



Corporate Overview and Scrutiny Management Board

Date **Friday 12 October 2018**
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 14 September 2018 (Pages 3 - 10)
4. Declarations of Interest
5. Regulation of Investigatory Powers Act 2000 - Annual Review of the Council's use of powers - Report of Head of Legal and Democratic Services (Pages 11 - 24)
6. Quarter One 2018/19 Performance Management Report - Report of the Director of Transformation and Partnerships (Pages 25 - 100)
7. Customer Feedback Report Quarter 1, 2018/19 - Report of the Corporate Director of Resources (Pages 101 - 118)
8. 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
4 October 2018

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

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

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

Contact: Lucy Gladders

Email: 03000 269712

DURHAM COUNTY COUNCIL

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

Present:

Councillor R Crute (Chairman)

Members of the Committee:

Councillors A Patterson (Vice-Chairman), R Bell, J Chaplow, M Clarke, P Jopling, C Martin, L Pounder, J Rowlandson, H Smith, J Turnbull, M Wilkes, A Willis, A Hopgood and R Manchester (substitute for C Potts)

1 Apologies for Absence

Apologies for absence were received from Councillors A Batey, H Liddle, L Maddison, J Makepeace, O Milburn, J Robinson, C Potts, M Simmons and F Tinsley.

2 Substitute Members

Councillor A Hopgood substituting for Councillor M Simmons.

Councillor R Manchester substituting for Councillor C Potts

3 Minutes of the meeting held on 22 June 2018

The minutes of the meeting held on 22 June 2018 were confirmed as a correct record and signed by the Chairman.

4 Declarations of Interest

There were no declarations of interest.

5 Medium Term Financial Plan(9), 2019/20-2022/23 and Reviews of the Local Council Tax Reduction Scheme, Council Tax Discounts and Business Discretionary Rate Reliefs

The Board considered a joint report of the Corporate Director of Resources and Director of Transformation and Partnerships which provided an update on the development of the 2019/20 budget and the Medium Term Financial Plan (MTFP(9)). The Report further provided information regarding considered reviews of the Local Council Tax Reduction Scheme, Council Tax Discounts and Business rate Discretionary Relief (for copy see file of Minutes).

The Head of Corporate Finance & Commercial Services advised that the council continued to operate in a period of significant financial uncertainty brought about by a combination of on-going austerity, pressures in social care services and other unfunded pressures arising from pay and price inflation. He further reported that the Fair Funding Review is scheduled for implementation from April 2020 alongside a move to 75% Business Rate Retention (BRR). Beyond this point there was no certainty as to local authority funding allocations and how funds would be distributed.

He went on to provide details of significant financial risks to the council including that the government may choose to adopt a revised apportionment methodology in the Fair Funding review for Public Health Grant. Should this occur the council would be the biggest loser of Public Health funding of any authority in the country. In the main, the Advisory Council for Resource Allocation (ACRA) formula would see a shift in Public Health funding from deprived areas to more affluent areas.

In addition, the council were also planning on reductions in other areas including; Revenue Support Grant (RSG) which would result in a reduction of £14.24 million in 2019/20. He went on to advise that although the settlement from government was unchanged from that reported to Council in February 2017, savings of £35.3 million were forecast to be required to balance the budget over the 2019/20 to 2022/23 period. Details of savings were included within the July 2018 Cabinet report and it was noted that the council could consider utilising the Budget Support Reserve to help balance the budget.

Further details were reported with regard to Council Tax Support within the Local Council Tax Reduction Scheme (LCTRS) and it was noted that, the Council along with Northumberland, were the only two local authorities in the North East to have retained entitlement levels.

Moving on, the Head of Corporate Finance & Commercial Services provided a summary of the review of the MTFP Model providing information on Better Care Fund monies, Housing Benefit Administration Grant, Council Tax and the Adult Social Care Precept, Business Rates and the increases in the National Living Wage.

Moving on to workforce implications it was reported that by 31 March 2019, it was forecast that there will have been a reduction of 2,900 posts since 2011 which equated to 30% of the workforce. 750 of those posts had been deletions of vacant posts.

Councillor Bell queried the timetabling of the Cabinet report and asked whether this would be the last report the Board would have the opportunity to comment upon until December 2018. He further queried changes to Business Rate Retention and whether the announcement on redistribution of Fair Funding would be released at the same time. The Head of Corporate Finance and Commercial Services advised that information regarding how the funding formulas would work was expected in the autumn, however figures would not be expected to be received until June/July 2019. Following further discussion it was suggested that the Board provide comment to central government on the timing of information.

Councillor Wilkes advised that he had spoken previously with Councillor Stephens regarding requests for dropped crossings and noted that at any one time the council may have up to 200 requests for such and a 4/5 year waiting list. He therefore asked whether the amount of funding allocated to these projects could be reviewed by Cabinet at the request of the Management Board. He further noted that the cost of undertaking this work had increased from £300 to £1200 in recent years.

Councillor Wilkes also queried why the Board were not considering the 2017/18 Final Outturn report which had been considered by Cabinet, noting that there were significant differences between figures presented in this report, mainly in relation to earmarked reserves.

The Head of Corporate Finance & Commercial Services provided a summary of highway funding, noting that the additional amounts received in the highways budget were capital not revenue. The issue raised by Councillor Wilkes was that of reprioritisation and with such should be referred to the Head of Service, in consultation with the Portfolio Holder, Councillor Stephens. He further advised that all information regarding savings and earmarked reserves were all included in Cabinet Forecast of Outturn reports which were publically available.

Councillor Shuttleworth commented that members of the public were receiving less but were expected to pay more for their services through council tax. The Head of Corporate Finance and Commercial Services advised that the public were receiving significant increase in targeted services such as adult and childrens social care. The significant increase in budget pressures in these areas allied with over 50% reductions in government funding naturally was seeing a reduction in universal services. He advised that all Members should ensure the public understand this.

Referring back to the issue of lobbying the government, Councillor Clarke suggested that the issue of Business Rate Retention was concerning should the move to 75% from 100% BRR occur and urged the council to lobby the government as soon as possible on this matter.

Councillor Jopling asked whether an explanation of Fair Funding could be provided. The Head of Corporate Finance and Commercial Services provided a brief overview of Fair Funding noting that population was the biggest driver.

Councillor Hopgood in relation to distribution of fair funding commented that the Council should be seen to practice what they preach when it comes to delays in school funding which she considered to be unfair. Councillor Crute commented that the Council should be in fact lobbying for more funding and not just fair funding.

Councillor Hopgood also noted the council were still going through the process of unitisation some 10 years after LGR and asked why the proposed £3.1 million of savings from unitising business support services could not have been achieved earlier. The Head of Transformation advised that the unitisation of Business Support was driven by advances in digital services and the ability to now digitise service processes removing the requirement for papers based systems.

Councillor Martin in referring to paragraph 125 of the report referring to rateable value / discounts for public houses suggested the numbers contained within did not make sense and therefore asked for some clarification. The Head of Corporate Finance and Commercial Services agreed to provide additional information Councillor Martin following the meeting.

Councillor Martin also referred to Appendix 3 of the report and specifically the Adult Demographic Pressures. He asked whether an explanation could be provided as to why this was included within the budget. The Head of Corporate Finance and Commercial Services advised that an extra pressure in effect had to be included to accommodate the additional social care funding which was one-off funding and could only be spent on prevention. Work was being undertaken with the CCG to determine how this would be invested however until it was determined, the funding would appear within the reserves.

The Head of Strategy noted that the information discussed was included within the quarterly outturn cabinet reports reports. Councillor Bell commented that he felt that this information concerning all service areas, would be useful rather than information relating just to Resources and Transformation and Partnerships. Councillor Crute agreed that this could be reviewed in line with comments made.

The Head of Strategy at this point provided a summary of the discussion and points which would be forwarded to Cabinet for their consideration as follows:-

1. Fair Funding Review – Rurality and Poverty
2. Flexibility required on transport budget
3. Important that the government is lobbied not only on fair funding but more funding
4. School funding

Resolved:

- (i) That the comments made on the July Cabinet report on the Medium Term Financial Plan(9), 2019/20-2022/23 and Reviews of the Local Council Tax Reduction Scheme, Council Tax Discounts and Business Discretionary Rate Reliefs be forwarded to Cabinet;
- (ii) That the revised timetable for subsequent scrutiny discussions be noted.

6 Update on the delivery of the Medium Term Financial Plan (7)

The Board considered a report of the Director of Transformation and Partnerships which provided confirmation that the 2017/18 Medium Term Financial Plan (MTFP7) had been successfully delivered (for copy see file of Minutes).

The Head of Transformation confirmed that by following a robust approach in managing the MTFP programme to deliver the savings required, the plans for 2017/18 had now been successfully delivered. Since 2011 and up until March 2018, over £209 million pounds of savings had been achieved.

The report went on to provide details relating to HR implications and data regarding staff leaving through ER/VR during the quarter. It was noted that during the period 95% of leavers were female and 5% were male. However, leavers during the quarter were from service areas where there were much higher than average proportions of female staff overall. In addition it was noted that staff numbers of those leaving through compulsory redundancies was too low to analyse.

Councillor Crute asked whether it would be possible to provide a further breakdown on the number of redundancies since 2011 and in particular data relating to equality.

Councillor Wilkes referred to paragraph 12 of the report and asked for further information in respect of BME (Black Minority Ethnic) leavers and the overall figures in relation to the number of redundancies. The Head of Transformation advised that he would be able to provide this information after the meeting.

Councillor Wilkes then went on to query vacant posts and asked whether information could be provided to show how many there were across authority, how long they had been vacant, the impact and when the posts would be permanently deleted, or retained.

The Head of Transformation advised that by retaining vacant posts services were able to achieve savings within the service in a painless way. He did however acknowledge that further information could be provided in a future report to provide further detail relating to HR / Budget systems and vacant posts.

Councillor Bell commented that he considered the management of vacant posts responsible and understood the importance of this. He further asked whether staff who had been placed on the redeployment register would be eligible for deployment through the digitisation of Business Support services. In order to provide some clarification the Head of Transformation provided an overview of the planned restructure of Business Support Services. He further noted that the Head of People and Talent Management was reviewing indicative training and learning across the councils skill set and also noted that a new training levy could offer opportunities for upscaling existing employees.

Councillor Jopling asked whether employees who had left the authority on ill-health grounds were categorised under ER/VR. The Head of Transformation advised that there were categorised as leavers and did not fall under ER/VR.

Resolved: That the content of the report and the progress made in delivering MTFP 7 be noted.

7 Revenue and Capital Outturn 2017/18 (Resources and TAP)

The Board considered two reports, the first of the Corporate Director of Resources and the second of the Director of Transformation and Partnerships which provided details of the outturn budget position for each service grouping highlighting any major variances in comparison with the budget based on the outturn position to the end of March 2018 (for copy see file of Minutes).

In referring to page 89 of the report Councillor Martin queried why there was such a significant difference on the capital programme. The Head of Corporate Finance and Commercial Services advised that this related to Digital Durham and a significant underspend on contract 2 which would be spread into later years.

Councillor Wilkes asked whether a calculation could be undertaken to determine what was actually saved from vacant posts in comparison to what was planned to be achieved. The Head of Corporate Finance and Commercial Services advised that there is an assumption that there is a 3% reduction in most employee base budgets on the basis of turnover. In the past eight years this target has often been exceeded as posts have been held vacant due to upcoming restructures. It is noticeable however that there are few planned restructures for future MTFP savings plans and that in some areas the council may struggle to hit the 3% turnover target.

Councillor Hopgood referred to page 89 of the report and asked why there had been an overspend in Election Costs. The Head of Corporate Finance and Commercial Services advised that election costs normally only occur every four years and are funded from an earmarked reserve set up to finance these costs. It would not be practical to have an annual budget that the Council knew would not be required.

Resolved: That the content of the report be noted.

8 Quarter 1 June 2018: Forecast of Revenue and Capital Outturn 2018/19 (Resources and TAP)

The Board considered two reports, the first of the Corporate Director Resources and second of the Director of Transformation and Partnerships which provide details of the forecast outturn budget position for the service grouping highlighting major variances in comparison with the budget based on the position to the end of June 2018 (for copy see file of Minutes).

Resolved: That the content of the report be noted.

9 Update in relation to Petitions

The Board considered a report of the Head of legal and Democratic Services which provided the quarterly update in relation to the current situation regarding various petitions received by the Authority (for copy see file of Minutes).

The Senior Committee Services officer advised that since the last update 3 e-petitions had been submitted, 2 of which were rejected. In addition, 5 new paper petitions had been submitted and 3 had now completed the petition process.

Resolved: That the content of the report be noted.

10 Notice of Key Decisions

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

The Senior Committee Services Officer advised that items new to the plan were:-

- County Durham Plan Submission Draft
- Delivery Proposals for Aykley Heads Delivery Vehicle Strategic Site
- Homelessness Review and Strategy
- Housing Solutions Private Sector Housing Policy

Councillor Wilkes noted that the quarterly report presented did not provide an accurate picture of what reports would be considered during the plans 3 month period as things inevitably were added or removed during that time. He therefore asked whether members could be notified of any additions or deletions accordingly.

The Senior Committee Services Officer advised that the notice of key decisions was prepared in line with statutory guidelines however he would feedback comments made to the Head of Legal and Democratic Services.

Councillor Hopgood asked whether the Economy and Enterprise Overview and Scrutiny Committee were looking at the regeneration of Aykley Heads. She further asked whether consideration could be given to format of the County Durham Plan workshops and whether the sessions could be split into geographical areas or groups.

Councillor Crute responded that Transformation Programme updates were included on the Management Boards work programme and included the Aykley Heads Development. He also suggested that the comments made regarding the County Durham Plan workshops would be discussed with the relevant committees Chair and Vice-Chair.

Resolved: That the content of the report be noted.

11 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 information update of overview and scrutiny activity from 22 June – September 2018 (for copy see file of Minutes).

Councillor Martin in referring to paragraph 8 of the report asked how opposition members were able to feed into NECA Overview and Scrutiny process. Councillor Crute advised that any comments on the issues listed on the NECA website for discussion should be provided to himself or Councillor Patterson. Further discussion took place regarding the North of Tyne Mayoral Election and how this role would work alongside the North East Combined Authority (NECA).

Resolved: That the content of the report be noted.

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**Corporate Overview and Scrutiny
Management Board**

12 October 2018



**Regulation of Investigatory Powers Act
2000 – Annual Review of the Council’s
use of powers**

Report of Helen Lynch, Head of Legal and Democratic Services

Purpose of the Report

1. To inform Members about the Council’s use of powers under the Regulation of Investigatory Powers Act 2000 (‘RIPA’) during the period 1 April 2017 until 31 March 2018 and to notify Members of the outcome of the Council’s inspection by the Investigatory Powers Commissioner’s Office (IPCO).

The Council’s use of RIPA for the period 1 April 2017 - 31 March 2018

2. The table below provides details of RIPA authorisations that have been granted by the Council during the period 1 April 2017 to 31 March 2018. Authorisations must be approved by the Magistrates, who ensure that the correct procedures have been followed and relevant factors have been taken into account.

Type of Investigation	Number of Authorisations during the period 1 April 2017 – 31 March 2018
Illicit tobacco products	4 x Directed Surveillance, 2 CHIS (Covert Human Intelligence Source)
Alcohol Test Purchasing	4 x Directed Surveillance
Fireworks	1 Directed Surveillance, 1 CHIS
Animal Sales	1 Directed Surveillance
Counterfeit goods	1 CHIS
	Total 14

3. The council’s use of its powers under RIPA has decreased since the previous year, with 14 RIPA authorisations granted in 2017 – 18 compared with 18 in 2016-17.

4. In relation to illicit tobacco products, this has resulted in enforcement actions which have secured a closure order against an offending retail outlet, the surrender of the alcohol premise licence and a change of ownership of the business. The criminal offences are yet to be heard in court.
5. Further tobacco related investigations where surveillance and purchasing has taken place under RIPA are the subject of pending legal proceedings in the courts.
6. A matter for which covert RIPA activity was authorised and undertaken prior to the current reporting period has now been before the courts, in May 2018. This resulted in four members of a Seaham family being sentenced to a total of five years and two months' imprisonment for running an enterprise selling illegal tobacco with a turnover of approximately £1.2 million over a three year period.
7. The test purchasing of alcohol in targeted test purchase operations to identify under age sales has resulted in two premises being taken before the Licensing Committee for Licence Reviews with more stringent conditions being put in place. Ongoing monitoring will test the effectiveness of these measures.
8. Investigations into the sale of fireworks and in another case counterfeit clothing via the internet resulted in two defendants being issued Cautions for the offences detected.

The Council's RIPA Inspection by the Investigatory Powers Commissioner's Office

9. On 20 February 2018 the Council was inspected by the Investigatory Powers Commissioner's Office (IPCO) and a copy of the inspection report is attached at **Appendix 2**.
10. The inspection report was very positive. It makes two recommendations and the Senior Responsible Officer and Authorising Officers have taken the necessary steps to implement the recommendations identified within the report. These can be summarised as follows:

Recommendation 1 – Authorising Officers should articulate clearly in authorisations their considerations in relation to Proportionality and Collateral Intrusion. The key points to consider are outlined clearly at Paragraphs 3.6 and 3.8 in the Codes of Practice (Covert Surveillance and Property Interference)

Action Taken –This feedback has been taken on board by Authorising Officers in terms of documenting greater detail on considerations of necessity and proportionality. Guidance on this matter is also available to Authorising officers within the revised Codes of Practice and the Commissioner’s Guidance Documents.

Recommendation 2 – The SRO should satisfy herself that any CHIS application is accompanied by an appropriate risk assessment. The assessment should allow the Authorising Officer to assess the risk in relation to deploying that particular individual as a CHIS

Action Taken – Following this feedback, the processes relating to the management of a CHIS are to be revised and updated. Further guidance is to be provided covering the role of the positions of CHIS Handlers and Controllers in overseeing the suitability, health and safety and ongoing welfare of persons acting in the capacity of a CHIS. This is an ongoing requirement, keeping the risk assessment and health and safety matters under review. Further guidance is also being sought on this recommendation from Durham Police.

Training

11. The Investigatory Powers Commissioner’s Office, which oversees the use of covert surveillance by designated public authorities, places a high value on training. RIPA training was last held in September 2017. New training options are currently being sought. This will consider raising awareness of staff around the use of social media within their work role , and new methods of training delivery such as E-Learning.

Review of the Council’s Corporate Guidance on RIPA

12. Usually the council’s Corporate Guidance on RIPA is reviewed simultaneously with producing this Annual Report. The IPCO inspection report noted that the Guidance document dated September 2017 is “an excellently written and comprehensive document”. Nevertheless it does require updating.
13. Minor updates are required to account for legislative and institutional changes, such as recent data protection legislation and the demise of the OSC and its replacement by IPCO
14. Further updating will address the evolving use of technology, social media and other platforms and the use of Drones.

15. The IPCO inspection report noted (at paragraph 10.1) that the SRO had commissioned an audit across the organisation concerning the use of social media in covert investigations. This audit has recently been completed, and a comprehensive revision of the Corporate Guidance document as it relates to social media use (Section F of the present version) is considered to be necessary. This is presently in hand, and revised Corporate Guidance will be brought to a future meeting of the Board.

Recommendations and Reasons

16. It is recommended that Members:
- (i) Receive the annual report on the Council's use of powers under RIPA; and
 - (ii) Note the outcome and the findings of the recent IPCO Inspection, and the measures being taken to implement the recommendations.

Background Papers

IPCO Inspection Report 2018

Contact: Laura Renaudon

Tel: 03000 269886

Appendix 1: Implications

Finance: None

Staffing: None

Equality and Diversity: None

Accommodation: None

Crime and Disorder: The appropriate use of an oversight of RIPA powers will enable the Council to provide evidence to support appropriate prosecutions and tackle crime.

Human Rights: Use of investigatory powers potentially engages the Human Rights Act 1998 and in particular the qualified right to private and family life under article 8 of the European Convention. This right may only be interfered with in circumstances where it is necessary and proportionate to do so in pursuit of the public interest. Oversight by the Board of the Council's RIPA operations is designed to facilitate compliance with the Human Rights Act.

Consultation: None

Procurement: None

Disability Discrimination Act: None

Legal Implications: The Council's objective is to make lawful and appropriate use of surveillance techniques where required whilst complying with the provisions of the Human Rights Act 1998 and in particular the provisions of Article 8 of the ECHR securing respect for an individual's (qualified) right to privacy.

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IPCO/INSP/075

The Rt. Hon. Sir Adrian Fulford
Investigatory Powers Commissioner
Investigatory Powers Commissioner's Office
PO Box 29105
London
SW1V 1ZU

22nd February 2018

IPCO

Investigatory Powers Commissioner's Office

IPCO Inspection – Durham County Council

1 Date of Inspection

20th February 2018

2 Inspector

Paul Gratton

3 Introduction

- 3.1 Durham County Council is the local authority for County Durham in North East England. Originally a two tier council, it became a unitary authority on April 1 2009 when the seven districts across the county were abolished. It is one of the largest local authorities in England serves a population of 522,100 and employs around 16,500 people with a budget of approximately £1.4 Billion. The county covers an area 862 square miles with 12 major centres including Durham City, Chester-le-Street, Newton Aycliffe, Consett and Peterlee.
- 3.2 The Council has a Labour majority and is made up of 126 Councillors. The Chief Executive is Terry Collins who is supported by five Corporate Directors who head up the five service areas of Adult and Health, Children and Young People, Regeneration and Local, Resources and Transformation, and Partnerships. The RIPA Senior Responsible Officer (SRO) is the current Head of Legal and Democratic Services Helen Lynch. Technically, Helen Lynch is not a member of the Corporate Leadership Team as outlined in paragraph 3.34 of the Codes of Practice (Covert Surveillance and Property Interference). Having said that, her experience, knowledge and background make her ideal for this role. As part of the extended Senior Management Team and with regular one to one meetings with the Chief Executive and Leader of the Council she has ready access to the Corporate Leadership Team. I do not see this as an issue; in fact, as you will see, she has performed the role excellently.
- 3.3 The last inspection was conducted by His Honour David Hodson and since then Durham County Council has authorised 56 directed surveillance authorisations and 26 Covert Human Intelligence Sources (CHIS).

- 3.4 Any correspondence should be sent either to Helen Lynch at helen.lynch@durham.gov.uk or to the Chief Executive, Mr Terry Collins, Durham County Council, County Hall, Durham, Co Durham, DH1 5UL.

4 Inspection approach

- 4.1 The purpose of the inspection was to examine policies and procedures relating to the Regulation of Investigatory Powers Act 2000 (RIPA), in respect of directed surveillance and covert human intelligence sources (CHIS). All relevant policy documents were examined prior to the inspection and all application and authorisation paperwork was made available during my visit. In the allotted time I was able to examine a cross section of CHIS and directed surveillance applications and authorisations.
- 4.2 I was hosted during my inspection by the Senior Responsible Officer Helen Lynch with whom I discussed the Corporate Leadership structure, RIPA processes and progress against previous recommendations. I held a brief professional discussion with the Chief Executive Mr Terry Collins, a focus group with the Council's Authorising Officers and a wider group discussion involving investigators and applicants.

5 Progress against recommendations

- 5.1 The last inspection was conducted by His Honour David Hodson in May 2014 and he made two recommendations.
- 5.2 *Ensure that future training covers the need to set the duration of each and every authorisation.*

A full training regime now exists which incorporates this issue and I saw no evidence that the problem still exists. I will report further on training under that section and this recommendation can be **discharged**.

- 5.3 *Establish a robust system to review all RIPA forms.*

Since the arrival of the new SRO there has existed a much more robust oversight regime. All applications will receive a quality review from the SRO and her team at some point in its journey, this on top of the quality assurance carried out by the Authorising Officer. A quarterly review of all applications is now conducted by the SRO and the regular Authorising Officer. Following each quarterly review a report on any findings is completed and circulated to all those involved in the RIPA process. This is good practice and should continue. This recommendation can also be **discharged**.

6 RIPA Structure and policy

- 6.1 There are three Authorising Officers across the organisation and while they are all trained it is clear that only one is used. This does help create a consistent approach but means the other two remain untested. During my discussions with the Authorising Officers, while they appear confident that they could carry out the role, they would welcome any form of extra training or exposure and a table top exercise would seem an appropriate consideration.
- 6.2 Applicants are generally investigators and have been exposed to recent training and regular inputs during team meetings and training days.
- 6.3 The organisation's RIPA Corporate Guidance document dated September 2017 is an excellently written and comprehensive document which captures all relevant legislative requirements. It also covers well local procedures and identifies clearly the relevant roles and responsibilities. It should be updated with regard to the organisation's central record of authorisations. This is now an electronic spreadsheet which contains all the required information and is managed and maintained by a nominated Legal Assistant.
- 6.4 All applications for both directed surveillance and CHIS are submitted following the allocation of a reference number from the central record. They are sent to the Authorising Officer with a wet signature from the applicant. Once authorised, again with a wet signature from the Authorising Officer, arrangements are made to attend the local magistrates' court in line with the requirements of the Protection of Freedoms Act 2012. It is the policy of Durham County Council that applicants will attend court to present the application and not the Authorising Officer or a member of the legal team. Officers who attend court must be authorised to do so and will be nominated in a Designation Order signed by the Senior Responsible Officer.
- 6.5 During the most recent audit by the SRO it was noted that a number of applications were either not signed or dated. An instruction has been issued to applicants and therefore I have not raised this as a recommendation. I was asked on numerous occasions whether wet signatures were necessary and I have made it clear that unless the integrity of the document can be captured in any other way then a wet signature would be necessary.

7 Directed Surveillance

- 7.1 I reviewed five directed surveillance applications during my inspection, primarily from the past 12 months. I was impressed by the quality of applications but would like to have seen intelligence accompanied by a recognised grading which would allow the Authorising Officer to make an informed assessment.

- 7.2 Applications were generally accompanied by a general risk assessment and if appropriate a Surveillance feasibility assessment. It was not clear whether these had been seen by the Authorising Officer when considering the application. Authorising Officers stated they had seen the documents but agreed that some form of confirmation would be appropriate. Whether that is in the form of a signature or is noted within their authorisation is a matter for the SRO to agree.
- 7.3 Authorisations have improved over the three years since the last inspection but some fundamental issues remain. Authorising Officers' statutory considerations in relation to Proportionality and Collateral Intrusion are generally poor and authorisations 265, 283 and 284 provide examples. Proportionality considerations are brief and not related to the points raised in paragraph 3.6 of the Code of Practice. Collateral intrusion is generally not referred to by the Authorising Officers. There is however often direct reference by the Authorising Officer to "Confidential Information" which tends to indicate some confusion. I have discussed this with the Authorising Officers who have now acknowledged what needs to be considered in any authorisation. I have asked the SRO to review the current authorisation form which I suspect has been incorrectly adapted and could well explain any confusion. I make my first formal recommendation in relation to the Authorising Officers' statutory considerations.

Recommendation: *Authorising Officers should articulate clearly in authorisations their considerations in relation to Proportionality and Collateral Intrusion. The key points to consider are outlined clearly at Paragraphs 3.6 and 3.8 in the Codes of Practice (Covert Surveillance and Property Interference).*

- 7.4 Reviews are again well written but the repetition of previous reviews is unnecessary and becomes unwieldy as they build up. Cancellations appear prompt and contain the appropriate information but there is no reference to when the activity concluded, which would be useful.

8 CHIS

- 8.1 CHIS applications generally relate to test purchase deployments or activity on line and primarily to support investigation and enforcement activity in relation to under age sales of alcohol and tobacco and the sale of counterfeit goods and illicit tobacco.
- 8.2 Applications are again well constructed and provide the appropriate level of intelligence in relation to the deployments requested. Risk assessments were not attached to the CHIS paperwork and further investigation showed that more general risk assessments were kept with the associated directed surveillance paperwork. While I acknowledge that these are generally not high risk deployments, individual risk assessments for each CHIS should be completed. At present there is no reference to training, experience and knowledge of the individual and therefore I question how the Authorising Officer can assess the risk of deploying a CHIS.

Recommendation: *The SRO should satisfy herself that any CHIS application is accompanied by an appropriate risk assessment. The assessment should allow the Authorising Officer to assess the risk in relation to deploying that particular individual as a CHIS.*

- 8.3 The same issues in relation to Authorising Officers' statutory considerations exist with CHIS authorisations as in those for directed surveillance. I refer to my previous recommendation which applies to all authorisations.
- 8.4 It became clear during my inspection and following a very informative focus group with applicants and investigators, that the management of confidential sources of intelligence required clarity. I held a closed meeting with those individuals likely to be involved with the management of information provided to the organisation. As a result of that meeting I was satisfied that a clear plan existed to protect the identities of those that provide information. Equally that process would also monitor the status of those who provide intelligence ensuring the identification and management of likely CHIS. I have suggested the SRO and Authorising Officer Owen Clewgh include this in the next quarterly audit.
- 8.5 Care should be taken when authorising multiple CHIS during test purchase and similar operations. Should an Authorising Officer be satisfied that an individual CHIS is no longer required then they should be cancelled at that point and not at the conclusion of the operation as was the case in Operation Coastal Glow.

9 Training

- 9.1 The current SRO has inherited an excellent training regime and intends to maintain it. Training is provided by an outside contractor to all key individuals involved in the RIPA process and refreshed at meaningful intervals.

10 Internet and Social Media Investigation

- 10.1 The Durham County Council RIPA Corporate guidance document covers the investigative use of the internet and social media well. This is also cross referenced in the Corporate Social Media policy. It is not clear however, what activity is currently being undertaken by staff across the organisation and which individuals are best placed to gate keep such activity. Ordinarily I would issue a recommendation asking the SRO to reassure herself that no unauthorised activity is being conducted and that the appropriate measures are in place. The SRO has already identified this vulnerability and has commissioned an audit across the organisation in relation to the "Use of social media in Covert Investigations". The overall objective of the audit is to evaluate the current control environment and report on how adequate, appropriate and effective they are. I would not have asked for any more, hence no formal recommendation.

11 Reports to Members

- 11.1 All RIPA activity is reviewed on behalf of Members by the Council's Corporate Issues, Overview and Scrutiny Committee. They will review this on a quarterly basis and ensure it is being conducted in line with the Council's policy and that the policy remains fit for purpose.

12 The Protection of Freedoms Act 2012

- 12.1 All authorisations including those for CHIS are put before the magistrates' court in line with the above Act. This procedure is clearly outlined in the organisation's RIPA Corporate guidance document.

13 Breach

- 13.1 One breach has been reported by Durham County Council and I have reviewed this and the associated paperwork. The reported breach relates to an application for directed surveillance which sought approval from the magistrates' court to carry out further surveillance in relation to the illicit sale of tobacco. The application detailed that during a feasibility study, a young girl was observed exchanging items for cigarettes at the premises in question. As a result of this a test purchase without judicial approval was carried out, further evidence was gathered and the application was submitted.
- 13.2 This has been quite rightly reported as a breach as the activity carried out should have gained the approval of the magistrate in line with the Protection of Freedoms Act 2012. Following its discovery, the breach was reported appropriately and investigated. It transpired that this action had been taken following a previous refusal by a District Judge. The District Judge, when refusing the application, suggested the council should obtain further evidence before presenting an application to the court, including a test purchase.
- 13.3 I have reviewed the related case and the District Judge was quite right to refuse the application. He has, however, issued misleading advice following his refusal which has led to this breach. The breach has not occurred through any attempt to deceive, has been dealt with by the organisation and is supported by the appropriate advice to operational staff. There is an issue in relation to the misleading advice given by the District Judge. I have suggested that this should have been discussed with the court to prevent any further problems, however that moment has probably passed but this should be borne in mind should the same issue occur again. I consider this matter an error of judgement that has been appropriately reported and investigated.

14 Conclusions

- 14.1 Durham County Council carries out a reasonable amount of RIPA activity and has achieved significant success as a result. In targeting illegal sales to young people and the sale of illicit and counterfeit goods the Council uses its powers well.

- 14.2 The Council has an excellent policy supported by a clear structure and a positive training regime - all key elements for a good level of compliance. The recommendations detailed, while important parts of the RIPA process, should be easily completed.
- 14.3 I make particular mention of the Senior Responsible Officer, Helen Lynch. She has been with the organisation for six months and has an impressive background prior to Durham County Council. Helen Lynch has recognised the importance of RIPA compliance, driven change where it was needed and continues to review current practices. She and her team are a significant reason that Durham County Council is currently well placed in its management of RIPA.
- 14.4 I would like to thank the Chief Executive, Terry Collins and his staff for their courtesy, cooperation and honesty during my inspection.

15 Recommendations

- 15.1 *Authorising Officers should articulate clearly in authorisations their considerations in relation to Proportionality and Collateral Intrusion. The key points to consider are outlined clearly at Paragraphs 3.6 and 3.8 in the Codes of Practice (Covert Surveillance and Property Interference). (paragraph 7.3)*
- 15.2 *The SRO should satisfy herself that any CHIS application is accompanied by an appropriate risk assessment. The assessment should allow the Authorising Officer to assess the risk in relation to deploying that particular individual as a CHIS.*

Paul Gratton
Surveillance Inspector

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**Corporate Overview and Scrutiny
Management Board**

12 October 2018

**Quarter One 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**

Purpose of the Report

- 1 To present progress towards achieving the key outcomes of the council's corporate performance framework by Altogether priority theme for the first quarter of the 2018/19 financial year.

Summary

- 2 The employment rate in the county has remained in excess of 71% for the fifth successive quarter and Durham outperforms the region against this key indicator. However, we remain lower than the national average and our gross disposable income per head is low with the average for County Durham being only 78% of the national figure. The unemployment rate stands at 5.4% and is improving but is one full percentage point higher than the national average. Youth unemployment is significantly higher at 15% for the period although proportionately more 16-17 year olds are in apprenticeships compared to regional and national figures. Registered businesses continue to rise in the county and the council has secured funding for and is engaged in a number of innovative programmes to make County Durham a good place to do business. Some of these programmes are funded by the European Union and we watch the Brexit situation closely to determine how this will impact on County Durham and the North East.
- 3 New indicators to capture how we are performing against our new duties introduced through the Homelessness Reduction Act show that we continue to help people threatened with homelessness to stay in their own home or move to alternative accommodation. Our intervention work on bringing empty properties back into use and the number of affordable homes delivered both exceed performance for last year. Consultation on the County Durham Plan preferred options is now complete. A large volume of responses was received and these are now being processed for inclusion in the pre-submission draft of the plan later in the year.

- 4 The condition of our principal roads is similar to national averages. We continue to secure high levels of incentive funding from the Department for Transport because Durham received the maximum efficiency rating by the Department for Transport. Maintenance backlogs on our transport structures such as bridges have grown as we improve the accuracy of stock condition survey data.
- 5 We continue to progress service improvements in children's services following the last major Ofsted inspection in 2016. Senior management focus remains on reducing caseloads for our social workers and improving quality and consistency of their work. A joint thematic area inspection of children living with domestic abuse was carried out in July as a check on progress ahead of the next major inspection, and the [final inspection letter](#) was published on 24 August, which will identify strengths and areas for improvement. There is a performance challenge around the number of our young people who are being educated in schools that are inadequate or require improvement. Figures are stable for the number of children in need, children on a child protection plan and looked after children. However, the volume of single assessments has increased by 14%, which is affecting the proportion that we have processed within 45 days. Work is ongoing on rolling out a pilot to correct this issue. Too many social workers have caseloads in excess of best practice guidelines with the majority (54.5%) carrying a caseload of more than 20. The emotional health and wellbeing of our looked after children is low compared to regional, national and most similar authorities comparators.
- 6 Health continues to be a challenging area for the county. Smoking remains one of the biggest causes of death and illness in the UK. It increases the risk of developing more than 50 serious health conditions, some of which are fatal or can cause irreversible long-term damage to health. Smoking prevalence has decreased in County Durham in the last year and is now not significantly different to regional and national figures. Commissioned smoking cessation services perform well and have exceeded contracted targets. However, mothers smoking during pregnancy remains a challenge with the Durham Dales, Easington and Sedgefield clinical commissioning group area having the highest rate (21.9%) in the North East and third highest nationally. A recent health equity audit shows that smoking prevalence is linked to areas of higher deprivation. Breastfeeding has long-term benefits for babies, lasting right into adulthood and also benefits the mother. Breastfeeding prevalence amongst new mothers is significantly lower in County Durham than the rest of the North East and nationally. Older people admitted to residential and nursing care on a permanent basis has increased in the last year and we are not achieving our Better Care Fund target.
- 7 Once again, there has been an increase in recorded crime. Public perception of how the police and council are dealing with concerns about anti-social behaviour

and crime has also deteriorated. Our new provider for drug and alcohol treatment is starting to show small improvements. People killed or seriously injured in road traffic accidents in the county has fallen by nearly 30% comparing the current quarter with the same period last year and no fatalities were recorded in the last quarter.

- 8 Environmental cleanliness levels remain good although fly-tipping does cause a problem and the number of recorded incidents has increased again this quarter. The council continues to use its enforcement powers and will actively investigate all reported fly-tips.
- 9 Corporate indicators show that sickness absence has worsened. Our published gender pay gap is the third lowest of the 12 North East councils.

Performance Reporting Arrangements for 2018/19

- 10 Our performance management framework provides us with a valuable insight into the extent to which we are achieving our objectives and how effectively the council and its partners are meeting the needs of our residents. It enables us to regularly assess, report on and scrutinise performance to support the continuous improvement of our services.
- 11 It brings together key planning, monitoring and evaluation processes through an integrated suite of documents, including the Sustainable Community Strategy, Council Plan, Service Plans and the Medium Term Financial Plan, and demonstrates the contribution made at various levels of the organisation to our priority themes.
- 12 We have structured our performance reporting arrangements around a set of key performance questions aligned to the six priority themes of the Altogether framework, i.e.:
 - (a) Altogether Wealthier
 - (b) Altogether Better for Children and Young People
 - (c) Altogether Healthier
 - (d) Altogether Safer
 - (e) Altogether Greener
 - (f) Altogether Better Council
- 13 In addition, more detailed performance monitoring is carried out across service groupings and any additional performance issues that arise are included in this report on an exception basis.

Overview of performance

- 14 Our corporate performance management framework consists of 131 indicators.

- 15 31 indicators, although we are reporting the most recent data, do not have comparator data meaning it is not possible to calculate a direction of travel. This is mainly due to changes at a national level, for example, the creation of a new indicator, or a change in the definition of an existing indicator.
- 16 Key performance messages from data released this quarter along with visual summaries and data messages are included in each priority theme. A comprehensive table of all performance data is attached as Appendix 2.

Key Performance Messages from Data Released this Quarter

Altogether Wealthier

- 17 The priority theme of Altogether Wealthier is structured around the following five key questions:
 - (a) Do residents have good job prospects?
 - (b) Do residents have access to decent and affordable housing?
 - (c) Is County Durham a good place to do business?
 - (d) Is it easy to travel around the county?
 - (e) How well do tourism and cultural events contribute to our local economy?
- 18 23 indicators support this priority theme. Since the last report, there have been eight changes to the indicator set, six new and two deletions, as set out in Appendix 3.
- 19 We have structured the remainder of this section around the five key questions and this is where further detail in relation to these indicators can be found.

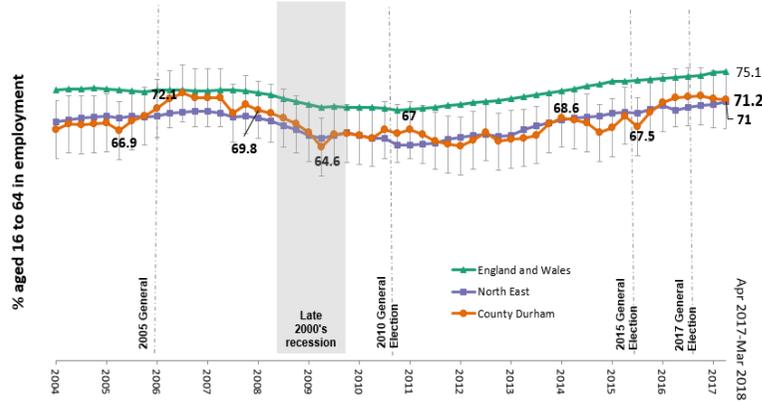
ALTOGETHER WEALTHIER

1. Do residents have good job prospects?

Employment

71.2% (231,400) working age population in employment (2017/18)

In line with previous year (71.5%)

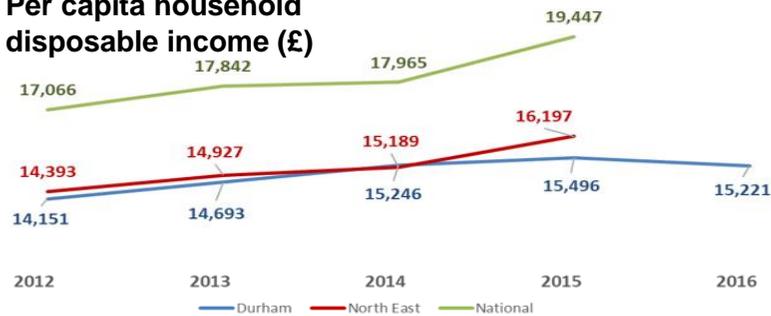


Apprenticeships

	Durham	England	NE
16-17 year olds in an apprenticeship (Mar 2018)	9.6%	5.9%	8.1%

949 apprenticeships through Durham County Council schemes sustained for 15 months or more (Jun 2018), which equates to 88.4% of all apprenticeship starts through these schemes.

Per capita household disposable income (£)



Gap between County Durham and both regional and national performance is widening

Youth unemployment (18-24 year olds) has improved since last year

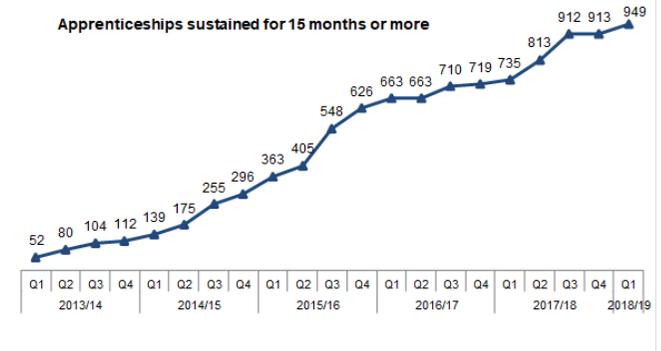
16.1% (2016/17)



15.0% (2017/18)

Higher than England and Wales average 12.2% (2017/18)

Apprenticeships sustained for 15 months or more



DCC apprenticeship schemes have made good progress over the five years

Do residents have good job prospects?

- 20 Of the five indicators that support this area, the percentage of working age population in employment has declined slightly on last year and is below the national average. Per capita household disposable income has reduced since last year and is below national and regional averages. The number of gross potential jobs created or safeguarded as a result of Business Durham activity has deteriorated compared to last year.
- 21 The employment rate continues to stand at a high level at 71.2%, remaining higher than regional levels but below national levels. It is estimated that 231,400 of the county's 16 to 64 year olds are in employment, with 81% of 25 to 49 year olds in employment. Unemployment in County Durham has shown a slight decline in the latest period. The latest data shows that 5.4% (13,200) of the working age population were unemployed in the year April 2017 to March 2018 compared to 6.4% (15,900) in the period January to December 2017. Analysis over the longer term shows the unemployment rate is declining and tracking regional trends (5.6%) but remains higher than the England and Wales average of 4.4%. Youth unemployment currently stands at 15% for the period April 2017 to March 2018, showing a decrease on the last reporting period (19.2%) and in comparison to last year (16.1%).
- 22 However, whilst the employment rate is improving, the disposable income per person in County Durham is 6% lower than the regional figure and over 21% lower than the national average indicating that the Durham economy is more reliant on low-income jobs.
- 23 The final outturn figure for DCC apprenticeships for those sustaining for 15 months or more stands at 88.4%. Of the 1,073 apprenticeship starts, 949 sustained their apprenticeship for 15 months or more.

ALTOGETHER WEALTHIER

2. Do residents have access to decent and affordable housing?

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

Decent and Affordable Housing

 **56** Empty properties brought back into use as a result of LA intervention (Apr-Jun 2018). Better than target (37) and last year (45).

 **381** Net new homes completed (Apr-Jun 2018).

 **473** Affordable homes delivered (2017/18), 47% increase on last year (322).



 **3,138** Households accessing Housing Solutions Services (Jun 2018).

 **447** Properties improved, adapted or brought back into use (Apr-Jun 2018).

 **202** Households helped to stay in their home (Apr-Jun 2018).

 **117** Households helped to move to alternative accommodation (Apr-Jun 2018).

Good place to do business



£10.5M funding secured for infrastructure works at Jade Business Park secured from NELEP and site investigation has commenced.

£1.25 million secured from the GovTech Programme via Department for Business, Energy and Industrial Strategy.



**EUROPEAN UNION
EUROPEAN REGIONAL
DEVELOPMENT FUND**

Expression of interest submitted for the business growth fund capital grants programme was successful and the full ERDF application submitted.

Do residents have access to decent and affordable housing?

- 24 Of the seven indicators that support this area, four are new this quarter so comparator data is not available. One indicator has deteriorated, the number of net homes completed has deteriorated in comparison to last year.
- 25 The preferred options consultation for the County Durham Plan was agreed by Cabinet on 13 June, and consultation is now complete (from 22 June to 3 August). All representations made will be processed and considered with a view to producing a pre-submission draft of the Plan in autumn/winter 2018.
- 26 High performance against the number of empty properties brought back into use continues with a quarter one outturn of 56 (12% higher than average 17/18 quarterly figures). Affordable housing delivery in 2017/18 has shown a positive outturn of 473 units, the highest level of delivery in recent years; and is a combination of shared ownership, affordable rented and units delivered through section 106 agreements with developers. This is a 47% increase on the 322 delivered in 2016/17 and demonstrates the results of greater collaboration with registered providers and Homes England.
- 27 Quarter one has seen a below average number of households accessing the Housing Solutions Service; the average number for 2017/18 was 4,495 per quarter. This is due to the online Enhanced Housing Options Wizard no longer being available for clients to complete as the new Code of Guidance for the Homeless Reduction Act (HRA) states that local authorities should not use wizards as part of the advice and triage process. Previously, the wizard acted as an online information tool for those accessing the service via the web and was designed to help those who required very little assistance in resolving their query. However, in some instances, clients with more complex queries did not get the right support. Also, work completed prior to the introduction of the HRA found that the majority of people accessing the wizard also contacted the service directly, therefore, it could be argued that the wizard figures should not have counted towards the overall access figures to the service. As such, back data will be revised to show the true trend going forward. Also, to ensure all those who require assistance from Housing Solutions are aware of the services we offer, we have improved the information on the website and are currently carrying out a range of awareness sessions, as well as developing the duty to refer. Work is ongoing with the Marketing & Communications Team to develop publicity material and messages continue to be published through social media. Under the new ways of working (HRA), 202 households have been helped to stay in their home and 117 have been helped to move to alternative accommodation and we will continue to monitor the position closely.

Is County Durham a good place to do business?

- 28 Of the two indicators that support this area, the Gross Value Added (GVA) per capita in County Durham although improved in comparison to last year, is below national and regional averages.
- 29 There have been a number of developments during the quarter which contribute to our objective to make County Durham a top location for business.
- 30 £10.5 million secured from the North East Local Enterprise Partnership for infrastructure works at Jade Business Park and site investigations have commenced. £1.25 million has also been secured from the GovTech Fund Competition programme ran by the Department of Business, Energy and Industrial Strategy. This money will be used to identify and work with cutting edge technology businesses to find innovative solutions to operational service and policy delivery changes. An expression of interest was submitted to the European Regional Development Fund (ERDF) for the council's business growth fund capital grants programme. This was approved and worked up into a full ERDF application for £6,092,447 which was submitted in July. This was matched by £9.1 million investment from the private sector (SMEs) which brought the total project cost to £15,192,447.
- 31 Business Durham staff continue to engage with businesses regarding a range of opportunities, which could lead to potential research and innovation collaborations. There are a number of potential inward investment projects in the pipeline with reasonably strong enquiries currently for Forrest Park, Jade Business Park and Drum Industrial Estate. The Finance Durham Fund has helped another two businesses to secure investment, bringing the total of investments to date to seven. There are a further three potential pipeline investments identified for completion in quarter two, and a further five companies in the early stage of discussions.

ALTOGETHER WEALTHIER

4. Is it easy to travel around the county?

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

Ease of travel around the County



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

Road maintenance remained relatively static over the last year. A, B and C roads are in line with national average, whereas unclassified roads are below.



£187.6m needed to bring DCC highway assets up to a good condition, having no backlog or defects (March 2017).

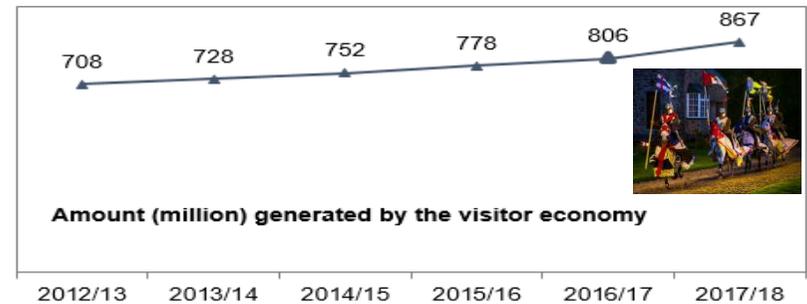
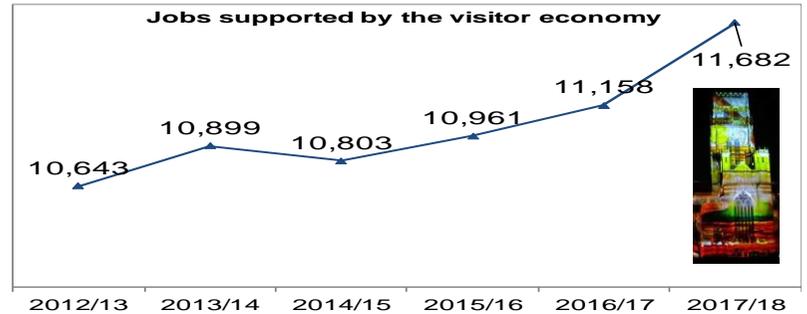
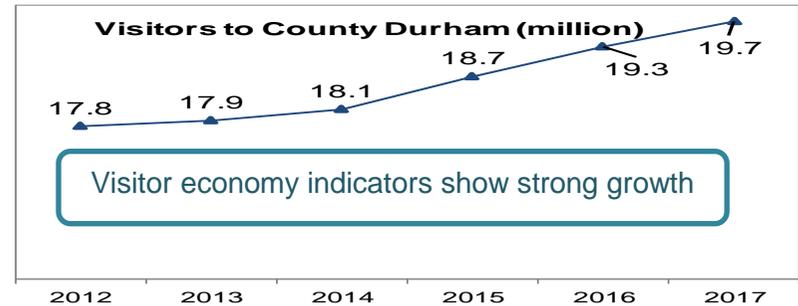
In line with other councils and is a reduction against the maintenance backlog in March 2016 (£191.7 million).

Bridge Stock Condition	2016	2017	
Principal roads	83.8%	80%	↓
Non-principal roads	83.7%	81%	↓



An update on Transport Asset Management Plan 2017 has been to CMT.

Visitors to the County



Is it easy to travel around the county?

- 32 Of the six indicators that support this area, the percentage of B and C roads and unclassified roads where maintenance is recommended has increased slightly, unclassified roads are also performing below national averages. The bridge stock condition on stock principal and non-principal roads in 2017 has deteriorated in comparison to the 2016 data.
- 33 The Annual Local Authority Road Maintenance (ALARM) Survey 2018 estimates the backlog for carriageways and footways across England and Wales has fallen by almost 23% to £9.3 billion. If adequate funding and resources were in place it would take 14 years to get local roads back into a reasonable steady state, slightly worse than the 12 years reported in ALARM Survey 2017.
- 34 The council, like most highways authorities, has a significant maintenance backlog. As at March 2017, £187.6 million was needed to bring DCC highway assets up to a good condition with no backlog or defects. This is broadly in line with other councils and is a reduction against the maintenance backlog at March 2016 (£191.7 million). Carriageways and footways account for the largest proportion of the backlog, both of which have seen a decrease over the last year.
- 35 The condition of A, B and C principal roads has improved in recent years and are close to the national average. This reflects budget prioritisation to maintain roads with the highest usage. The condition of unclassified roads is below national average. However, there has been an improvement over the past year and an ongoing programme of resurfacing works is in place. A high proportion of footways require resurfacing but there has been an improvement over the past 3 years and an ongoing programme of resurfacing works is in place. Following the severe winter of 2017/18, which led to an increase in potholes, we invested a further £700,000 in resurfacing of unclassified roads. Poor performance on some of our contracts where contractors have not progressed work on time has also impacted on our targets. This has now been resolved and we should see an improvement in the second quarter of the year. A significant number of street lighting columns have reached the end of their service life. There is an ongoing column replacement programme in place. Structures such as bridges are generally in a 'good' to 'fair' condition although the backlog has grown over the past year due to updated and more accurate condition surveys.
- 36 We achieved the maximum Band 3 efficiency rating under the Department for Transport (DfT's) Incentive Fund, one of only two Highway Authorities to achieve this maximum efficiency rating out of 119 participating Highway Authorities in England in 2016 and have maintained the maximum Band 3 efficiency rating in

2017. This rating will help maximise funding from the DfT's Incentive Fund going forward.

- 37 We have also led the development and implementation of the North East Highways Alliance, a forum for collaborative working for all 12 North East councils, which was established in 2013. The Alliance has delivered a number of initiatives that are helping all councils to maximise efficiencies in highways through sharing resources and knowledge and collaborative procurement. This partnership working together with ongoing collaborative working of our in-house highways services team has led to the Council being one of the first in the UK to be awarded British Standard BS11000 - Collaborative Business Relationships. This will assist in maximising funding from the DfT.

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

- 38 Latest data on all three indicators that support this area have improved.
- 39 Annual tourism data released this period are positive. The number of visitors as well as employment in tourism and the total contribution to the County Durham economy increased in 2017. During 2017, 19.71 million people visited Durham, which is up by 2.4% on 2016. Overall visitor expenditure was £867 million, an increase of 4.9% on 2016. The number of people employed in tourism increased by 4.7% to 11,682 (FTEs).
- 40 The following projects are planned for the next 2 years:
- (a) Reviewing Durham Town Hall and developing a new operating model to improve the visitor experience. It is hoped phase one of the visitor attraction will be ready by September 2018.
 - (b) Reviewing Bishop Auckland Town Hall to develop an improved cultural offer. Awaiting a decision regarding additional funding for the project.
 - (c) In July, Cabinet agreed to stage a special 10th anniversary Lumiere festival in 2019 and a further event in 2021.
- 41 In quarter one, the DLI welcomed 8,586 visitors, including people engaged with the DLI Collection via Palace Green exhibition, medal viewings, outreach events and sessions, as well as visitors and researchers at Sevenhills and visitors to 'When the Bugle Calls' touring exhibition. There were also 1,963 pupils involved in educational outreach and 346 from community groups.
- 42 There has been a drop in visitor numbers as a result of works around the Palace Green site where access to the library has been limited. This trend will continue into the next quarter as works continue throughout July. The annual university congregation ceremonies held on Palace Green and in the cathedral during June and July will also affect access issues in the first and second quarters.

- 43 Visitor numbers at Killhope have remained static when compared to last year. Figures were expected to be higher during April (-33% on April 17), however, the Museum did not open in time for the Easter weekend due to adverse weather conditions impacting site access and resulting in the loss of five days' trading. A new events programme has been developed to attract visitors throughout the year.
- 44 A number of festivals and events were held in quarter one. The Bishop Auckland Food Festival (21-22 April) was hugely successful and the first working with our programming partner, Channel Events. A very positive relationship was formed and the event once again proved popular with visitors to the county. Across the 2 days, 27,000 attended the event experiencing the best of the County's food producers, chef demonstrations, masterclasses and more. A full evaluation will be available in quarter two. The cycling Tour Series was held in Durham on 22 May. The final evaluation is being compiled by the event producer and should be available in the coming months. Both the Durham City Run and the Durham Brass festival were held in July 2018. The Brass Festival included five free community Big Brass Bash events which took place across the county involving 70 schools.
- 45 The council is now planning for the Durham Book Festival, which will be held in October 2018. The [full programme](#) has recently been announced at the launch event held in August. Planning for Lumiere 2019 will also start in the coming months.

Altogether Better for Children and Young People

- 46 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?
- 47 Since the Ofsted inspection in spring 2016, children and young people's services have made good progress in many areas but more remains to be done. There are emerging strengths in the council's approach to early help, our support for children in care and political and senior management oversight of our practice. Leadership focus is on accelerating improvements in the quality and consistency of our casework, continuing to reduce caseloads by ensuring fully staffed and

skilled social work teams, and driving Durham's new culture and associated behaviours across the whole children and young people's workforce within the council and partner services.

- 48 From January 2018, a new universal inspection framework was introduced by Ofsted. The ILACS (Inspection of Local Authority Children's Services) focuses on the council's functions regarding the help, care and protection of children and young people. A 12-month plan to improve the quality of social work practice in Durham has been developed as the service prepare for inspection under the ILACS framework.
- 49 In July 2018, the council and its partners received a joint targeted area inspection (JTAI). The JTAI examined how well agencies are working together to help and protect children. The theme of the JTAI was a "deep-dive" focus on children's experiences of living with domestic abuse and how they are helped and supported by all agencies. The inspection team also looked more generally at decision making at the point of referral and assessment; the quality of our children in need and child protection plans and the support we provide in the context of multi-agency working. The inspection outcome letter to all the service leaders in the area will outline findings about the effectiveness of partnership working and of the work of individual agencies.
- 50 42 indicators support this priority theme. Since the last report, there have been three changes to the indicator set, two have been deleted and replaced with new indicators and one has been deleted as set out in Appendix 3.
- 51 We have structured the remainder of this section around the four key questions and this is where further detail in relation to these indicators can be found.

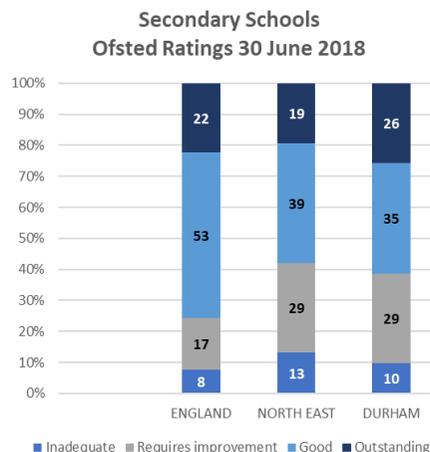
ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE

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

School judged good/outstanding

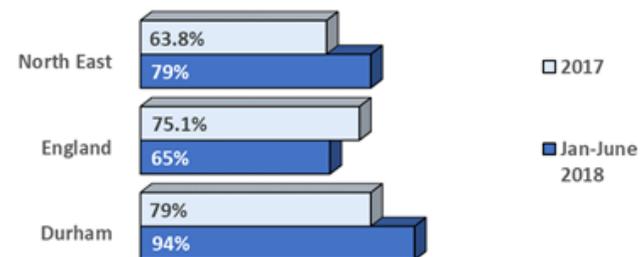
Primary	Secondary	Special	PRU
91% [196]	61% [19]	50% [5]	100% [1]

12 secondary schools are inadequate or require improvement. Seven are LA maintained and five are academies. Nationally, 76% of secondary schools are good or outstanding.



Education, Health & Care Plans for Children with SEND

Proportion of new Plans issued within 20 weeks



✓ Significant improvement has been made to the proportion of new EHCPs issue within the 20 week timescale. Our performance compares favourably with others.

Pupils claiming free school meals



2017	2018
12,959 of 64,116 pupils were known to be eligible for and claiming FSM.	12,772 of 65,804 pupils were known to be eligible for and claiming FSM.
10,751 of the 12,959 pupils took their free meal on census day, this is a 83.0% take up.	10,180 of the 12,772 pupils took their free meal on census day, this is a 79.7% take up.

Universal Services

↓	Reduction under 18s alcohol related hospital admissions, more prevalent in females.
↓	Reduction under 18s hospital admissions for self-harm, lower than regional/national averages.
↓	Teenage pregnancies (under 16 and under 18) has fallen. Pregnancies for under 18s is below regional levels.
↑	% of 5 year olds free from dental decay, improved but significantly worse than England and North East. Health and Wellbeing Board agreed to next stage testing of feasibility of expanding community water fluoridation scheme for County Durham. The County Durham Oral Health Strategy action plan is progressing, with nurseries in top 30% of deprived communities to implement tooth brushing schemes.

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

- 52 Nine of the 18 indicators that support this area relate to the academic year so provisional data will be available and reported at quarter two, with the final data available and reported at quarter three.
- 53 Pupils claiming free school meals; and five year olds free from dental decay are below national and regional averages and the following indicators are all below national average, average attainment 8 score, average attainment 8 score gap, under 18 conception rate, alcohol specific hospital admissions for under 18s and children obese or overweight (4-5 years).
- 54 There has been a slight decrease in the proportion of children and young people in County Durham claiming Free School Meals (FSM) – our local indicator of child poverty. In January 2018, 19.4% of pupils were eligible for and claiming FSM in County Durham. This is 12,772 pupils. This is a slight decrease from 20.2% (12,959 pupils) in January 2017. Work is currently ongoing through the County Durham Child Poverty Group to determine the possible impact of the roll-out of Universal Credit on FSM eligibility in the county.
- 55 Good progress continues with the timeliness of Education Health and Care Plans (EHCPs) for children with Special Educational Needs and Disabilities (SEND). All former special educational needs statements have been transferred to EHCPs. In the first 6 months of 2018, 94% of EHCPs were issued within the 20 week timescale; an increase from 79% in 2017 and higher than in England (65%) and North East (79%).
- 56 The inspection ratings of County Durham’s secondary schools remains a cause for concern. No further inspection reports have been published since last quarter, so 12 secondary schools remain rated as either ‘Requires Improvement’ or ‘Inadequate’; this equates to 39%. Nationally, this is 20%.
- 57 Latest published data identifies 75% of secondary school pupils in County Durham are in good or outstanding schools following their latest inspection, compared to 82% in England and 67% in the North East.
- 58 Secondary schools are now judged on the new progress 8 accountability measure in addition to the Ofsted inspection framework. Schools with a progress 8 score that is average or below average are being invariably classed as ‘Requires Improvement’ or ‘Inadequate’ in their inspection outcome. Durham’s performance in relation to progress 8 in 2017 is therefore impacting upon recent inspection outcomes. The council is co-ordinating joint projects to address key issues and sharing best practice regionally.

- 59 Year 6 pupils recently received their Key Stage 2 results. Nationally, 64% of pupils met the expected standard in reading, writing and mathematics in 2018. The figures were 61% nationally and 65% in County Durham in 2017. Collation and analysis of Durham's 2018 results is ongoing and will feature in the report for quarter two.
- 60 Data for the April to June 2018 period indicates that 5.1% of 16 and 17 year olds in County Durham were not in education, employment or training (NEET). This is an average of 408 young people over the three month period. This is slightly higher than the equivalent three month period last year (4.8%) and is also higher than the national (2.9%) and North East (4.6%) averages for the equivalent time period. However, the percentage of 16 to 18 year olds whose status is 'Not Known' was 1.6% (169 young people) at 30 June 2018. This is lower than that nationally (3.1%) and regionally (2.1%) for the equivalent time period.
- 61 Admission episodes for alcohol specific conditions for under 18s (rate per 100,000) is 56.2 (169 admissions) which has reduced from the previous reporting period and is below the North East average. It does however remain above the national average, but the gap has closed. Young females are more likely than males to be admitted to hospital for alcohol-specific conditions (rate of 63.4 compared to 49.3).
- 62 The rate of young people aged 10-24 admitted to hospital as a result of self-harm (per 100,000) is 400.8 which has reduced from 2015/16 and is below both national and regional averages. This equates to 377 admissions in 2016/17, compared to a peak of 523 in 2011/12.
- 63 Both under 18 and under 16 conceptions continue to decrease, following a sustained downward trend in teenage conceptions. Latest data (Apr 16-Mar 17) show that the number of under 18 conceptions has reduced from 499 in 1998 (when recording began) to 168 conceptions. The rate (21.3) remains higher than the national average (18.5) but lower than the regional average (24.8). For 2016, the under 16 conception rate is 5.4, which is higher than both national (3.0) and North East (4.9) averages. The Teenage Pregnancy Steering Group is currently undertaking a self-review against the Public Health England (PHE) teenage pregnancy prevention framework to identify what is working well, recognise any gaps and maximise the assets of all services to strengthen the prevention pathway for all young people. The findings of the self-assessment will help develop the new Teenage Pregnancy action plan moving forward.
- 64 The proportion of five year old children free from dental decay is 74.2% (2016/17), which is significantly worse than both England (76.7%) and North East (76.1%) averages. County Durham is ranked 9th out of the 12 regional local authorities (with 12 being the poorest ranking).

65 The County Durham Oral Health Strategy 2016-19 sets the ambition to reduce oral health inequalities using the most up to date evidence based interventions. The action plan underpinning the strategy is making good progress, with nurseries in the top 30% most deprived communities to implement tooth brushing schemes. The Health and Wellbeing Board have also agreed to the next stage of testing the feasibility of expanding the community water fluoridation scheme for County Durham.

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

66 Of the two indicators that support this area, one has failed to meet the agreed target, the percentage of successful interventions via the Stronger Families Programme is lower than target, although performance has improved since last reported.

67 As at 2 July 2018, there were 2,350 children supported by the council's One Point Service, offering a variety of free advice and support and a range of activities for children, young people and families alongside partner agencies.

68 Consistently good performance in relation to County Durham's Family Centres continues with 91% of under 4s in the top 30% most deprived areas in the county registered with a Family Centre (13,433 children). Almost nine in 10 under 2s in these areas receive sustained contact i.e. four contacts or more in a 12 month period (7,363 children).

69 Following the successful delivery of the Troubled Families programme (known as Stronger Families) within County Durham, the Ministry for Housing, Communities and Local Government (MHCLG) awarded Durham 'Earned Autonomy' (EA), one of 14 local authorities nationally. This results in all claimable Troubled Families grant being paid to the council without the need for Payment by Results (PbR) returns. The One Point service has been redesigned based on the key principles of the Troubled Families programme including;

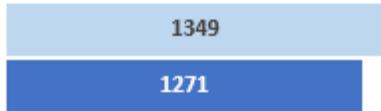
- a whole family approach;
- a key worker co-ordinating support for the family;
- an assertive and persistent approach;
- development of a single multi-agency, outcome-focussed family plan;
- a practical 'hands on' support.

70 An update on performance will be reported at quarter 2.

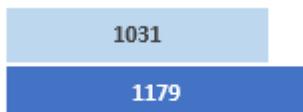
ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE

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

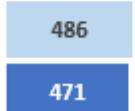
The journey of a child



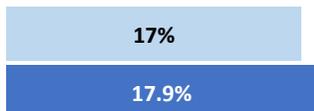
There has been a small decrease in **children in need referrals**.



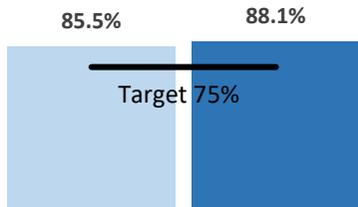
Single assessments have increased by 14% in the year.



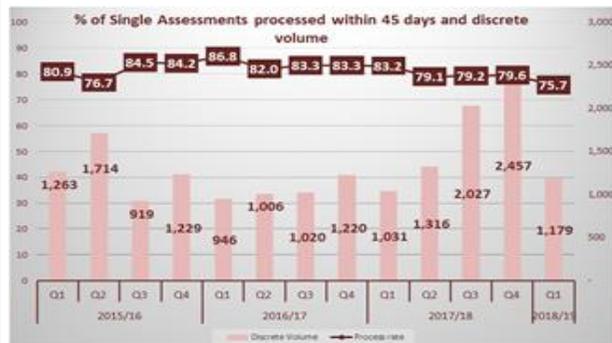
471 children are on a **child protection plan**. Similar numbers to last year.



The level of **CiN referrals occurring within 12 months of a previous referral** has not changed.

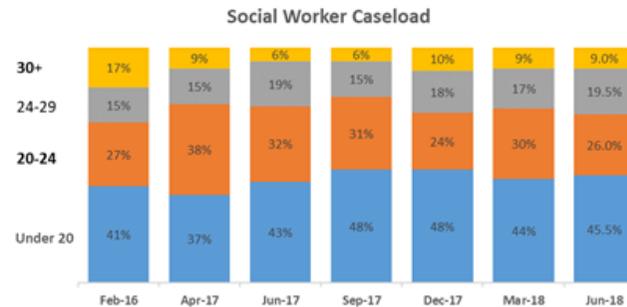


Statutory referrals processed within one working day continue to perform to target.



The % single assessments completed within 45 working days has deteriorated to 75.7%, lower than national and regional.

Social Work Practice



Small improvement in the % of social workers managing under 20 cases.

...but still the majority of social workers have caseloads in excess of best practice guidelines.

The **CYPS casefile audit programme** was suspended in Q1 while the restructure was progressing

Look out for a revised “Collaborative Evaluations” review tool being introduced in Q2



Look out for: Joint targeted area inspection report for **children living with domestic abuse**



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

- 71 Of the nine indicators that support this area; single assessments completed within 45 working days has deteriorated since last year and is below national and regional averages. Strategy meetings initiated which led to child protection conference within 15 working days missed target and was below national and regional averages.
- 72 As at 2 July 2018, there were 3,478 children's cases open with statutory social work teams. This includes 471 children on a child protection plan and 807 looked after children.
- 73 Consistently good performance continues in relation to the percentage of statutory social care referrals received by the First Contact or Emergency Duty Teams which are processed within the one working day timescale. Between April and June 2018, 88% of statutory referrals (1,120 of 1,271) were processed in timescale. Almost 9,000 enquiries were received by First Contact and the Emergency Duty Team in the three month period. Not all enquiries require a statutory referral and may, for example, require the team to refer to early help services or offer advice and guidance.
- 74 Re-referrals into statutory social care services within 12 months have increased slightly to 17.9% (Apr-Jun 2018), however remain below latest levels in England (21.9%), the North East (20.1%) and statistical neighbours (20.7%) for 2016/17. This suggests the services we put in place from the first referral are helping to keep children safe from risk or significant harm. Due to the slight increase, we will continue to closely monitor our re-referral rate.
- 75 There are several areas that remain a continued focus for improvement in children's social care:
- a. Social work caseload pressures;
 - b. Timeliness of assessment;
 - c. Timeliness of initial child protection conferences.
- 76 Almost half of social work staff (45%) are carrying a caseload of less than 20. An additional 26% have a caseload of between 20-24 cases. There are 9% (14 social workers) who have a caseload of 30 or over. The service's aim remains to have all social workers carrying a caseload of less than 20. This will also impact upon other areas of social care performance.
- 77 Between April and June 2018, 75.7% of statutory single assessments were completed within 45 working days (892 of 1,179). This is lower than the 83% outturn in England and North East in 2016/17. On average, the 1,179 assessments in quarter one were completed within 41 days. This means that

some children, young people and their families are waiting too long for the outcomes of our assessments.

- 78 The recent restructure and subsequent movement of some cases has impacted upon timeliness, in addition to demand pressures in some teams. A pilot to complete the least complex assessments within 25 days was undertaken within several Families First Teams during the quarter, which has recently been rolled out to all Families First Teams. It is envisaged that this rollout and completion of the restructure will lead to improvements in performance.
- 79 Data for the first quarter of 2018/19 shows that 72.5% of strategy meetings initiated led to an initial child protection conference (ICPC) being held within the 15 working day timescale (137 of 189 ICPCs). This is below target (75%) and latest 2016/17 comparator averages (national 77%, regional 86% and statistical neighbours 83%). The main issues for ICPCs going out of timescale were delays in requesting meetings were set up, invites being sent and incomplete reports. This continues to be monitored closely by senior managers in Children's Social Care and the Independent Reviewing Officer (IRO) Service and agreed escalation procedures are in place.

ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE

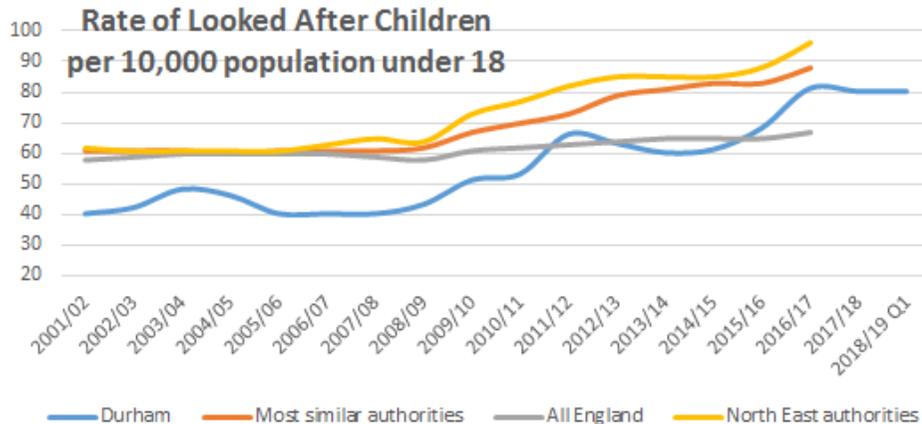
4. Are we being a good parent to Looked After Children (LAC)?

Number of LAC

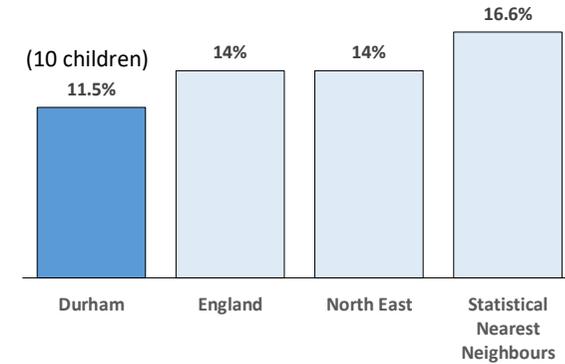


Our LAC rate is lower than regional and most similar authorities averages based on latest available data but higher than the national average.

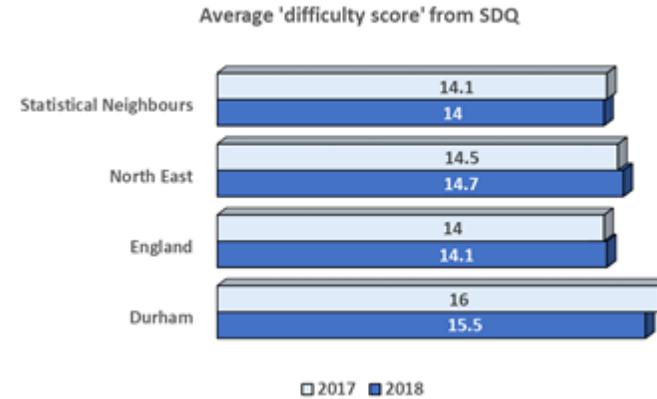
The number of LAC has been stable for six quarters. There is evidence of a seasonal increase which will be included in Q2 report.



Percentage of children leaving care through adoption



Emotional health and wellbeing: LAC and care leavers



Derived from the **Strengths and Difficulties Questionnaire**. A score of 0-13 is considered normal. A score of 14-16 is considered a borderline cause for concern.

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

- 80 Children adopted from care has missed target and is performing below national and regional averages. LAC have the required number of health assessments and the emotional and behaviour health of LAC is below national and regional averages and care leavers aged 19-21 in suitable accommodation is below the regional average.
- 81 As at 30 June 2018, there were 807 looked after children (LAC). The number of LAC has now stabilised at around 800 at any one time following a significant increase from around 600 in 2015/16. The rate per 10,000 population is 80.5; this is lower than the average of our regional neighbours (92), our statistical neighbours (87.5) but higher than in England as a whole (62).
- 82 Sustained improvements are evidenced in the proportion of our LAC who have received dental checks and health assessments following close work with health colleagues in 2017/18.
- 83 Eight in 10 of our LAC are in foster care, an achievement considering the increases in LAC and offering children stability in a family environment.
- 84 A positive story continues for our care leavers in relation to their employment, education and training and living accommodation. A higher percentage of care leavers in County Durham are in employment, education and training or living in suitable accommodation than in England in 2016/17.
- 85 Areas for improvement identified for the looked after service include:
- Number of adoptions
 - Emotional and mental wellbeing of LAC and care leavers.
- 86 Provisional data identifies that 80 children left care between April and June 2018; of these, 10 children were adopted from care. This equates to 11.5%. This is fewer children than the same period of 2017 when 13 children were adopted.
- 87 The Department for Education confirmed funding for the set-up of a new Regional Adoption Agency (RAA), Coast to Coast, in March this year. Coast to Coast partner organisations are Cumbria County Council, Durham County Council and Together for Children (Sunderland City Council). The new RAA is being supported by a Voluntary Adoption Agency alliance which includes After Adoption, ARC Adoption North East, Barnardo's, Caritas Care Adoption and DFW Adoption.
- 88 A series of workshops were organised for July and August. These are high level design workshops and will set the vision / objectives and scope of the Coast to

Coast RAA Service. Further updates on the development of the RAA will be provided in future reports.

- 89 A refreshed marketing and recruitment campaign has been designed and implemented and an increase in expressions of interest to adopt has been observed which it is hoped will be replicated in the numbers of children progressing to adoption for the rest of the reporting year.
- 90 Provisional data for 2017/18 shows that 252 completed Strengths & Difficulties Questionnaires (SDQs) were received for Looked After Children (those aged 5 and over who have been in care continuously for 12 months or more). The average 'difficulties score' for these looked after children was 15.5, which is a positive decrease from 16.0 in 2016/17 [A higher score indicates greater levels of emotional and behavioural difficulties]. It does however remain above latest benchmarking data for 2016/17 (national 14.1, North East 14.7, and statistical neighbours 14.0).
- 91 A Looked After Children and Care Leavers Health Needs Assessment is due to be published shortly, including recommendations, which contains a focus on the emotional and mental wellbeing of LAC and Care Leavers.

Altogether Healthier

- 92 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?
- 93 21 indicators support this priority theme.
- 94 We have structured the remainder of this section around the two key questions and this is where further detail in relation to these indicators can be found.

ALTOGETHER HEALTHIER

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

Smoking Quitters

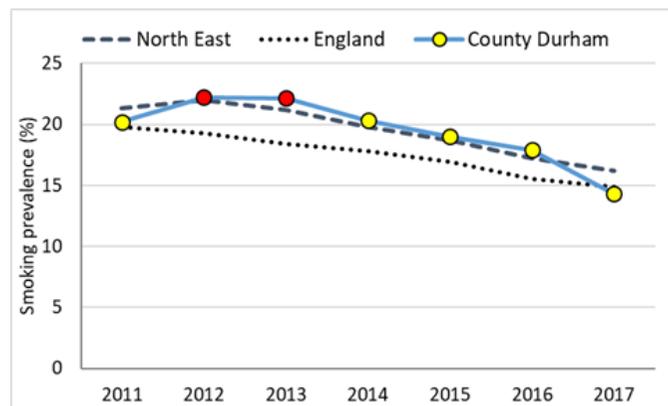


2,497 people quit smoking with support between 1 April 2017 and 31 March 2018, exceeding the target of 2,401.



Quit with Bella is a stop smoking app: the world's first artificial intelligence powered stop smoking coach, using knowledge from hundreds of experts to provide a personal, friendly and expert service. <https://www.smokefreelifecountydurham.co.uk/Quit.aspx>

Smoking Prevalence



	Statistically significantly higher than England
	Not statistically significantly higher than England

Mothers Smoking at Time of Delivery



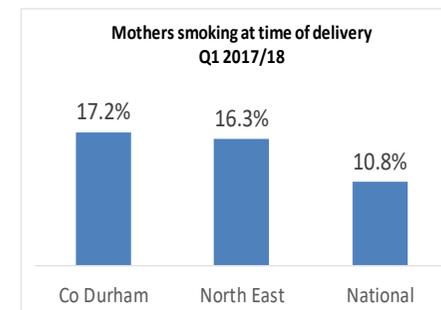
worse than same period last year (16.7%);



worse than England (10.8%) and North East (16.3%);



DDES CCG has the highest rate (21.9%) in the North East and third highest nationally;



Solution 4 Health Stop Smoking Service (SSS)	
227	pregnant women set a quit date with the SSS in 17/18;
148	65% women managed to quit (self-reported), compared to 55% in 2016/17;

Prevalence of breastfeeding at 6-8 weeks



28.2% (Apr-Jun-17)

29.2% (Apr-Jun-18)

Although performance has increased slightly, levels are still low and it is still an issue.

Website www.durham.gov.uk/beststartinlife launched with key information to help parents and families make an informed choice about breastfeeding.

Are our services improving the health of our residents?

- 95 Of the 13 indicators that support this area, percentage of mothers smoking at time of delivery has deteriorated since last year, missed target and is performing below national and regional averages. Male life expectancy at birth has deteriorated since last year and is below national average, male healthy life expectancy has also deteriorated since last year and is below national and regional averages. Prevalence of breastfeeding at 6-8 weeks; female life expectancy; female healthy life expectancy; excess weight in adults and the suicide rate are all performing below national and regional averages.
- 96 Between April 2017 and March 2018, 2,497 County Durham residents stopped smoking with support from the Stop Smoking Service (SSS). This has exceeded the SSS 2017/18 contract target of 2,401 smoking quitters.
- 97 Estimated smoking prevalence (persons aged 18 and over) is 14.3% for 2017 which has decreased from 2016 (17.9%) and for the first time, is not significantly different to both national (14.9%) and North East (16.2%) averages.
- 98 For 2017/18, 17.2% of mothers (844 out of 4,908) were smoking at time of delivery (SATOD) which is a decrease in performance from 2016/17 (16.7%). Challenging SATOD targets have been set for County Durham which reflect the government's Tobacco Control Plan to significantly reduce smoking rates for the population of England by 2022, paving the way for a smoke-free generation, which specifically aims to lower the smoking in pregnancy rate. The 2017/18 target of 15.9% has, however, not been achieved. Performance is worse than both national (10.8%) and regional (16.3%) rates.
- 99 Durham, Dales, Easington and Sedgefield (DDES) Clinical Commissioning Group (CCG) has the highest rate (21.9%) in the North East and is the third highest of all CCGs in England. The reducing smoking in pregnancy incentive scheme currently being implemented in DDES aims to address this issue. Early data are showing good retention in the Stop Smoking Service (SSS) amongst these women. However, the challenges of reducing smoking in pregnancy is evident, as 61% of those recruited to the scheme live with a smoker. The full evaluation of the incentive scheme will be available late summer 2018.
- 100 Overall, between April 2017 and March 2018, 227 pregnant women set a quit date with the SSS of whom 148 women quit (self-reported). This equates to 65% quitting, which is an increase from 2016/17 (55%).
- 101 A Health Equity Audit (HEA) of County Durham NHS Stop Smoking Service 2018 has been carried out to assess whether the County Durham NHS SSS is having an impact on health inequalities and also to provide a comparison with a previous HEA conducted in 2014. The findings and recommendations of the

2018 HEA, together with areas for further investigation, have been presented to the SSS and the Tobacco Control Alliance. A summary of key findings are as follows:

- Smoking prevalence has been decreasing over time for England, the North East and County Durham;
- County Durham is significantly worse than England for most indicators related to smoking, as set out in the [Local Tobacco Control Profiles](#);
- Levels of smoking in pregnancy remain high;
- The number of babies born to mothers who smoke is higher in the more deprived areas;
- There is a higher rate of pregnant women who smoke referred to the SSS, accessing the service and quitting, from the more deprived areas;
- There is a higher rate of people setting a quit date and quitting smoking who live in the more deprived areas of County Durham;
- The County Durham SSS has been successful in reducing the equity gap, seeing a consistent increase in the relative index of inequality for access and quit rates. This indicates that the service is contributing to a reduction in health inequalities;
- GP, pharmacy and specialist settings have higher rates of access and quitters in the more deprived areas. Services are continuing to perform well in terms of reducing inequalities.

102 Between April and June 2018, the percentage of mother's breastfeeding at 6-8 weeks is 29.2% (359 out of 1,230 mothers), which is an increase from the same period in 2017 but below latest data for both national and regional averages.

103 A breastfeeding call to action paper has been presented to Public Health Senior Management Team to support the active promotion of breastfeeding across the county, which includes a multi-agency communication plan and a review and relaunch of the breastfeeding friendly business scheme in June 2018. In conjunction with national breastfeeding week (20-26 June 2018) a new website www.durham.gov.uk/beststartinlife has been launched, with key information to help parents and families make an informed choice about breastfeeding. Parents can also access information to help them prepare for and stay healthy in pregnancy, along with advice and guidance on becoming a parent and baby's first year.

ALTOGETHER HEALTHIER

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



85.9% (548) of people were still at home 91 days after discharge from hospital into reablement/ rehabilitation services (Jan-Mar 2018).
Target met, but performance lower than same period last year (88.5%).



86.9% of people received an assessment/ review within the last 12 months (Jun 2017 to Jun 2018) this is slightly down on the 12 months prior (87.2%).



97.7% of individuals achieved their desired outcomes from the adult safeguarding process, better than same period last year (95.7%).

Daily delayed transfers of care beds per 100,000 population

	3.2	(May 2017)		Better than averages for England (9.3) and the North East (8.2). DCC is ranked 20 th in England.
	4.9	(May 2018)		

Number of bed days commissioned

	899,637	2017/18 (actual)	The number of bed days commissioned is still on track to reduce for the fourth year in a row, although there has been a slight increase at quarter one (223,683) when compared to last year (218,918).
	894,732	2018/19 (estimate)	

Adults aged 65+ per 100,000 population admitted to care on a permanent basis (Apr-Jun)

	191.0	(Apr- Jun 2017)		Target 154.9
	199.5	(Apr-Jun 2018)		

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

- 104 Of the eight indicators that support this area, older people at home 91 days after discharge from hospital into reablement/rehab; service users receiving an assessment or review in last 12 months; delayed transfer of care beds have all deteriorated since last year. Adults (65+) permanently admitted to residential or nursing care has missed target and deteriorated since last year. Carer satisfaction with support and services, and service users who report they have enough choice are below regional average and user satisfaction with care and support has deteriorated since last year and is below national and regional averages.
- 105 Through quarter one of 2018/19 there were 217 adults aged 65+ admitted on a permanent basis to residential or nursing care. This equates to a rate of 199.5 per 100,000 population. This is an increase of 8.5 per 100,000 from the 191.0 (203 admissions) recorded over the same period in 2017/18. This is a Better Care Fund (BCF) indicator with an annual target of 726.2 admissions per 100,000 population. The quarter one target of 154.9 per 100,000 has not been achieved.
- 106 Despite the rise in permanent admissions and the missed BCF target through quarter one, the number of bed days commissioned is on track to reduce in 2018/19 for the fourth year in a row. There were 223,683 bed days commissioned through quarter one, with a forecast of 894,732 across 2018/19, a 0.5% decrease from the 899,637 recorded through 2017/18.
- 107 All residential / nursing admissions continue to be scrutinised by team managers at an admissions panel to ensure consistency.
- 108 From January to March 2018, there were 638 discharges from hospital in reablement / rehabilitation services. Of those, 548 remained at home 91 days after their discharge (85.9%). This is a reduction in performance from the same period in 2017 when 88.5% remained at home.
- 109 This is a BCF indicator with an annual target of 85.9% which has been achieved through quarter one.
- 110 In quarter one of 2018/19, 97.7% of individuals (304 of 311) achieved their desired outcomes from the adult safeguarding process. This is the best quarterly performance recorded since the indicator began to be tracked in 2016/17.
- 111 Throughout May 2018, there were an average of 4.9 delayed transfers of care per day per 100,000 population. This is an increase from 3.2 in May 2017. Despite this increase, Durham continues to perform extremely well in delayed

transfers of care. The 4.9 average is better than the national average of 9.3 and the North East average of 8.2 over the same period. Durham was the 20th best performing local authority in England for delayed transfers of care in May 2018.

Altogether Safer

- 112 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?
- 113 20 indicators support this priority theme.
- 114 We have structured the remainder of this section around the five key questions and this is where further detail in relation to these indicators can be found.

ALTOGETHER SAFER

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

Crime and Anti-Social Behaviour (Apr-Jun 2018)



8% reduction in police reported anti-social behaviour incidents since same period last year. Levels are reducing year on year.



8.8% increase in council reported anti-social behaviour incidents since same period last year. Levels fluctuate between 2,780 and 4,580.



Recorded crime has increased by **8%** compared to the same period in 2017/18.



294 first time entrants to the Youth Justice System, a decrease from last year and significantly lower than the North East.



Recorded offences of theft have increased by **2.9%** compared to the same period in 2017/18.



The increase in crime (including theft) is partially due to changes in recording practices but there are also real crime increases. The reduction in officer numbers has also impacted.



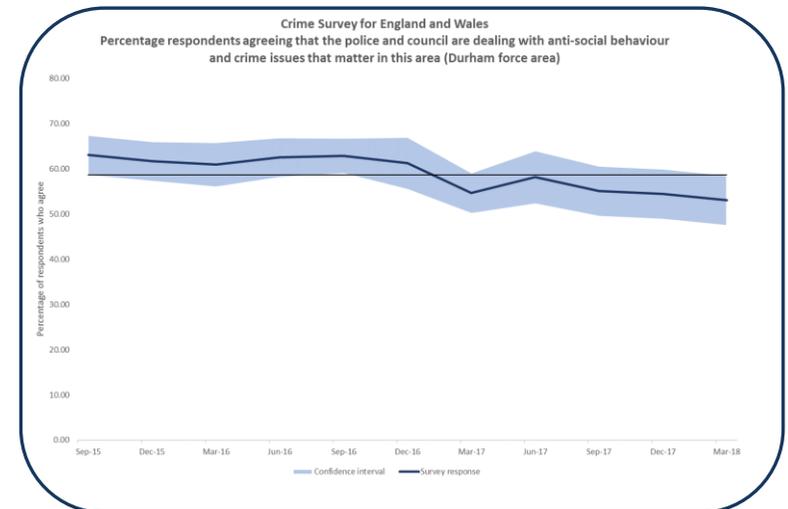
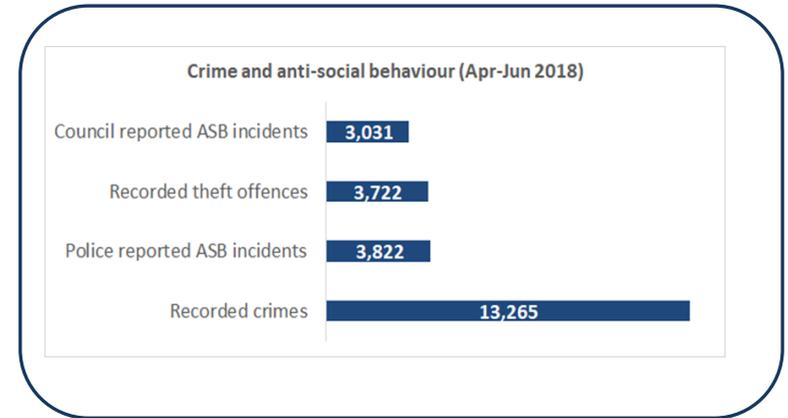
53% (Jan-Dec 2017) People's perceptions of police and council dealing with concerns of ASB and crime, lower than same period last year.



41.6% proven re-offending rate by young people (within 12 months), higher than England but lower than North East.



For more crime statistics, visit: http://ukcrimestats.com/Police_Force/Durham_Constabulary



How effective are we at tackling crime and disorder?

- 115 Of the five indicators that support this area, overall crime rate and rate of thefts per 1,000 population have deteriorated since last year. First time entrants to the youth justice system (10-17 years) and proven re-offending by young people in a 12 month period are below the national average.
- 116 The latest published youth reoffending rate for County Durham is 41.6%. This equates to 1,131 offenders who were cautioned, convicted or released from custody between October 2015 and September 2016 and 471 who committed a re-offence in the one year follow-up period.
- 117 The youth reoffending rate in County Durham is slightly lower than in England (41.9%) and the North East (45.7%). This is the first time Durham's youth reoffending rate has been below the national average and reflects a consistent focus on this by the youth offending service.
- 118 Sustained reductions continue in the number of first time entrants to the Youth Justice System in County Durham. Latest published data shows a rate of 294 FTEs per 100,000 10-17 year olds in 2017, a reduction from 391 in 2016. Additionally, latest local data from County Durham Youth Offending Services Case Management System shows that in the first three months of 2018/19 (Apr-Jun) there were 36 FTEs compared to 37 in the same period in 2017/18.

How effective are we at tackling anti-social behaviour?

- 119 Of the three indicators that support this area, the following two indicators have deteriorated and/or failed to meet their agreed target. Dealing with concerns of anti-social behaviour and crime issues by the local council and police and number of council reported incidents of anti-social behaviour.
- 120 There have been 6,853 anti-social behaviour incidents reported to the council and police in quarter one; 3,031 of which were council reported incidents. This is higher than the 2,785 incidents in the same period last year, an increase of 8.8%, but a reduction on the incidents reported at quarter four (3,809).
- 121 Perceptions of the police and council dealing with concerns of anti-social behaviour and crime has decreased slightly to 53%, taking into account confidence intervals this represents the first quarter that this survey response has fallen since a high point in September 2015. Officers from the police, council and Police, Crime and Victims' Commissioner's Office are holding meetings to determine what actions can be taken to improve the public's perception of how the police and council work in partnership to tackle community safety issues.

ALTOGETHER SAFER

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

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

Successful completions for alcohol and drugs

(Dec 2016-Nov 2017, with reps up to May 2018)

Successful completions		England	Target
	Alcohol	33.6% (396)	 38.6%  28.0%
	Opiates	6% (90)	 6.6%  6.0%
	Non-opiates	30.6% (235)	 36.6%  26.4%



Alcohol Seizures

194 recorded by Police (Apr-Jun 2018)
Reduction of almost 48% since last year.
78% (152) of seizures were from under 18s.

Alcohol related anti-social behaviour and violent crime (Apr-Jun)

% of alcohol related...	2017	2018	
violent crime	24.4%	25.2%	
ASB incidents	17.7%	18.5%	

Percentage of both alcohol and anti-social behaviour related crime have increased compared to the same period last year.

Child Sexual Exploitation

169 child sexual exploitation referrals (Apr 2017-Mar 2018). Slightly higher than the 167 reported in the same period last year.

Domestic Violence (Key stats for County Durham)



45%
of domestic abuse victims were
repeat victims

100%
County Durham schools are signed up to
'Operation Encompass'

Over **700**
children referred to
Harbour Domestic Abuse Support Services

95%
of children felt safer upon exiting
Harbour Domestic Abuse Support Services

How well do we reduce misuse of drugs and alcohol?

- 122 Of the eight indicators that support this area, successful completion of alcohol treatments and drug treatments (non-opiates) are below national averages; ASB incidents and violent crime that is alcohol related have deteriorated since last year; successful completion of drug treatments (opiates) has declined since last year and is below national average.
- 123 There have been some improvement in successful completion rates of those in drug and alcohol treatment for alcohol and non-opiate drug misuse. Successful completions for opiate users continue to be in line with national averages. Across all indicators, Durham is now out-performing the region but remains below targets.
- 124 There has been a reduction in alcohol seizures. There has been a reduction in resources and increases in workloads at the police. The change over from Lifeline to CGL to Disc as the new service provider caused some minor disruption. There is also a new process where if a vulnerable child form is submitted, DISC pick it up directly from the police force system, there is now no requirement for an officer to submit another referral form.
- 125 A national policy change from Home Office means that only PCSOs now have the power to search for alcohol and not police constables.

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

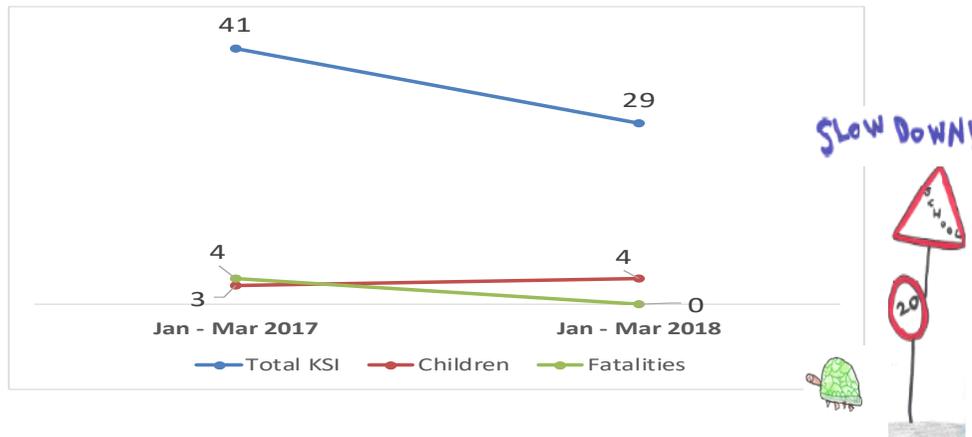
- 126 Of the two indicators that support this area, one has showed maintained performance since last reported (resilience to terrorism) and the other does not have a direction of travel. Further performance indicators to give a more rounded picture of vulnerability will be introduced next quarter for corporate reporting.
- 127 A joint targeted area inspection of the multi-agency response to domestic abuse in Durham was carried out in July by Ofsted, the Care Quality Commission, HMI Constabulary, Fire and Rescue Services and HMI Probation. This joint inspection included a 'deep dive' focus on the response to children living with domestic abuse.
- 128 A draft inspection letter has been received. This is being checked for factual accuracy by all agencies involved in the inspection i.e. the council, police, National Probation Service, Durham and Tees Valley Community Rehabilitation Company and all health providers in Durham.
- 129 Next steps in this process are that once the final inspection letter has been published on 24 August, the director of children and young people's services is required to prepare a written statement of proposed action, responding to findings outlined in the final report by 3 December.

ALTOGETHER SAFER

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

Road Safety

Killed or Seriously Injured (Jan-Mar)



Road Safety Training - Schools

The Road Safety Team has continued to provide a comprehensive programme of activities in schools to support the implementation of the Slow to 20 Project including child pedestrian training and Bikeability cycle training.



Road Safety Training - Driving

Excelerate Young Driver Scheme has been relaunched and the **SAGE** (Safer Driving with Age) training for older drivers continues.



- ✓ The number of people killed or seriously injured in road traffic collisions has fallen by nearly 30%.
- ✓ There was no fatalities in road traffic accidents (Jan-Mar 2018).

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

- 130 Of the two indicators that support this area, one indicator has deteriorated, the number of children killed or seriously injured in road traffic accidents has increased from three to four over the last year.
- 131 During the first quarter of 2018, there have been no fatalities compared to seven recorded in 2016 and four in 2017. The number of recorded serious and slight injuries have also decreased year on year, from 52 to 29 and 283 to 154 respectively. There were 177 recorded collisions resulting in an injury compared to 343 recorded in 2016 and 339 in 2017.
- 132 Further investigation is underway into the number of in-car passengers and drivers injured on our network to determine whether there are any common causation. The Safer and Stronger Communities Overview and Scrutiny Committee has also agreed to carry out some review activity in this area as part of their work programme for the current year.
- 133 The Road Safety Team has been busy delivering a comprehensive program of schools based activities to support the implementation of the 20s project. These include: Child pedestrian training; Bikeability cycle training; Safety Carousels Key Stage 2; Road Safety theatre, poetry and creative writing schemes and expansion of the Junior Road Safety Officer project.
- 134 The Team has re-launched the Excelerate Young Driver Scheme and continue to manage older driver assessments through the SAGE project (Safer Driving with Age). The Team have also supported Road Safety GB North East in the cascading of messages before and during the World Cup to deter drink and drug driving and to highlight the impact of the 'morning after'. Child seat and restraint training has been delivered to council staff responsible for the carrying of children as part of their duties. This training informs staff of their legal responsibility for the safe carriage of children in vehicles using appropriate age/weight seats.

Altogether Greener

- 135 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?

- 136 Eight indicators support this priority theme, six were updated during quarter one. The remaining indicators, both of which relate to CO₂ emissions, will be available and reported at quarter two.
- 137 One indicator, percentage of household waste that is reused, recycled or composted, which although showed improved performance was below the national average.

ALTOGETHER GREENER

1. How clean and tidy is my local environment?
2. Are we reducing carbon emissions and adapting to climate change?
3. How effective and sustainable is our collection and disposal of waste?

Refuse and Recycling 2017/18

 **96.6%** municipal waste diverted from landfill, above target ✓

 **40.1%** household waste re-used, recycled or composted ↑



- DCC continues to work with partners to reduce single use plastics (SUP).
- 'Early wins' include: ceasing the use of plastic confetti within DCC pantomimes and plastic bottle recycling provision at sports events.
- Details from the SUP working group will be presented to Scrutiny in November.

Waste Permits

Are now available electronically, emailed to customer with a QR code for scanning at HWRC.



Fly-tipping (Jul 17-Jun 18)

7,941 incidents recorded, 324 more than last quarter (+4.3%)

Household waste accounts for 62% of this increase

Actions taken during the quarter include:

- 22 cameras deployed with 4 incidents caught on CCTV
- 3 stop and search operations
- 14 duty of care warning letters, 8 producers issued
- 466 incidents were further investigated
- 9 PACE interview and 1 prosecution
- 5 FPNs issued for fly-tipping offences.



Environmental Cleanliness

 **4.33%** litter, increase on last year (3.56%) ↑

 **12.32%** detritus, slight increase on last year (12.12%) ↑

 **0.56%** dog fouling, decrease on last year (0.96%) ↓



Green Flags

- 12 of our parks and cemeteries have been awarded the prestigious Green Flag environmental award.
- Blackhill and Consett Park also achieved a Green Heritage Award.

Big Spring Clean 2018

- 272 litter picks
- 4,131 volunteers
- 5,417 volunteer hours
- 4,123 bags of litter collected

Climate Change

Worked with 29 businesses during the quarter, awarded £27,659 in grants.



How clean and tidy is my local environment?

- 138 All three indicators that support this area were updated during quarter one. All indicators relate to the LEQS Pro survey and report the percentage of relevant land and highways assessed as having deposits of litter, detritus or dog fouling that fall below an acceptable level.
- 139 We carried out the first tranche of the LEQS Pro survey during the spring and results show that although performance in relation to dog fouling has improved in comparison to first tranche results of 2017/18, litter and detritus have deteriorated but this is only marginal (especially in relation to detritus), and is not a cause for concern.
- 140 Throughout quarter one, a number of initiatives / projects were undertaken to enhance the local environment including:
- (a) The Big Spring Clean (19 February to 15 April). Residents, schools, community groups and businesses came together and carried out litter picks to make a difference to their local environment: 272 litter picks, involving 4,131 people contributing 5,417 volunteer hours resulted in the collection of 4,123 bags of litter.
 - (b) Operation Spruce Up visited Gilesgate, Pelton, Tow Law and Shildon. Trimdon Grange, Annfield Plain, Cockfield and Consett will follow later in 2018. The award winning scheme works in partnership with local groups and activity can include road and pavement cleansing, removal of graffiti, litter clearance, replacing of shrub beds, repair of street furniture and environmental education.
 - (c) We are leading on the entries of Chester-le-Street and Durham City in the Northumbria in Bloom finals and are supporting town and parish council led entries into the competition. Durham is also a finalist in the “small cities” category of the Britain in Bloom awards. We are also promoting the RHS It’s your Neighbourhood campaign which provides an opportunity for community groups to get involved in Northumbria in Bloom and Britain in Bloom competitions.

Are we reducing carbon emissions and adapting to climate change?

- 141 Neither of the two indicators that support this area have been updated during quarter one. Updates for both indicators will be provided at quarter two.
- 142 The Business Energy Efficiency Project has continued to work with 29 small and medium sized enterprises (SMEs) through the European Structural and Investment Fund (ESIF) Low Carbon programme. During quarter one, we gave grants to four SMEs for £27,659 for energy efficiency improvement, bringing the total to around 150 SME supported in County Durham.

- 143 The council continues to make progress on a range of carbon saving projects across the council's building portfolio, helping not only to reduce carbon emissions, but also saving money and improving the internal environment. Improvement has recently been made to help improve the efficiency and comfort levels of Peterlee Day Centre.

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

- 144 All three indicators that support this area were updated during quarter one.
- 145 The number of fly-tipping incidents has deteriorated since the same period last year. During quarter one, we recorded 2,158 fly-tipping incidents, a 16% increase compared to the same quarter last year. Household waste accounted for 62% of this increase, most of which occurred in April. Further investigation is to be undertaken to understand in greater detail the causes of this increase and identify action required in response.
- 146 A number of actions / initiatives were carried out during quarter one, including:
- (a) 22 cameras were deployed with four incidents captured on CCTV;
 - (b) Three 'stop and search' operations were carried out, resulting in 14 duty of care warning letters; eight producers and one fixed penalty notice being issued;
 - (c) Further investigations were carried out on 466 fly-tipping incidents which led to nine interviews under caution and one prosecution;
 - (d) Five fixed penalty notices were issued for fly-tipping offences.
- 147 We continued with a number of waste projects during quarter one including:
- (a) Working in partnership to reduce the use of single use plastic. Early wins implemented include ceasing the use of plastic confetti within DCC pantomimes and specific recycling points for plastic bottles at sports events. A report will be presented to the Environment and Sustainable Communities Overview and Scrutiny Committee in November.
 - (b) 'Rethinking' our approach to procurement and potential technological opportunities in relation to a leachate system at Coxhoe East landfill site. Consequently, this project has been delayed by 12 months.
 - (c) Work has commenced to replace Stainton Grove HWRC with an improved facility providing a range of recycling facilities and an area of the site for small businesses to deposit trade waste. Completion is expected December 2018.

Altogether Better Council

- 148 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?
- 149 17 indicators support this priority theme.
- 150 We have structured the remainder of this section around the three key questions and this is where further detail in relation to these indicators can be found.

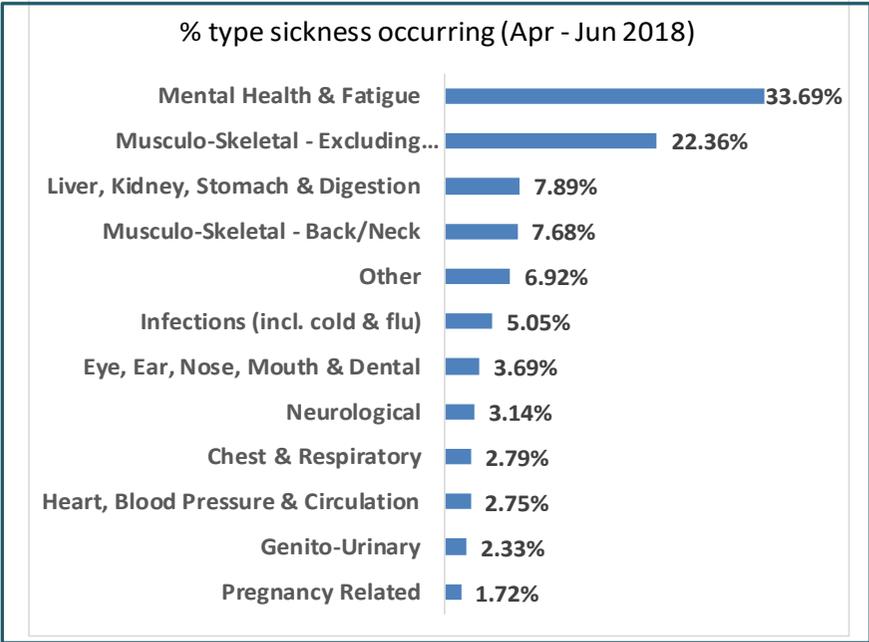
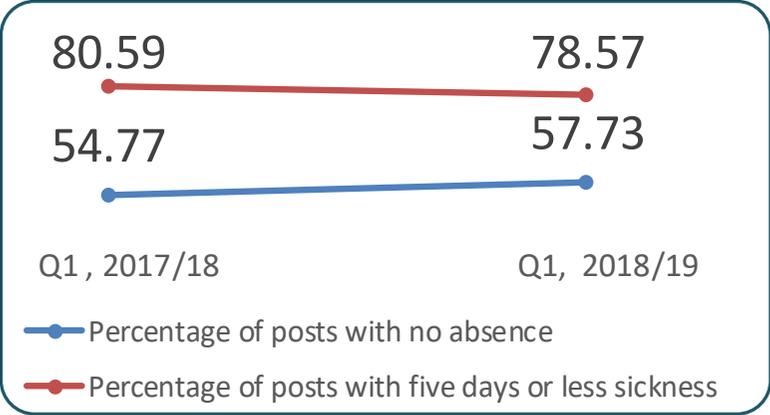
ALTOGETHER BETTER COUNCIL

1. How well do we look after our people?

Employee wellbeing (Jul 17–Jun 18, excl. schools)

✔ **11.10** days / shifts lost to sickness absence (excl. schools)
11.20 days - target
11.08 days – performance from previous quarter

% of sickness absence (Apr–Jun 2018 excluding schools)		
Short Term	(0 to 7.5 days)	14%
Medium Term	(7.5 to 20 days)	16%
Long Term	(more than 20 days)	70%



Gender Pay Gap (March 2017)

For more information, visit <https://www.durham.gov.uk/genderpaygap>

Category	Mean (%)	Median (%)
Durham County Council	4.29	3.43
Local Government	6.8	5
Whole Economy	12	9.7

How well do we look after our people?

- 151 Following new reporting regulations, gender pay gap information has been released for the first time in this quarter¹. As of 31 March 2017, the mean hourly rate of full-pay relevant female employees is 3.43% lower than male employees, and the median hourly rate of pay for female employees is 4.29% lower. Median comparator data shows that the council's headline figure is positive when compared to regional and national levels. Durham has the fourth lowest median pay gap of the 12 North East councils and sits mid-range of the overall median for English councils.
- 152 Overall, sickness absence has increased, rising from 10.32 days lost per full time equivalent (excluding schools) in the same period last year to 11.10 days in quarter one, 2018/19. The council is committed to managing the attendance levels of its workforce and ensuring support is available to enable individuals to manage their health and wellbeing wherever possible. An alert system is in place to monitor sickness down to the sickness episode level. Positive progress has been made in relation to percentage of posts with no sickness, rising from 54.77% in quarter one, 2017/18 to 57.73% in quarter one, 2018/19. Percentage of posts with five days or less sickness has slightly fallen to 78.57% in this quarter from 80.59% in the same period last year. Mental health has been prioritised in the employee health and wellbeing plan and a number of approaches are planned to improve employee health and wellbeing throughout 2018/19.

¹ Gender pay gap data must be published every year on both Durham County Council's website (<https://www.durham.gov.uk/genderpaygap>) and through the government gender pay gap reporting website (<https://gender-pay-gap.service.gov.uk/>) within twelve month of the relevant snapshot date.

ALTOGETHER BETTER COUNCIL

- Are our resources being managed for the best possible outcomes for residents and customers?
- How good are our services to customers and the public?



75% responses sent within 20 working day

 **90%** target

 **86%** performance on previous quarter

Complex and high volumes of requests and GDPR preparation work had an adverse impact on the performance. Extra staff have been brought in to assist with workload.



28.8% council tax collected (target 29%).

4.93% increase (£11,396,531) in net payments received compared to 2016/17).



34.4% business rates collected (target 33%).

Impact of last year's revaluation, which reflects changes in the property market, has now lessened and charges have settled.

286 more small business rate relief awards compared to Apr-Jun 2017/18 increasing to 6,982 accounts.

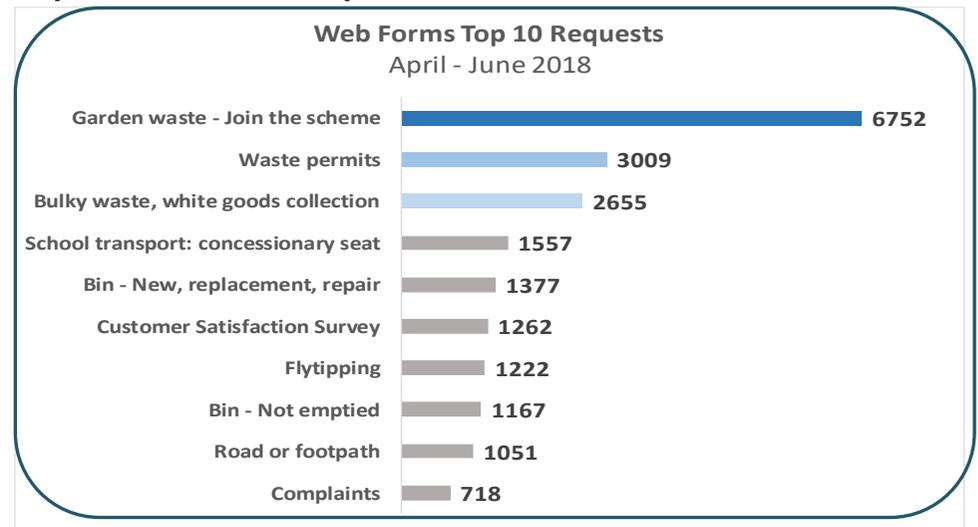
Customer Services (Jul 17-Jun 18)



56 seconds on average to answer a call (+11 seconds compared to last year)
 5% calls are abandoned (-1pp compared to last year)
 8% think contacting us is difficult.

Social Media	Web Forms	Email	Telephone	Face to Face
3,836	107,801	50,622	971,918	150,252
↑	↑	↓	↑	↑
+105%	+57%	-24%	+1%	+1%

Top 10 Web Form Requests



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

153 Data for the first quarter of 2018/19 shows 28.79% of council tax collected in year. This is slightly lower than both projected quarterly target (29.05%) and performance of the same period last year (29.03%). The number of customers extending council tax payments over 11 or 12 months rather than 10 months continues to increase. In the current financial year an additional 8,251 customers have taken up this option. There are now 26,897 customers paying over 11 or 12 months, a rise of over 44% in comparison to the same period last year. This impacts on collection and makes forecasting a challenge. Business rates collection during the first quarter of this year shows 34.42%, which is above both the quarterly target and the last year's performance.

How good are our services to customers and the public?

154 In relation to customer contact, average time taken to answer a telephone call is longer, rising to 56 seconds from 45 seconds in the same period last year, due to increased demand. There has been a significant increase over the past year in customers using web forms and social media to contact us and a direct correlation with the reduction of contact via the email channel. We continue to promote web forms as the most efficient way of contact by transferring emails to web forms through the promotion of online forms and also by sending links to customers. The most frequently used web forms are for waste permits, garden waste and bulky waste, the main requests on social media have been around highways, clean and green, and refuse and recycling. We will develop a set of more appropriate performance indicators for customer contact as part of the review of the performance management framework.

155 The process rate of freedom of information and environmental information requests continued to be a performance challenge, with quarter one, 2018/19 data showing 75% processed on time. The performance is under target and a deterioration from previous quarter (86%). Complex and higher volumes of FOI/EIR and General Data Protection Regulation preparation work had an adverse impact on the performance. Extra staff have been brought in to assist with the workload.

Risk Management

156 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.

157 Appendix 4 summarises key risks in delivering the ambitions for each priority theme and how we are managing them.

Recommendations and reasons

158 Corporate Overview and Scrutiny Management Board is recommended to:

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

Altogether Greener

- i. The Commissioning of a leachate treatment system at Coxhoe East landfill site has been delayed from December 2020 to September 2022. Only one compliant tender was returned and this was significantly above budget available. The service is currently reviewing the procurement approach.

Altogether Better Council

- ii. The review of the Digital Strategy is under further consideration as a result of the need for wider liaison and feedback with internal stakeholders and development of a consultation strategy. A countywide consultation will begin at the end of August for 6 weeks. Following customer feedback the strategy will be updated. A new revised target date is December 2018.

Contact: Jenny Haworth

Tel: 03000 268071

Appendix 1: Implications

Finance

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

Staffing

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

Risk

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

Equality and Diversity / Public Sector Equality Duty

Corporate health PIs are monitored as part of the performance monitoring process.

Accommodation

Not applicable.

Crime and Disorder

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

Human Rights

Not applicable.

Consultation

Not applicable.

Procurement

Not applicable.

Disability Issues

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

Legal Implications

Not applicable.

Appendix 2: Key Performance Indicators

Page 12

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

Key Target and Tracker Indicators

ALTOGETHER WEALTHIER										
1. Do residents have good job prospects?										
Ref	PI ref	Description	Latest data	Period covered	Comparison to					
					Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different
1	RED 40	% of the working age population in employment	71.2	2017/18	Tracker	71.5	75.1	71.0		
					N/a	AMBER	RED	GREEN		
2	RED 188	Per capita household disposable income (£)	15,221	2016	Tracker	15,496	19,447	16,197		2015
					N/a	AMBER	RED	RED		
3	RED 105	Number of apprenticeships from Durham County Council schemes sustained at least 15 months	949	As at Jun 2018	Tracker	735				
					N/a	GREEN				
4	RED 92	Number of gross potential jobs created or safeguarded as a result of Business Durham activity	1,066	2017/18	1,300	2,404				
					RED	RED				
5	CYPS 1	% of 16 to 17 year olds in an apprenticeship	9.6	As at Mar 2018	Tracker	9.1	5.9	8.1		
					N/a	GREEN	GREEN	GREEN		

ALTOGETHER WEALTHIER

2 Do residents have access to decent and affordable housing?

Ref	PI ref	Description	Latest data	Period covered	Comparison to					
					Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different
6	RED 30	Number of empty properties brought back into use as a result of local authority intervention	56	Apr-Jun 2018	37 GREEN	45 GREEN				
7	RED 10b	Number of net homes completed	381	Apr-Jun 2018	Tracker N/a	422 RED				
8	RED 10ai	Number of affordable homes delivered	473	2017/18	200 GREEN	322 GREEN				
9	new	Number of households accessing the Housing Solutions Service	3,138	As at June 2018	Tracker N/a	New indicator N/a				
10 new	new	Number of properties improved, adapted or brought back into use	447	Apr-Jun 2018	Tracker N/a	New indicator N/a				
11 new	new	Number of households helped to stay in their home	202	Apr-Jun 2018	Tracker N/a	New indicator N/a				
12 new	new	Number of households helped to move to alternative accommodation	117	Apr-Jun 2018	Tracker N/a	New indicator N/a				

ALTOGETHER WEALTHIER

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

Ref	PI ref	Description	Latest data	Period covered	Comparison to					
					Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different
13	RED 87	Gross Value Added (GVA) per capita in County Durham (£)	16,513	2016^	Tracker	16,362	27,060^	19,542^		
					N/a	GREEN	RED	RED		
14	RED 89	Number of registered businesses in County Durham	17,120	2017	Tracker	16,585				
					N/a	GREEN				

^provisional data

ALTOGETHER WEALTHIER

4. Is it easy to travel around the county?

Ref	PI ref	Description	Latest data	Period covered	Comparison to					
					Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different
15	NS 6a	% of A roads where maintenance is recommended (scanner survey)	3	2017/18	Tracker	3	3			2016/17
					N/a	GREEN	GREEN			
16	NS 6b	% of B and C roads where maintenance is recommended (scanner survey)	4	2017/18	Tracker	3	6			2016/17
					N/a	AMBER	GREEN			
17	NS 6d	% of unclassified roads where maintenance is recommended (scanner survey)	21	2017/18	Tracker	20	17			2016/17
					N/a	AMBER	RED			
18	NS 7	Highways maintenance backlog (£millions)	187.6	2017	Tracker	191.7				
					N/a	GREEN				

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

Ref	PI ref	Description	Latest data	Period covered	Comparison to					
					Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different
19 new	new	Bridge Stock Condition – Principal Roads	80.0	2017	Tracker	83.8				
					N/a	RED				
20 new	new	Bridge Stock Condition – Non-Principal Roads	81.0	2017	Tracker	83.7				
					N/a	RED				

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

Ref	PI ref	Description	Latest data	Period covered	Comparison to					
					Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different
21	RED 100	Number of visitors to County Durham (million)	19.71	2017	Tracker	19.3				
					N/a	GREEN				
22	RED 101	Number of jobs supported by the visitor economy	11,682	2017	Tracker	11,158				
					N/a	GREEN				
23	RED 102	Amount (£ million) generated by the visitor economy	866.71	2017	Tracker	806				
					N/a	GREEN				

ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE

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

Ref	PI ref	Description	Latest data	Period covered	Comparison to					
					Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different
24	CYPS 24	Average attainment 8 score (pupils at the end of KS4 in state funded mainstream and special schools and academies – replacing GCSE attainment)	44.6*	2016/17 academic year	Tracker	New methodology	46.4	44.6	45.3	
					N/a	N/a	RED	GREEN	AMBER	
25	CYPS 27	Average point score per A level entry of state-funded school students	31.9*	2016/17 academic year	Tracker	31.7	31.1	30.9	30.7	
					N/a	GREEN	GREEN	GREEN	GREEN	
26	CYPS 28	% of pupils achieving the expected standard in Reading, Writing and Maths (KS2)	64.6*	2016/17 academic year	Tracker	59.0	64.4	65.0	62.0	
					N/a	GREEN	GREEN	AMBER	GREEN	
27	CYPS 2	% of 16 to 17 year olds who are not in education, employment or training (NEET)	5.1	Apr-Jun 18	Tracker	4.8	2.7	4.0		
					N/a	RED	RED	RED		
28	CYPS 25	Gap between the average Attainment 8 score of Durham disadvantaged pupils and the average Attainment 8 score of non-disadvantaged pupils nationally (KS4)	-13.1*	2016/17 academic year	Tracker	New methodology	-12.8	-14.8		
					N/a	N/a	AMBER	GREEN		
29	CYPS 26	% of children in the Early Years Foundation Stage achieving a Good Level of Development	72*	2016/17 academic year	64	69	70.7	70.7	68.6	
					GREEN	GREEN	GREEN	GREEN	GREEN	
30	CYPS 29	Gap between the % of Durham disadvantaged pupils and the % of non-disadvantaged pupils nationally who achieve the expected standard in reading, writing and maths (KS2)	-18*	2016/17 academic year	Tracker	-16	-20	-15	-23	
					N/a	GREEN	GREEN	RED	GREEN	

ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE

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

Ref	PI ref	Description	Latest data	Period covered	Comparison to					
					Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different
31	CYPS 30	Ofsted % of primary pupils in good or better schools	92	As at 30 Jun 2018	Tracker	91.6	90	91		As at 31 Mar 2018
					N/a	GREEN	GREEN	GREEN		
32	CYPS 31	Ofsted % of secondary pupils in good or better schools	61.3	As at 30 Jun 2018	Tracker	64.5	80	66		
					N/a	RED	RED	RED		
33	CYPS 32	Exclusion from school of All Durham children - percentage of children with at least one fixed exclusion	1.77*	2016/17 academic year	Tracker	2.0	2.11	2.01		2015/16 academic year
					N/a	GREEN	GREEN	GREEN		
34	CYPS 38	% of all school pupils eligible for and claiming Free School Meals (FSM)	19.4	Jan 2018	Tracker	20.2	14.7	19.9		Jan 2017
					N/a	GREEN	RED	AMBER		
35	AHS 1	Under 18 conception rate per 1,000 girls aged 15 to 17	21.3^	2016/17	Tracker	25.9	18.5^	24.8^		
					N/a	GREEN	RED	GREEN		
36	AHS 2	% of five year old children free from dental decay	74.2	2016/17	Tracker	64.9	76.7	76.1		
					N/a	GREEN	RED	RED		
37	AHS 3	Alcohol specific hospital admissions for under 18s (rate per 100,000)	56.2	2014/15-2016/17	Tracker	67.5	34.2	64.8		
					N/a	GREEN	RED	GREEN		
38	AHS 4	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		
					N/a	GREEN	GREEN	GREEN		

ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE

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

Ref	PI ref	Description	Latest data	Period covered	Comparison to					
					Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different
39	AHS 5	% of children aged 4 to 5 years classified as overweight or obese	24.1*	2016/17 academic year	Tracker	24.3	22.6	24.5		
					N/a	GREEN	RED	GREEN		
40	AHS 6	% of children aged 10 to 11 years classified as overweight or obese	37.7*	2016/17 academic year	Tracker	37.0	34.2	37.3		
					N/a	AMBER	RED	AMBER		
41	CYPS 33	% of Education Health and Care Plans completed in the statutory 20 week time period (excl. exceptions)	94.2	Jan–Jun 2018	90	65.3	64.9	78.8		2017
					GREEN	GREEN	GREEN	GREEN		

*provisional data for the 2017/18 academic year will be available at quarter 2 and final data available quarter 3.

^provisional data

ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE
2. Are children, young people and families in receipt of Early Help services appropriately supported?

Ref	PI ref	Description	Latest data	Period covered	Comparison to					
					Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different
42	CYPS 22	% of successful interventions (families turned around) via the Stronger Families Programme (Phase 2) [number]	30.3 [1,323]	Sep 14-Mar 18	50.4 [2,197] RED	23.3 [1,015] GREEN	23.1 GREEN	27.0 GREEN	23.9 GREEN	
43	CYPS 23	% of children aged 0-2 years in the top 30% IMD registered with a Family Centre and having sustained contact	89.8	Jan-Dec 2017	80 GREEN	88.1 GREEN				

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	PI ref	Description	Latest data	Period covered	Comparison to					
					Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different
44	CYPS 14	% of statutory referrals received by the First Contact Team or Emergency Duty Team processed within 1 working day	88.1	Apr-Jun 2018	Tracker N/a	85.5 GREEN				
45	CYPS 15	% of statutory children in need referrals occurring within 12 months of a previous referral	17.9	Apr-Jun 2018	Tracker N/a	17.0 RED	21.9 GREEN	20.1 GREEN	20.7 GREEN	2016/17

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	PI ref	Description	Latest data	Period covered	Comparison to					
					Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different
46	CYPS 16	% of single assessments completed within 45 working days	75.7	Apr-Jun 2018	Tracker	83.2	82.9	83.1	82.8	2016/17
					N/a	RED	RED	RED	RED	
47	CYPS 17	Rate of children subject to a child protection plan per 10,000 population aged under 18 [number of children]	46.8 [471]	As at 30 Jun 2018	Tracker	48.6 [486]	43.3	60.5		As at 31 Mar 2017
					N/a	N/a	N/a	N/a		
48	CYPS 18a	Rate of children in need per 10,000 population aged under 18 (statutory L4 open cases) [number of children]	346.8 [3,478]	As at 30 Jun 2018	Tracker	361.4 [3,624]	312	339	354	2016/17
					N/a	N/a	N/a	N/a	N/a	
49	CYPS 18c	Rate of children at level 2 or 3 per 10,000 population aged under 18 (One Point L2/3 open cases) [No. of children]	234.3 [2,350]	As at 30 Jun 2018	Tracker	237.5 [2,382]				
					N/a	N/a				
50	CYPS 19	% of strategy meetings initiated which led to an initial child protection conference being held within 15 working days	72.5	Apr-Jun 2018	75	42.6^	77	86	83	2016/17
					RED	GREEN	RED	RED	RED	
51	CYPS 20	% of Social Workers with fewer than 20 cases	45.5*	As at 30 Jun 2018	Tracker	43				
					N/a	GREEN				
52 new	new	% of Case File Audits which are given a scaling score of 6 or above	New PI**	New PI	Tracker	new indicator				
					N/a	N/a				

*Please note that the social worker caseload data above is based upon 2,689 cases as Team Managers, Social Work Consultants, Social Workers on their Assessed and Supported Year Employment (ASYEs), and Student Social Workers are excluded and any cases they carry are also excluded. ** Data will be reported from next quarter.

^data last year was impacted by significant staffing issues in the Independent Reviewing Officer team, this has now been resolved.

ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE

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

Ref	PI ref	Description	Latest data	Period covered	Comparison to					
					Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different
53	CYPS 3	Rate of children looked after per 10,000 population aged under 18 [number of children]	80.3 [807]	As at 30 Jun 2018	Tracker	78.7 [789]	62	92	87.5	As at 31 Mar 2017
					N/a	N/a	N/a	N/a	N/a	
54	CYPS 4	% of children adopted from care (as % of total children leaving care) [number of children]	11.5 [10]	Apr-Jun 2018	15	11.9 [13]	14	14	16.6	2016/17
					RED	GREEN	RED	RED	RED	
55	CYPS 5	% of LAC who are fostered	80 [646 /807]	As at 30 Jun 2018	Tracker	81.4 [640/786]				
					N/a	RED				
56	CYPS 6	% of external residential placements	3.2 [26 /807]	As at 30 Jun 2018	Tracker	3.2 [25/789]				
					N/a	GREEN				
57	CYPS 7	% of children looked after continuously for 12 months or more who had a dental check	93.7	Apr-Jun 2018	Tracker	82.5	83	83	83	2016/17
					N/a	GREEN	GREEN	GREEN	GREEN	
58	CYPS 8	% of children looked after continuously for 12 months or more who have had the required number of health assessments	89.9	Apr-Jun 2018	Tracker	86.4	89	91	91	2016/17
					N/a	GREEN	AMBER	AMBER	AMBER	
59	CYPS 9	Emotional and behavioural health of children looked after continuously for 12 months or more	15.5	2017/18	Tracker	16.0	14.1	14.7	14.0	
					N/a	GREEN	RED	RED	RED	

ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE

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

Ref	PI ref	Description	Latest data	Period covered	Comparison to					
					Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different
60	CYPS 10	Average Attainment 8 score of Looked After Children	21.9*	2016/17 academic year	Tracker	N/a	19.3	20.1	18.3	
					N/a	Not comparable	GREEN	GREEN	RED	
61	CYPS 11	% of LAC achieving the expected standard in Reading, Writing and Maths (atLAC)	35.0*	2016/17 academic year	Tracker	38	33	32		
					N/a	RED	GREEN	GREEN		
62 new	new	% of care leavers aged 17-18 in education, employment or training (EET)	85.3	As at 30 Jun 2018	Tracker	N/a	62	66	64	2016/17
					N/a	New definition	GREEN	GREEN	GREEN	
63 new	new	% of care leavers aged 19-21 in education, employment or training (EET)	55.3	As at 30 Jun 2018	Tracker	N/a	50	50	50	2016/17
					N/a	New definition	GREEN	GREEN	GREEN	
64 new	new	% of care leavers aged 17-18 in suitable accommodation	94.1	As at 30 Jun 2018	Tracker	N/a	88	93	88	2016/17
					N/a	New definition	GREEN	GREEN	GREEN	
65 new	new	% of care leavers aged 19-21 in suitable accommodation	87.6	As at 30 Jun 2018	Tracker	N/a	84	90	90	2016/17
					N/a	New definition	GREEN	RED	RED	

*provisional data for the 2017/18 academic year will be available at quarter 2 and final data available quarter 3.

ALTOGETHER HEALTHIER

1 Are our services improving the health of our residents?

Ref	PI ref	Description	Latest data	Period covered	Comparison to					
					Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different
66	AHS 12	% of mothers smoking at time of delivery	17.2^	2017/18	15.9	16.7	10.8^	16.3^		
					RED	RED	RED	RED		
67	AHS 13	Four week smoking quitters per 100,000 smoking population [number of quitters]	3306.8 [2,497]	2017/18	3,180 [2,401]	3076.1 [2,903]				
					GREEN	GREEN				
68	AHS 7	Male life expectancy at birth (years)	78.0	2014/16	Tracker	78.1	79.5	77.8		
					N/a	AMBER	AMBER	GREEN		
69	AHS 8	Female life expectancy at birth (years)	81.3	2014/16	Tracker	81.2	83.1	81.5		
					N/a	GREEN	RED	AMBER		
70	AHS 9	Female healthy life expectancy at birth (years)	59	2014/16	Tracker	57	63.9	60.6		
					N/a	GREEN	RED	AMBER		
71	AHS 10	Male healthy life expectancy at birth (years)	59.1	2014/16	Tracker	59.7	63.3	59.7		
					N/a	AMBER	RED	AMBER		
72	AHS 14	Excess weight in adults (Proportion of adults classified as overweight or obese)	67.5	2015/16	Tracker	New PI	61.3	66.3		
					N/a	N/a	RED	AMBER		
73	AHS 11	Suicide rate (deaths from suicide and injury of undetermined intent) per 100,000 population	12.6	2014-2016	Tracker	15.7	9.9	11.6		
					N/a	GREEN	RED	RED		

ALTOGETHER HEALTHIER

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

Ref	PI ref	Description	Latest data	Period covered	Comparison to					
					Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different
74	AHS 38	Prevalence of breastfeeding at 6-8 weeks from birth	29.2	Apr-Jun 2018	Tracker	28.2	43.6	32.7		Oct-Dec 2017
					N/a	GREEN	RED	RED		
75	AHS 40	Estimated smoking prevalence of persons aged 18 and over	14.3	2017	Tracker	17.9	14.9	16.2		
					N/a	GREEN	GREEN	GREEN		
76	AHS 41	Self-reported wellbeing - people with a low happiness score	6.9	2016/17	Tracker	11.5	8.5	8.7		
					N/a	GREEN	GREEN	GREEN		
77	NS 21	Participation in Sport and Physical Activity: active	63.1	Nov 16–Nov 17	Tracker	59.5	61.8			
					N/a	GREEN	GREEN			
78	NS 22	Participation in Sport and Physical Activity: inactive	25.3	Nov 16–Nov 17	Tracker	28.0	25.7			
					N/a	GREEN	GREEN			

^provisional data

ALTOGETHER HEALTHIER
Page 86 Are people needing adult social care supported to live safe, healthy and independent lives?

Ref	PI ref	Description	Latest data	Period covered	Comparison to					
					Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different
79	AHS 18	Adults aged 65+ per 100,000 population admitted on a permanent basis in the year to residential or nursing care	199.5	Apr–Jun 2018	154.9 RED	191.0 RED				
80	AHS 20	% of older people who were still at home 91 days after discharge from hospital into reablement/ rehabilitation services	85.9	Jan–Mar 2018	85.9 GREEN	88.5 RED	82.5 Not comparable	85.3 Not comparable		2016/17
81	AHS 16	% of individuals who achieved their desired outcomes from the adult safeguarding process	97.7	Apr–Jun 2018	Tracker N/a	95.6 GREEN				
82	AHS 17	% of service users receiving an assessment or review within the last 12 months	86.9	Jun 2017- Jun 2018	Tracker N/a	87.2 AMBER				
83	AHS 21	Overall satisfaction of people who use services with their care and support	63.6	2016/17	Tracker N/a	69.5 RED	64.7 AMBER	66.9 RED		
84	AHS 22	Overall satisfaction of carers with the support and services they receive (Biennial survey)	43.3	2016/17	Tracker N/a	New PI N/a	39.0 GREEN	45.7 RED		
85	AHS 19	Daily Delayed transfers of care beds, all per hospital per 100,000 population age 18+	4.9	May 2018	Tracker N/a	3.2 RED	9.3 GREEN	8.2 GREEN		
86	AHS 23	% of adult social care service users who report they have enough choice over the care and support services they receive	73.1	2016/17	Tracker N/a	New PI N/a	67.6 GREEN	73.4 AMBER		

ALTOGETHER SAFER

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

Ref	PI ref	Description	Latest data	Period covered	Comparison to					
					Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different
87	CYP 35	First time entrants to the youth justice system aged 10 to 17 (per 100,000 population of 10 to 17 year olds)	294	Jan-Dec 2017	Tracker	391	292	366	291	
					N/a	GREEN	AMBER	GREEN	AMBER	
88	AHS 24	Overall crime rate per 1,000 population	25.3	Apr-Jun 2018	Tracker	23.4				
					N/a	RED				
89	AHS 25	Rate of theft offences per 1,000 population	7.1	Apr-Jun 2018	Tracker	6.9				
					N/a	RED				
90	AHS 26	Proportion of all offenders (adults and young people) who re-offend in a 12 month period	32.0	Oct 2015-Sep 2016	Tracker	32.9	29.5			
					N/a	GREEN	Not comparable			
91	CYP 36	Proven re-offending by young people (who offend) in a 12 month period (%) [number]	41.6 [1,131]	Oct 2015 - Sep 2016	Tracker	-	41.9	45.7		
					N/a		RED	GREEN		

ALTOGETHER SAFER
2. How effective are we at tackling Anti-social behaviour?

Ref	PI Ref	Description	Latest data	Period covered	Comparison to					
					Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different
92	AHS 27	Dealing with concerns of ASB and crime issues by the local council and police	53	Jan - Dec 2017	Tracker	61.3				
					N/a	RED				
93	AHS 28a	Number of police reported incidents of anti-social behaviour	3,822	Apr-Jun 2018	Tracker	4,154				
					N/a	GREEN				
94	AHS 28b	Number of council reported incidents of anti-social behaviour	3,031	Apr-Jun 2018	Tracker	2,785				
					N/a	RED				

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

Ref	PI ref	Description	Latest data	Period covered	Comparison to					
					Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different
95	AHS 31	% of successful completions of those in alcohol treatment	33.6	Dec 2016- Nov 2017 with reps to May 2018	28.0	29.0	38.6	30.8		
					GREEN	GREEN	RED	GREEN		
96	AHS 32	% of successful completions of those in drug treatment - opiates	6.0	Dec 2016 - Nov 2017 with reps to May 2018	6.0	6.2	6.6	5.2		
					GREEN	AMBER	RED	GREEN		

ALTOGETHER SAFER

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

Ref	PI ref	Description	Latest data	Period covered	Comparison to					
					Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different
97	AHS 33	% of successful completions of those in drug treatment - non-opiates	30.6	Dec 2016 - Nov 2017 with reps to May 2018	26.4 GREEN	28.7 GREEN	36.7 RED	27.4 GREEN		
98	AHS 29	% of anti-social behaviour incidents that are alcohol related	18.5	Apr-Jun 2018	Tracker N/a	17.7 RED				
99	AHS 34a	% of secondary school pupils who drink alcohol (Most Weekends / Every weekend / Every Day)	13.0	2017 survey (snapshot Jan - Apr 2017)	Tracker N/a	13.3 GREEN				
100	AHS 34b	% of Secondary School pupils who have taken any illegal drugs, including cannabis or NPS (formerly known as legal highs)	5.9	2017 survey (snapshot Jan - Apr 2017)	Tracker N/a	New PI N/a				
101	AHS 30	% of violent crime that is alcohol related	25.2	Apr-Jun 2018	Tracker N/a	24.4 RED				
102	AHS 36	Alcohol seizures	194	Apr-Jun 2018	Tracker N/a	398 GREEN				

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

Ref	PI ref	Description	Latest data	Period covered	Comparison to					
					Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different
103	AHS 35	Building resilience to terrorism (self-assessment). Scored on level 1 (low) to 5 (high)	3	2017/18	Tracker	3				
					N/a	GREEN				
104	CYPS 34	Number of child sexual exploitation referrals	169	Jul 2017-Jun 2018	Tracker	167				
					N/a	N/a				

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

Ref	PI ref	Description	Latest data	Period covered	Comparison to					
					Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different
105	RED 44	Number of people killed or seriously injured in road traffic accidents	29	Jan-Mar 2018	Tracker	41				
					N/a	GREEN				
		- Number of fatalities	0			4				
		- Number of seriously injured	29			37				
106	RED 45	Number of children killed or seriously injured in road traffic accidents	4	Jan-Mar 2018	Tracker	3				
					N/a	RED				
		- Number of fatalities	0			0				
		- Number of seriously injured	4			3				

ALTOGETHER GREENER

1. How clean and tidy is my local environment?

Ref	PI ref	Description	Latest data	Period covered	Comparison to					
					Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different
107	NS14a	% of relevant land and highways assessed (LEQSPRO survey) as having deposits of litter that fall below an acceptable level	4.33	Apr-Jul 2018	Tracker	3.56				
					N/a	RED				
108	NS14b	% of relevant land and highways assessed (LEQSPRO survey) as having deposits of detritus that fall below an acceptable level	12.32	Apr-Jul 2018	Tracker	12.12				
					N/a	AMBER				
109	NS14c	% of relevant land and highways assessed as having deposits of dog fouling that fall below an acceptable level	0.56	Apr-Jul 2018	Tracker	0.96				
					N/a	GREEN				

ALTOGETHER GREENER

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

Ref	PI ref	Description	Latest data	Period covered	Comparison to					
					Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different
110	RED 46	% reduction in CO ₂ emissions in County Durham (by 40% by 2020 and 55% by March 2031)	49.9	2015	Tracker	48				
					N/a	GREEN				
Page 11 of 11	RED 48	% change in CO ₂ emissions from local authority operations	-14	2016/17	Tracker	-6				
					N/a	GREEN				

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

Ref	PI ref	Description	Latest data	Period covered	Comparison to					
					Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different
112	NS10	% of municipal waste diverted from landfill	96.6	2017/18	95	95.9				
					GREEN	GREEN				
112	NS19	% of household waste that is re-used, recycled or composted	40.1	2017/18	Tracker	34.7	43	35.3		2015/16
					N/a	GREEN	RED	GREEN		
114	NS15	Number of fly-tipping incidents	7,941	Jul 17- Jun 18	Tracker	7,524				
					N/a	RED				

ALTOGETHER BETTER COUNCIL

1. How well do we look after our people?

Ref	PI ref	Description	Latest data	Period covered	Comparison to					
					Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different
115	RES 11	% of performance appraisals completed in current post in rolling year period (excluding schools)	83.21 [^]	2017/18	92 RED	87.89 RED				
116	RES 12a	Days / shifts lost to sickness absence (all services excluding schools)	11.10	Jul 2017– Jun 2018	11.20 RED	10.32 GREEN				
117	RES 52	% posts with no absence in rolling year (excluding schools)	57.73	Jul 2017– Jun 2018	Tracker N/a	54.77 GREEN				
118	RES 19a	% of sickness absence which is short term	13.95	Apr–Jun 2018	Tracker N/a	14.66 N/a				
119	RES 19b	% of sickness absence which is medium term	16.15	Apr–Jun 2018	Tracker N/a	15.04 N/a				
120	RES 19c	% of sickness absence which is long term	69.89	Apr–Jun 2018	Tracker N/a	70.3 N/a				
121	RES 53	% of employees having five days or less sickness per 12 month rolling period	78.57	Jul 2017– Jun 2018	Tracker N/a	80.59 RED				

[^]data is unavailable due to the introduction of the new appraisal system

ALTOGETHER BETTER COUNCIL

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

Ref	PI ref	Description	Latest data	Period covered	Comparison to					
					Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different
122	RES 2	% of council tax collected in-year	28.79	Apr–Jun 2018	29.05 RED	29.03 AMBER				
123	RES 3	% of business rates collected in-year	34.42	Apr–Jun 2018	33.70 GREEN	33.67 GREEN				

ALTOGETHER BETTER COUNCIL

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

Ref	PI ref	Description	Latest data	Period covered	Comparison to					
					Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different
124	ACE 6	% of Freedom of Information and Environmental Information Regulations requests responded to within 20 working days	75	Apr–Jun 2018	90 RED	78 RED				
125	NS 26	Average time taken to answer a telephone call (seconds)	56	Jul 2017–Jun 2018	Tracker N/a	45 RED				
126	NS 20	% of abandoned calls	5	Jul 2017–Jun 2018	Tracker N/a	6 GREEN				

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

Ref	PI ref	Description	Latest data	Period covered	Comparison to					
					Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different
127	NS 43a	Customer contacts: face to face	150,252	Jul 2017– Jun 2018	Tracker	149,267				
					N/a	N/a				
128	NS 43b	Customer contacts: telephone	971,918	Jul 2017– Jun 2018	Tracker	959,812				
					N/a	N/a				
129	NS 43c	Customer contacts: web forms	107,801	Jul 2017– Jun 2018	Tracker	68,657				
					N/a	N/a				
130	NS 43d	Customer contacts: emails	50,622	Jul 2017– Jun 2018	Tracker	66,415				
					N/a	N/a				
131	NS 43e	Customer contacts: social media	3,836	Jul 2017– Jun 2018	Tracker	1,866				
					N/a	N/a				

Appendix 3: Changes to Performance Indicators

Altogether wealthier

Indicator	Change
18 to 24 year olds who are out of work and claiming either Universal Credit or Jobseekers Allowance (JSA)	These indicators were deleted due to concerns about their reliability due to the roll-out of Universal Credit making them increasingly meaningless. This follows advice from the Office of National Statistics. The unemployment rate is used by regional and national media when reporting on the economy. The status of the ONS published claimant count figures will be kept under review as this dataset is developed.
% of Jobseeker Allowance (JSA) claimants that have claimed for one year or more.	
Households accessing Housing Solutions Service	New indicators introduced to capture our obligations under the Homelessness Reduction Act 2017
Properties improved, adapted or brought back into use	
Households helped to stay in their home	
households helped to move to alternative accommodation	
Bridge Stock Condition – principal roads	These indicators were reinstated as corporate indicators at the request of scrutiny members
Bridge Stock Condition – non-principal roads	

Altogether better for children and young people

Indicator	Change
% of care leavers aged 19-21 in suitable accommodation	This indicator has been deleted and replaced with the following two indicators: <ul style="list-style-type: none"> • % of care leavers aged 17-18 in suitable accommodation • % of care leavers aged 19-21 in suitable accommodation
% of care leavers aged 19-21 in education, employment or training	This indicator has been deleted and replaced with the following two indicators: <ul style="list-style-type: none"> • % of care leavers aged 17-18 in education, employment or training • % of care leavers aged 19-21 in education, employment or training
Level 3 cases open to families first teams – rates per 10,000 population aged under 18	This indicator has been deleted as Families First Team's no longer carry level 3 cases

Appendix 4: Risk Management

1. The strategic risks identified as potential barriers to successfully achieving our objectives are listed against each Altogether theme. These risks have been identified using the following criteria:
 - a) Net impact is critical, and the net likelihood is highly probable, probable or possible.
 - b) Net impact is major, and the net likelihood is highly probable or probable.
 - c) Net impact is moderate, and the net likelihood is highly probable.
2. As at 31 May 2018, there were 23 risks on the corporate strategic risk register, the same number as at 31 December 2017. During this period, no risks were added and none were removed. The following matrix categorises the strategic risks according to their net risk evaluation as at 31 May 2018. To highlight changes in each category, the number of risks as at 31 December 2017 are shown in brackets.

Corporate Risk Heat Map						
IMPACT	Critical	1 (1)		4 (4)		1 (1)
	Major		4 (4)	3 (3)		
	Moderate			9 (10)	1 (0)	
	Minor					
	Insignificant					
		Remote	Unlikely	Possible	Probable	Highly Probable
	Key risks	LIKELIHOOD				

3. At a corporate strategic level, key risks to the Council, with their respective net risk evaluations shown in brackets, are:
 - a) If there was to be 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) Ongoing Government funding cuts which now extend to at least 2019/20 will continue to have an increasing major impact on all Council services (critical / highly probable);
 - c) Failure to protect child from death or serious harm - where service failure is a factor or issue. (critical / possible);
 - d) A service failure of adult safeguarding leads to death or serious harm to a service user (critical / possible);
 - e) Major interruption to IT service delivery (critical / possible).

4. The implementation of additional mitigation on a number of risks has enabled the Council to improve performance, decision-making and governance, and this is detailed in the relevant sections of the report.
 - a. **Altogether Wealthier:** There are no key risks in delivering the objectives of this theme.
 - b. **Altogether Better for Children and Young People:** *Failure to protect a child from death or serious harm (where service failure is a factor or issue).* Management consider it possible that this risk could occur which, in addition to the severe impacts on children, will result in serious damage to the Council's reputation and to relationships with its safeguarding partners. To mitigate the risk, actions are taken forward from Serious Case Reviews and reported to the Local Safeguarding Children Board. Lessons learned are fed into training for front line staff and regular staff supervision takes place. This risk is long term and procedures are reviewed regularly.
 - c. **Altogether Healthier:** There are no key risks in delivering the objectives of this theme.
 - d. **Altogether Safer:** *A service failure of Adult Safeguarding leads to death or serious harm to a service user.* Management consider it possible that this risk could occur which, in addition to the severe impacts on service users, will result in serious damage to the Council's reputation and to relationships with its safeguarding partners. As the statutory body, the multi-agency Safeguarding Adults Board has a Business Plan in place for taking forward actions to safeguard vulnerable adults including a comprehensive training programme for staff and regular supervision takes place. This risk is long term and procedures are reviewed regularly. (critical / possible)
 - e. **Altogether Greener:** There are no key risks in delivering the objectives of this theme.
 - f. **Altogether Better Council:**
 - i. *If there was to be slippage in the delivery of the agreed Medium Term Financial Plan savings projects, this will require further savings to be made from other areas, which may result in further service reductions and job losses.* Management consider it possible that this risk could occur, which will result in a funding shortfall, damaged reputation and reduced levels of service delivery. To mitigate the risk, a programme management approach for key projects has been established and embedded across the Council. Monitoring by Corporate Management Team and Cabinet provides assurance over the implementation of the agreed MTFP savings projects. It should be recognised that this will be a significant risk for at least the next four years. (critical / possible)

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

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**Corporate Overview and Scrutiny
Management Board****12 October 2018****Customer Feedback Report
Quarter 1, 2018/19**

Report of John Hewitt, Corporate Director of Resources

Purpose of the Report

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

Background

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

Quarter 1

- 4 The report at Appendix 2 provides a breakdown of all Customer Feedback received by the Council during quarter 1, 2018/19. It summarises the Council's performance in dealing with corporate and statutory complaints, explores the themes and identifies the actions we will take to not only put things right for an individual but to improve wider service provision. The report also provides positive feedback in the form of compliments across services and also suggestions from customers as to what they think we should consider to improve service provision.

Recommendations

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

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Appendix 1: Implications

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

Staffing – None.

Risk – None.

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

Accommodation – None.

Crime and Disorder – None.

Human Rights – None.

Consultation – None.

Procurement – None.

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

Legal Implications – None.

Putting our Customers first

Customer Feedback Report

Complaints, compliments and suggestions

Quarter 1,
2018/19

Altogether better

Background information

1. Customer feedback is a valuable tool. It not only helps us understand what is important to service users and what we are doing well, it can also indicate any issues and offer us the opportunity to put things right and improve our services.
2. Covering a range of customer feedback, this report highlights the main themes throughout quarter 1, 2018/19 (1 April 2018 to 30 June 2018). 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.

Customer Suggestions

3. We believe suggestions are essential to the ongoing development and improvement of our services, and carefully consider all received. During quarter 1, 2018/19, we received 149 suggestions.
4. 37% of the suggestions received related to either waste collection and disposal (31 suggestions) or clean and green (25 suggestions).
5. Although we consider every suggestion, not all of them can be implemented. For example, we regularly receive suggestions that propose changes to our road system. However, when looked at in the context of countywide traffic flows, many would have knock on effects to the traffic flows elsewhere if they were to be implemented.
6. A sample of suggestions received during quarter 1, 2018/19 and their outcomes is attached at Appendix 1.

Customer feedback relating to our policies and procedures

7. Our service provision reflects our policies and procedures, and during quarter 1, 2018/19, we received 85 items of feedback as a direct consequence of carrying out actions in line with those policies and procedures. We use this feedback to inform our policies and procedures at their review.
8. 82% of this feedback can be attributed to our household waste policies and procedures. The most frequent topic (41 contacts, accounting for almost 50% of the

contact relating to our policies and procedures) was dissatisfaction that we did not empty or we permanently removed a bin due to contamination.

9. Other contacts relating to household waste policies and procedures covered a wide range of issues in small numbers. These included; only providing residents with an additional bin if the household has six or more people permanently living there; not collecting side waste; not collecting recycling in black bags; not allowing customers to dispose of another person's waste at our HWRCs and the requirement to leave bulky waste at the designated Bin Collection Point.
10. The remaining contacts covered a range of areas including; removal of street lights as part of our Street Lighting Energy Reduction Programme, our winter policy and procedures and our empty property charge.

Customer feedback relating to decision making

11. 45 contacts objected to decisions we had made, almost all of which related to operational decisions. The most frequent topic related to enforcement (11 contacts). The remaining contacts related to a variety of topics in small numbers such as planning decisions or decisions relating to highway works.

Customer feedback relating to our fees and charges

12. 11 contacts related to our fees and charges, which we review annually and allow us to provide local services that might not otherwise be possible.
13. Nearly all (9 contacts) cited dissatisfaction with waste charges. The majority (eight) were unhappy with the £20 charge for either a replacement bin or a bin for a new build property. The remaining contacts were objections to the charge for bulky waste collections (one) and the higher pest control charges for landlords (two).

Compliments

14. 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.
15. During quarter 1, 2018/19, we received 224 compliments, 55 in relation to social care services and 173 in relation to other services. These compliments recognise not only the motivation, dedication and hard work of our staff but also the high standard and value of the services we provide. The majority of the compliments related to

satisfaction with service provision but a number of compliments conveyed thanks to specific individuals.

16. Customers were particularly complimentary about our frontline staff and service provision, the most common themes being standard of work, prompt service and how polite, pleasant and helpful staff are.
17. Our Clean and Green Team received the most compliments (38) with customers appreciating our efforts to keep their local environment clean and tidy. We also received several compliments about our wildflower planting schemes.
18. Many of the compliments received were from customers who wished to express their gratitude where staff have gone the extra mile. As far as we are able, we have passed these thanks onto the individuals concerned.
19. A small sample of compliments received is attached at Appendix 2.

Customer Satisfaction (CRM)

20. Our customers now have the opportunity to provide feedback in relation to both contact and service delivery as part of the closure process within the Customer Relationship Management (CRM) system. Since 31 October 2017, a satisfaction questionnaire has been applied to 25 service requests. A list of these service requests is attached at Appendix 3.
21. Between 1 April 2018 and 30 June 2018, we received 1,271 completed questionnaires through which customers answered a series of questions in relation to their experience.
22. Further analysis, by question, has been completed on the returned questionnaires and the results shown below:

% of respondents who..	
..found it easy to contact the right service in the council	92%
..were informed of the length of time it would take to resolve	53%
..were provided with clear information	82%
..were treated with dignity and respect	90%
..were informed of progress	70%
..felt their request was handled in a knowledgeable and effective manner	91%
..were satisfied with how their initial contact was handled	86%
..were satisfied with service delivery	95%
..were satisfied with the time taken to complete their request	80%

23. Although performance is positive, in order to drive further improvement we asked those customers who were dissatisfied the reasons why. More than one quarter of respondents cited lack of contact, not being informed of timescales or the action that would be taken. Other comments included:
- Not completing the task to the customer's satisfaction, or where there were multiple strands to the service request, not completing all
 - Not being able to find the exact option on the website for reporting, so having to choose the 'best fit' option
 - Being slow to respond often resulting in the customer having to progress chase
 - Using alternative addresses to those provided by the customer.
24. In order to further engage with customers over their appetite for online transactions, we asked customers who did not request service through our website the following question: You can request many of our services online through the council's website. Why did you choose another method?
25. We received 639 replies as shown in the following table;

Response	No. of responses	% of total responses
I thought it would be easier or quicker using another method	175	27%
I prefer to use a different method	133	21%
It was an urgent enquiry	106	17%
I tried online but had problems with the system	92	14%
I didn't know it was available online	63	10%
Difficulties accessing the internet	28	4%
It isn't available online	24	4%
Other	13	2%
I don't think my data will be handled securely	5	1%
TOTAL RESPONSES	639	

Customer Satisfaction (Assisted Digital Support)

26. Since 1 October 2017, we have asked customers who needed additional support to progress their online claim for Universal Credit to feedback through a short survey. To date, 639 customers have responded and the results show:
- 99.5% were either 'extremely satisfied' or 'satisfied' with the level of service they received
 - 25% had heard about our service through Durham County Council channels (website/leaflets/CAPs) and 57% through their job centre work coach
 - 27% gave additional comments on their experience – see examples below:
 - Could not have managed without support given
 - The advisor was extremely helpful
 - Fantastic help from the council. Clear and precise info given
 - Very helpful, explained everything to me in detail which was great
 - Extremely happy with the service I received.
27. The survey has also enabled us to capture information about Universal Credit claimants needing digital assistance:
- Almost half of claimants own a smartphone (49%). 16% own a laptop and 14% a tablet computer. 30% do not own an electronic device
 - 50% do not have access to the internet at home
 - 75% are aware of the different locations where customers can access the internet or use self-serve devices.

Customer complaints

28. 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.
29. The first stage in the corporate complaints process enables service areas to resolve the issue in the first instance, providing a service response. Should the customer remain dissatisfied with the service response they can escalate to the Customer Feedback Team, who will either progress with an independent investigation, or advise the service user to contact the Local Government and Social Care Ombudsman (the Ombudsman). Independent investigation of statutory complaints is arranged by the statutory complaint teams.

Statutory Complaints: Children's Social Care Services

30. During, quarter 1, 2018/19, Children's Social Care Services received 34 statutory complaints, 21% more (+6) than quarter 1, 2017/18. One complaint received in

quarter 1 progressed directly to independent investigation (Stage 2) at the request of the complainant's advocate, and following due consideration by managers.

31. Of the 32 complaints completed, 22 (69%) were resolved within their prescribed timescale, and 10 complaints (31%) were resolved outside their prescribed timescale. Of the 32 complaints: 21 were not upheld (66%), five were upheld (16%) and six partially upheld (19%).
32. During quarter 1, 2018/19, a number of actions were taken in response to complaints, including:
 - Re-allocating cases as appropriate to ensure there is no 'drift and delay' when staff leave or are absent from work for any reason
 - Ensuring families are 'formally' informed when a case is closed or re-allocated
 - Consideration should be given to 'contactable times' when social workers are available to answer and return calls and messages. Many complaints commence by persons being unable to contact the social worker or Team Manager; or by not knowing who the current social worker is due to not having been formally informed of changes.

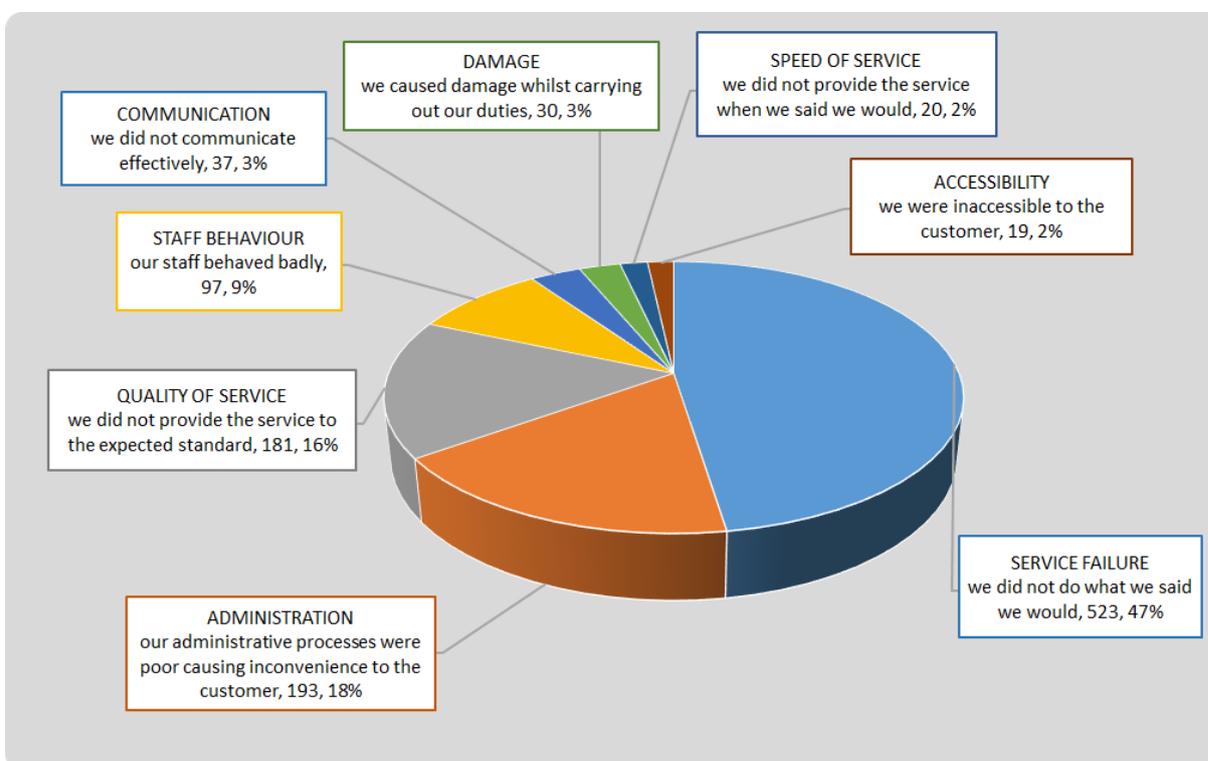
Statutory Complaints: Adult Social Care Services

33. During quarter 1, 2018/19, Adult Care Services received 24 statutory complaints, 14% fewer (-4) than quarter 1, 2017/18.
34. Older People / Physical Disabilities / Sensory Impairment received the most complaints (10) followed by Commissioning (seven). The most common reason for complaint was the standard of care linked to care agencies whose services have been commissioned by the Council (seven).
35. 22 complaints were responded to during quarter 1, 2018/19, all but two within their agreed timescale. Of these 22 complaints: 12 were not upheld (55%), two were upheld (9%) and eight partially upheld (36%). Seven complaints received during the quarter are still being investigated at the time of writing this report.
36. During quarter 1, a number of actions were taken in response to complaints including:
 - Reminding staff to check review dates when cases are transferred to them to ensure reviews are completed within a six week timescale.

Corporate Complaints: Key Messages

37. During quarter 1, 2018/19, we received 1,100 corporate complaints. This is a significant increase compared to quarter 1, 2017/18, during which we received 423 complaints.

38. We have completed investigations into 1,081 of these complaints and 75% were upheld (fully or partially). This increase is partly due to a four fold increase in complaints relating to missed collections (+359) compared to quarter 1, 2017/18. This is directly linked to a change in the process for recording disputed missed collections. Under the previous approach where we had recorded on Bartec that the bin had not been presented, was contaminated or was too heavy, and a customer disputed that this was the case, a dispute process was initiated and investigated outside of the complaints policy. However, to support service improvement and consistency of approach we now log these disputes as complaints and consequently the number has increased.
39. There were eight main reasons for complaint. The following graph shows the split by volume.



40. During quarter 1, our waste collection service completed more than 3 million refuse and recycling collections, 400,000 garden waste collections and 8,000 bulky collections. It also received 746 complaints (67% of the total). It received 93% of all service failure complaints (mainly missed collections), 69% of administration complaints (mainly incorrectly addressed contamination notices), 42% of all staff behaviour (mainly altercations arising from access issues [parked cars, inappropriate road use], a third of all quality of service (mainly not returning bins to their collection points and spillages).
41. Across all services, the most frequent category of complaint was service failure. The vast majority (469 complaints), equating to almost 90% of the category and 40% of all

corporate complaints, was due to missed collections. We have completed investigations into 586 of these complaints and 87% were upheld.

42. The remaining service failure complaints related to us not actioning the customer's service request (45), mainly not repairing or delivering a bin, stickers or recycling box (30 complaints). During quarter 1, we received in the region of 75,000 service requests.
43. The second most frequent cause for complaint was administration. The majority (129) were from customers unhappy to have received a contamination notice that they believed should have been sent to somebody else. In many of these cases, the bin was either not presented or was emptied as usual and no contamination sticker was placed on the bin. We have completed investigations into 125 of these complaints and all were upheld. Recycling assistants are now accompanying 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. Consequently, mistakes are made but are rectified as soon as we become aware.
44. The remaining administration complaints mainly related to billing or payment issues (45 complaints), the majority (26 complaints) questioning our accuracy but we also received a small number relating to issues with direct debits (four complaints) or receiving refunds (four complaints).
45. Quality of Service (181 complaints) was the third most frequent cause for complaint and more than half of these complaints originated from our frontline services of refuse and recycling (63 complaints) or clean and green (39 complaints).
46. Of the 181 received, one-third (64 complaints) were due to staff practices, mainly due to refuse and recycling crews not returning the customer's bin to the Bin Collection Point (41). Other staff practices that resulted in customer dissatisfaction included staff making a mess whilst carrying out their duties, refuse and recycling crews leaving gates open or staff working in what the customer perceived as being a dangerous manner.
47. A quarter of quality of service complaints (49 complaints) related to our maintenance activities. 16 complainants felt we were neglecting specific areas and / or allowing standards to deteriorate to an unacceptable level, and related to the general condition of council assets, for example, the condition of highways, car parks, cemeteries, playgrounds (eight complaints), or the condition of the customer's local environment, for example, cleanliness standard of streets, back alleys or areas of derelict land (eight complaints). A further 33 complainants felt that when we did carry out maintenance activities, for example, cutting the grass, repairing the highway, the standard of our work was inadequate.

48. The other main topics for quality of service were spillages (10 complaints) or not permanently resolving an issue (14 complaints). The vast majority relating to spillages occurred during household waste collection; mainly broken glass. We have reminded refuse and recycling crews to clean up any spillages that occur. Not permanently resolving an issue mainly involved enviro-crime, anti-social behaviour or parking. Although we responded to the request for service, we did not implement a long-term solution to prevent it re-occurring. Often complainants are asking for increased enforcement.
49. We received 97 complaints relating to staff behaviour, of which one third originated from our frontline refuse and recycling services.
50. There were three broad areas of complaint. The first was that our staff behaved in an aggressive or intimidating manner, for example, swearing or shouting at customers who approach them in the street (34 complaints). The second was that our staff were rude, unhelpful or dismissive of the customer's issue or query, for example, ignoring customers who approach them in the street or not appearing to listen properly to a customer query (30 complaints). A third area, complaints that our staff were driving council vehicles in a dangerous manner, for example, speeding, tailgating, near miss, using a mobile phone, or parked a council vehicle in a dangerous manner received 19 complaints. Following these complaints, some staff have undergone additional training.
51. 87% of communication complaints were due to one of three issues. The first related to us giving advice that was inaccurate, misleading, confusing or caused upset (15 complaints). The second was not giving customers any information (10 complaints). The third was not giving customers advance warning of a change (six complaints).

Corporate complaints subjected to independent investigation

52. During quarter 1, 2018/19, 39 complainants requested that we escalate their complaint to the next stage. We agreed it would be appropriate that 30 of these be subject to an independent investigation by the Customer Feedback Team. This was based on the service response, remedy already offered and the reasons given by the customer for the escalation. We completed investigations into 19 complaints of which seven were upheld (six partially and 1 fully), as shown in the table below:

Complaint	Action to be taken
<p>The complainant was dissatisfied with pre-application advice provided by our planning team</p>	<p>We have acknowledged that the advice was inadequate.</p> <p>We have apologised for any stress and inconvenience caused, and offered an appropriate refund.</p> <p>We have also modified our process to ensure a reliable and consistent approach.</p>
<p>The complainant requested and paid for a replacement rubbish bin. Although, the damaged bin was replaced, we also removed the garden waste bin in error</p>	<p>We have replaced the garden waste bin and refunded the original replacement bin charge in recognition of the inconvenience caused.</p>
<p>The complainant arranged and paid for a bulky waste collection. However, the collection team came on an unscheduled date and the gate was locked.</p> <p>As the mattress has stood outside for several months, the customer was advised we would no longer collect it</p>	<p>We have collected the mattress.</p>
<p>We incorrectly applied the customer's earnings to their claim for housing benefit and council tax reduction</p>	<p>We have apologised and the customer's claim has been corrected.</p> <p>We are considering a recommendation to write off the majority of the overpaid housing benefit.</p>
<p>We are pursuing the complainant for a Council Tax debt for the period 29/12/14 to 24/01/15. The complainant states this is not their liability and wishes us to stop</p>	<p>Although, there was no fault in the assessment to hold the complainant responsible for this debt, we should have advised the complainant of the regulations we followed and that if they disagreed with our decision, then they have the right to a Valuation Tribunal (independent appeals body).</p> <p>Whilst we acknowledge that if this information was provided, any appeal which may or may not have been made, would not detract the complainant from their legal obligation to pay in accordance with bills and reminder notices that had been issued up until this time.</p> <p>It is recommended that we cease to pursue the collection of this debt.</p>

Complaint	Action to be taken
The complainant feels that we have not reacted or enforced an encroachment issue on Council land	The issue of the hoarding was deemed to be acceptable according to Highways legislation and whilst an encroachment was identified, the nature of the hoarding and the severity of the impact was not deemed to be severe enough to warrant action to remove the fence. However, the length of time the hoarding has stood does represent a concern. A request to remove the hoarding and replace with suitable permanent fencing, within the owners land, will be requested.
The complainant disputes the ownership information of a property which has had planning permission granted for a change of use	Although, we did not review the information to the extent of ascertaining a leasehold on the property, the granting of a planning application is according to material planning considerations and not ownership.

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

53. During quarter 1, 2018/19, the Ombudsman delivered decisions in relation to 22 complaints. Conclusions were reached based on details supplied by complainants and supplemented in some instances with contextual information from Council officers.
54. Of these complaints, three were found to be outside the Ombudsman's jurisdiction, the ombudsman declined to investigate 10, one was referred back to the council to deal with under our complaints procedure, four were not upheld and no further action was proposed in two cases.
55. The Ombudsman upheld two complaints as detailed below:

Ombudsman's final decision	Agreed action
The Council was not at fault pursuing recovery of council tax when the complainant is disputing liability. But the Ombudsman has recommended the Council confirms how the complainant may appeal.	The Council has notified the complainant of his right of appeal to the Valuation Tribunal.

Ombudsman's final decision	Agreed action
<p>The Council acknowledged the complaint about care provision and whilst it arranged a meeting with the care agency, it did not do enough to address the poor care. The problems with the care agency caused anxiety. A new care agency is now in place and an appropriate remedy is agreed.</p>	<p>The Council apologised for its failings and paid £350 in recognition of the delay in arranging a review and the distress caused. The service area was asked to review the service user's experiences in order to identify where the Council can better support others in similar circumstances so that any concerns about the standard of care are addressed promptly and the steps being taken to improve matters are communicated effectively to the service user and/or their representatives.</p>

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

You said	We did
<p>To use our Customer Access Points to advertise local events and inform residents on what is going on in their local town. Customer suggests bigger notice boards or something more clear for members of the public to see.</p>	<p>We are always happy to advertise local events in our access points and in addition to our leaflet racks and plasma screens do place posters and notices in prominent locations. We will review this request with our facilities team to review further options.</p>
<p>There needs to be improved signage for the new exhibition space at the Gala Theatre. The building's smoked glass windows mean people can't see in so the exhibitions are going unnoticed. A poster in the window would be simple and immediate.</p>	<p>The tinted glass is essential to protect the artworks against sun damage. Without this, we wouldn't be able to attract touring exhibitions. However, we agree that the signage needs to improve. We have an agreed design but production of the vinyl signage was delayed. This was partly due to a large vinyl causing a window further down the foyer to crack, and needing to understand why this occurred before more could be applied, as the result would be both dangerous and costly. There is now a full height vinyl on the gallery window promoting the latest exhibition.</p>

You said	Reason for non-implementation
<p>Include the 'help@durham.gov.uk' e-mail address under the 'Contacts' section on the DCC website.</p>	<p>It was a strategic decision to remove our email address from the website. Requests received by e-mail, which often don't include all the information we need to progress, need to be logged onto our system by a member of staff. To remove this double input and improve our response times, we are encouraging customers to use our online web forms/customer portal. This allows customers to log and track their requests, and as the information is entered straight into the system, requests are instantly transferred to the work queue, even outside working hours.</p>
<p>Remove the recorded 'do it online' message from the phone system as it takes up too much time and leaves the customer on the phone too long when they don't use the internet.</p>	<p>We use our telephony messaging service to give out key information to our customers. Some queries can be dealt with using our online systems and therefore it is beneficial to remind customers of the alternative methods of contacting us. Whilst we appreciate this method isn't a preferred method for everyone, it has reduced some calls and has allowed us to focus on our customers who do need to speak to us. We are constantly reviewing our services and will discuss this at our next telephony review meeting.</p>

Appendix 2: sample of compliments received during quarter 1, 2018/19

Customer's Comments
<p>Customer would like to say how brilliant the Clayport CAP is. Our officer put him at ease over the past few years dealing with his HB and CT and is really easy to get along with and is a credit to the council and would like management to know how grateful he is for all the help since the customer moved here from London.</p>
<p>Customer would like to put a compliment in regarding the street cleaner in Crook. He does a marvellous job and thinks he needs a good pat on the back and a good well done he has been out and cleared her street of dog fouling also.</p>
<p>I would like to thank your officer for all of her help when I made my universal credit claim in the office, she really helped me a lot and went above and beyond to ensure I understood everything and that my claim was submitted successfully.</p>
<p>I rang the main switchboard this morning to speak to someone regarding a repair request. The lady who answered the phone, I'm sorry I don't remember her name, dealt with my enquiry. She took the relevant details, putting me on hold for a few minutes to make enquiries. When she returned she apologised for the wait and had solved the issue, advising me she would need to contact me later in the day to let me know when the repair would be carried out. Within 2 hours a man arrived and completed the repair. I would like to say thank you for such prompt action and hope my appreciation is passed on to the lady in question.</p>
<p>Customer had permit about a month ago for the tip at Hett Hills, he would like to say he was more than pleased with the service he received. They asked would he like some help and from that moment on he hardly had to move they sorted everything out for him so he would like to pass this message on and a big thank you for all the help he received.</p>
<p>I spoke to your officer yesterday and wanted to bring to your attention what amazing customer service he gave after a prior awful call to someone in the LA in another department. He really was the complete opposite. I am very grateful to him for spending the time explaining the potential 80% and further 20% exemption of rates as we are College for young people with special needs (registered charity). His help, support and guidance was much appreciated. He is friendly, professional, knowledgeable but above all you took time to explain fully what the requirements are, he is a true asset to the local authority!</p>
<p>I would just like to say, I am 59 years young and have up until December 2016 lived in Gateshead area. I am very impressed with Durham County council, main roads are cleared in winter, dog waste bins are provided, and emptied! Grass is now being cut, pot holes in roads get sorted.</p> <p>Thank you, more people should appreciate what they have. I hope it all continues.</p>
<p>Customer would like to express her appreciation for the Care Connect service, it gives her great comfort knowing it is there.</p>
<p>I would just like to say a big thank you to the men that collected our bulky items this morning. It was done before 8am, quickly and with little to zero noise. Very reliable service will definitely use again.</p> <p>Thank you</p>

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