £560,000 is a contribution to capital schemes £48,000 overachieved income	197	31
Internal Audit and Risk	Insurance and Risk	£4,000 overbudget on employees £1,000 overbudget on supplies and services	5	(41)
	Internal Audit	£5,000 overbudget on employees £2,000 under on supplies and services	3	
	Corporate Fraud	£4,000 overbudget on supplies and services £22,000 overbudget on supplies and services £75,000 overachieved on income	(49)	
Legal and Democratic Services	Corporate and Democratic Core	£48,000 underbudget on employees £10,000 underbudget on transport £132,000 underbudget on supplies and services £14,000 overachieved income	(204)	
	Legal and Other Services	£85,000 overbudget on employees £10,000 underbudget on premises £9,000 underbudget on transport £183,000 overbudget on supplies and services	82	

Head of Service	Service Area	Description	Year End (under) / overbudget £000s	Year End (under) / overbudget £000s
		£167,000 over achieved income		(122)
Service Management	Service Management	£11,000 overbudget on employees	11	11
Benefits Payments and Subsidy	Benefits		0	0
TOTAL				(420)

- 11 In summary, the service grouping is on track to maintain spending within its cash limit.

Capital Programme

- 12 The original Resources capital programme was £6.989 million and this has been revised for additions/reductions, budget transfers and budget profiling. The revised budget now stands at £5.036 million.

- 13 Summary financial performance to the end of December 2018 is shown below:

	Original Annual Budget 2018/19	Revised Annual Budget 2018/19	Profiled Budget 2018/19	Actual Spend 31/12/2018	Remaining Budget
	£000	£000	£000	£000	£000
Digital & Customer Services	6,872	4,860	3,401	3,772	1,088
Corporate Finance & Commercial Services and Finance & Transactional Services	117	176	124	37	139
Total	6,989	5,036	3,525	3,809	1,227

- 14 The revised Resources capital budget is £5.036 million with a total expenditure to 31 December 2018 of £3.809 million (76%). The profiled budget for this period is £3.525 million, therefore spend is above profiled / expected spend in the year to date. A full breakdown of schemes and actual expenditure to 31 December 2018 is given in Appendix 2
- 15 At year end the actual outturn performance will be compared against the revised budgets and at that time service and project managers will need to account for any budget variance.

Background papers

- Cabinet Report (13 March 2019) – Forecast of Revenue and Capital Outturn 2018/19 – Period to 31 December 2018.
- Corporate Overview and Scrutiny Management Board (17 December 2018) – Resources Quarter 2 September 2018 : Forecast of Revenue and Capital Outturn 2018/19.

Contact: Ian Herberson

Tel: 03000 261861

Appendix 1: Implications

Legal Implications

Not applicable.

Finance

Financial implications are detailed throughout the report which provides an analysis of the revenue and capital outturn position.

Consultation

Not applicable.

Equality and Diversity / Public Sector Equality Duty

Not applicable.

Human Rights

Not applicable.

Crime and Disorder

Not applicable.

Staffing

Not applicable.

Accommodation

Not applicable.

Risk

The consideration of regular budgetary control reports is a key component of the Councils Corporate and Financial Governance arrangements.

Procurement

Not applicable.

Appendix 2: Resources Capital Programme 2018/19 – Detailed Monitoring Statement to 31 December 2018

Resources	Revised Annual Budget	Profiled Budget	Actual Spend	Remaining Budget
	2018/19	2018/19	31/12/18	2018/19
	£000	£000	£000	£000
Broadband / Digital Durham	2,031	1,421	1,576	455
Code of Connection Compliance	6	4	-	6
Dark Fibre installations and Circuit/Microwave Upgrades	29	20	6	23
Homeworking	87	61	54	33
ICT Business Continuity	490	343	473	17
Mobile Device Management	190	133	80	110
Ongoing Server replacement	269	188	264	5
Replacement of Desktop ICT Equipment	1,185	829	789	396
Conversion of Capita One Software to Tribal	0	0	6	(6)
Tanfield Datacentre LAN Switching Replacement	35	25	-	35
Archiving Of Obsolete Systems Based On Non Supported Hardware	326	228	325	1
Customer Relation Management System	57	40	59	(2)
Remote Access – Central Solution	155	109	140	15
Digital & Customer Services Total	4,860	3,401	3,772	1,088
Migration of HR/Payroll functionality	105	74	24	81
Civica Pension Fund Administration System	71	50	13	58
Corporate Finance & Commercial Services and Financial & Transactional Services Total	176	124	37	139
RES Total	5,036	3,525	3,809	1,227

Corporate Overview and Scrutiny Management Board

18 March 2019



Transformation and Partnerships – Quarter 3 December 2018: Forecast of Revenue and Capital Outturn 2018/19

Report of Corporate Directors

John Hewitt, Corporate Director of Resources

Lorraine O'Donnell, Corporate Director of Transformation and Partnerships

Electoral division(s) affected:

Countywide

Purpose of the Report

- 1 To provide details of the forecast outturn budget position for the Transformation and Partnerships (TAP) service grouping highlighting major variances in comparison with the budget based on the position to the end of December 2018.

Executive summary

- 2 The service is reporting a cash limit underspend of £98,000 against a revised budget of £12.190 million.
- 3 The revised TAP capital budget is £3.963 million with a total expenditure to 31 December 2018 of £1.008 million.

Recommendation

- 4 Corporate Overview and Scrutiny Management Board is recommended to note the content of this report.

Background

5 County Council approved the Revenue and Capital budgets for 2018/19 at its meeting on 21 February 2018. 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 - £12.190 million (original £11.944 million)*
- *TAP Capital Programme – £3.963 million (original £5.084 million)*

6 The original TAP budget has been revised to incorporate the following budget adjustments since the original budget was approved in February:

	£000s
Transfer into TAP from CYPS – Youth Work Support	139
Transfer from Cash Limit Reserve (TAP restructure)	188
Transfer to Youth Work Support Reserve	(139)
Use of MTFP Redundancy Reserve	34
Use of Syrian Resettlement Programme Reserve	36
Use of Transformation Challenge Grant Reserve	44
Transfer to Local Safeguarding Adults Board Reserve	(49)
Transfer from Community Led Local Development Reserve	115
Transfer from Community Reserve	23
Transfer to Inspire Reserve	(34)
Transfer to REAL	(3)
Transfer to Transformation Programme Reserve	(108)
TOTAL	246

The revised TAP revenue budget is £12.190 million.

- 7 The summary financial statements contained in the report cover the financial year 2018/19 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 2018/19

- 8 The service is reporting a cash limit underspend of **£98,000** against a revised budget of **£12.190 million**.
- 9 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 (£000s)

Subjective Analysis	2018/19 Budget	YTD Actual	Forecast of outturn	Variance (under) / over spend	Total Items Outside Cash Limit	Cash Limit Variance Qtr 3
Employees	10,513	8,233	10,683	170	(42)	128
Premises	247	90	240	(7)	-	(7)
Transport	61	35	55	(6)	-	(6)
Supplies and Services	2,078	1,308	2,116	38	(166)	(128)
Agency and Contracted	140	-	140	-	-	-
Transfer Payments	1,443	1,498	2,062	619	(513)	106
Central Costs	2,345	154	2,388	43	-	43
GROSS EXPENDITURE	16,827	11,318	17,684	857	(721)	136
INCOME	(4,637)	(1,956)	(5,013)	(376)	142	(234)
NET EXPENDITURE	12,190	9,362	12,671	481	(579)	(98)

Analysis by Head of Service (£000s)

Head of Service	2018/19 Budget	YTD Actual	Forecast of outturn	Variance (under) / over spend	Total Items Outside Cash Limit	Cash Limit Variance Qtr 3
Partnership and Community Strategy	6,829	4,192	7,084	255	(307)	(52)
Communications and Transformation	1,123	1,812	1,179	56	(81)	(25)
	2,125	1,877	2,369	244	(300)	(56)
	2,113	1,481	2,039	(74)	109	35
NET EXPENDITURE	12,190	9,362	12,671	481	(579)	(98)

- 10 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	Forecast Year End (Under) / Overspend £000s
Partnership and Community Engagement (PACE)	Area Action Partnerships, Community Buildings PACE	£52,000 managed underspend, mostly on supplies and services plus additional income.	(52)
Strategy	Corporate Scrutiny & Strategy, Head of Strategy Service Management Research & Equalities Research & Intelligence	£25,000 managed underspend, mostly on employees and supplies and services.	(25)

Communications and Marketing	Communications & Marketing, Civil Contingencies Unit	£55,000 managed underspend, mostly on employees and supplies and services.	(55)
Transformation	Corporate Improvement Programme, Information Management, County Records	£35,000 managed overspend, mostly on employees.	35
TOTAL			(97)

- 11 In summary, the service grouping is forecast to maintain its spending in line with its cash limit this year. The forecast underspend of £98,000 takes into account the restructure of the former Assistant Chief Executives Service Grouping which was delayed following the unitisation of services into TAP. As a result the full effect of the savings won't be achieved in the current financial year. An amount of £198,000 has been drawn from the TAP Cash Limit Reserve to cover the shortfall.

Members Neighbourhoods Revenue Budget

- 12 Each elected member 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 £680,000. Previous years unspent allocations totalling £746,000 are held in an earmarked reserve. At 31 December 2018, £882,000 of the total budget allocation of £1.426 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 £762,000 are held in an earmarked reserve. At 31 December, 2018 a total of £1.297 million has either been committed or spent and it is expected that the remaining £530,000 will be committed later in the year.

Capital Programme

- 18 The TAP capital programme comprises six main schemes, Assets in the Community, Area Action Partnerships Capital, Members Neighbourhoods Capital, Community Facilities in Crook, Community Facilities in Consett and Durham History Centre.
- 19 The TAP capital programme has been revised to take into account the 2017/18 outturn position, where unspent budget was transferred from 2017/18. The budget agreed at MOWG in December 2018 now stands at **£3.963m**.
- 20 Summary financial performance to the end of December is shown below:

Service	Original Annual Budget 2018/19 £000	Revised Annual Budget 2018/19 £000	Actual Spend to 31 December £000	Remaining Budget £000
Assets in the Community	1,012	221	77	144
Area Action Partnership	474	556	222	334
Members Neighbourhoods	3,044	3,041	625	2,416
Community Facilities Crook	7	0	0	0
Community Facilities Consett	200	20	20	0
Durham History Centre	200	42	17	25
AAP Initiatives	148	83	47	36
Total	5,085	3,963	1,008	2,955

- 21 Officers continue to carefully monitor capital expenditure on a monthly basis. £1.008 million of actual expenditure has been incurred to date. This is 25% of the total estimated spend in the year.

22 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

Background papers

- Cabinet Report (13 March 2019) – Forecast of Revenue and Capital Outturn 2018/19 – Period to 31 December 2018.
- Corporate Overview and Scrutiny Management Board (17 December 2018) – Transformation and Partnerships Quarter 2 September 2018 Forecast of Revenue and Capital Outturn 2018/19

Contact: Ian Herberson

Tel: 03000 261861

Appendix 1: Implications

Legal Implications

Not applicable.

Finance

Financial implications are detailed throughout the report which provides an analysis of the revenue and capital outturn position.

Consultation

Not applicable.

Equality and Diversity / Public Sector Equality Duty

Not applicable.

Human Rights

Not applicable.

Crime and Disorder

Not applicable.

Staffing

Not applicable.

Accommodation

Not applicable.

Risk

The consideration of regular budgetary control reports is a key component of the Councils Corporate and Financial Governance arrangements.

Procurement

Not applicable.

**Corporate Overview and Scrutiny
Management Board**

18 March 2019



**Refresh of the Work Programme
2019/20 for the Corporate Overview and
Scrutiny Management Board**

Ordinary Decision

Report of Corporate Management Team

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

Electoral division(s) affected:

None

Purpose of the Report

- 1 To provide Corporate Overview and Scrutiny Management Board (COSMB) with the opportunity to review and refresh the work programme for 2019/20.

Executive summary

- 2 COSMB review their work programme each year to reflect the four objectives and associated outcomes and actions identified within the Council Plan for the Council's Altogether Better Council priority theme.
- 3 The Council Plan is set in the context of the Sustainable Community Strategy which is undergoing a refresh process. This report reflects the current Council Plan but recognises that a key priority in both the current and the new Plan will be the Transformation Programme.

Recommendation(s)

- 4 COSMB is recommended to:
 - (a) Note and comment on the proposed COSMB work programme in relation to the current Council Plan 2016-2019 Altogether Better Council theme

- (b) Note that a further report to agree the COSMB work programme for 2019/20 will be submitted to the June 2019 meeting.

Background

- 5 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
 - Changes in government legislation
- 6 This year there is change underway in the policy context of the Council as work is taking place to refresh the Sustainable Communities Strategy (SCS). This is being undertaken because the SCS is now almost ten years old. The new vision is expected to be in place in the summer and will inform final versions of scrutiny work programmes. The current Council Plan was developed in the context of the SCS and there will be a chance for update once the new vision is agreed. However the current Council Plan still applies.

Council Plan 2016 -19

- 7 To help improve the performance of the Council, there are currently four 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.

- 8 Looking ahead to a new Council Plan, the key emerging issue to be considered alongside is the Council's Transformation Programme which supports progress on many of the objectives above.

Current Work Programme

- 9 During 2018/19, Corporate Overview and Scrutiny Management Board has undertaken budgetary and performance monitoring, in-depth scrutiny reviews and considered overview presentations.
- 10 In depth and light touch scrutiny reviews
- Budget and MTFP process
 - Update on the Customer Relationship Management System
- 11 Areas of overview activity
- Regulation of Investigatory Powers Act 2000
 - Customer Feedback: Complaints, Compliments and Suggestions Reports
 - Overview of performance in relation to 'Altogether Better Council' priority (corporate performance reports)
 - Overview of partnership work (County Durham Plan, AAPs)
 - Transformation Programme
- 12 Budgetary and performance monitoring
- Quarterly budgetary monitoring for Transformation and Partnerships and Resources.
 - Quarterly corporate performance monitoring overview for the whole Council.
- 13 COSMB led a workshop for all overview and scrutiny members in January 2019 looking at the emerging findings from the initial consultation on the refresh of the County Durham Vision.

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

- 14 COSMB are asked to review and consider their work programme for next year in the context of the challenges the Council faces including ongoing austerity, the Council's Transformation Programme and the Sustainable Community Strategy and Council Plan in the knowledge they are undergoing a refresh exercise.
- 15 COSMB may also wish to give particular consideration to points raised in previous meetings.
- 16 At the 22 June 2018 COSMB meeting the work programme for 2018/19 was discussed and finalised. In addition to the agreed work programme, reference was made to the appraisal system as an area identified for potential future review work.

Background papers

- None

Contact: Jenny Haworth

Tel: 03000 268071

Clare Luery

Tel: 03000 265978

Appendix 1: Implications

Legal Implications

None

Finance

None

Consultation

None

Equality and Diversity / Public Sector Equality Duty

None

Human Rights

None

Crime and Disorder

None

Staffing

None

Accommodation

None

Risk

The Overview and Scrutiny work programme is an important element of the Council's governance and risk management arrangements.

Procurement

None

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<p>Overview and Scrutiny Work Programme 2019/20</p> <p>Corporate Overview and Scrutiny Management Board (COSMB)</p> <p>Lead officer: Jenny Haworth</p> <p>Key service contact: Jeff Garfoot</p>	<p>Note:</p> <p>Overview and Scrutiny Review – A systematic six monthly review of progress against recommendations/action plan</p> <p>Scrutiny/Working Group – In-depth review/light touch review</p> <p>Overview/progress – Information on an issue; opportunity to comment, shape, influence, progress with a scrutiny review</p> <p>Performance/Budget – Ongoing quarterly monitoring performance reports/budgets</p>
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	When	Who	Outcome	Comment
O/S Review				
Scrutiny/Working Group (light touch/in-depth review)				
Budget and MTFP process	13 Sept 2019 22 October 2019 16 Dec 2019 14 Feb 2020 (to be confirmed)	Jeff Garfoot/ Jenny Haworth	To enable scrutiny members to comment and feed into MTFP and budget setting process.	To look at any issues/reviews linked to achieving savings within the MTFP. Update reports considered by COSMB

	When	Who	Outcome	Comment
Overview/Progress				
Transformation Programme, including: <ul style="list-style-type: none"> • ICT Strategy • Organisational Development • Use of premises/modern ways of working 	Periodic updates	Lorraine O'Donnell/Andy Palmer <ul style="list-style-type: none"> • Alan Patrickson • Alison Lazazzera • Andy Palmer 	To update members on the Transformation Programme.	Members' information
Regulation of Investigatory Powers quarterly report	2018/19 Quarter 4 21 June 2019 2019/20 Quarter 1/2 16 Dec 2019 Quarter 3 14 Feb 2020	Kamila Coulson-Patel	To inform members of the Council's use of powers under the Regulation of Investigatory Powers Act 2000 (RIPA) on a quarterly basis.	Members' information
Regulation of Investigatory Powers annual report	22 October 2019	Kamila Coulson-Patel	To inform members of the Council's use of powers under the Regulation of Investigatory Powers Act 2000 (RIPA).	Members' information
Customer Feedback – Compliments, Complaints and	2018/19 Q4 21 June 2019 2019/20	Vicki Murray	To inform Members of the Customer Feedback report on a quarterly basis.	Members' information

	When	Who	Outcome	Comment
Suggestions quarterly report	Q1 13 Sept 2019 Q2 16 Dec 2019 Q3 20 March 2020		To present key messages in relation to the management and handling of statutory representations for Children and Adults Social Services.	
Overview and Scrutiny Annual Report	21 June 2019	Jenny Haworth	Members to sign off the Overview and Scrutiny Annual Report	Members' information, and circulated widely
Notice of Key Decisions	At each COSMB	Jackie Graham	To monitor additions/ amendments	Members' information
Performance/Budget				
Performance Quarterly reporting (Transformation and Partnerships and Resources)	2018/19 Q4 21 June 2019 2019/20 Q1 13 Sept 2019 Q2 16 Dec 2019 Q3 20 March 2020	Jenny Haworth		Standing item
Budget Outturn Report Quarterly reporting (Transformation and Partnerships and Resources)	2018/19 Q4 21 June 2019 2019/20 Q1 13 Sept 2019	Ian Herberson/Michael Grogan		Standing item

	When	Who	Outcome	Comment
	Q2 16 Dec 2019 Q3 20 March 2020			
Regular updates				
Implications of the Government's policy programme	Cabinet report	Jenny Haworth		
Welfare reform and poverty action plan updates	Cabinet report	Emma Gardner/Kevin Edworthy		
MTFP delivery updates	Cabinet report	Andy Palmer		
County Durham Partnership update	Cabinet report	Julie Bradbrook		
Chairs' briefings	At each COSMB	Chair		
Petitions updates Quarterly	21 June 2019 13 September 2019 16 December 2019 20 March 2020	Jackie Graham		

**Corporate Overview and
Scrutiny Management Board**

18 March 2019



Update in relation to Petitions

Report of Corporate Management Team

Helen Lynch, Head of Legal and Democratic Services

Electoral division(s) affected:

Countywide.

Purpose of the Report

- 1 To provide for information the quarterly update in relation to the current situation regarding various petitions received by the Authority.

Recommendation(s)

- 2 Members are requested to note the update report on the status of petitions and e-petitions received by the Authority.

Background

- 3 Following the introduction of The Local Democracy, Economic Development and Construction Act 2009, the administration of the petitions process was passed to Democratic Services.
- 4 Overview and Scrutiny Management Board have received update reports on petitions since September 2008, and this function has now passed to the new committee.
- 5 From the 15 December 2010, the Authority has provided a facility for members of the public to submit e-petitions on the Council's website.

Current Notice of Key Decisions

- 6 Since the last update four e-petitions have been submitted, two of which were rejected. One contained personal and sensitive information and the other did not have the required number of signatures. We hosted two e-petitions relating to the County Durham Plan and final numbers

have been passed to the appropriate service to consider as part of a consultation.

- 7 In addition, two new paper petitions have been submitted, one of which has now closed. A list giving details and current status of all active petitions is attached as Appendix 2 to the report.

Contact: Ros Layfield

Tel: 03000 269708

Appendix 1: Implications

Legal Implications

None.

Finance

None.

Consultation

Petitions which refer to a consultation exercise are reported to committee for information and forwarded to the relevant officer for consideration

Equality and Diversity / Public Sector Equality Duty

None.

Human Rights

None.

Crime and Disorder

None.

Staffing

None.

Accommodation

None.

Risk

None.

Procurement

None.

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Nature of Petition	Appropriate Service/Officer	Summary of Information	Status of Petition
<p>Petition 351</p> <p>Save the Street Lights for Brandon Lane</p> <p>Petition received 15.11.18</p> <p>No. of signatures – 38</p>	<p>John Reed Head of Technical Services</p>	<p>Petition asking the Council to save the street lights on Brandon Lane.</p> <p>Street Lighting Energy Reduction Project The removal of street lighting is part of the ongoing Street Lighting Energy Reduction Project approved by the Council’s Cabinet on 12 December 2012. This “invest to save” project involves the removal of street lights which are not required by British Standards where it is safe to do so. The project is achieving significant savings in energy and maintenance costs that will help to meet the unprecedented reductions in central government funding. The project will also contribute to a reduction in the Council’s carbon emissions. The project originally planned 7,000 removals based on a high level desktop assessment. However, following more detailed analysis including risk assessments less than 3,000 street lights will be removed. This demonstrates the Council’s commitment to only removing street lights where it is safe to do so. An update was reported to the Council’s Cabinet on 21st October 2015.</p> <p>Street Lighting Policy The Street Lighting Policy which facilitates these removals, was approved by the Council’s Cabinet on 20th November 2013 following extensive public consultation. The Policy was reviewed in February 2016. The report states “Where there is existing street lighting that is not specifically required by the Street Lighting Policy then this will be removed where it is safe to do so, based on a risk assessment of road safety and the fear of crime and following consultation with local Elected Members, Town and Parish Councils where applicable”. No street lights will be removed in residential areas, roundabouts, major junctions or where there are proven road safety and crime issues under this policy. The policy aligns the provision of street lighting in County Durham with British Standards in line with most other Councils in</p>	<p>Petition CLOSED</p>

Nature of Petition	Appropriate Service/Officer	Summary of Information	Status of Petition
		<p>the United Kingdom. The areas where street lighting has been removed comprises areas that are of low brightness, predominately open land with sporadic or few dwellings. As defined in the Council’s Street Lighting policy, on roads between villages and settlements in Environmental Zone E2 areas, lighting will only be provided where there is a known night-time road safety problem that cannot be controlled by other methods such as improvements to the carriageway delineation by reflective road studs, carriageway markings and improved signing.</p> <p>Road Safety Risk Assessment The Council has commissioned independent road safety auditors to carry out robust and detailed road safety risk assessments at each site where street lighting has been proposed for removal in accordance with the above policy. The risk assessment includes a detailed analysis of all Personal Injury Accidents (PIA’s) which have been recorded by Durham Constabulary covering a five year period. In addition, details of fatal road traffic collisions are analysed covering a ten year period. The risk assessment process includes visiting the site and walking the route allowing for a detailed assessment of the character of the road, its environment, the condition of the existing traffic signs and road markings. The risk assessment identifies any potential hazards to highway users and considers if these can be mitigated. The risk assessment also includes, where appropriate, the road safety auditor liaising with various teams within the Council in respect to observations relating to walking routes to schools, cycling and public rights of way. If the risk assessment identifies any significant road safety issues that cannot be mitigated then the Council does not proceed with the removal.</p> <p>At this particular location, mitigation works included:</p>	

Nature of Petition	Appropriate Service/Officer	Summary of Information	Status of Petition
		<p>1. Removal of existing chevron sign; 2. Erection of new chevron sign on existing posts; 3. Removal of existing cyclists’ triangular warning sign; 4. Erection of new cyclists triangular warning sign on existing posts; and 5. Erection of new equestrians sign on existing post using a post extension</p> <p>A continuous footway exists within the site along the northern side of the highway, between Langley Moor and Brandon. There are no crossing points so this arrangement is considered to be safe; and there are many other similar footways in the County where street lighting is not provided.</p> <p>Crime Crime can occur at any time on any part of the highway network regardless of the provision of street lighting. I can confirm that there are no records of crime occurring on this short section of road where we are removing street lights. The latest research commissioned by the Department of Transport confirms that there is no strong evidence to support that street lighting reduces crime although it is acknowledged that street lighting has a role to play in reducing the fear of crime. This is supported by research by the London School of Hygiene and Tropical Medicine in partnership with University College London who has recently published their research on reduced street lighting and its impact on crime. The research found that overall there is no evidence of an association between reduced street lighting and increases in crime.</p> <p>Consultation Cabinet approved the Street Lighting Policy, which facilitates the removals, on 20 November 2013 following extensive public</p>	

Nature of Petition	Appropriate Service/Officer	Summary of Information	Status of Petition
		<p>consultation including all Town and Parish Council within County Durham. The public consultations included public meetings and publicity to enable the public and Town and Parish Councils to put forward their views, and any objections received were considered during that consultation process. As part of the removal process we consulted with local Councillors and Parish Councillors on the risk assessment to ensure that it reflected all local factors.</p> <p>Service Level Agreement Due to unprecedented reductions in central government funding savings need to be made to balance budgets. Only street lights that are not required by British Standards are being removed where it is safe to do so. The only way to retain the street lights is if the Parish Council or another third party was able to fully fund them through a service level agreement. Unfortunately, the Parish Council declined the offer of a service level agreement. At this location the street lighting columns had reached the end of their useful life so required replacement if they were to be retained. Unfortunately, this increased the cost of the service level agreement and this may not have been affordable for the Parish Council. If third party funding can be found to fully fund the installation of street lights and the on-going maintenance, energy, maintenance and lifecycle costs then this could be facilitated in accordance with our Street Lighting Policy.</p>	
<p>Petition 352</p> <p>Enforce 40mph speed limit on A690, Brancepeth to Meadowfield</p> <p>E-Petition Petition received 16.11.18 No. of signatures – 71</p>	<p>John Reed Head of Technical Services</p>	<p>Petition asking the Council to put speed limits in place along the A690 between Brancepeth and Meadowfield, ideally to provide electronic speed monitoring to notify that drivers are above the speed limit.</p> <p>e-Petition ran from 16.11.18 until 28.12.18 and closed with 71 signatures.</p> <p>Road Safety</p>	<p>Petition CLOSED</p>

Nature of Petition	Appropriate Service/Officer	Summary of Information	Status of Petition
		<p>The Council receives more requests for road safety schemes than are able to fund from the limited road safety budgets. Therefore, schemes have to be prioritised where there are proven issues with serious and fatal personal injury accidents. Having checked the accident recording database shared with Durham Constabulary, there has been 3 recorded ‘personal injury’ accidents in the vicinity of the Scription Gill Road junction with A690, in the past four years, this being the standard search criteria. One of these accidents resulted from a vehicle losing control south west of the junction and colliding with another vehicle. Another accident occurred at the junction and the driver failed a roadside breath test. The most recent accident, which occurred in November 2018, was also attributed to one of the drivers involved being under the influence of alcohol. Additional causations in this accident were listed as failed to look properly, careless/reckless/in a hurry and inexperienced/unfamiliar with the type of vehicle. These accidents were attributable to driver error rather than traffic speed or the highway layout. Compared to many other locations, this represents a favourable accident record.</p> <p>Speed Limits</p> <p>The Council is required to follow Department for Transport legislation and guidance to ensure that speed limits are credible with the aim that they become self-evident and enforcing by virtue of their surroundings. During the review process various factors and criteria are considered and evaluated such as:</p> <ul style="list-style-type: none"> • Existing vehicle speeds; • Nature of the road and its surroundings; • Local needs; • Existing highway infrastructure; • Development; • Highway signs; • Road markings and street lighting; • The various road users; 	

Nature of Petition	Appropriate Service/Officer	Summary of Information	Status of Petition
		<ul style="list-style-type: none"> • The credibility of the speed limit; and • Accident history. <p>The section of A690 leaving the 'built up' area of Brandon through to the start of the village of Brancepeth has a derestricted speed limit due to the semi-rural nature of the road and the absence of direct frontage property development. In recent years assessments have been carried out of this section of road and the existing speed limit is considered both appropriate and credible.</p> <p>A variable message sign was introduced to warn traffic travelling towards Durham that the Scriptor Gill junction is approaching. This sign will activate if the approach speed of the driver exceeds a set threshold. There is also an alternative route for drivers at the Sawmills Lane junction which joins the A690 within the 30mph speed limit. It is appreciated that this is a slightly longer route but it provides an alternative to drivers where speeds are lower and visibility is greater.</p> <p>A speed limit which lacks credibility results in a significant proportion of motorists ignoring the limit and driving at even higher speeds, and can also lead to greater risk taking. The majority of drivers will travel at what they consider is a credible speed for their environment.</p> <p>While it is considered that the derestricted speed limit set for this location is appropriate a review of the site was undertaken on 9th January 2019. This joint meeting between Durham Constabulary and Durham County Council was to investigate what measures, if any, could be implemented.</p> <p>In summary, following the recent review, the speed limit is still considered appropriate and no changes are proposed, however</p>	

Nature of Petition	Appropriate Service/Officer	Summary of Information	Status of Petition
		<p>a few minor routine maintenance items were noted during the visit and these will be addressed in accordance with our Highway Maintenance Plan.</p>	
<p>Petition 353</p> <p>Move Disabled Parking from Penny Gill, Spennymoor</p> <p>Petition received 20.11.18</p> <p>No. of signatures – 367</p>	<p>Lee Mowbray Major Projects Team Leader</p>	<p>Petition received asking the Council to move the disabled parking bays from outside of the Penny Gill public house and relocate to outside of the Grand Electric Hall, Spennymoor.</p> <p>Parking is required to support a town’s economic vitality and therefore it needs to be suitable for the needs of all relevant users. Typically a range of restrictions such as loading bays, waiting restrictions, parking and blue badge bays will be introduced to ensure a town centre can function effectively and efficiently. Successful parking controls will look to secure a reasonable balance of all parking and often conflicting needs of both motorised and non-motorised vehicles.</p> <p>Cheapside currently contains a range of parking restrictions including blue badge parking, taxi bays and time limited parking. These bays are interspersed over the length of the street and the limited parking bays operate Monday – Saturday, 8am -6pm, with the other restricted bays operating 24 hours. The location and timings on these restricted bays have been implemented to adequately assist all users wishing to visit or shop in this area.</p> <p>All of the restrictions currently in place are contained on the Traffic Regulation Order (TRO) for Spennymoor. Each restriction on public adopted highway will be included within a Traffic Regulation Order as this gives the Local Authority the power to undertake enforcement. There is a statutory legal process that the County Council must follow should any changes</p>	<p>Petition CLOSED</p>

Nature of Petition	Appropriate Service/Officer	Summary of Information	Status of Petition
		<p>to the TRO be proposed. This process can be both costly and time consuming and as a result must be certain that the changes proposed are going to have a positive impact on the town centre as a whole. The request to relocate the blue badge bays to the 'future scheme' list and this amendment will be considered the next time a review of the Spennymoor TRO is undertaken.</p>	
<p>Petition 355</p> <p>Reinstatement of street lights on C96 Binchester</p> <p>Petition received 30.11.18</p> <p>No. of signatures – 130</p>	<p>John Reed Head of Technical Services</p>	<p>Petition asking the Council to reinstate the street lights on the C96 Binchester.</p> <p>Street Lighting Energy Reduction Project</p> <p>That the street lighting removals are part of the ongoing Street Lighting Energy Reduction Project which was approved by the Council's Cabinet on 12 December 2012. This "invest to save" project involves the removal of street lights which are not required by British Standards where it is safe to do so. The project is achieving significant savings in energy and maintenance costs that will help to meet the unprecedented reductions in central government funding. The project will also contribute to a reduction in the Council's carbon emissions. The project originally planned 7,000 removals based on a high level desktop assessment. However, following more detailed analysis including risk assessments less than 3,000 street lights will be removed. This demonstrates the Council's commitment to only removing street lights where it is safe to do so. An update was provided to the Council's Cabinet on 21st October 2015.</p> <p>Street Lighting Policy</p> <p>The Street Lighting Policy which facilitates these removals, was approved by the Council's Cabinet on 20th November 2013 following extensive public consultation. The Policy was reviewed in February 2016. The report states "Where there is existing street lighting that is not specifically</p>	<p>Petition CLOSED</p>

Nature of Petition	Appropriate Service/Officer	Summary of Information	Status of Petition
		<p>required by the Street Lighting Policy then this will be removed where it is safe to do so, based on a risk assessment of road safety and the fear of crime and following consultation with local Elected Members, Town and Parish Councils where applicable”.</p> <p>No street lights will be removed in residential areas, roundabouts, major junctions or where there are proven road safety and crime issues under this policy.</p> <p>The policy aligns the provision of street lighting in County Durham with British Standards in line with most other Councils in the United Kingdom. The areas where street lighting has been removed comprises areas that are of low brightness, predominately open land with sporadic or few dwellings. As defined in the Council’s Street Lighting policy, on roads between villages and settlements in Environmental Zone E2 areas, lighting will only be provided where there is a known night-time road safety problem that cannot be controlled by other methods such as improvements to the carriageway delineation by reflective road studs, carriageway markings and improved signing.</p> <p>Road Safety Risk Assessment</p> <p>The Council has commissioned independent road safety auditors to carry out robust and detailed road safety risk assessments at each site where street lighting has been proposed for removal in accordance with the above policy.</p> <p>The risk assessment includes a detailed analysis of all Personal Injury Accidents (PIA’s) which have been recorded by Durham Constabulary covering a five year period. In addition, details of fatal road traffic collisions are analysed covering a ten year period. The risk assessment process includes visiting the site and walking the route allowing for a detailed assessment of the character of the road, its environment, the condition of the existing traffic signs and road markings. The risk assessment</p>	

Nature of Petition	Appropriate Service/Officer	Summary of Information	Status of Petition
		<p>identifies any potential hazards to highway users and considers if these can be mitigated. The risk assessment also includes, where appropriate, the road safety auditor liaising with various teams within the Council in respect to observations relating to walking routes to schools, cycling and public rights of way. If the risk assessment identifies any significant road safety issues that cannot be mitigated then the Council does not proceed with the removal. At these locations 5 street lights that were identified for removal have been retained following the risk assessment, demonstrating our commitment to remove street lights only where it is safe to do so.</p> <p>A continuous footway exists within the site along the south western side of the highway, between Binchester and the A688. There are no crossing points so this arrangement is considered to be safe; and there are many other similar footways in the County where street lighting is not provided.</p> <p>Crime Crime can occur at any time on any part of the highway network regardless of the provision of street lighting. The latest research commissioned by the Department of Transport confirms that there is no strong evidence to support that street lighting reduces crime although it is acknowledged that street lighting has a role to play in reducing the fear of crime. This is supported by research by the London School of Hygiene and Tropical Medicine in partnership with University College London who has recently published their research on reduced street lighting and its impact on crime. The research found that overall there is no evidence of an association between reduced street lighting and increases in crime.</p> <p>Consultation Cabinet approved the Street Lighting Policy, which facilitates the removals, on 20 November 2013.</p>	

Nature of Petition	Appropriate Service/Officer	Summary of Information	Status of Petition
		<p>A countywide consultation exercise was carried out, supported by a comprehensive communications plan to raise awareness of the consultation to encourage the broadest possible response to the policy review. The exercise included inviting feedback from Area Action Partnerships, Town and Parish Councils, the Disability Partnership and 3 focus groups.</p> <p>The full range of communication mechanisms open to the Council were used to raise awareness of the consultation and encourage participation. These included:</p> <ul style="list-style-type: none"> • The Council’s website; • Emails to stakeholders and stakeholder groups including Town and Parish Councils; • Awareness raising through the Area Action Partnerships; • Media releases; • Durham County News; • Social media messages; and • Information in customer access points. <p>Any objections received were considered during the consultation process.</p> <p>As part of the removal process local Councillors were consulted on the risk assessment to ensure that it reflected all local factors.</p> <p>Service Level Agreement</p> <p>Unfortunately due to unprecedented reductions in central government funding savings had to be made to balance the budgets. Street lighting removals are not popular but only street lights that are not required by British Standards where it is safe to do so would be removed. The only way to retain the street lights is if a Parish Council or another third party was able to fully fund them through a service level agreement.</p> <p>If third party funding can be found to fully fund the installation of new street lights and the on-going maintenance, energy,</p>	

Nature of Petition	Appropriate Service/Officer	Summary of Information	Status of Petition
		<p>maintenance and lifecycle costs then we will be pleased to facilitate in accordance with our Street Lighting Policy.</p>	
<p>Petition 357</p> <p>Reduce Nuisance Smoke at Spennymoor</p> <p>Petition received 23.1.19</p> <p>No. of signatures – 43</p>	<p>Michael Yeadon, Environment & Health Protection Manager or Neil Laws, Public Health and Housing Manager</p>	<p>Petition asking the Council to significantly reduce the amount of nuisance smoke generated from Durham Road Allotments at Spennymoor.</p> <p>Allotments remain popular with many people deriving benefit from having one whether owned and managed by the County Council, Town or Parish Councils or privately run. Everyone has different rules for the allotment holders and different arrangements to ensure the rules are generally followed.</p> <p>Fundamentally the law does not prohibit burning of waste on non-commercial land or premises. However, if the smoke produced amounts to a statutory nuisance then an Abatement Notice can be issued against the person responsible requiring them to abate the nuisance. Where the source of the burning / smoke is a single site then investigation can be relatively straightforward, and the evidence will indicate if the smoke is or isn't sufficient to begin enforcement action. For those affected just because burning is taking place does not automatically mean that there is a statutory nuisance. The frequency, impact and duration of the smoke on the householders at their homes must be significant to justify enforcement action.</p> <p>Allotments by their nature are more complicated. There are many individual allotments and allotment holders. Burning may arise from the burning of garden waste in the open air or the use of stoves in greenhouses or sheds. Individually if one of these</p>	<p>Petition CLOSED</p>

Nature of Petition	Appropriate Service/Officer	Summary of Information	Status of Petition
		<p>allotment holders has a fire it may not or would be unlikely in itself to be a statutory nuisance. But if several fires took place over the course of, for example, a week, then the cumulative effect on the affected properties may be significant. On top of that identifying the individuals would be extremely difficult. It could be argued that the owners / managers of the allotments may be responsible for the cumulative effect if their application of the rules, or the policing of them does not control the nuisance from the burning of waste. In these circumstances it may be possible to apply an Abatement Notice to them.</p> <p>In this case this issue has been discussed with Spennymoor Town Council. The Town Council have a rule restricting burning to the period September to March. Many organisations do not advertise or apply any restrictions and burning incidents can take place throughout the year. Having said that burning of allotment waste over the winter months will naturally lead to damp or wet materials being burned which is likely to lead to more smoke and slower combustion. It is for the Town Council to consider and decide whether any changes to their rules should be made that could bring about a reduction in burning or smoke issues to satisfy the affected residents. At the same time this would reduce the potential for smoke nuisance to be proved against the Town Council or any individual allotment holder.</p> <p>Based on this information there is little justification for any enforcement action at this time.</p> <p>On a wider and more general note, air quality or rather air pollution has been the subject of significant national debate recently. The government has within the last few weeks released information on its proposed air quality strategy. Much of the detail and any associated changes in legislation is still to emerge, but domestic sources of pollution have re-emerged as</p>	

Nature of Petition	Appropriate Service/Officer	Summary of Information	Status of Petition
		<p>an area of concern. Moreover, there are other routes to deal with green waste that do not include burning. Allotment owners and managers including the County Council could set an example in their rules or tenancy agreements that could encourage composting or green waste recycling by prohibiting any burning on allotments under their control. While this is not something that can be enforced by legislation at the moment there would be significant beneficial impacts for the residents close to allotments who currently suffer smoke problems from burning on allotments throughout the county.</p>	
<p>Petition 358</p> <p>Stop the Durham Relief Roads</p> <p>E-Petition</p> <p>Petition received 29.1.19</p> <p>No. of signatures – 342</p> <p>Paper petition received 5.3.19</p> <p>No. of signatures - 676</p>	<p>Mike Allum</p> <p>Spatial Policy Manager</p>	<p>Petition asking the Council to abandon & stop immediately the Durham County Plan proposals for the Northern & Western Relief Roads that will destroy & effect forever the beautiful countryside & disturb wild life habitat at Kepier & Frankland Woods, Low Newton Nature Reserve & The River Browney Valley.</p> <p>Consultation process taking place until 8 March 2019 and final numbers would be passed to the service to consider as part of that consultation.</p>	<p>E-petition ran from 29.1.19 – 7.3.19</p> <p>Paper petition handed to service on 5.3.19</p>
<p>Petition 359</p> <p>Complete Durham City Northern Bypass</p> <p>E-Petition</p> <p>Petition received 5.2.19</p> <p>No. of signatures – 9</p>	<p>Mike Allum</p> <p>Spatial Policy Manager</p>	<p>Petition asking the Council to complete the Durham City Northern Bypass, as promised when local communities of Newton Hall, Framwellgate Moor, Pity Me and Brasside, approved plans for the development of the Arnison Centre / Rosemount scheme.</p> <p>Consultation process taking place until 8 March 2019 and final numbers would be passed to the service to consider as part of that consultation.</p>	<p>E-petition ran from 5.2.19 – 7.3.19</p>

Petition Table – Active Petitions

Appendix 2

Nature of Petition	Appropriate Service/Officer	Summary of Information	Status of Petition
Petition 361 Resurfacing of roads in the Chester-le-Street area Petition received 27.2.19 No. of signatures – 45	John Reed Head of Technical Services	Petition asking the Council to resurface roads in the Chester-le-Street area:- Caxton Way, Hampton Court, Leander Avenue, Lombard Drive, Merlin Drive, Mitford Close, Napier Close and Sinclair Drive	Response requested by 22 March 2019

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**Corporate Overview and
Scrutiny Management Board**



18 March 2018

Notice of Key Decisions

Report of Corporate Management Team

Helen Lynch, Head of Legal and Democratic Services

Electoral division(s) affected:

Countywide.

Purpose of the Report

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

Recommendation(s)

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

Background

- 3 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.
- 4 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.
- 5 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.
- 6 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

- 7 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 13 March 2019. It also contained information on those key decisions that are currently scheduled to be considered by the Executive up to 31 July 2019.

Contact:	Ros Layfield	Tel: 03000 269708
	Jenny Haworth	Tel: 03000 268071

Appendix 1: Implications

Legal Implications

Will be reflected in each individual key decision report to Cabinet. To publish the notice of key decisions in accordance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

Finance

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

Consultation

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.

Human Rights

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.

Staffing

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

Accommodation

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

Risk

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

Procurement

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

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SECTION ONE - CORPORATE

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

SECTION TWO - CHILDREN AND YOUNG PEOPLE'S SERVICES

Page 162 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
CYPS/02/2018	3-Apr-2019	To present Proposal to change the age range of Cotsford Junior School from 7-11 to 4-11 from 1 September 2019 and to close Cotsford Infant School as a registered school on 31 August 2019		Cabinet Portfolio holder for CYPS		Richard Crane, Head of Education and Skills	

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
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SECTION FOUR - REGENERATION AND LOCAL 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
ReaL/01/19	TBC	County Durham Carbon Reduction Delivery Plan	Climate Change Act (2008), UK Low Carbon Transition Plan (2009), UK Industrial Strategy (2017), EU Covenant of Mayors (2008), NE LEP Energy for Growth Strategy (in draft), CD Altogether Greener Climate Change Strategy (2011), DCC Carbon Management Plan (2016)	Cabinet Portfolio Holder for Economic Regeneration	DCC Carbon Programme Board, Altogether Greener Environment Partnership Board	Steve Bhowmick, Strategic Manager, Environment and Design Tel: 03000 267122	The Environment and Sustainable Communities OSC receives regular progress updates on the Climate Change Strategy and Delivery Plan. The County Durham Carbon Reduction Delivery Plan will be used to support and develop the Climate Change Strategy and Delivery Plan. The next progress updates will be considered by the ESC OSC on the 30 April 2019.

SECTION FOUR - REGENERATION AND LOCAL SERVICES

ReaL/02/19	12/06/19	County Durham Plan	Appendices to report, Local Development Scheme, Preferred Options Cabinet report dated 13 June 2018 and evidence documents.	Cabinet Portfolio Holder for Economic Regeneration	Open public consultation	Mike Allum, Spatial Policy Manager Tel: 03000 261906	A second County Durham Plan Overview and Scrutiny workshop was held on the 4 February 2019. The workshop provided members and co-optees with detail of feedback from the Preferred Options consultation and identified any resulting changes to the plan following the extensive consultation process.
ReaL/03/19	03/04/19	New Industrial Development	Market Analysis Report from HTA Employment Land Review Update Report	Cabinet Portfolio Holder for Economic Regeneration, Cabinet Portfolio Holder for Finance	Discussion with Portfolio Holders for Economic Regeneration and Finance	Peter Rippingale Tel: 03000 265509	

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**Corporate Overview and Scrutiny
Management Board**

18 March 2019



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

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

Electoral division(s) affected:

Countywide

Purpose of the Report

- 1 To present to Members an information update of overview and scrutiny activity from 13 February 2019 – March 2019.

Executive summary

- 2 It was previously agreed that a written report of Chairs' updates would be presented for information only to all Corporate Overview and Scrutiny Management Boards.
- 3 This update covers the time period from 13 February 2019 – March 2019.

Recommendation(s)

- 4 Members are invited to receive the report and note the information contained therein

Background

- 5 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 talk to scrutiny committee chairs and overview and scrutiny officers on areas of project and overview activity.

Corporate Overview and Scrutiny Management Board (COSMB)

Update on Previous Reviews	There are no systematic reviews to report on for this period.
Scrutiny Review Activity	The final scrutiny discussion on MTFP 9 was included on the agenda for the COSMB meeting on 13 February 2019 and final scrutiny comments were fed back to the February Council by the Chair of COSMB.
Overview reports/ Presentations	<p>COSMB on 13 February 2019 received reports on:</p> <ul style="list-style-type: none"> • Council's use of Regulation of Investigatory Powers Act 2000 - Q3 2018/19 • Notice of Key Decisions <p>A special COSMB meeting was held on 4 March 2019 to consider an appeal on the review of a petition relating to street lighting at Binchester.</p>

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

Update on Previous Reviews	SSC OSC on 14 February 2019 received progress reports on implementation of recommendations for review activity on Safe and wellbeing visits and Cybercrime.
Scrutiny Review Activity	A review of Private Residential Children's Homes is being undertaken jointly with Children and Young Peoples OSC (see CYP OSC for further details).
Overview reports/ Presentations	<p>SSC OSC on 14 February 2019 received reports and presentations on:</p> <ul style="list-style-type: none"> • Consumer Protection and enforcement activity • Progress on recommendations following overview and scrutiny reviews on cybercrime and safe and wellbeing visits.

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

Update on Previous Reviews	E&E OSC on 25 February 2019 received detail of progress made against the recommendations contained in the Support for Skills Development scrutiny review report.
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Scrutiny Review Activity	No scrutiny review activity currently identified.
Overview reports/ Presentations	<p>The Economy and Enterprise OSC 25 February 2019 received reports and presentations on:</p> <ul style="list-style-type: none"> • North East LEP • Skills Strategy • Digital Durham Programme • Overview and Scrutiny's formal response to the Housing Strategy <p>Special Economy and Enterprise OSC 11 March 2019</p> <ul style="list-style-type: none"> • Local Industrial Strategy • Private sector housing

Environment and Sustainable Communities Overview and Scrutiny Committee (E&S OSC)

Update on Previous Reviews	There are no systematic reviews to report for this period.
Scrutiny Review Activity	Review of DCC's future allotment policy – the review has been paused pending feedback to the review group from the formal consultation to be undertaken by the Service Grouping.
Overview reports/ Presentations	<p>The Environment and Sustainable Communities OSC 8 March 2019 received reports and presentations on:</p> <ul style="list-style-type: none"> • Community Action Plan • Tree Policy and maintenance • CDEP minutes

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

Update on Previous Reviews	There are no systematic reviews to report for this period.
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Scrutiny Review Activity	<p>A review of Private Children's Residential Care Homes is being undertaken jointly with Safer Stronger Communities OSC.</p> <p>To date the working group has held an overview session, two focus groups one with elected Members and one with young people residing in private children's homes. Evidence gathering sessions have included:</p> <ul style="list-style-type: none"> • An understanding of demand on services and the potential impact and vulnerability of children and young people through out of area placements. • Information on legislation, regulation and engagement in relation to children's residential care.
Overview reports/ Presentations	<p>The Children and Young People's OSC on 28 February 2019 received reports and presentations on:</p> <ul style="list-style-type: none"> • Growing Healthy 0 -19 • SEND Inclusion/Exclusion • Education Attainment

Adults, Well-being and Health Overview and Scrutiny Committee (AWH OSC)

Update on Previous Reviews	There are no systematic reviews to report on for this period.
Scrutiny Review Activity	A Review of GP Services across County Durham is being undertaken with working group meetings held on 6 th February and 26 February 2019
Overview reports/ Presentations	<p>Special AWH OSC on 21 February 2019 on Shotley Bridge Hospital - engagement and communications information on future service provision</p> <p>AWH OSC on 7 March 2019 received reports and presentations on:</p> <ul style="list-style-type: none"> • NEAS Performance against national ambulance standards • Integrated Sexual Health Services • Durham Health and Wellbeing system plan 2019/20

Performance/Budget/Work Programme Reporting

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

Regional Scrutiny

7 North East Regional Joint Health Overview and Scrutiny Committee met on 22 February 2019. The agenda included:

- Information item on STP and presentation on the North East Integrated Care System.

8 North East Combined Authority (NECA)

The Chair and Vice-Chair of COSMB represent Durham County Council on the NECA Overview and Scrutiny Committee and the North East Joint Transport Overview and Scrutiny Committee.

9 The NECA Overview and Scrutiny Committee met on 14 March 2019. The agenda included:

- Forward Plan and Scrutiny Work Programme
- Review of decision making following governance changes
- Strategic Economic Plan Update

The North East Joint Transport Overview and Scrutiny Committee met on 14 March 2019. The agenda included:

- Forward Plan and Scrutiny Work Programme
- Review of decision making protocol following governance changes
- Transport for the North Strategic Plan – overview of the internal consultation process

Conclusion

10 This reports contains the key issues considered by the Overview and Scrutiny Committees for the period 13 February 2019 – March 2019 and is provided for members information only.

Contact: Jenny Haworth

Tel: 03000 268071

Appendix 1: Implications

Legal Implications

N/A.

Finance

N/A.

Consultation

N/A.

Equality and Diversity / Public Sector Equality Duty

N/A.

Human Rights

N/A.

Crime and Disorder

N/A.

Staffing

N/A.

Accommodation

N/A.

Risk

N/A.

Procurement

N/A.