



Corporate Overview and Scrutiny Management Board

Date **Monday 16 December 2019**
Time **9.30 am**
Venue **Council Chamber, 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 Chair's agreement.**

1. Apologies for Absence
2. Substitute Members
3. Minutes of the meeting held on 22 October 2019 (Pages 5 - 18)
4. Declarations of Interest, if any
5. Council's use of Powers under the Regulation of Investigative Powers Act 2000 - Quarter Two 2019/20: (Pages 19 - 22)
Report of the Head of Legal and Democratic Services.
6. Update on the Delivery of the Medium Term Financial Plan 9 - Quarter Two 2019/20: (Pages 23 - 28)
Report of the Corporate Director of Resources.
7. Quarter Two 2019/20 Customer Feedback: (Pages 29 - 50)
Report of the Corporate Director of Resources.
8. Quarter Two 2019/20 Performance Management: (Pages 51 - 126)
Report of the Corporate Director of Resources.
9. Quarter Two September 2019: Forecast of Revenue and Capital Outturn 2019/20: (Pages 127 - 144)

- (i) Report of the Corporate Director of Resources.
 - (ii) Report of the Corporate Director of Resources - Transformation and Partnerships.
10. Request for Call-in - County Durham Plan: Delivery of the Western Relief Road: (Pages 145 - 152)
Report of the Head of Legal and Democratic Services.
 11. Notice of Key Decisions: (Pages 153 - 160)
Report of the Head of Legal and Democratic Services.
 12. Information Update from the Chairs of the Overview and Scrutiny Committees: (Pages 161 - 168)
Report of the Corporate Director of Resources.
 13. Such other business as, in the opinion of the Chair of the meeting, is of sufficient urgency to warrant consideration

Helen Lynch
Head of Legal and Democratic Services

County Hall
Durham
6 December 2019

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

Councillor R Crute (Chair)
Councillor A Batey (Vice-Chair)

Councillors E Adam, R Bell, D Boyes, J Chaplow, M Clarke, A Hopgood, P Jopling, B Kellett, H Liddle, L Maddison, J Makepeace, R Manchester, C Martin, O Milburn, C Potts, J Robinson, J Rowlandson, A Savory, A Shield, H Smith, F Tinsley, J Turnbull, M Wilkes and A Willis

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DURHAM COUNTY COUNCIL

At a Meeting of **Corporate Overview and Scrutiny Management Board** held in **Committee Room 2 - County Hall, Durham** on **Tuesday 22 October 2019** at **9.30 am**

Present:

Councillor R Crute (Chair)

Members of the Committee:

Councillors E Adam, R Bell, J Chaplow, M Clarke, P Jopling, L Maddison, J Makepeace, R Manchester, C Martin, C Potts, E Scott (substitute for A Hopgood), H Smith, F Tinsley, J Turnbull and M Wilkes

Also in attendance:

Councillor J Considine

1 Apologies for Absence

Apologies for absence were received from Councillors A Batey, D Boyes, A Hopgood, B Kellett, H Liddle, O Milburn, J Robinson, J Rowlandson, A Savory, A Shield and A Willis.

2 Substitute Members

Councillor E Scott substituted for Councillor A Hopgood.

3 Minutes

The minutes of the meeting held 13 September 2019 were agreed as a correct record and signed by the Chair.

4 Declarations of Interest

There were no Declarations of Interest.

The Chair noted that Items 5 and 6 as set out on the agenda would be taken in reverse order, the Quarter One report followed by the Annual Review.

5 Council's use of Powers under the Regulation of Investigative Powers Act 2000 - Quarter One 2019/20

The Board considered a report of the Head of Legal and Democratic Services which informed Members about the Council's use of powers under the Regulation of Investigatory Powers Act ('RIPA') during the period 1 April 2019 until 30 June 2019 (Quarter One) to ensure that it is being used consistently with the Council's policy and that the policy remains fit for purpose (for copy see file of minutes).

The Governance Solicitor advised that there had been no RIPA Directed Surveillance and Covert Human Intelligence Surveillance authorisations during Quarter One. The Governance Solicitor reported that an investigation from Quarter Four was ongoing and details would be reported at a future meeting.

Resolved:

That the quarterly report on the Council's use of RIPA for the period 1 April 2019 until 30 June 2019 be received and note that it is being used consistently with the Council's policy and that it remains fit for purpose.

6 Regulation of Investigative Powers Act 2000 - Annual Review of the Council's use of Powers

The Board considered a report of the Head of Legal and Democratic Services which provided information about the Council's use of powers under the Regulation of Investigatory Powers Act 2000 ('RIPA') during the period 1 April 2018 until 31 March 2019 and to notify Members of the work in terms of recent changes in the law relating to investigatory powers (for copy see file of Minutes).

The Governance Solicitor, noted a reduction in the use of RIPA year on year, this trend was explained by the effective use of non-RIPA methods when carrying out investigations. The Governance Solicitor explained that the recent changes in legislation regarding investigatory powers had been incorporated in to Council policies and procedures, including: a re-constituted RIPA Officers Group; training for Officers; and a review of the Council's Corporate Guidance on RIPA.

Councillor E Adam asked as regards alternative techniques, what they were and how successful.

The Governance Solicitor noted that she did not have specific details, however, she could confirm a decrease in the use of RIPA while there was an increase in the number of prosecutions being dealt with by Legal

Services. The Governance Solicitor explained that this demonstrated that all alternatives were exhausted before the use of RIPA as part of an investigation.

Resolved:

- (i) That the annual report on the Council's use of powers under RIPA be received; and
- (ii) That the update to RIPA Corporate Guidance to reflect current legislation and best practice, be noted.

7 Update on the Delivery of the Medium Term Financial Plan 9 - Quarter One 2019/20

The Board considered a report of the Director of Transformation and Partnerships which provided an update on the progress made on the delivery of the 2019/20 Medium Term Financial Plan (MTFP9) (for copy see file of Minutes).

The Head of Transformation, Andy Palmer noted that paragraph 20 referred to "without an EIA screening", he explained that such screening had now taken place.

Councillor M Wilkes noted that £8 million had been saved in quarter one and asked if there was any indication as regards any additional saving made by achieving those savings early. The Head of Transformation noted that as budgets were made in advance of the year it was not surprising that there had been a 77 percent saving in quarter one. He noted that rather than thinking of the savings as being made in advance, the profile of savings was that which had been planned, any potential windfall would be as per normal budget management.

Councillor R Bell asked as regards paragraph 12 of the report, with reference to MTFP10 proposals being on track for Cabinet and asked how this fitted with the usual series of meetings relating to annual budget setting, noting he felt it was being considered very late. The Head of Transformation noted the budget would be considered in February, at meetings of Cabinet, Council and Overview and Scrutiny. He added he would clarify as regards the timetable.

Councillor L Maddison entered the meeting at 9.46am

Councillor R Bell noted he felt the process was very compressed in terms of time to look at the budget. The Chair noted that it was very important for the involvement of the Corporate Overview and Scrutiny Management Board in this matter.

Resolved:

- (i) That the content of the report and amount of savings delivered during Quarter One of the MTFP9 be noted.
- (ii) That the progress on MTFP10 proposals be noted.

8 Welfare Reform and Poverty Issues

The Board received a report of the Director of Transformation and Partnerships which provided an update on Welfare Reform and Poverty Issues (for copy see file of minutes).

The Strategic Manager - Executive Support, Kevin Edworthy noted he and Policy and Executive Support Manager, Emma Gardner were in attendance to speak to Members in relation to the report considered by Cabinet on 19 September 2019 which included: the implications of the Government's welfare reform programme and impacts on the County; progress with the Council and Partners' efforts to address and alleviate poverty; and the development of the Poverty Action Strategy and Plan, including the work of the Poverty Action Steering Group.

The Strategic Manager - Executive Support noted several policy developments since the last update that had been received at Cabinet, highlighting: a delay in the roll out of Universal Credit; the reversal of the decision to bar 18 to 21 year olds from receiving housing benefit; and access to free sanitary products for all girls attending secondary schools from this year and primary schools from next year. He added that it was difficult to assess the impact in terms of welfare reform policy and wider economic trends associated with the recession, recovery and Brexit. He explained that a bone of contention was the Government not having carried out Cumulative Impact Assessments in terms of welfare reform, though Government had noted that experimental statistics would be made available in the latter half of 2020.

The Strategic Manager - Executive Support informed the Board that initial estimates in 2012 were for 109,500 households to be affected by the roll out of Universal Credit, and that this had now been revised downward to 85,400 with 63,200 households yet to migrate to Universal Credit. He noted as regards increasing poverty rates in all age groups, except older people with that being in part as due to the protection afforded to pensioners within the welfare changes.

Councillor J Chaplow left the meeting at 9.53am

The Strategic Manager - Executive Support noted an increase in the use of food banks in the County, an increase in shoplifting, and an increase in the number of Public Health funerals.

The Policy and Executive Support Manager explained as regards the Poverty Action Steering Group (PASG), with the Council working with the community and voluntary sector (CVS), Area Action Partnerships (AAPs) and the newly established Advice in County Durham (AiCD) partnership. She explained that the PASG followed from the Welfare Reform Steering Group, however, the scope widened to include poverty issues in 2015, resulting in the Poverty Action Plan in October 2015.

The Policy and Executive Support Manager noted paragraph 109 of the report set out a number of key points of progress and successes to date, linked to the five themes set out within the Poverty Action Plan. She highlighted successes that included: the AiCD partnership having helped over 11,500 residents; AAPs helping, via their discretionary funds, 80 welfare and poverty related projects with over 21,000 beneficiaries in areas such as 'holiday hunger'; 9,100 residents helped in terms of fuel poverty; and collaboration with local foodbanks, including donations from Council staff.

The Policy and Executive Support Manager explained that a review of the Poverty Action Plan had been undertaken by the PASG earlier in the year, involving the County Durham Partnership, AAPs and Council services. It was reiterated that the new Strategy, underpinned by the Action Plan, was agreed in September 2019. She explained that many actions had been mainstreamed and accordingly the revised Action Plan focussed on new actions, as set out in the appendices to the report. Members were asked to note the work with Business Durham in terms of the 'Durham Living Wage' and the work with Health, Social Care and Housing staff in terms of getting welfare advice out to residents. The Policy and Executive Support Manager referred to the "My Future is Durham" initiative with schools and colleges to raise aspirations of young people and reiterated the importance of the activities and food offer during school holidays for those in need.

The Chair thanked the officers for their report and summary, noting a somewhat bleak picture in terms of the impact of Welfare Reform. He acknowledged the work of the PASG and noted the thanks of the Board for their efforts.

He added that he felt the impact was felt hardest by those worst off and that the impact of Welfare Reform and wider austerity had yet to be fully picked up. He asked Members for their comments and questions.

Councillor F Tinsley referred to paragraph seven of the report, referencing around 85,000 people to be impacted by Universal Credit and asked if the 63,000 yet to migrate to Universal Credit were part of that 85,000. The

Strategic Manager - Executive Support noted they were. Councillor F Tinsley noted 240,000 pensioners within the County, with around half impacted. He added that only one region within the Czech Republic having a lower GDP than County Durham and three areas in Romania having a higher GDP. He noted that County Durham was falling behind in a dramatic way and added he felt it was incredible that Equality Impact Assessments had not been undertaken.

The Chair noted the links between Welfare Reform, austerity and employment and referred to research carried out by The Centre for Regional Economic and Social Research at Sheffield Hallam University and the Coalfield Regeneration Trust entitled: "The State of the Coalfields 2019".

Councillor R Bell referred to the planned migration for all new claims and those with a change in circumstance to Universal Credit following a pilot in Harrogate in 2020. He asked when the rollout would be for Durham. The Policy and Executive Support Manager noted the rollout was underway and there had been attempts to get some insight from the Department of Work and Pensions (DWP) in relation to this, however, no information had been received. The Chair added that moving from six benefits into a single benefit also muddied the waters somewhat in being able to assess whether there were actual improvements. The Policy and Executive Support Manager commented on the difficulty with statistics, reiterating there was experimental data as mentioned. Councillors asked if Harrogate Borough Council had been approached for any information on this. The Policy and Executive Support Manager noted no information had been received from Government, DWP, Harrogate Borough Council or JobCentre Plus. The Chair suggested approaching the local authority again. The Policy and Executive Support Manager added that the DWP had highlighted County Durham as an exemplar, having very good plans in place to help support residents in terms of being able to carry out the large numbers of managed migration within a short space of time.

Resolved:

That the progress being made by the Council and its Partners in addressing Welfare Reform and the wider poverty issues in the County, including the updated Poverty Action Strategy and Poverty Action Plan included in the report be noted.

9 Quarter One 2019/20 Customer Feedback

The Board considered a report of the Corporate Director of Resources, which presented for information the Members Customer Feedback: Complaints, Compliments and Suggestions report for Quarter One, 2019/20 (for copy see file of Minutes).

Councillor E Scott left the meeting at 10.27am

The Chair referred to page 119 of the agenda pack, and the number of statutory complaints for Children and Young People's Services increasing while the number for Adult and Health Services was decreasing. He asked if there was any further information about this. The Customer Relations Team Manager, Victoria Murray stated the issue would require further investigation, and she would bring back further information to give a comprehensive overview next time.

Councillor E Adam referred to page 113 of the agenda pack and the infographic relating to Do it online and asked if there were any statistics of Members' usage, with Members utilising their Members' Portal to deal with case work and requests from residents. The Customer Relations Team Manager noted she would drill down to look at this element for the next report. She highlighted that overall the trend was of reducing use of telephony and face-to-face contact with increasing use of online services. Councillor E Adam noted it would also be useful to include feedback from Members on their experience of use of the Members Portal, the Chair noted this was an area the Portfolio Holder for Corporate Services and Rural Issues, Councillor A Patterson was looking at.

Councillor M Clarke asked at what rate the 135,000 Do it online accounts were growing and what strategy we had to drive the numbers. The Customer Relations Team Manager noted it was a positive trend, and more information would feature in the next report. She explained there were a number of different ways customers could access the Do it online accounts. Customers could attend a customer access point (CAP) where there were a number of self-serve PCs and there were tablet devices at the Seaham CAP for customer use. She added there was also the ability to show customers how to use the online features from their own device, signing up to and accessing the system. Members noted that in conversations with customers they are asked if they are aware of the ability to use Do it online. The Customer Relations Team Manager added that the Council's social media updates directed customers to Do it online. Voice recognition systems are in place to ask questions and direct to the relevant online form options, with a possibility of being able to send the relevant link to a customer's smartphone. She explained to the Board that there was a webchat option, and the many technical options were to promote choice and to help provide responses to customers.

Councillor J Turnbull commented he had received some complaints from residents about Do it online, for example a request about highways had resulted in an answer stating the area was not Council owned land and the customer should contact the Land Registry. He felt that this was not correct,

and the issue was one for the local authority to deal with. The Customer Relations Team Manager explained that there had been some issues with the Graphical Information System (GIS) although it could identify which housing association land did belong to. She added she would welcome any specific examples that could help shape and improve the process.

Councillor J Makepeace noted 60 percent of complaints referred to waste collections and he felt there had not been an improvement in the situation. He gave an example where a box containing glass for recycling was placed inside the top of a bin to prevent it blowing over in strong winds and this resulted in the recycling not being taken. He said he had not been able to get in touch with the Head of Environment. He added that difficulties arose with a transient population and didn't think that education on recycling was just the answer. He added that there was a £16 charge for bulky items, and it appeared as if people were required to drag items into the street at midnight to conform to the requirements about leaving rubbish out. Councillor J Makepeace said he did not feel there was any progress in his division.

The Customer Relations Team Manager responded by saying there was an ongoing challenge with waste collection, however the complaints represented 0.01 percent of the total number of collections and the service was performing well. She noted there were nuanced challenges in each area based on geography, house types and so on. She added there had been a focus on contamination and there was work with crews in order to be able to target resources at specific problems. She noted she would be happy to speak to Councillors on specific issues. Councillor J Makepeace replied that he could not go back to residents experiencing problems and simply say the percentage of problems was low. The Chair commented that in his division there were a number of empty private sector houses, and this could lead to issues and that the conduit would be to report via the Customer Relationship Management (CRM) system.

The Customer Relations Team Manager stated that members were encouraged to report all issues, to be able to gather information on identifying hot-spots. Councillor J Makepeace noted he had regular walks around his division with Councillors, Neighbourhood Wardens, officers from the Police and Fire Service and asked was that not reporting? The Chair suggested Councillor J Makepeace could speak to the Customer Relations Team Manager outside of the meeting on any specific issues. Councillor E Adam noted that the Head of Environment was very active, and he found it easy to get in touch with him.

He added that he would be happy to help liaise if required and noted that the meeting of the Environment and Sustainable Communities Overview and

Scrutiny Committee on 4 November would look at fly-tipping and issues could be raised at that meeting as appropriate.

Councillor M Wilkes commented that all Members had issues in their areas and many Council staff were out and about in the County and understood the issues. He added that the 915 compliments received made a strong point in that the Council did do some very good things and he felt this was worth highlighting. The Chair agreed, noting it was important to recognise such good work.

Councillor L Maddison agreed in general with the points made by Members, and her experience was that any issues she reported were acted upon quickly. She however, gave an example where a customer was advised that if a mattress was scheduled for collection it must not be wet or it would not be taken. She queried how this could work in practice as the weather was becoming more inclement as the year progressed.

Councillor J Makepeace left the meeting at 10.47am

Councillor M Wilkes said he believed this was a health and safety issue, as the weight of a sodden mattress was considerable, and therefore it was preferable to place it out for collection on the morning.

Councillor F Tinsley noted he welcomed 'Do it online' but reminded all that there would always be a number of people, for example older persons, that may not be able to use online services. He felt that it was important that staff use their discretion and help direct people towards the most appropriate contact method for them.

Resolved:

That the content of the report be noted.

10 Quarter One 2019/20 Performance Management

The Board considered a report of the Director of Transformation and Partnerships which presented progress towards achieving the key outcomes of the Council's corporate performance framework (for copy see file of minutes).

The Corporate Scrutiny and Strategy Manager reported the key performance messages for the quarter by priority theme. The Chair thanked the Corporate Scrutiny and Strategy Manager for the report and all the reports considered by each of the thematic Committees.

Councillor J Makepeace entered the meeting at 11.08am

Councillor R Bell referred to page 139 of the agenda pack under the Altogether Wealthier theme, specifically the LEADER Programme relating to the Dales and Coast. He asked if information on that Programme was reported at the Economy and Enterprise Overview and Scrutiny Committee and if it was not, could it be, as he felt it would be very interesting and commented the programme had struggled in terms of visibility. The Chair confirmed that the issue was one considered by the Economy and Enterprise Overview and Scrutiny Committee, when looking at wider EU funding issues and the economy of the coast and North Pennines. He added that advice from the relevant officers would be given relating to any specific LEADER Programme. Councillor M Clarke, Chair of the Economy and Enterprise Overview and Scrutiny Committee said he would speak to the relevant Scrutiny Officer about when item would be discussed within the Committee's Work Programme and liaise with Councillor R Bell.

Councillor C Martin referred to the numbers of apprentices at the Council and asked if we had data on how many progressed to employment following completion of their apprenticeship. The Head of People and Talent Management, Alison Lazizzera confirmed there was a 72 percent retention rate for apprentices within the Council, with the remainder moving on to jobs elsewhere or leaving for personal reasons. She added in some cases apprentices can move on to employment outside of the council prior to completion of their apprenticeship. The Chair commented that the retention rate was very impressive.

Councillor E Adam referred to page 146 of the agenda pack, relating to the percentage of Education, Health and Care Plans (EHCPs) completed within 20 weeks. He asked what actions were being taken to address the 64 percent of plans completed which was considerable lower than the target of 90.

Councillor H Smith, Chair of the Children and Young People's Services Overview and Scrutiny Committee stated that EHCPs were multi agency plans and there were some delays from the NHS, although they were looking at how to improve local authority input. The Chair added that the Elective Home Education Working Group had also noted the issue.

Councillor M Wilkes referred to page 197 of the agenda pack, and Performance Indicator 109 relating to the percentage of relevant land and highways assessed as having deposits of detritus that fall below an acceptable level. He asked, given that the current percentage of 16.22 was much higher than the level of 4 percent in 2011, what impact was there in terms of cost and risk in relation to drains flooding and was this a consequence of cut-backs in this area. The Chair asked if it was possible for

such links to be drawn and the Corporate Scrutiny and Strategy Manager indicated he would look at the long-term trend and refer it to the service for them to consider if there was a business case for a new road sweeper.

Resolved:

That the Board considers the overall position and direction of travel in relation to quarter four performance, and the actions being taken to address areas of underperformance.

11 Attendance Management

The Board considered a report of the Corporate Director of Resources which provided an update on progress against recommendations from the Scrutiny Review of Attendance Management (for copy see file of minutes).

The Head of People and Talent Management referred Members to the development plan and recommendations from the review, noting that regular updates had been provided to the Corporate Management Team (CMT), and that CMT and Service Heads were kept up-to-date as regards any hotspots or issues. She explained the report and appendix two set out the action plan updates and progress that had been made.

The Chair noted the statistics set out on page 212 of the agenda pack and asked if there was comparison data with the Council's nearest statistical neighbours. He suggested issues such as outsourcing of the Direct Labour Organisation (DLO) at these other authorities could affect a direct comparison. The Head of People and Talent Management commented that not all authorities in the region reported their statistics in the same way and for the next update the make-up and functions undertaken by those authorities could be set out.

Councillor M Wilkes commented that a lot of good work that had been carried out, however he noted that the average sickness absence was 10.2 days at Durham County Council. This was only a reduction of 0.25 days in 10 years. He remarked that 60 percent of staff did not have days off sick and he felt that there was a lot of extra pressure on those staff. Councillor M Wilkes noted the situation in terms of return to work interviews, with the report stating they were critical in terms of challenging short-term absence however figures showed 134 had not received their interview. He felt the figure should be as close to zero as possible.

Councillor M Wilkes expressed concern that approximately 240 managers had not received the attendance management training.

Councillor M Clarke left the meeting at 11.41am.

He added that with around 20 percent of managers not trained after three years, he felt this was unacceptable. Councillor M Wilkes referred to paragraph 61 of the report, which set out a quotation of approximately £260,000 for use of an external health advisor for employees to report their absence. He asked, given the cost of sickness absence to the authority why we would not choose to take up the option, what were projected savings and benefits and did any other local authorities use the system with any success.

The Head of People and Talent Management replied she did not have that level of detail to hand, however she said that the emphasis and focus was on managers to control sickness absence. She added it was felt that engaging an external company would remove the human element and take away from the role of the manager. Councillor M Wilkes asked if the goal was for managers to control then why had 240 managers not yet received sickness management training. The Head of People and Talent Management confirmed she would look at the issue.

Councillor R Bell noted, following on from the points made by Councillor M Wilkes, that where managers do control sickness absence it was working and was successful. He asked about recent changes to granting more compassionate leave and what effect that had on sickness absence. The Head of People and Talent Management responded it was too early to say as it had been a very recent change. Councillor R Bell asked what the maximum time off was, in terms of compassionate leave. The Head of People and Talent Management replied it was five days for an emergency or death of a partner and three days for the death of a close relative. Councillor R Bell commented it would be useful to include the compassionate leave figures in future reports. The Head of People and Talent Management noted the figures were not huge proportionally.

Councillor F Tinsley noted that average sickness absence was less than a 13-day average for the civil service. Councillor M Wilkes commented that the 2018 data showed an average of 6.9 days, down from 10.1 days in 1999.

Councillor L Maddison suggested the pressure on staff in some services, such as social services, was more than in other areas. She commented that understanding the cost of those absences and covering such roles with the relevant professionals was important. She added it was therefore important to have a breakdown by service in order to look at the cost to the Council in those terms. The Board agreed.

Resolved:

- (i) That the progress update on the recommendations of the Scrutiny Review of Attendance Management be noted.

- (ii) That the work to date on improving attendance management within the Council by way of robust management in accordance with the Attendance Management Policy / HR interventions and associated actions.

12 Update in relation to Petitions

The Board considered a report of the Head of Legal and Democratic Services which provided information on 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, Michael Turnbull advised that since the last update nine e-petitions had been submitted, four had been rejected. It was added that four paper-based petitions had also been received and all of which had been closed.

Resolved:

That the content of the report be noted.

13 Notice of Key Decisions

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

The Senior Committee Services Officer informed the Board that the following were new to the plan and associated timescales:

- Update on Planning of Budget and Development of Service Plans - Analysis of Comprehensive Spending Review/Autumn Statement;
- Update on Planning of Budget and Development of Service Plans;
- Update on the Review of School Provision, Wolsingham School and Sixth Form;
- Oral Health Strategy Update;
- Selective Licensing Business Case;
- Habitat Regulations Assessment, Developer Guidance and Requirements;
- Future residual waste procurement arrangements.

Resolved:

That the content of the report be noted.

14 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 13 September to October 2019 (for copy see file of minutes).

Resolved:

That the content of the report be noted.

**Corporate Overview and Scrutiny
Management Board**



16 December 2019

**Report on the Council's use of powers
under the Regulation of Investigatory
Powers Act 2000 - Quarter 2 - 2019/2020**

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 July to 30 September 2019 (Quarter 2) to ensure that it is being used consistently with the Council's policy and that the policy remains fit for purpose.

Executive summary

- 2 Durham County Council, in exercising its use of powers under RIPA during quarter 2, were authorised to carry out one Directed Surveillance (DS) operation. There were no Covert Human Intelligence Surveillance (CHIS) applications made during quarter 2.
- 3 The Council's Senior Responsible Officer is satisfied that the Council's use of its powers under RIPA during quarter 2 is consistent with the Council's policy and that the policy remains fit for purpose.

Recommendation

- 4 It is recommended that Members:
 - i. Receive the quarterly report on the Council's use of RIPA for the period 1 July 2019 to 30 September 2019.
 - ii. Resolve that the powers are being used consistently with the Council's policy and that the policy remains fit for purpose.

Background

- 6 As members are aware, the Regulation of Investigatory Powers Act 2000 (RIPA) enables local authorities to carry out certain types of surveillance activity provided that specified procedures are followed.
- 7 Directed surveillance is covert surveillance that is not intrusive and is carried out in relation to a specific investigation or operation in such a manner as is likely to result in the obtaining of private information about any person (other than by way of an immediate response to events or circumstances such that it is not reasonably practicable to seek authorisation under the 2000 Act).
- 8 The Local Authority is able to rely upon the information obtained from those surveillance activities within court proceedings.
- 9 This report gives details of RIPA applications that have been authorised during the quarter 2, with the outcomes following surveillance.

Quarter 2 Activity

- 10 During quarter 2 there was one RIPA directed surveillance application. There were no CHIS applications presented to the Court.
- 11 The authorisation for directed surveillance which was granted in July 2019 related to an operation regarding the underage sales of alcohol within County Durham.
- 12 The directed surveillance operation involved test purchases for the underage sale of alcohol from licenced premises within County Durham and was concluded in September 2019. During the operation, seven premises made underage sales and on retesting, five of those premises failed the test purchase by making underage sales. The five premises which failed on a retesting are to be subject to a licence review before Durham County Council statutory licensing committee in due course.

Quarter 2 Comparison

- 13 For information the comparison of authorisations granted for the previous year in the same quarter are as follows:

Period	CHIS authorisations	Directed Surveillance authorisations

Q2 2018/2019	0	0
Q2 2019/2020	0	1

Background papers

- None.

Contact: Kamila Coulson-Patel

Tel: 03000 269674

Appendix 1 Implications

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. Quarterly oversight by the board helps secure this objective.

Finance

Not applicable.

Consultation

Not applicable.

Equality and Diversity / Public Sector Equality Duty

Not applicable.

Climate Change

Not applicable.

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.

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.

Staffing

Not applicable.

Accommodation

Not applicable.

Risk

An individual may complain to Investigatory Powers Tribunal that surveillance has been unlawful and if found to be unlawful could result in financial penalties and reputational damage.

Procurement

Not applicable.

**Corporate Overview and Scrutiny
Management Board**

16 December 2019

**Update on the delivery of the Medium
Term Financial Plan 9**

Ordinary Decision



Report of Corporate Management Team

John Hewitt, Director of Resources

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

Electoral division(s) affected:

None

Purpose of the Report

- 1 This report provides an update on the position of the delivery of the 2019/20 Medium Term Financial Plan (MTFP9).

Executive summary

- 2 This report gives detail of the cumulative MTFP savings since 2011 and confirmation of the savings achieved up to the end of quarter 2 (September 2019) for the MTFP9 period of 2019/20.
- 3 For MTFP9 the council has delivered quarter 2 savings of £8,808,379 which is 85% of the £10,334,712 target.
- 4 In total to date, the Council has delivered in excess of £232 million in savings since 2011.

Recommendation(s)

- 5 Corporate Overview and Scrutiny Management Board is recommended to:
 - (a) note the contents of this report and the amount of savings delivered during quarter 2 of the MTFP9 period;
 - (b) consider MTFP10 proposals once all information is available.

Background

- 6 Cabinet has received regular updates on the progress made by the Council in delivering the financial targets within the MTFP since 2011/12.
- 7 MTFP9 savings were agreed by Council in February 2019 and set a savings target of over £10 million for 2019/20. This brings the overall savings target for the period from 2011/12 to 2020/21 to circa £251 million. At the current time there is significant progress towards these savings.

Progress to date

- 8 The delivery of the MTFP has been managed through a robust programme management approach to ensure the Council takes into account:
 - (a) the duties under the Equality Act;
 - (b) appropriate consultation;
 - (c) the HR implications of the change including consultation with employees and trade unions;
 - (d) communication of the change and the consultation results;
 - (e) sound risk management.
- 9 Through this approach the Council is managing the programme to ensure the savings for 2019/20 are successfully delivered.
- 10 Members have been advised of the careful planning and monitoring of the savings which is carried out. On occasions plans need to change which could delay when savings are made, but through the ongoing management of the process we are able to smooth out delivery of savings using cash limits, ensuring we haven't missed our overall savings targets.
- 11 To date, there has been £46,981 identified as at risk and this has been mitigated using cash limits in order to achieve the MTFP savings for 2019/20.
- 12 The development of MTFP10 proposals for 2020/21 has been underway since the 2019/20 proposals were agreed. The latest information suggests that the settlement figure will be higher than anticipated therefore further consideration is currently being undertaken and some of the proposals for next year are being revisited.

Consultation

- 13 There has not been any public consultation on MTFP 9 proposals in the last quarter.
- 14 Consultation has been undertaken in connection with the review of the High Needs Block Funding for SEND and Inclusion (MTFP10) which was approved by Cabinet on 10 July 2019. The consultation was open from 17th July to 17th October 2019 and received a significant response.
- 15 The recommendations report following the consultation will be presented to Cabinet on 15th January for approval.

HR implications

- 16 Equality data relating to the 15 staff leaving through voluntary redundancy, early retirement and ER/VR during quarter 2 of MTFP9 showed that 71% were female and 29% were male. In terms of race, 18% of leavers had not disclosed their ethnicity and the remaining 82% stated that they were white British or white English. Regarding disability status no employees said they had a disability, 41% had no disability and 59% did not disclose their disability status.
- 17 The numbers of those leaving through compulsory redundancy are also too low to effectively analyse (zero).
- 18 Since austerity began in 2011, equality data relating to staff leaving through voluntary redundancy, showed that 62.5% were female and 37.5% were male. The higher proportion of female leavers is likely due to the exercises which took place in previous years which focused on traditionally female occupied professions, (these included the closure of care homes, reduction in service in the Pathways and Youth service and a restructure and change of working pattern for Care Connect).
- 19 In terms of race, since 2011, 47% of leavers had not disclosed their ethnicity, with 52% stating that they were white British or white English. Regarding disability status 3% said they had a disability, 12.5% had no disability and 84.5% did not disclose their disability status.

Equality Impact Assessments

- 20 Services have completed EIA screenings as part of the decision-making process. Full assessments are underway in order to be presented as part of the budget setting process in February 2020.

Project Management Approach

- 21 MTFP savings are monitored and managed through a recognised and robust approach utilising service-based savings targets and associated project plans for their delivery which are reviewed independently to provide assurance that they are realistic and achievable.
- 22 Through the Transformation Programme, efficiencies are becoming Council Wide and non-service specific due to cross cutting nature of both efficiency and income generation. In order to accommodate the additional methods of achieving efficiency savings, the way in which savings are to be monitored for 2020/21 includes an additional element relating to Council Wide initiatives and progress towards their achievement. The process will remain transparent and with regular updates to cabinet on progress.

Conclusion

- 23 We are continuing to plan on the basis that the government's austerity will continue for several more years. The Council remains in a strong position to meet the ongoing financial challenges through an updated and refreshed robust programme management process.
- 24 For MTFP9 the council has delivered quarter 2 savings of £8,808,379 which is 85% of the £10,334,712 target and in total to date, we have delivered over £232 million in savings since 2011.
- 25 From MTFP10 onwards, monitoring will include an additional element to track progress against Council Wide Transformation based efficiency savings and income targets.

Background papers

- None

Other useful documents

Update on the delivery of the Medium Term Financial Plan 9 (16 October 2019)

Authors

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Appendix 1: Implications

Legal Implications

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

Finance

The delivery of the MTFP involves cumulative saving of approximately £251million over the period from 2011 to 2021 of which over £232 million has been delivered to date.

Consultation

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

Equality and Diversity / Public Sector Equality Duty

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

Climate Change

None.

Human Rights

None.

Crime and Disorder

None.

Staffing

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

Accommodation

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

Risk

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

Procurement

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

**Corporate Overview and Scrutiny
Management Board**

16 December 2019

**Quarter Two, 2019/20
Customer Feedback Report**



Report of Corporate Management Team

John Hewitt, Corporate Director of Resources

Councillor Joy Allen, Cabinet Portfolio Holder for Transformation

Electoral division(s) affected:

Countywide

Purpose of the Report

- 1 To present to members the Customer Feedback Report for quarter two, 2019/20 (full report attached at Appendix 2).

Executive Summary

- 2 This report brings together a range of information collected from our customers which highlights their experiences of using our services. Unless otherwise stated, all information relates to the 12 months ending 30 September 2019, compared to the same period last year.
- 3 The report includes; an overview of Customer Services contact; recent customer developments; a summary of customer satisfaction through surveys and compliments; a selection of customer suggestions and their outcomes; an overview of comments relating to our policies, procedures and decision-making and our performance in dealing with complaints (both statutory and corporate). The report also highlights recent developments that enhance the customer experience.
- 4 We will use this information to further develop our services, inform policy decisions and our transformation programme, and support the use of digital tools, techniques and processes to improve the customer experience.

- 5 We will continue to work, throughout 2019/20, to improve the consistency and quality of the data in this report, as well as the range of customer feedback.
- 6 Much of the information contained within this report is extracted from our Customer Relationship Management (CRM) system and in most cases relates to our Customer Services Team. Over the coming months, we will be working with teams across the authority to expand the report to better reflect the entire council.

Recommendation

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

Background

- 8 Successful organisations understand their customers and one way to gain this valuable insight is by gathering and utilising customer feedback. This information, provided by customers as to whether they are satisfied or dissatisfied with our services and about their general experience, is a resource for improving customer experience and determining our actions in line with our customers' needs.

Background papers

- None

Other useful documents

- Previous Customer Feedback reports

Contact:	Victoria Murray	Tel: 03000 267 707
	Customer Relations Team Manager	
	Tom Gorman	Tel: 03000 268 027
	Corporate Scrutiny and Strategy Manager	

Appendix 1: Implications

Legal Implications

Not applicable.

Finance

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

Consultation

None

Equality and Diversity / Public Sector Equality Duty

Complaints regarding any equality and diversity aspect are handled in consultation with the Council's Equality Team.

Climate Change

None

Human Rights

None

Crime and Disorder

None

Staffing

None

Accommodation

None

Risk

None

Procurement

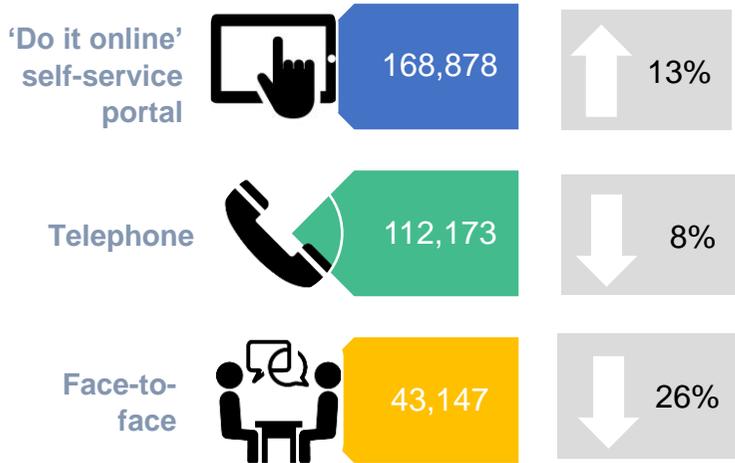
None

Customer Feedback Report

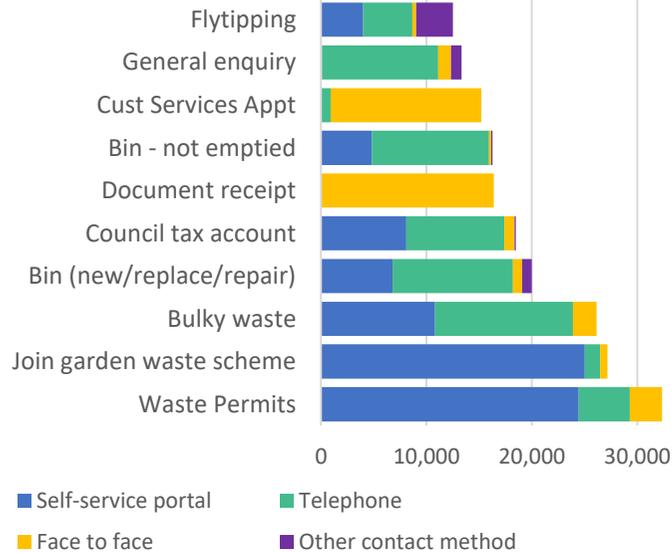
Quarter two,
2019/20

Altogether better

Top 3 service request methods



Top 10 Service Requests by channel



Non Service Request Contact

Our Customer Services Team also responded to more than **550,000** non-service requests from our customers. This included:

- providing general policy advice
- transferring calls to the appropriate department / organisation
- booking appointments
- providing updates about service requests

143.8k accounts in use

47% of all service requests via self-service portal

23% of all contact via self-service portal

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

Month	Number of requests
Apr-18	3,926
May-18	~3,500
Jun-18	~3,200
Jul-18	~3,100
Aug-18	~3,000
Sep-18	~2,800
Oct-18	~2,600
Nov-18	2,409
Dec-18	~2,500
Jan-19	~3,000
Feb-19	~2,800
Mar-19	~2,900
Apr-19	~2,700
May-19	~2,600
Jun-19	~2,700
Jul-19	~2,600
Aug-19	~2,700
Sep-19	3,333

Customer Services (ACD)

- **567,997** calls
- **98%** answered
- **95%** answered within 3 minutes

Other ACD lines

- **470,997** calls
- **93%** answered
- **91%** answered within 3 minutes

Top 5 requests

- 16,389** document receipts
- 14,299** Customer Services Appts (c/tax & housing benefit)
- 3,069** waste permits
- 2,240** bulky waste, white goods collection
- 1,211** general enquiries

Recent Customer Developments

- 1 We have launched our new [Digital Strategy](#) which sets out our digital ambitions to improve access to our services, expand digital connectivity and provide new efficient ways of working. Planned action includes using assistive technologies in adult social care, extending mobile working for frontline services, supporting online access and safety among communities, and seeking funding opportunities to ensure technologies, such as superfast broadband and 5G networks, can be rolled out.
- 2 We are continuing to help customers and members use our online portal. Staff at our Customer Access Points (CAPs) are available to guide customers through the online processes. The members portal is now available for use and we continue to provide individual training through Member Support.
- 3 Our Eckoh system (voice recognition for call transfer) is now live. The new system will not only increase customer satisfaction by quickly directing callers to the most appropriate place for their needs, it will also divert low-value calls away from our staff which will allow us to better respond to peaks in demand and free-up staff time for more complex cases. We will be assessing the impact of the new system in the coming months.
- 4 As part of our integrated customer services initiative to develop a customer-focused, one-council approach to service delivery, we are continuing to widen our use of Automatic Call Distribution (ACD) technologies. During quarter two, we transferred the welfare rights advice line and extended the hours during which the service can be accessed, thereby enhancing the service offer to some of our most vulnerable customers. We also transferred first point of contact telephony for housing solutions.
- 5 We have also introduced a new system that allows Care Connect staff to answer calls when lines are busy, log and prioritise calls, and redirect those that are urgent. This followed concerns that the Emergency Duty Team, which responds to urgent calls about vulnerable children and adults, were handling non-urgent and mis-directed calls, for example missed bins, resulting in callers with more urgent safeguarding enquiries being diverted to voicemail.
- 6 Our new approach to customer services training, delivered to the new intake of apprentices in September, will be rolled out across the organisation following positive feedback.

- 7 National Customer Service week (7-11 October) gave us a week-long opportunity to raise awareness of customer service and the vital role it plays. A summary of highlights from the week is available [here](#)¹.

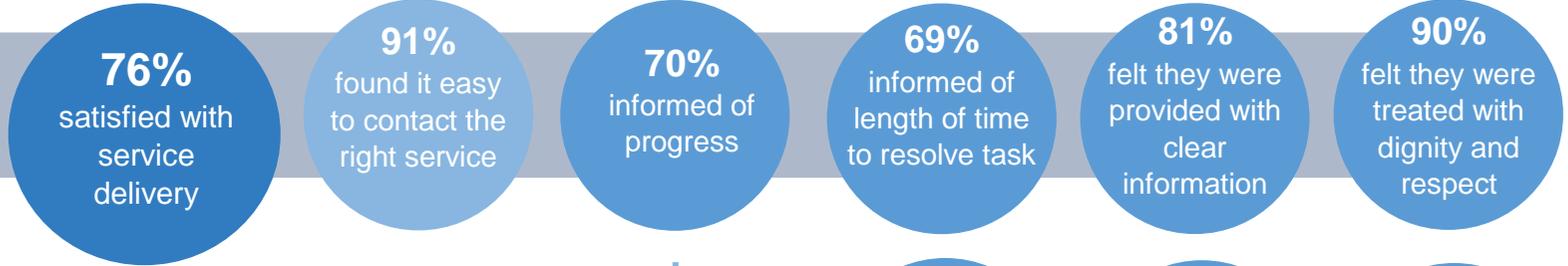
Future Customer Developments

- 8 We are continuing to explore the potential of new technologies and are currently looking at web chat and multi-channel licensing to support our first point of contact team to handle contacts via telephone, e-mail and web chat.
- 9 From 30 September, first point of contact telephone calls relating to 'Blue Badge enquiries and applications' and 'fostering and adoption advice' will be managed by the Customer Services Team.
- 10 We are undertaking work to review and redesign our website to support more self-managed customer journeys. Our online forms pilot for street lighting will go live during quarter three.
- 11 During the 12 months ending September 2019, more than 16,000 customers visited a CAP to hand in a document. We are now undertaking a document receipting review to reduce traffic into our CAPs, offset avoidable travel for customer and enhance the customer journey.
- 12 69% of customers who responded to our customer satisfaction survey once their CRM service request was closed (see Appendix 3 for list of service requests this survey is applied to) said they were advised about the time it would take to resolve their task. We intend to complete detailed analysis of this area to understand the root cause of this problem and implement actions to improve.

¹ This is also available by e-mailing performance@durham.gov.uk

SUMMARY

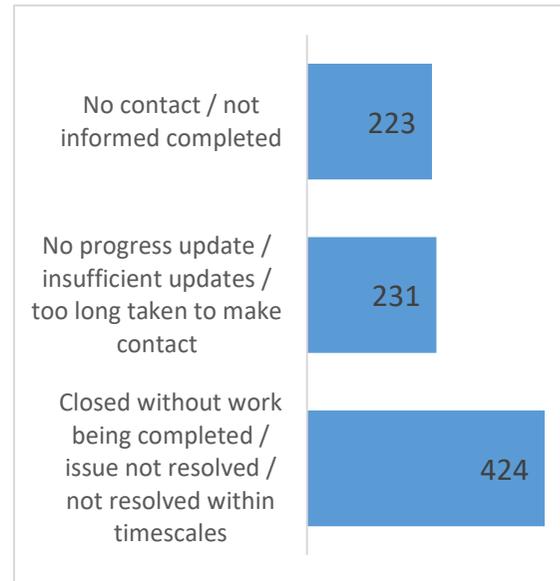
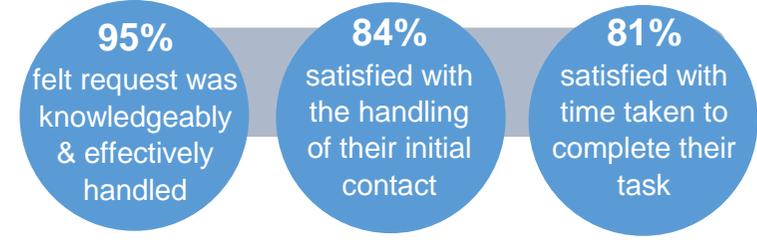
Customer Satisfaction:
from the CRM closure process
(based on 5,426 responses)



Customer Feedback: from the CRM including compliments, suggestions and complaints

1,108 compliments (+34)	519 suggestions (+10)	186 comments about policies and procedures (-182)
173 objections to our decisions (-89)	143 dissatisfied with fees and charges (+83)	2,742 corporate complaints (-528) 98% investigated & 65% upheld*
196 statutory complaints (-20)	179 independent investigation requests	83 decisions from the Ombudsman 17 complaints upheld (20%)

Reasons for dissatisfaction



Customer experience of completing online request
(based on 46,204 customers)

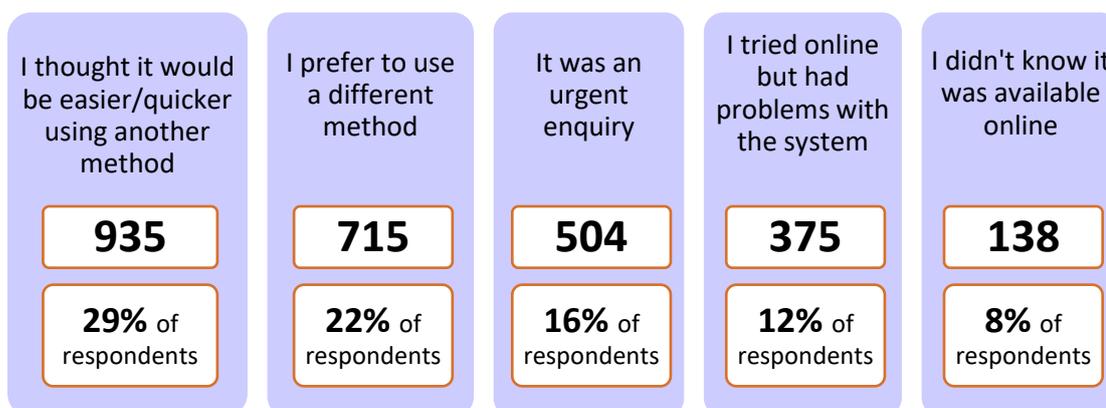
- ☆☆☆☆☆ - 62%
- ☆☆☆☆ - 20%
- ☆☆☆ - 10%
- ☆☆ - 3%
- ☆ - 5%

Customer Satisfaction

- 13 Customers can now provide feedback relating to their experience for 78 different service requests (listed at Appendix 3). This is five more than at the end of quarter one, 2019/20.
- 14 However, we are aware of significant variation in both feedback and satisfaction levels across the different service requests. During September 2019, only 8% of customers responded to the survey and of the 5,426 responses received over the last 12 months, a third related to three specific service areas:

	Council Tax (729)	Fly-tipping (597)	Complaints (500)
Found it easy to contact the right service	95%	96%	78%
Were informed how long it would take to resolve task	78%	69%	59%
Were informed of progress	85%	78%	45%
Were satisfied with service delivery	93%	83%	53%

- 15 We believe this variation is due to more emotive requests encouraging greater participation. However, to increase feedback across all request types we are working to understand the reasons why customers engage with us and what stops them providing feedback.
- 16 To understand our customers' appetite for online transactions, we asked customers who did not request services through our website the reason why. 87% of the 3,201 replies fit into one of five key categories, listed below:



Customer Compliments

- 17 Most of the 1,108 compliments received related to satisfaction with service provision, but others related to specific individuals.
- 18 Children and Young People's Services received 116 more compliments compared to the same period last year.
- 19 A small sample of compliments from quarter two, 2019/20 is attached at Appendix 1.

Customer Suggestions

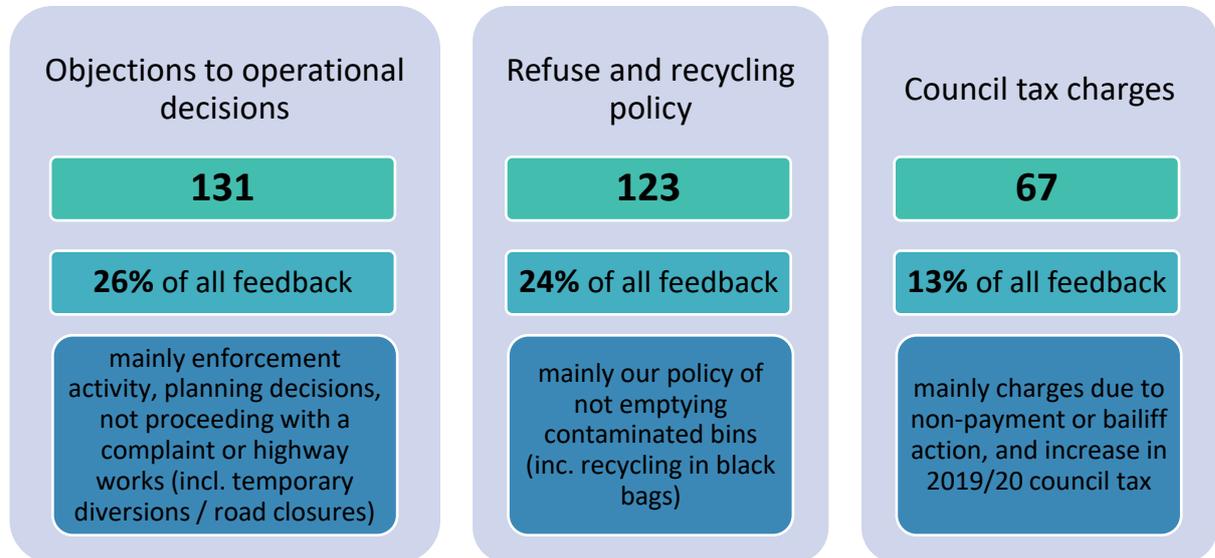
- 20 Of the 519 suggestions received, more than a quarter related to our household waste collection service. However, the majority of those submitted have been addressed previously and/or considered as part of service development, for example:

Proposal	Our response
Rather than a separate container to collect glass, can bins be fitted with an insert.	Different options for collection containers were looked at prior to alternate weekly collections being introduced. This was one of them, however it was calculated that a caddy (or insert), would reduce the capacity in the blue-lidded recycling bin when we needed extra capacity to cater for the average household's recycling.
Remove charge for garden waste collections.	Due to continuing financial pressure, we must charge a fee for the garden waste collection service to ensure that it can continue.

- 21 Other regular suggestions involve changes to our road system. However, when looked at in the context of countywide traffic flows, the suggested change would have a knock-on effect to traffic flows elsewhere.
- 22 A sample of new suggestions received during quarter two and our response is attached at Appendix 2.

Comments about our policies and procedures, objections to our decision making and dissatisfaction with fees and charges

23 Almost two-thirds of this feedback related to one of the following three areas:



Customer complaints

24 Within this document each of the complaint types (statutory complaints that arise from our duties as a local social services authority and corporate complaints that cover all other complaints) is subject to its own processes and policy, so is reported separately.

Statutory complaints

25 Over the last 12 months approximately 18,500 people received an Adult Health Service care package and, at any one time, our statutory social care teams support approximately 3,800 children and young people.

26 Complaints about these services are not comparable. Generally Adult Health Service users request access to the service we are providing, whereas many Children and Young People Service (CYPS) service users are involved as intervention is required as part of the safeguarding / legal process.

27 Complaints often cover a wide range of issues that are pertinent to individual families.

CUSTOMER COMPLAINTS

48% of complaints relate to 3 issues:

Missed collections

- 722
- 77% upheld
- 26% of all complaints

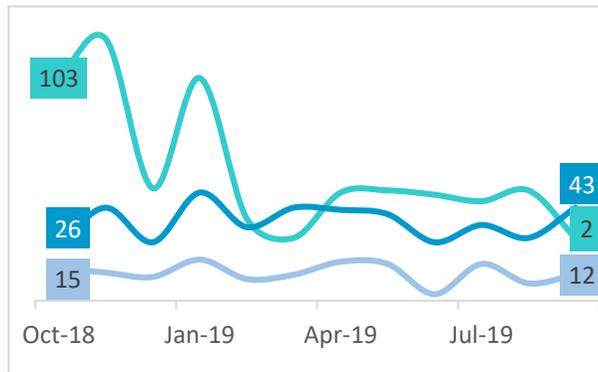
Correspondence issues

- 439
- 92% upheld
- 16% of all complaints

Staff practices

- 155
- 79% upheld
- 6% of all complaints

CORPORATE COMPLAINTS



Average time to respond to complaints **8.5 days**

88% complaints responded to within agreed timescale

65% of all complaints were upheld

Top 3 complaint service areas:

Waste Collection and Disposal 83% upheld	Revenues and Benefits 33% upheld	Complaints 12% upheld
--	--	---------------------------------

Month	Justified	Not justified
SEP-19	110	92
AUG-19	122	70
JUL-19	155	84
JUN-19	116	74
MAY-19	158	95
APR-19	147	94
MAR-19	131	67
FEB-19	117	71
JAN-19	230	77
DEC-18	113	59
NOV-18	206	88
OCT-18	181	74
SEP-18	196	67
AUG-18	264	73
JUL-18	251	87
JUN-18	253	80
MAY-18	279	102
APR-18	288	84

STATUTORY COMPLAINTS

Children and Young People's Services

123

- 6 (↓4.7%)

78.1% completed within timescale

13% upheld & **24%** partially upheld

73 Lack of communication

Disputed decision **38**

26 Staff attitude

Adult and Health Services

73

- 14 (↓16%)

98.6% completed within timescale

11% upheld & **42%** partially upheld

27 Disputed decisions

Finance charging policy **17**

12 Lack of service – denied service

45 independent investigations requested (quarter two)

5 Ombudsman complaints upheld (quarter two)

Children and Young People's Services

28 The majority of these complaints (81%) related to Families First teams (99).

29 We have noted an increase in the number of statutory complaints received over the last 18 months and believe it to be a reflection of the increased demand for service across this area.



30 During quarter two, in response to complaints received, we reminded staff to:

- (a) make referrals for mental health services in a timely manner;
- (b) look at the 'big picture' when deciding whether communication is required, rather than solely thinking about their statutory responsibilities;
- (c) give regard to the tone of written communication – 'put yourself in the recipient's shoes'.

Adult and Health Services

31 Of the 73 complaints received, 40% related to Older People / Physical Disabilities / Sensory Impairment (29). A further 26% related to Learning Disabilities / Mental Health / Substance Misuse (19).

32 Seven complaints related to external providers.

33 During quarter two, in response to complaints received, we:

- (a) addressed practice concerns with staff and reviewed how we manage the work of staff members who are unexpectedly absent.
- (b) provided additional training to staff when required.
- (c) emphasised the importance of informing the family, or nominated representatives, of service users with learning disabilities of any incident that occurs in respite care. Explicit instructions have been added to Care and Support Plans to reinforce this message.

Corporate Complaints

- 34 Although almost 60% of complaints related to our waste collection service, with missed collections continuing to be the most frequent cause of complaint, it should be noted that this highly visible frontline service completes more than 12 million refuse and recycling collections, almost a million garden waste collections and 32,000 bulky collections annually.
- 35 Missed collection complaints reduced by more than a third (-481) and there was a seven percentage point decrease in the number of complaints found to be justified compared to the same period last year. This is the main reason for the overall reduction in both the number of complaints received and the percentage justified.
- 36 This reduction followed a change to the complaints process which re-categorised disputed missed collection service requests as complaints. This change increased visibility of this complaint types which allowed us to identify hotspots and key trends and drive discussions with the refuse and recycling teams. By addressing and better managing the disputed missed collections (which mainly related to contamination) we have successfully reduced contact of this type. Our Complaints Team have also completed work with the service area to assess whether complaints are categorised as justified / not justified and support the effectiveness of responses.
- 37 In addition, where we are able, if our crews are unable to collect a bin due to, for example, access issues, we will send text messages to the affected households informing them of the situation and what we will do to resolve it.
- 38 In line with previous reports, the majority of the correspondence complaints were from customers who had received a contamination notice they believed should have been sent to somebody else (due to, for example, the bin in question not being presented or being emptied as usual with no contamination sticker placed on it).
- 39 This rise has followed increased activity to reduce contamination. In addition to campaigns, door-knocks and sessions with community groups, recycling assistants continue to accompany bin crews on their rounds. Consequently, more contaminated bins continue to be identified. Of the 15,667 contamination notices issued during the 12 months ending 30 September 2019, 98% reached the correct recipient (an increase of two percentage points compared to the figure reported in quarter one). The disputed 2% continue to be mainly due to difficulties identifying the house to which the bin belongs, which is more noticeable in back streets. Mistakes are rectified as soon as we become aware.

40 Staff practice complaints mainly related to refuse and recycling crews not returning bins to bin collection points (89 complaints).

Corporate complaints subjected to independent investigation

41 During the year, 179 complainants remained dissatisfied with their response (45 during quarter two) and requested that we consider escalating their complaint to the Customer Feedback Team for independent investigation.

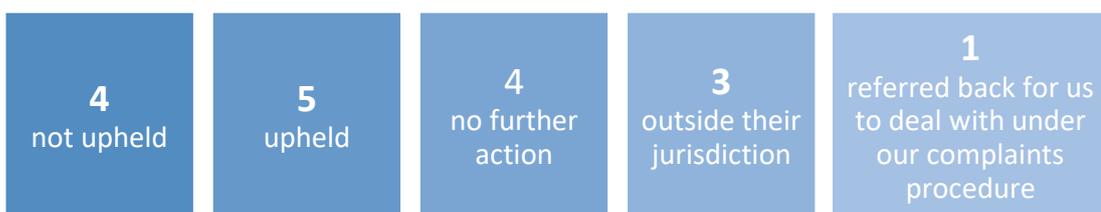


**all investigations aim be completed within 30 working days*

42 Details of complaints upheld by independent investigators during quarter two are included in Appendix 4.

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

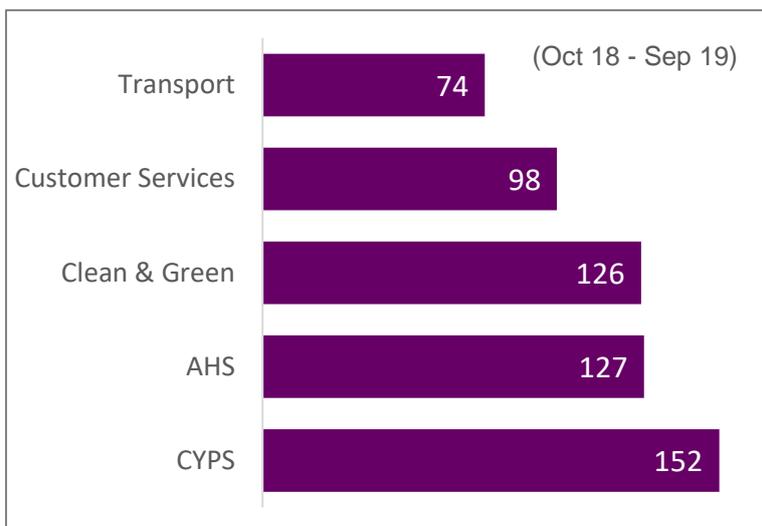
43 During the 12 months ending 30 September 2019, the Ombudsman delivered decisions in relation to 83 complaints (17 during quarter two). Conclusions were reached based on details supplied by complainants, and in some instances, supplemented with contextual information from council officers.



44 Details of complaints upheld by the Ombudsman during quarter two are included in Appendix 5.

45 Additional information regarding complaints escalated to the Ombudsman is available [here](#).

Appendix 1: Sample of compliments received during quarter two, 2019/20



Customer (who is on assisted collection list) rang to thank the bin crew in their area for the fantastic job that they do. They always make sure the bin is returned to the correct place once emptied and make sure the gate is shut before they leave.

Customer complimented the street cleansing team for the amazing job they did cleaning up the litter etc. following the Miners Gala.

When they returned to the city centre on Sunday morning there was no sign that the event had taken place.

We recently moved to here after living in Gateshead for many years We have looked after grandchildren here and have always been impressed with services and facilities provided, but after moving we are even more impressed. There have been many things to compliment you on. Our grandchildren loved the free activities in Chester-le-Street yesterday (amazingly they were given a free packed lunch!). We couldn't believe we got a free bus pass, refuse collection is good and the flower arranging on green areas is very attractive. Just a few examples We would like to thank you for the excellent services in what are difficult times for any council. Keep up the good work!

Customer came to Crook CAP to add their carer to their bus pass and was very happy with the exceptional service and friendliness of the staff

Visited Clayport Library today. Gentleman who dealt with our query was friendly, efficient and a credit to the county.

Customer thanked staff at Thornley HWRC for all the help they have given each time they've been to the centre.

Customer rang to thank the crew who cut back the high hedge which backs on to their property. Customer advised that they have done a very good job and carried the job out quickly from the request being logged.

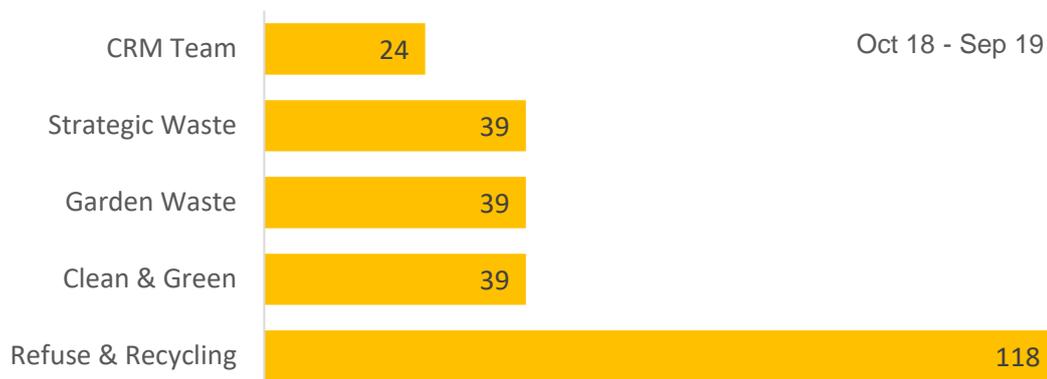
I wanted to say congratulations on the wildflower grass verges. More please

Customer thanked Care Connect staff who have been involved with their parent since the installation of equipment – particularly control staff and wardens. Service has been a massive support and they really appreciate it.

I had a small problem with a damaged bin and contacted your rubbish and recycling team to ask if they were able to help. I was really impressed with the help I got. From a very helpful and polite telephone conversation to a speedy, effective solution to my problem. Well Done.

Customer wanted to thank staff for the excellent job they have done tidying up the green area at the back of their property.

Appendix 2: Sample of suggestions received during quarter two, 2019/20



You said: Can you provide a two hour appointment slot or phone call when the pest control officer is on their way rather than AM/PM appointments?

We did: We are unable to provide a more specific time period as the AM / PM slots provide us with greater flexibility to plan routes so that we are reducing travelling times. If we changed this, we would not be able to fit in the same number of appointments each day, which would mean we could not deliver the service without increasing the charge that customers have to pay. We are, however, examining ways of reducing the length of time that customers have to wait around by sending a series of automated text messages on the day of the appointment to provide periodic updates on our estimated time of arrival.

You said: Suggestion that customers signing up to the garden waste scheme part way through the year should only pay 50% of the initial fee and not the full charge.

We did: The price is a fixed charge of £35 for the year (31 March to November) regardless of when you join the service in 2020. You will only receive the remaining collections up until the scheme end. This is due to the administration costs associated with processing the requirements to join the scheme.

You said: Can recycling bins be installed in Durham City centre.

We did: We previously trialled recycling litter bins in the city centre and Barnard Castle, however they were contaminated. Our ongoing Recycling Matters campaign aims to re-educate residents about what can/cannot be recycled and reduce contamination. We will look to reintroduce this facility in the future.

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

- Abandoned Shopping Trolleys
- Abandoned Vehicles
- Access Bus
- Allotments
- Animal Licence
- Anti-Social Behaviour
- Archaeology day - Order tickets (not live yet - picked up when needed)
- Barriers
- Bin - New, replacement, repair
- Bins - Waste collections for businesses
- Bins - Request help with your bin
- Birth, death or marriage certificate
- Bollards
- Bonfires
- Book on Wheels
- Built Structures
- Bulky Waste, white goods collection
- Bus Stops and shelters
- Car Park - Council Managed
- Care Connect - Apply
- Care Connect - VAT exemption
- Children and Young People's Network
- Complaints
- Council tax account
- Council tax paperless billing
- Council Tax - Change of payment
- Customer Services Appointment
- Dead Animal Removal
- Dog bins or litter bins
- Dog Fouling
- Drainage and flooding
- Dropped kerbs and disabled ramp access
- Durham Institute of Sport
- Early Help Referral
- Flyposting
- Fly-tipping
- Free school travel - Apply
- Garden waste - Appeal
- Garden waste - Generic Enquiry
- Garden Waste Exchange your bin
- Garden waste - Join the scheme
- Generic enquiry
- Graffiti
- Grass cutting, shrubs, and flower beds
- Gritting or snow clearance - Request
- Gypsy, Roma and Traveller sites
- Invite our chairman to your event
- Join your Area Action Partnership
- Litter
- Manhole and utility covers
- Needles and drugs paraphernalia
- Noise Complaint
- Road Markings
- Road or Footpath
- Road or Footpath obstructions - non vehicle
- Road or footpath obstruction - vehicle
- Road or pavement - spillage
- Road signs
- Roadworks
- Rubbish in gardens and yards
- Salt bins
- Sandbags
- Seating benches
- Spilt rubbish
- Stray dogs
- Stray horses
- Street Lighting
- Street name plates
- Taxis - Report an issue with a driver
- Taxi Licencing - Vehicle
- Taxi Licencing - Driver
- Traffic lights and crossings
- Traffic safety and traffic calming schemes
- Tree or hedge pruning, removal
- Walls and fences
- Warm Homes
- Waste Permits
- Ways to Wellbeing

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

Complaint	Action to be taken
Complainant dissatisfied with our Deputy and Appointee Team.	Complaint partially upheld. We have apologised and changed our practice when carrying out property visits.
Complainant dissatisfied with the process followed regarding repair and emptying of their refuse bin.	Complaint partially upheld. We should have clarified whether the customer's comments constituted a request to escalate the complaint. We will undertake additional staff training and review information made available to Customer Services Agents.
Complainant dissatisfied with our decision to seek collection of their council tax arrears using enforcement agents.	Complaint partially upheld. Although we did not respond to the complainant's e-mail until a formal complaint was made due to a technical issue, we are satisfied that our formal demand process was followed and find no fault with the actions of the recovery team.
Complainant dissatisfied with the way we processed their claim for housing benefits and council tax reduction following a change in their circumstances. They are also unhappy with the decision to award extended payments and subsequent payments to their landlord.	Complaint partially upheld. We acknowledged the complainant did not receive the level of service we would usually provide and have apologised for any inconvenience this may have caused. We accept that extended payments should have been applied to their claim earlier and that we did not effectively manage expectations regarding the complainant's request to change the payee. However, appropriate action has now been taken by the service area.

Complaint	Action to be taken
<p>Complainant dissatisfied with our decision not to empty their contaminated bin and does not want to sign the pledge required for their recycling bin collections to resume.</p>	<p>Complaint partially upheld.</p> <p>Although we acknowledge the operative did not correctly sticker the bin, we are satisfied that the decision not to empty the bin until a pledge is signed is in accordance with internal policies and procedures.</p> <p>This complaint highlighted a requirement for additional staff training.</p>
<p>Complainant dissatisfied with Pest Control Services as no treatment provided at second visit. They also felt charges were excessive.</p>	<p>Complaint partially upheld</p> <p>Treatments should have been carried out on the second visit in line with our standard process of a minimum of three treatments once bed bugs have been identified.</p> <p>We have completed some regional research and found that, by comparison, we are competitively priced.</p>
<p>Complainant dissatisfied with third stage contamination.</p>	<p>Contamination record removed and property reverted back to stage two.</p>

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

Ombudsman's final decision	Agreed action
<p>Complainant alleged that we mishandled a safeguarding allegation.</p> <p>Complaint partially upheld as we did not immediately tell the complainant about contact restrictions, but no other fault in our actions.</p>	<p>Apology was sufficient for the injustice caused.</p>
<p>Ombudsman found that the panel disregarded evidence the complainant provided in support of their case, raising doubt as to whether the appeal outcome could have been different.</p>	<p>We have agreed to implement Ombudsman's recommended remedy. A new appeal will be held within one month of the Ombudsman's decision.</p>
<p>Ombudsman found no fault in our decision not to take enforcement action, however we were at fault when we did not respond to the complainant's letters.</p>	<p>We have agreed to write to the complainant and apologise for our failure to respond to letters. We have also agreed to review our complaints procedure to ensure complaint letters are responded to within agreed timescales.</p>
<p>There was a delay in responding to a formal complaint.</p>	<p>We will apologise and make a £300 time and trouble payment.</p>
<p>Ombudsman found we were at fault for the way we conducted the planning and enforcement investigation into the reported breach, but not for the way we dealt with the complainant's request for traffic calming measures.</p>	<p>We have agreed to send a copy of the Ombudsman's recommendations to all officers in the Planning Enforcement Team, stressing the need to:</p> <ul style="list-style-type: none"> • Keep detailed records when investigating potential breaches of planning control • Scrutinise planning conditions when considering whether there has been a breach • Ensure planning controls are properly validated • Give applicants accurate advice about the type of application they should submit

**Corporate Overview and Scrutiny
Management Board**

16 December 2019

**Quarter Two, 2019/20
Performance Management Report**

Ordinary Decision



Report of John Hewitt, Corporate Director of Resources

Electoral division(s) affected:

Countywide.

Purpose of the Report

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

Performance Reporting

- 2 Following an extensive public consultation programme, a shared vision for the county for the next 15 years has been developed with partners. This vision, agreed by Council on 23 October and formally launched at the County Durham Partnership event on 25 October, is structured around three externally focused results-based ambitions of 'more and better jobs', 'long and independent lives' and 'connected communities'.
- 3 As the Council has now adopted this vision, it is appropriate to modify the format of this performance report to align to our new ambitions. This quarter, as a first step, the existing performance information has been realigned to the three new ambitions plus a fourth 'better council' theme. Over the coming months, we will review the report to ensure it captures all elements of our new vision, as well as monitoring progress in improving how the Council works.

Executive summary

- 4 Key performance messages for quarter two have been realigned to the ambitions of the new Durham 2035 vision plus a 'better council' theme.

More and Better Jobs

- (a) This ambition has a wide ranging focus which includes not only development of the economy and creating jobs, but also working

with young people and adults to help them into work, through good quality education and training.

- (b) Across the county, our medium-term employment rate remains positive, the employment rate of our young people is higher than regional and national levels, and schools have maintained their success from last year.
- (c) However, challenges remain. Latest data, from 151 upper-tier authorities across England, shows our ranking for relative deprivation has deteriorated from 59th to 48th, and places us within the 30% most deprived for employment. Poverty pressures across the county, the proportion of schools rated as 'requires improvement' or 'inadequate', the proportion of 16-17 year olds not in education, employment or training and the employment gap between those with a disability and those without, remain areas of concern.
- (d) To mitigate against these challenges, we are continuing to invest, building on our growing tourism and cultural activity, creating new infrastructure and developing new business parks with the potential to create thousands of jobs. We are developing focused improvement plans, reviewing educational provision across the county (including elective home education), offering intensive support to young people not in education, employment and training, and addressing inequality across employment through our work to become a Disability Confident Leader.

Long and Independent Lives

- (e) The ambition for longer and independent lives focuses strongly on the health and wellbeing of the local population, including ensuring that all of our children and young people get the best start in life, and services for children with special educational needs and disabilities (SEND) are improved. The ambition has a strong focus on improving mental as well as physical wellbeing.
- (f) There are a number of areas where positive progress is being made to help people live long and independent lives. Our stronger families programme is continuing to drive opportunity, address inequalities and secure better outcomes for children, young people and their families. Smoking prevalence has fallen significantly to a position where we are on par with the rest of the country, although we have set ourselves a challenging target to reduce smoking much further and have particular challenges around smoking in pregnancy which is higher than North East and England average. We continue to perform extremely well in preventing delayed transfers of care from hospital (third best performing unitary authority in England).

- (g) Key challenges to improve life expectancy and quality of life include delivering the targeted reduction in smoking prevalence, supporting people to achieve a healthy weight and improving mental health and wellbeing. We are continuing to tackle these issues. Through the Tobacco Control Alliance, we influence regulation related to smoking, support people to stop smoking, reduce exposure to second-hand smoke and promote campaigns such as Stoptober. Our partnership approach to help people achieve a healthy weight focuses on the Best Start in Life, the physical and food environments, with actions to increase physical activity in schools (Active 30 programme), promote active travel and improve the regulation of hot food takeaways. We have implemented a full workforce mental health awareness programme (incorporating more Mental Health First Aiders and Time to Change Champions), established a workforce leads network to ensure a consistent approach to mental health training across partners, and are developing a tailored approach to mental health awareness across small-to-medium sized businesses.
- (h) We continue to experience high demand in relation to services for children and young people with special educational needs and disability (SEND). We are working closely with the CCG and health providers to monitor key areas of work, including waiting times for therapeutic services and have allocated additional resource to our SEND Casework Team.

Connected Communities – Safer focus

- (i) This ambition focuses on making life better in local communities across the County. On how we ensure that children and young people have safe lives in safe communities where people support each other, and have access to high quality housing, good transport links and vibrant town and village centres. As it is a broad ambition, performance reporting is split into two areas of focus: safer communities, and sustainable communities.
- (j) In relation to safer communities, there are many positives across this area. The Council's services for children in need of help and protection have just been inspected. Although Ofsted rated our services as 'requires improvement', they did recognise many strengths and the significant progress we have made since previous inspections, particularly in relation to reducing drift and delay for children, reducing social work caseloads and the restructure of the service. We are also performing well in relation to the timeliness of statutory referrals (first contact) and single assessments. However, the rising number of children in our care and inconsistency of practice continue to impact this area.

- (k) Overall crime levels remain relatively static and are below our most similar group and national average, but for some categories (violence against the person, shoplifting, criminal damage and arson) County Durham is recording high levels. We believe much of these increases, as well as increases in alcohol and drug related crime, domestic violence repeat referrals and hate crime, is due to improved recording compliance. We are using focused improvement plans, initiatives and interventions to mitigate against the challenges we face. For example, two dedicated neighbourhood wardens now patrol Durham City centre, we are putting in place a multi-agency training programme in relation to licensing, have implemented a plan for student fresher week in relation to water safety and started planning for the 2020 cold-water shock campaign.

Connected Communities – Sustainable Communities focus

- (l) The sustainable communities focus includes considerations of the quality and sustainability of the natural environment as well as housing and transport, and towns and village centres.
- (m) Across the county, carbon emissions are reducing significantly as we generate more energy from renewable sources, supporting businesses and reducing consumption through energy efficiency measures. Having declared a climate emergency, we are now seeking views on our proposed actions to reduce emissions by 60% by 2030 for the council and exploring measures to become carbon neutral as a county by 2050.
- (n) Reducing the amount of contamination in waste collected for recycling remains a challenge and a range of campaigns are underway to improve both the level and the quality of recycling which are having a positive effect. Although overall environmental cleanliness levels remain good, there has been some deterioration, especially in relation to detritus although an action plan is being developed, and new replacement vehicles will shortly be introduced. Some specific enviro-crime categories (graffiti and drug paraphernalia (incl. needles)) and the number of untidy yards and gardens are increasing however this is related to pro-active recording by wardens, and joint operations. The number of reported fly-tips is continuing to decrease against a backdrop of year on year national increases. Further increases have been seen this quarter in both the number of households and length of stay within temporary accommodation. It was anticipated that following the opening of the Assessment Centre (based at the Fells, Plawsworth) and a Stay Safe Hub positive changes would be seen, with service users being supported to go straight into 'move on' accommodation.

- (o) Work continues on the Town and Village Regeneration Programme, with £1.6 million of National Lottery Heritage Funding being secured for the Seaham Townscape Heritage Project. Both the new Housing and Homelessness Strategies were approved.

Better Council

- (p) Through our transformation programme, we are continuing to make a difference to the way we work and the services we provide. Our new [Digital Strategy](#) sets out our wider digital ambitions as we continue to build on our achievements to date. Aware of the importance of our staff in meeting our objectives, we have strengthened our approach of valuing, engaging with and recognising their contribution, as well as increasing their opportunities. Our targeted interventions appear to be impacting positively on attendance management and having surveyed our workforce to gain a better understanding of the factors affecting staff health and wellbeing, we have been able to develop focused initiatives. Although, performance relating to Freedom of Information (FOI) and Environmental Information Regulations (EIR) has dipped as we embed our new FOI/EIR system, we are working to resolve the issues and expect a marked improvement next quarter.

Risk Management

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

Recommendation

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

Contact: Jenny Haworth

Tel: 03000 268071

Appendix 1: Implications

Legal Implications

Not applicable.

Finance

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

Consultation

Not applicable.

Equality and Diversity / Public Sector Equality Duty

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

Climate Change

We have declared a climate change emergency and consider the implications of climate change in our reports and decision-making.

Human Rights

Not applicable.

Crime and Disorder

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

Staffing

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

Accommodation

Not applicable.

Risk

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

Procurement

Not applicable.



Durham County Council Performance Management Report

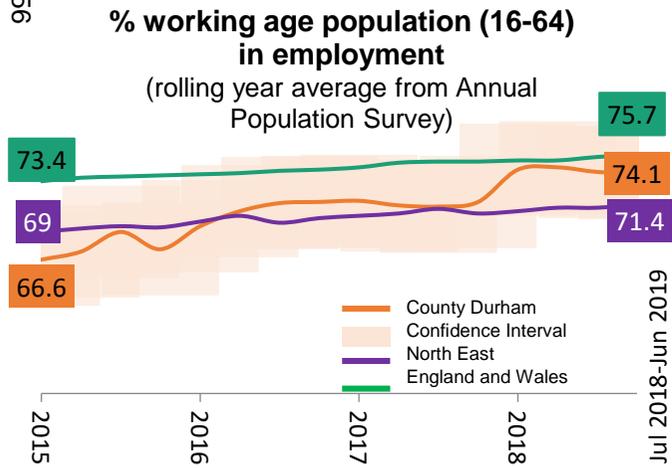
Quarter Two, 2019/20



MORE AND BETTER JOBS

(a) Do residents have good job prospects and (b) is County Durham a good place to do business?

Page 56



Additional employment rate information available via [Durham Insight](#) and [Index of Deprivation in County Durham](#) (Employment Domain)

Key employment rate stats: (Jul 18-Jun 19)

	County Durham	National
Male	79.1%	80.1%
Female	69.3%	71.3%
Private sector	75.4%	79.0%
Part-time	24.4%	24.5%
Without a disability	84.3%	81.2%
With Equality Act core or work limiting disability	46.3%	55.1%
Age 16-24	59.6%	53.7%



177 jobs created and **244** jobs safeguarded* as a result of Business Durham activity (quarter two)

Employability Programmes (Apr-Jun 19)

- **436** referrals
- **194** registrations
- **65** progressed into employment
- **6** progressed into education or training

Index of Multiple Deprivation (IMD) 2019 – Employment Domain

Ranked **26** of 151 upper tier local authorities in England (1 is most deprived)

*Job safeguarded: must be a permanent, paid, full time equivalent (FTE) job which is at risk

Jul-Sep 19	Business Durham Activity	compared Jul-Sep 18
2	inward investments	↑ 1
32	businesses receiving intensive support	
86%	Floorspace occupied (<i>Business Durham</i>)	↑ 4pp
£12.4	GVA from jobs created/safeguarded (million)	↑ £4.7

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

£8.1m grant applications submitted to European Regional Development Fund for 3 projects – Durham City Incubator, Digital Drive and Durham Future Innovation Building

12 businesses supported and **16** FTE jobs created by **targeted business improvement schemes** (during quarter two)

3 projects approved by County Durham Growth Fund (quarter two)

Future Business Magnates scheme launched

County Durham Plan

Inspector now appointed.
Examination in Public to run from 22 October to 5 December 2019.

More and Better Jobs

- 1 The ambition of More and Better Jobs is linked to the following key questions:
 - (a) Do residents have good job prospects?
 - (b) Is County Durham a good place to do business?
 - (c) How well do tourism and cultural events contribute to our local economy?
 - (d) Do our young people have access to good quality education and training?

Do residents have good job prospects?

- 2 Latest data from the Index of Multiple Deprivation (IMD 2019) places County Durham in the top 40% most deprived upper-tier authorities across England and ranked 48th out of 151 (IMD 2015 ranked us 59th out of 152 which was also in the top 40% most deprived). It should be noted that the overall index is a composite measure of seven domains, with our county having relatively high levels of deprivation (top 30%) in the domains of Income, Employment, and Health which are counter-balanced by lower levels of deprivation in the domains of Education, Crime, Barriers to Housing and the Living Environment.
- 3 The employment rate remains relatively static at 74.1% and continues to exceed our target (73%). However, as the rate is an estimate from a sample survey it is possible that the increase since June 2018 is due to random sample variation, as it is within the estimated confidence intervals (+/- 2.8%). We continue to monitor the data closely.
- 4 We remain concerned by the 38 percentage point gap which exists between the employment rate of those with an Equality Act core or work limiting disability and those without (compared to a 26 percentage point gap nationally). We intend to submit our application to become a [Disability Confident Leader](#) in December, which if successful would involve working with local employers to support, attract and retain disabled staff.
- 5 Although the employment rate of young people (16-24) continues to improve, and is at its highest point since 2007, its small sample size means there is a large confidence interval (+/- 8.4%) associated with the data. We also acknowledge that the recent population fall in this age group could also impact the data.

Is County Durham a good place to do business?

- 6 Construction is now underway for Jade Business Park at Murton. The first units are due to be completed in June 2020 and a pre-let has already been

agreed on the largest unit of 55,000 sq. ft with Sumitomo Electric Wiring Systems Europe (produces and distributes automotive wiring harnesses, fuse boxes, connectors and cables).

- 7 A 30-year head-lease has been agreed at the Merchant Park Industrial Estate at Newton Aycliffe, which has enabled the developer to secure £5 million investment. The 2.5 acre site has the potential to deliver 50,000 sq. ft in terrace buildings from 3,500 sq. ft to 5,000 sq. ft in the first instance. Proposals for the site's development will soon be submitted to the planning committee.
- 8 A £140 million business park at Forrest Park, Newton Aycliffe has been granted outline planning permission. The development will include 1.75 million sq. ft of business, industrial, warehouse and trading units, a 60-bed hotel, public house, restaurant and retail space, and has the potential to create 3,200 jobs.
- 9 The Seaham Townscape Heritage Project has secured £1.6 million of National Lottery Heritage Funding which will enable it to offer property grants to repair and reinstate traditional features and provide access to currently inaccessible vacant upper floor spaces.

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

- 10 Latest tourism data (2018 compared to 2017) highlights fewer day visitors to the county but more overnight visitors spending more.
- 11 Although the 2018 tourist economy was impacted by various factors, including the 'beast from the east' which prevented people from travelling, the football World Cup and the summer heatwave where people were more likely to spend time in their own gardens rather than visit attractions and gardens, there were several positive developments. 24 new accommodation establishments opened (an additional 1,268 bed spaces), Auckland Tower opened, and a strong events programme included new events such as the North Pennines Stargazing festival.
- 12 The £1.5 million refurbishment of Bishop Auckland Town Hall has begun. This includes a new café, bar and contemporary art gallery space on the ground floor, as well as enhanced library facilities, a revamped auditorium with more comfortable seating and a fully digitised cinema which will allow popular blockbusters to be shown as well as live screenings, theatrical productions, comedy nights and lectures.

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

Bishop Auckland Food Festival
(13-14 April 2019)

- **29,000** visitors
- **£413,445** net visitor spend
- **£705,248** total net economic impact
- **1.3%** ROI



2019 Tour Series (18 May 2019)

- **7,000** visitors (69% from outside Durham)
- **£203,672** net visitor expenditure
- **£115,382** net GVA impact
- **6 FTE** employment impact



Durham Brass Festival (12-21 July)

- **42,442** people attended events (incl. 16,000 pupils from 82 schools)

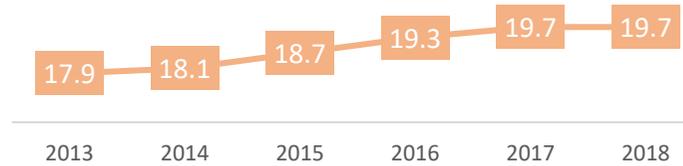


Durham City Run Festival
(25-27 July 2019)

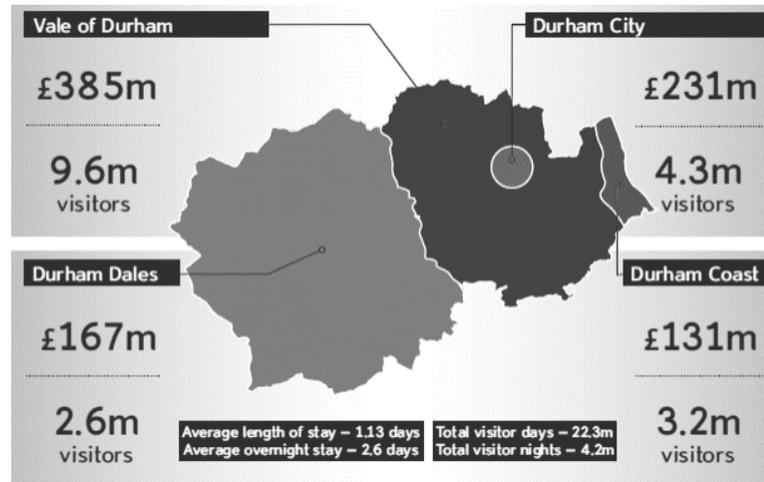
- **3,000** runners tackled the 10K and 5K races
- **100** families signed up for the Paula's Families on Track event, giving families the opportunity to work together to complete 10K in a continuous relay of laps



Number of visitors (million)



£914m generated by the visitor economy (↑5.4%)



11,998 employed in tourism (↑2.7%)

Over 90% satisfaction (with attractions, eating out, road signs and cleanliness)



Wolsingham has achieved nationally recognised 'Walkers are welcome' accreditation with the help of Weardale Action Partnership



Page 60 1) Do our young people have access to good quality education and training?



Schools judged good or outstanding
(as at 30 June 2019)

100%
Maintained
nurseries

89%
Primary

64%
Secondary

Based on the old inspection frameworks, three primary and three secondary schools were rated as inadequate.

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

% of children with at least one fixed term exclusion

Primary

0.5%

↓ (0.1pp from 17/18)

↓ England (0.6%)

↑ North East (0.4%)

Secondary

4.4%

↑ (0.1pp from 17/18)

↓ England (4.7%)

↓ North East (6.1%)

Special

3.6%

↓ (2.88pp from 17/18)

↓ England (4.9%)

↓ North East (4.9%)

Educational Attainment 2018/19 academic year

Early Years Foundation Stage achieving good level of development
71.8%

KS2 pupils achieving expected standard in Reading, Writing, Maths
65%

KS2 Attainment Gap
-19.3

Average Attainment 8 KS4
44.6

KS4 Attainment Gap
-14.4

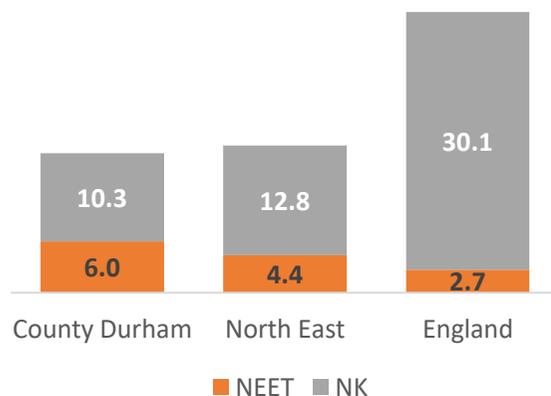
Average A-level entry point score
35.4

Legend: ■ better than last year ■ similar to last year ■ worse than last year



Ofsted's new [school inspection framework](#) began in September 2019

% of 16-17 year olds Not in Education, Employment or Training / Not Known



443

children and young people are known to be electively home educated (as at September 2019)

- 13 The 10th anniversary of the Lumiere festival will take place in November 2019 and the public has been encouraged to get involved. A series of creative events at libraries turned used green and white plastic bottles into glittering, icicle-like chandeliers which will form part of 'Bottle Festoon', a spectacular art installation. In addition, piano players are to be given the opportunity to perform at the festival as part of the 'Keys of Light' installation which will see their music visualised through dazzling projections.
- 14 The first Bishop Auckland History and Heritage Festival was held in September. 21 different organisations were involved in running 30 different events. More than 1,800 people participated across the town from walks to talks, exhibitions, events, film screenings, workshops and radio shows.

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

- 15 Ofsted's new school inspection framework began at the start of the new school term in September 2019. Although its focus is on the quality of education, the framework retains its emphasis on safeguarding, with schools required to demonstrate how well they identify concerns, help children and families, and manage situations effectively.
- 16 National research has suggested that a breakdown in the relationship between families and schools might be a key factor in families choosing to home educate their children. Therefore, the government has recommended that schools and local authorities develop clear processes for working together once a parent's intention to home-educate is known. Our Children and Young People's Overview and Scrutiny Committee is currently undertaking a review of elective home education, focusing on education standards, protecting children from harm and the support available for children and their families.
- 17 Successful contact, and low numbers of Not Knowns, means that we have identified County Durham young people who are not participating in education, employment or training (NEET). This stands at 6.0%. DurhamWorks offers intensive support to young people aged 16-24 who are resident in County Durham and confirmed as NEET. Early identification of this cohort enables DurhamWorks to support them to overcome barriers and develop skills and knowledge to be able to enter education, employment or training. Please note that quarter two performance cannot be taken as a representative snapshot of participation, NEET and NK rates as young people are completing academic programmes and planning for their next stage of learning. New programmes are also commencing in September with intensive work underway to confirm the new destinations of young people. The stable and representative

timeframe is the 3 month average of December to February and this is used by the Department for Education.

- 18 The recently published Ofsted Inspection of Local Authority Children's Services (ILACS) states "*The local authority takes seriously its responsibilities to children who are being electively home educated (EHE). As soon as it becomes clear that a young person is being educated at home, initial screening checks are carried out. However, tracking and monitoring is not sufficiently robust, and managers cannot be assured that all children receive visits, or that, when they do, the visits are effective.*" We will include actions to address this in our Ofsted Improvement Plan which we will share with Ofsted by the end of January 2020.
- 19 Our Poverty Action Steering Group has received £150,000 of government funding for holiday activities with food. £140,000 will be divided between our 14 area action partnerships (AAPs) for schemes that provide opportunities for youngsters and families to socialise, be active and learn new skills, while tucking into healthy meals and snacks. The remaining £10,000 will be made available for countywide projects.

Long and Independent Lives

- 20 The ambition of Long and Independent Lives is linked to the following key questions:
- (a) Are children, young people and families in receipt of universal services appropriately supported?
 - (b) Are children, young people and families in receipt of early help services appropriately supported?
 - (c) Are our services improving the health of our residents?
 - (d) Are people needing adult social care supported to live safe, healthy and independent lives?

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

- 21 Key findings from the latest Student Voice Survey, which is carried out every two years and covers a wide range of topics including progress at school, online safety, drug and alcohol consumption, culture and leisure, and health and wellbeing, include:
- Pupils experiencing bullying has remained static and is line with national rates;
 - Consumption of energy drinks remains high;

- Relatively low numbers of children read at home.

Specific to primary school pupils:

- A high proportion live with someone who smokes. More than 850 children stated someone they live with smokes, and of these, more than 200 children said that people smoke in the car they are travelling in.

Specific to secondary school pupils:

- Although relatively low, a number of children feel unable to cope if things are difficult in their day to day life;
- More than a quarter don't feel safe in their local neighbourhood;
- One in ten drink alcohol weekly or more frequently;
- A relatively small number have been asked to send pictures or videos of themselves to someone they've never met, and have done so.

- 22 We are developing a response to these findings. Focused work already exists in some areas, such as our schools' bullying policy and the re-development of the quality framework for schools (piloted from October 2019) which provides a clear understanding of the health and wellbeing needs of children and young people and helps schools develop improvement plans supported by quality assured interventions.
- 23 Our Early Help service continues to support over 2,000 children and their families and we have recently approved 'The County Durham Strategic Partnership Approach to Early Help'. Focusing on family and community resilience, it sets out how we will provide effective, targeted and coordinated 'early help' to address inequalities, promote opportunity and secure better outcomes for children, young people and their families. Actions include development and implementation of a Quality Improvement Framework, which includes service user feedback from a broad range of sources and embedding the 'Signs of Safety' practice model within the One Point Service.
- 24 As at August 2019, the Stronger Families Programme (where we work with partners to support families in a 'whole family' approach) had 'turned around' 3,386 families. Equating to 78% of our March 2020 target, this means 'significant and sustained outcomes' across a variety of areas such as worklessness, school attendance and domestic abuse, had been achieved. The government has announced additional funding, until March 2021, for the national Troubled Families Programme, although no further detail has been provided.

LONG AND INDEPENDENT LIVES

a) Are children, young people and families in receipt of universal services appropriately supported and (b) are children, young people and families in receipt of early help appropriately supported?

2,171

cases open to **One Point**
(as at 30 Sep 19)

Early help assessments completed
within 45 working days (Jul-Sep 2019)

88%



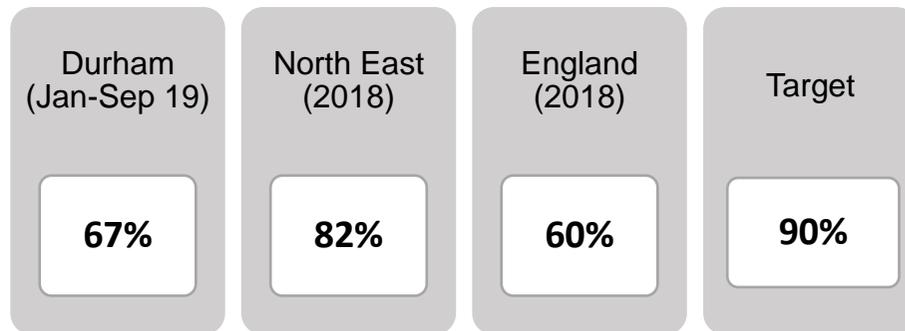
3,386 families have achieved significant and
sustained outcomes (as at end August 2019).

78% of May 2020 target



During quarter two, we launched **Kooth**, an online counselling programme for low to moderate mental health issues, available to all 11-18 year olds, 365 days a year until 10pm each evening.

% EHCP completed within 20 week timescale



Teenage Pregnancy Prevention Framework

- under-18 conception rate is higher than:
- same period last year ↑
- North East ↑
- England ↑

More than £1 million NHS England funding...

- with complementary funding from Public Health over the next three years
- will allow three Mental Health Support Teams to support 5-18 year olds within an educational setting
- up to 60 educational settings, including three further education colleges, across three localities

25 The number of County Durham residents with an Education, Health and Care Plan (EHCP) is higher now than at any point since the national SEND Reforms. We have increased resource in our SEND Casework Team to assist with the increasing demand. Significant pressures remain, both for us and nationally, in relation to the SEND High Needs Block (HNB) budget. Across the partnership, we are closely monitoring a number of performance indicators and working with the CCG and health providers where service waiting times are longer than target times. Waiting times remain within target for a number of services including Paediatric Occupational Therapy and Physiotherapy Services. Latest nationally published data for CAMHS highlights lower waiting times in Durham than nationally.

Are our services improving the health of our residents?

26 Reducing smoking continues to be one of the main priorities to be addressed by the council and partners. The annual County Durham Tobacco Control Alliance update, presented to the Health and Wellbeing Board in July 2019, highlighted future work of the alliance, including:

- Smoke-free homes, working with housing providers;
- Review of the council's No Smoking Policy;
- Progressing a vaping pilot;
- Reducing tobacco dependency in pregnancy.

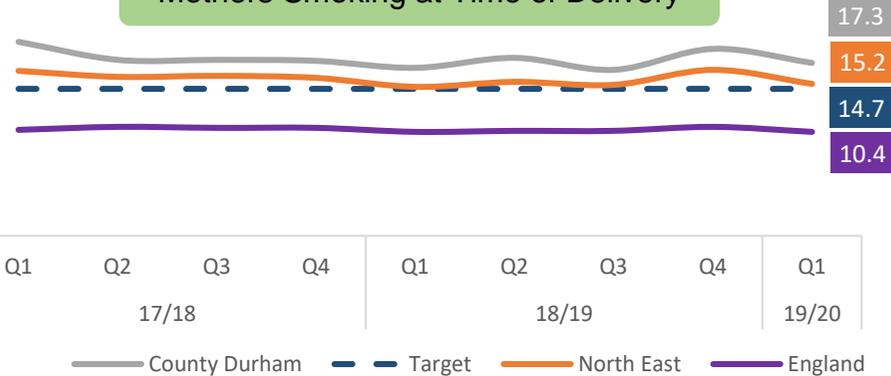
27 The specialist Stop Smoking Service contract is in the process of re-procurement and a service review has been conducted. A number of recommendations are being considered to inform the new service specification. It is anticipated that a contract will be awarded prior to Christmas 2019.

28 Four-week smoking quitter rates have reduced across the country, including rates for the North East and County Durham. A Health Equity Audit (conducted in August 2018) shows that the Stop Smoking Service successfully reaches those in the most deprived communities. However, challenges to changing smoking behaviour in such areas has led to a slowdown in quitter rates in Durham.

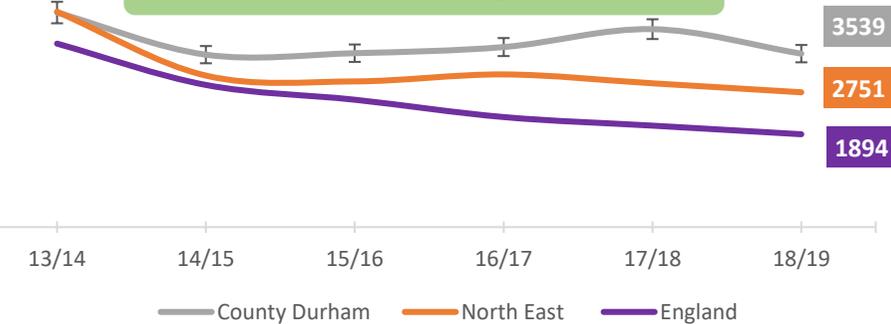
29 The method of recording the number of people setting a quit date and quitting at four weeks, through the Stop Smoking Service, has changed from 1 April 2019. Following these changes, it is anticipated that future data will show increases in the number of people setting quit dates, alongside a reduced percentage of overall smoking quitters. We will monitor how the change in recording affects service performance.

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

Mothers Smoking at Time of Delivery



Four Week Smoking Quitters



Suicide Rate per 100,000 population (2016-18)

County Durham

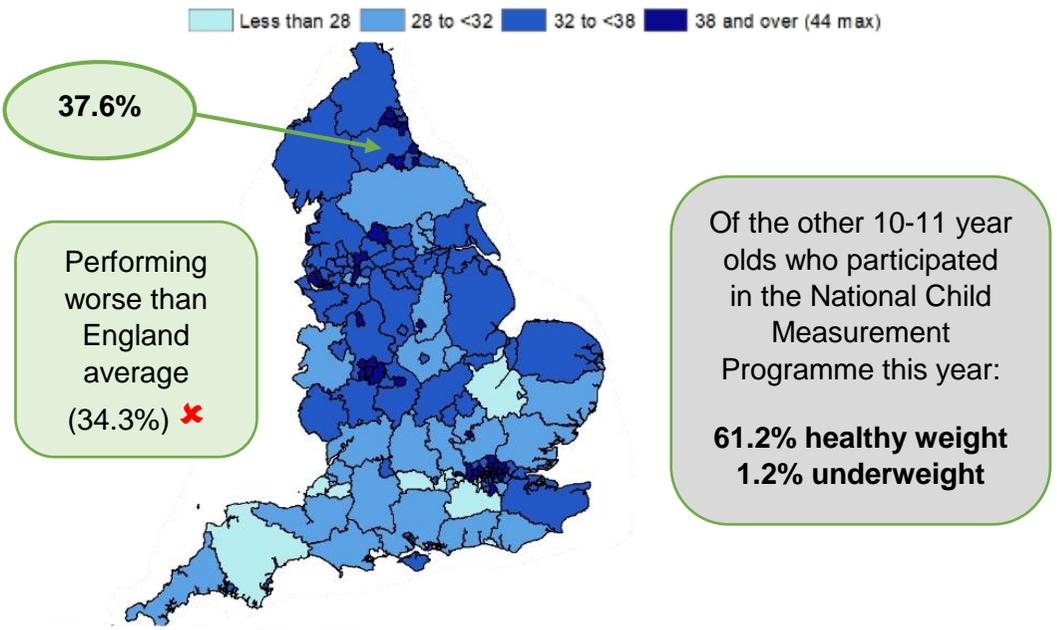
12.8

Increased since 2015-17 ↑

Worse than England average (9.6) ✗

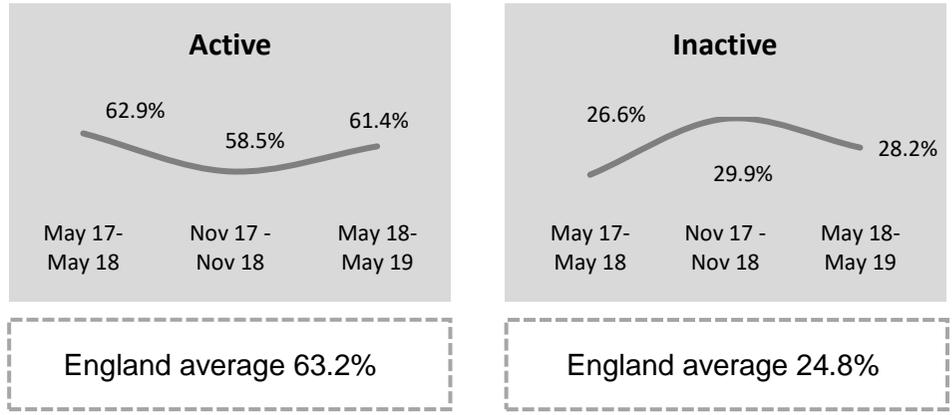
Worse than NE average (11.3) ✗

Prevalence of children aged 10-11 who are overweight and obese (18-19)



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Adult participation in sport and physical activity (May 18 to May 19)



- 30 There was significant planning for Stoptober 2019, with many partners within the Tobacco Control Alliance taking part in the promotion of the campaign. A photoshoot, attended by the Director of Public Health and the Portfolio Holder for Adult and Health Services, took place at the beginning of September for the local promotion of the campaign. Stoptober commenced on 1 October 2019.
- 31 County Durham and Darlington NHS Foundation Trust announced its smoke-free status on 1 October 2019. The move to smoke-free Trust status has seen the development of policies to treat tobacco dependency whilst admitted to hospital.
- 32 The reduction of smoking in pregnancy continues to be a key area of work. A multi-agency strategic plan tackling tobacco dependency in pregnancy has been implemented. Ongoing work also continues with the regional Local Maternity System, to ensure that links are in place between regional and local work.
- 33 Public Health has worked with the Stop Smoking Service to undertake focus groups with pregnant women who currently, or who have previously, smoked. This work has captured valuable insights into the journey of pregnant women who smoke.
- 34 E-cigarettes, also known as vapes, are the most commonly used quit-aid among smokers in England and there is growing evidence of their effectiveness. Leading health and public health organisations (including the Royal College of General Practitioners, British Medical Association, Cancer Research UK and the US National Academies of Sciences, Engineering and Medicine) agree that although not risk-free, e-cigarettes are far less harmful than smoking. We continue to monitor the latest advice and guidance from Public Health England.
- 35 A multi-agency action plan to improve breastfeeding has been developed which links into the regional work being taken forward by the Local Maternity System. As part of this, Public Health has worked with the Infant Feeding Team to ensure that Durham County Council venues and customer access points are scheduled to be re-accredited for the breastfeeding friendly County Durham scheme by December 2019.
- 36 The Mental Health Strategic Partnership has been involved in developing a system-wide approach to wellbeing across the county. The six principles underpinning the approach have been used to develop a tool which has been used to review the Housing Strategy and also to help inform the work of AAPs.

- 37 Activities supporting the Better Health at Work agenda included a focus on events for World Mental Health Day (10 October 2019). These included a focus on helping staff to develop a common language to support mental health and stamp out stigma and discrimination.
- 38 Funding from the Durham, Darlington, Teesside, Hambleton, Richmondshire and Whitby Integrated Care Partnership totalling £49,420 has been transferred to the County Durham Time To Change Hub, to continue development of anti-stigma work, with a focus on improving men's mental health.
- 39 Suicide rates for County Durham are significantly lower than the period 2013-15 and have almost returned to the levels seen in the early 2000s. As part of the continued work to tackle suicide, the Council undertook a feasibility study for alterations to Newton Cap Viaduct during the summer, with implementation planned for quarter three. Other work included setting up a station adoption scheme and community action group in Chester-le-Street in response to suicides in recent years. The Samaritans "Small Talk Saves Lives" and the Northern Rail "All Right?" campaign have been widely promoted in the town, including an event by Northern Rail at the train station on 3 July for the England vs New Zealand match during the ICC Cricket World Cup. Between April and August 2019, the If U Care Share Foundation (an organisation providing emotional support to young people and those affected by suicide) received 46 referrals. From these referrals, 36 people are now engaged with the service.
- 40 A strategic physical activity and cycling group has been established, to increase participation and improve cycle networks across the County. The first meeting took place in September 2019 and included colleagues from Access and Rights of Way, Road Safety, Sustainable Transport and Culture, Sport and Tourism.
- 41 Public Health facilitated a review of the council's Healthy and Sustainable Food Policy in September 2019 with key partners, to ensure it is in line with the current evidence base, as well as local and national policies. This will help to demonstrate our commitment to staff wellbeing, offering healthy and sustainable food when catering for public events and functions, as well as the promotion of local food supply chains wherever possible.
- 42 A new contract for the Health Check programme (for people between the ages of 40 and 74 who have not previously been diagnosed with CVD) is being implemented through the Derwentside Health Federation. This will increase the offer of lifestyle interventions, which will in turn increase the rate of

referrals into behaviour change programmes. Between April and June 2019, 5,702 NHS Health Checks were offered, with 2,508 carried out. There were 219 offers of a referral to a lifestyle programme. Numbers accepting a referral remain low.

- 43 The 'Fit for Farming' project funded by AAPs will seek to increase engagement rates within the farming community with formal healthcare provision, in partnership with Public Health and Upper Teesdale Agricultural Support Services. This five-year initiative also aims to support outreach work with local GPs through undertaking health checks at local Farmer Auction Marts, to tackle gender and geographical health gaps in the rural communities.
- 44 Delivery of the Macmillan Joining the Dots service is progressing well. The service capacity continues to increase and after one year has now engaged with 403 clients - 284 clients with cancer, the remainder being carers, families or friends. DDES and North Durham CCGs have now agreed to continue this service indefinitely, which will allow continuing support to cancer patients and their families, friends and carers in County Durham.
- 45 Public Health has supported the Silverdale Project, a pilot undertaken by the Silverdale GP practice, to offer respiratory clients an opportunity to apply for a winter warmth package funded by Durham County Council. Boiler replacement, cavity wall insulation and support with utility payments are all potential interventions. An evaluation has been carried out and this pilot will inform the potential to extend the approach / interventions to identified vulnerable groups and locations and increase joint work with DDES and North Durham CCG colleagues.

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

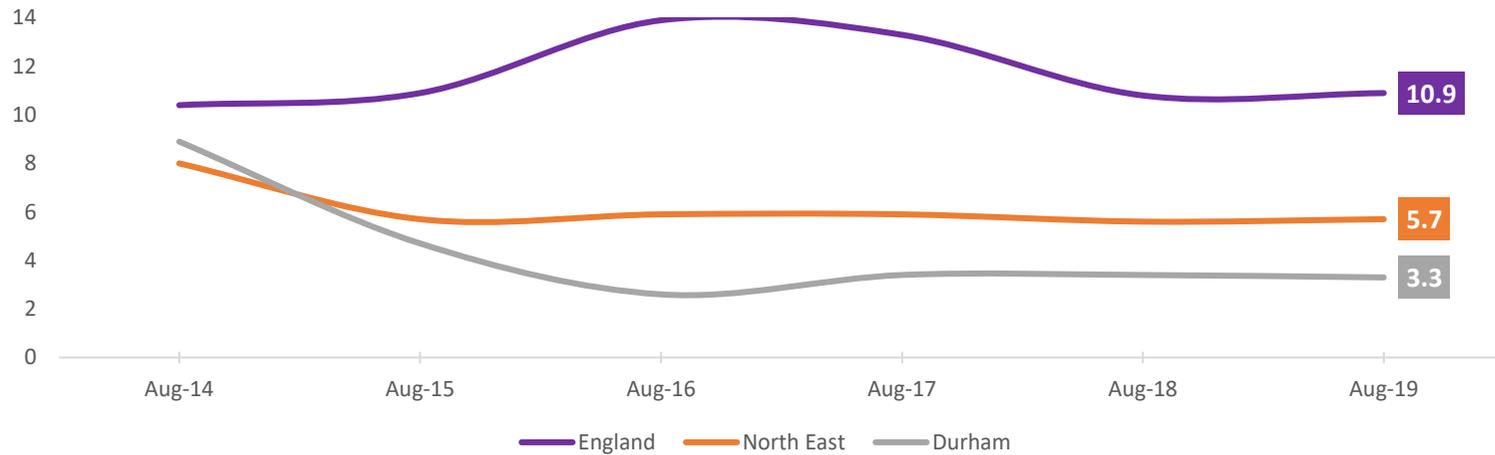
- 46 Nationally, Better Care Fund (BCF) planning submissions were submitted to NHS England by Health and Wellbeing Boards at the end of September 2019. Consequently, no national reporting has taken place for quarters one and two. It is anticipated that provisional targets will be made available in quarter three.
- 47 In the meantime, delayed transfers of care in County Durham continue to be one of the lowest in the country. The latest data for August 2019 show that we recorded an average of 3.3 daily delayed transfers per 100,000 population, which is better than the England (10.9) and North East (5.7) averages. Data for August show that Durham was the 9th best performing local authority in England.

LONG AND INDEPENDENT LIVES

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

Page 70

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



384.5

adults aged 65+ per 100,000 population admitted to residential or nursing care on a permanent basis (Apr-Sep 19)

↓ compared to last year (391.6)



86.9%

of patients discharged into reablement / rehabilitation services still at home after 91 days (Apr-Sep 19)

↑ compared to last year (84.0)



87.9%

of service users receiving an assessment or review within the last 12 months (Sep 18 – Sep 19)

↑ compared to last year (86.6)



95.2%

of individuals achieved their desired outcomes from the adult safeguarding process (Apr-Sep 19)

↓ compared to last year (95.3)

- 48 Work to improve delayed transfers of care has included proactively monitoring the discharge of patients, an enhanced reablement offer, increasing the number of Continuing Health Care assessments outside of the hospital and extensive work with care home providers with regards to the brokerage service.
- 49 Durham continues to perform well in the Adult Social Care survey around overall satisfaction of those receiving care and support and those having enough choice over the services they receive.

Connected Communities - Safer

- 50 The ambition of Connected Communities – Safer is linked to the following key questions:
- (a) Are children, young people and families in receipt of social work services appropriately supported and safeguarded?
 - (b) Are we being a good corporate parent for children looked after?
 - (c) How effective are we at tackling crime and disorder?
 - (d) How effective are we at tackling anti-social behaviour?
 - (e) How well do we reduce misuse of drugs and alcohol?
 - (f) How well do we tackle abuse of vulnerable people, including domestic abuse, child exploitation and radicalisation?
 - (g) How do we keep our environment safe, including roads and waterways?

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

- 51 At 30 September 2019, our statutory social work teams were supporting 3,657 children, including 371 children on a child protection plan and 878 children in care.
- 52 Following the recent Inspection of Local Authority Children's Services (ILACS), Ofsted issued an overall judgement of 'requires improvement'. The inspection report is available [here](#). We have already identified areas for improvement and begun to respond to these. We will develop an Improvement Plan by the end of January. Specific areas of improvement will include:

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

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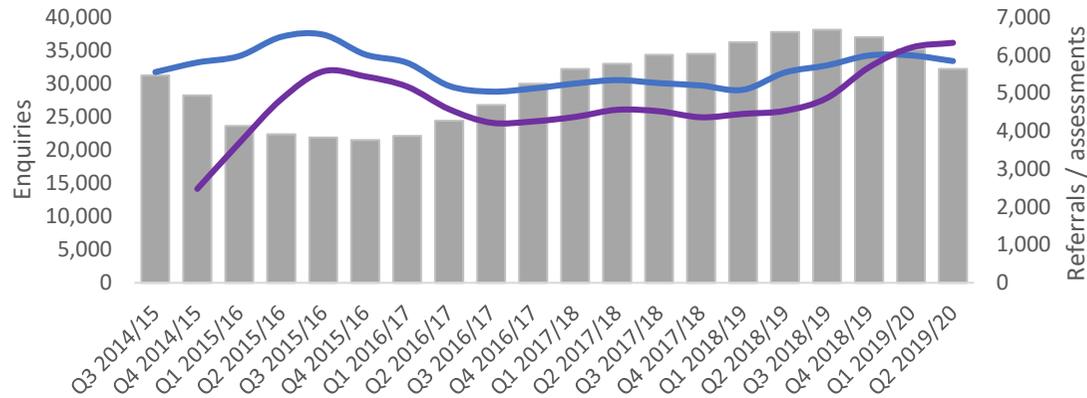
Journey of a child

↓ 15% in contacts compared to Sep 18

↑ 5% in referrals compared to Sep 18

↑ 40% in single assessments compared to Sep 18

Contacts, Referrals and Assessments (rolling 12 months)



91.4% social work assessments completed within 45 working days (Apr-Sep 19)

Number of children on a Child Protection Plan (CPP)

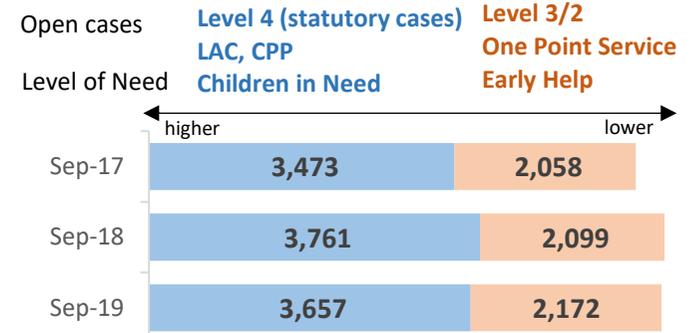


Quality of case work Collaborative audits (Jul-Sep 19)

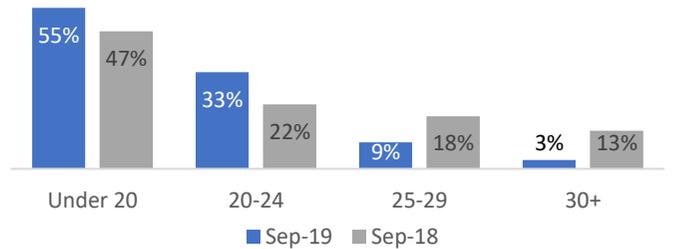
89% case files given a scaling score of 6 or above



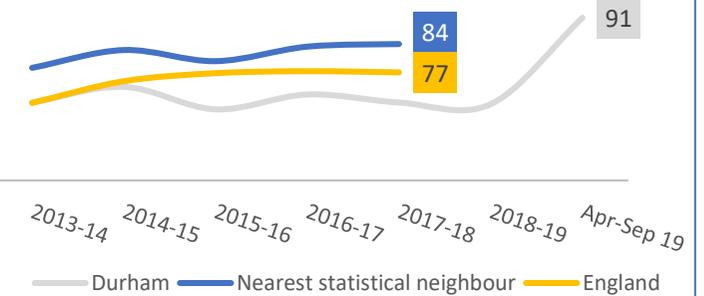
Number of children by Level of Need



Social Worker Caseload Distribution



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



- The quality and impact of management oversight, including that of child protection chairs.
- The quality of children's plans, so that they are timebound, and include clear actions and contingency plans.
- The response to disabled children, children in private fostering arrangements, and children who are homeless aged 16 and 17.

- 53 It should be noted that inspectors also identified many strengths and recognised that significant progress has been made since the Joint Targeted Area Inspection (JTAI) in July 2018 and the focused visit in January 2019, particularly in relation to reducing drift and delay for children, reducing social work caseloads and the restructure of the service. We recognise our momentum of change and improvement must continue as we focus on key areas of our service and work to improve consistency of practice to ensure the needs of *all* children are fully identified and effectively met.
- 54 Leaders have had a key focus on ensuring children are routinely seen and are seen alone throughout the year and this was noted by inspectors. They stated that our social workers listen to and take note of what children say and that home visits are purposeful. The quality of the direct work undertaken with children by social workers and family support workers helps them to understand and make sense of children's lived experiences. Positive changes to our services have also taken place following feedback we have received from listening to children and young people.
- 55 First Contact, including the multi-agency safeguarding hub (MASH), our front door for social care contact was found to be well managed and providing an effective and timely response to contacts and referrals, ensuring that thresholds are applied consistently. Consent is carefully considered and information is shared effectively.
- 56 In relation to children at immediate risk of significant harm, prompt action to safeguard and protect these children was found. The multi-agency commitment to child protection was highlighted in the report.
- 57 They also recognised the council's strong commitment to children's services, demonstrated through significant investment to increase workforce capacity both at a managerial and social worker level, and noted that the implementation of Liquidlogic has enabled us to transform performance information, resulting in improved compliance in most areas.

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

- 58 The number of children in our care continues to rise, mirroring the regional picture. However, despite this increasing trend our rate of children in care (number per 10,000 aged 10-17) is lower than the North East average and is third lowest in the region.¹
- 59 Key findings from Ofsted's recent inspection are:
- Children in care and care leavers across the county are benefiting from a "good" service.
 - Inspectors stated: *“most children enter care when they need to do so and live in appropriate and permanent placements that meet their needs. The vast majority of children are developing well and have improving experiences, progress and outcomes. Children receive an equally good service when they are placed close to home and when they live further afield. Children contribute well and understand consistently their life stories. Children in care and care leavers get good support to keep themselves safe, and they benefit from clear and effective risk assessments and multi-agency interventions”*.
 - Inspectors praised the improved quality of practice, highlighted that children influence leaders at all levels and noted strong political and corporate parenting focus, oversight and challenge.
 - Adoption services were found to be “excellent” and the Full Circle service described as “invaluable”.
 - The Children in Care Council (CiCC), which routinely informs the work of our Corporate Parenting Panel, was said to be “really making a difference to the lives of Durham’s children in care and care leavers”.
- 60 The report does however also make recommendations for services to our children in care and care leavers, including improving the timeliness of assessments for children who return home from care and annual reviews of foster carers'. We also want to ensure the plans we produce with our care leavers as they move into adulthood are consistently good across the service.
- 61 Aycliffe Secure Centre, our secure children’s home which provides high quality, specialist secure accommodation for up to 38 vulnerable 10-18 year olds, has recently been inspected. It was rated as ‘outstanding’ in all four areas assessed, building on its ‘good’ rating at its previous two inspections.

¹ Provisional data

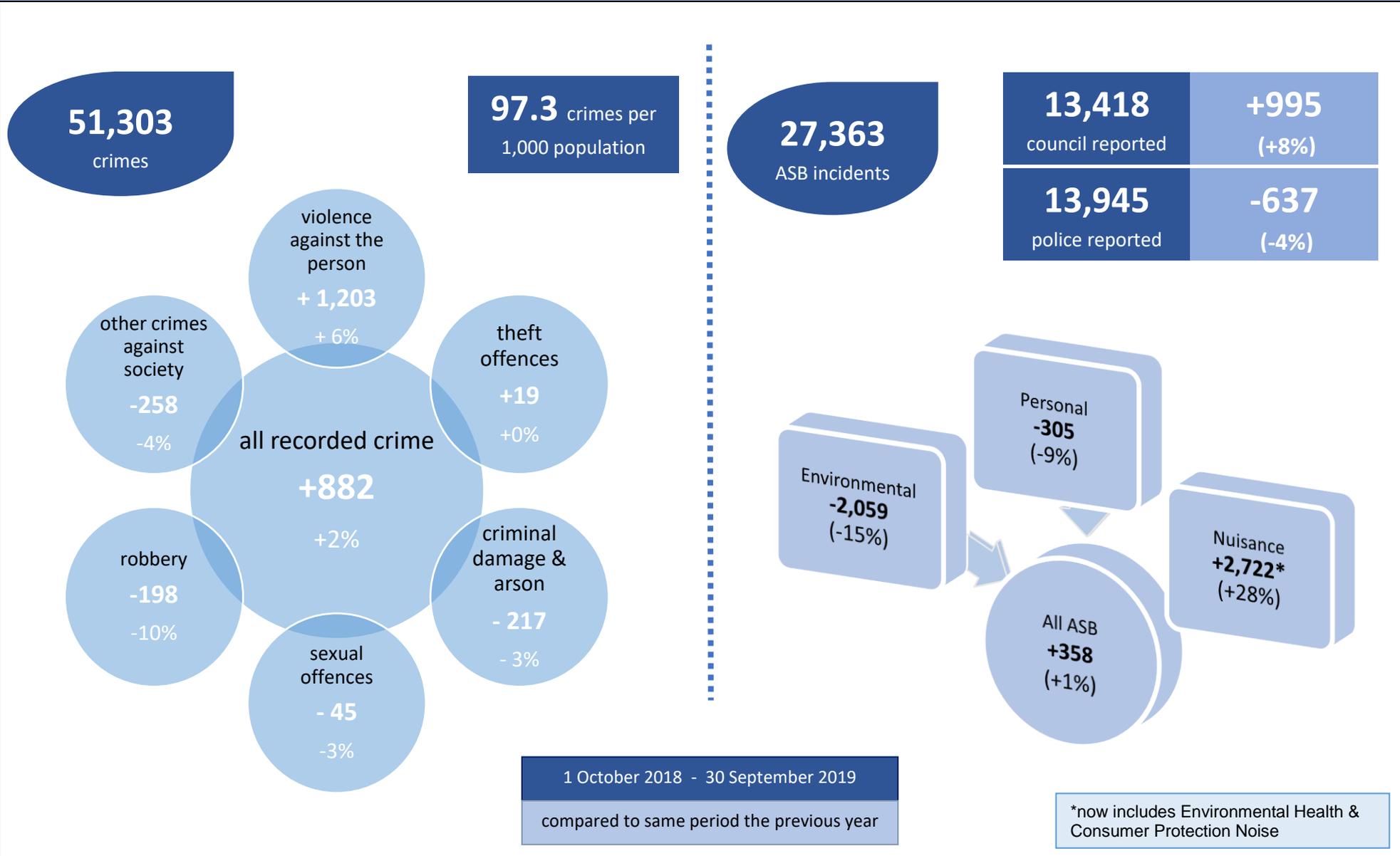
- 62 The centre was judged as 'outstanding' in terms of the overall experiences and progress of children and young people, based on how well they are helped and protected, their health, the effectiveness of leaders and managers, and outcomes in education and related learning activities.
- 63 [Ofsted's report](#) states: "The children's home provides highly effective services that consistently exceed the standards of good. The actions of the children's home contribute to significantly improved outcomes and positive experiences for children and young people who need help, protection and care."

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

- 64 Following increases over recent years, the overall crime level remains relatively static. Generally, crime rates are below the most similar group and national average except for violence against the person, shoplifting, criminal damage and arson where Durham has relatively high levels. This can be at least partly explained by improved compliance with National Crime Recording Standards by Durham Constabulary, rated 'good' in their Crime Data Integrity Inspection which found 91.5% of crimes were recorded correctly.
- 65 Violence against the person, the most frequently recorded crime, mainly consists of violence without injury. Trends are showing a levelling out of violence against the person crimes, in line with the changes in recording practices referred to above.
- 66 Although overall theft, the second most frequently reported crime, has remained static, shoplifting continues to increase. Shoplifting has also seen a six percentage point reduction in the resolved rate. Increases have been seen in Newton Aycliffe, Stanley and Spennymoor.
- 67 The reduction in the resolved rate in shoplifting is reflected across the majority of crime categories. However, national comparison (July 18 to June 19) shows Durham Constabulary are ranked in the top three forces nationally for 14 of the 16 crime types. Resolved rates for Durham are higher than both the national and most similar force average for every crime type and in some cases two or three times higher, for example, burglary and other theft, respectively.

CONNECTED COMMUNITIES – SAFER

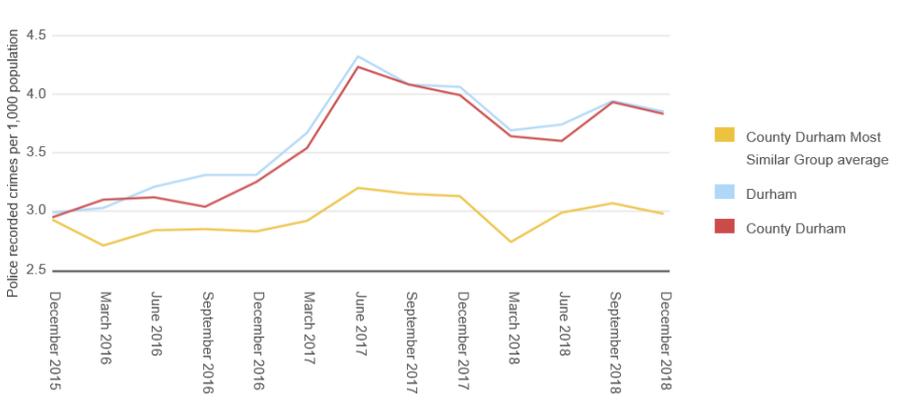
(c) How effective are we at tackling crime and disorder, and (d) anti-social behaviour?



- 68 Over the past 12 months the repeat victim rate has remained between 31-33%. 1,230 repeat victims accounted for 5% of all recorded crime in the 12 months to the end of August 2019. Based on the ONS harm score, victims at highest risk are reviewed and interventions or management plans are put in place. The Police are due to commence ‘Do it right, do it better’ training which will include the importance of victim care and victim support including restorative approaches.

- 69 In April 2019 Durham Constabulary implemented the Park, Walk and Talk initiative, where in certain crime and anti-social behaviour hot spots police officers get out of their vehicles and talk to people. Intelligence based on Neighbourhood Inspector experience and research and analysis of the most common location over the last six months for crime related and anti-social behaviour incidents are being used to identify areas for this initiative.

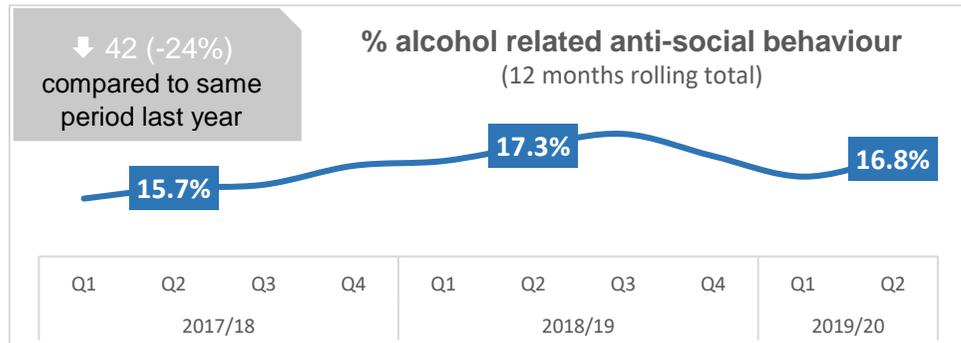
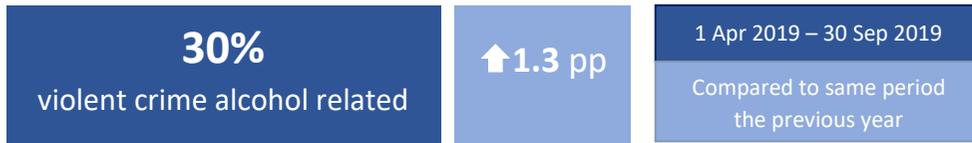
- 70 Police benchmarking data (December 2018) show that criminal damage and arson in Durham is higher than the most similar group average.



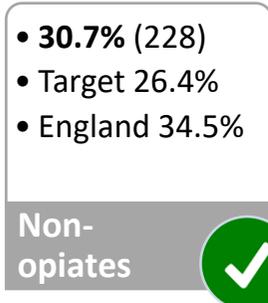
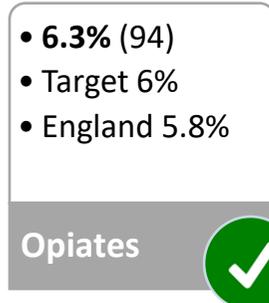
- 71 Following concerns raised by Durham City Safety Group in response to issues from businesses and shoppers, the council has appointed two dedicated neighbourhood wardens to patrol Durham City centre to tackle the behaviour of a small group of troublemakers. The two wardens are carrying out regular patrols as well as being on hand to deal with any incidents that occur. They will work closely with businesses, visitors and residents to offer reassurance and support. Their work includes looking at how troublemakers can be deterred from meeting in problem areas as well as closer monitoring of CCTV in the city centre.

CONNECTED COMMUNITIES – SAFER

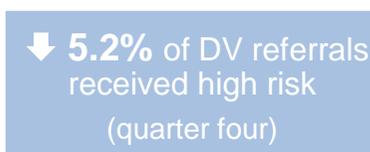
(e) How well do we reduce misuse of drugs and alcohol and (f) tackle abuse of vulnerable people?



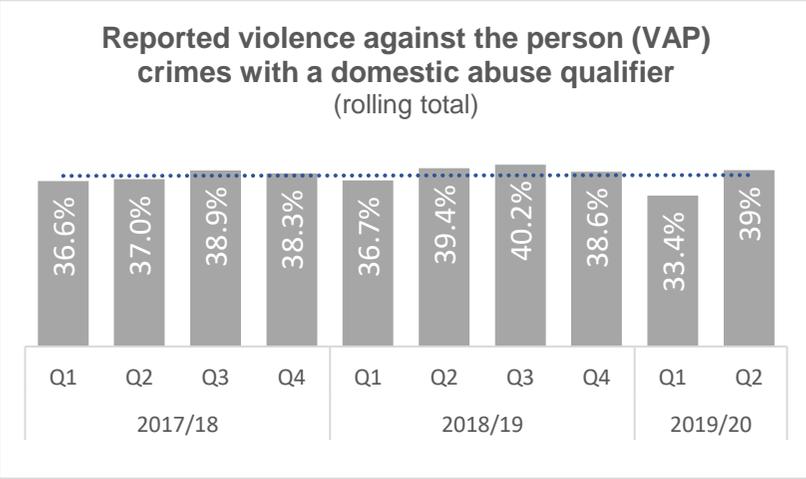
Successful completion of treatment... (March 18 to February 19 with reps to Aug 19)



Domestic Violence (Sep 19)



Operation Encompass in every County Durham school



- 72 It is difficult to identify whether there is a link between trends in shoplifting and rollout of Universal Credit without DWP data. Working with Durham Constabulary, we have examined localised crime data in relation to shoplifting, compared with the phased roll out of Universal Credit and concluded that two areas, Crook and Spennymoor, demonstrated significantly higher levels of shoplifting compared with previous years and continuing increasing trends as opposed to initial spikes².

How well do we reduce misuse of drugs and alcohol?

- 73 In the 12 months to the end of August 2019, the number and proportion of alcohol related crimes/incidents has increased in most categories. This is despite a fall in crime and incident levels in the majority of categories. The Crime Survey for England and Wales data for the 12 months to March 2019 shows that 9.5% of the public said there is a very/fairly big problem with 'people being drunk or rowdy in public places' in County Durham, which ranked Durham 11th lowest out of 42 forces (Metropolitan Police and City of London are combined). This is a slight increase on December 2018.
- 74 Durham Constabulary are delivering an ongoing programme of training to Neighbourhood Policing Team Inspectors and Sergeants regarding the Licensing Act, the section 182 guidance (statutory guidance from the Secretary of State to local authorities in relation to the discharging of their responsibilities under the Licensing Act) and the local Statement of Licensing Policy. There will also be a programme of four week attachments for key Neighbourhood Policing Team Sergeants to be Licensing Champions in their areas which is anticipated to be complete by March 2020.
- 75 Alcohol related Police reported anti-social behaviour continues to decrease with an 11% reduction in the first six months of 2019/20 compared to 2018/19. This reduction is reflected across all areas of County Durham to varying extents with the exception of Bishop Auckland and Durham City.
- 76 The number of drug related crimes / incidents has increased in most categories. Although the numbers are low, the number of drug related possession of weapons has doubled when compared with 2018 and now account for 12% of possession offences; and drug related violence against the person accounts for around 34% of all drug related crime in the 12 months to August 2019.

² [Welfare Reform and Poverty Issues](#), Oct 2019, OSMB

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

- 77 Following continued increases over the past three years, domestic abuse incidents reported to the police have fallen this quarter by 4% however levels remain higher than in 2017/18.
- 78 Repeat referral to the Multi-Agency Risk Assessment Conference (MARAC) continue to show a longer-term increasing trend with approximately one in five being repeat referral this quarter.
- 79 Durham Constabulary has refreshed the Child Sexual Abuse and Exploitation Profile, examining the nature and scale of Child Sexual Abuse and Exploitation in County Durham. The number of reported Sexual offences (including indecent images) with a victim under-18 has increased by 104% over the last 5 years. This is in part affected by the drive for better National Crime Recording Standards recording compliance, and victims of historic crimes who are increasingly coming forward to report offences. The amount of child victims of sexual offences as a proportion of all recorded sexual offences has remained fairly stable across 5 years. 76% of sexual offences against children since 2016 resulted in 'No Further Action'.
- 80 The Vulnerability Intervention Pathways (VIP) programme has secured additional funding to continue providing support to adults with no parental responsibility who require a multi-agency response because of presenting problems, support needs and repeat requirements for services. In the six months to August 2019 there have been 117 VIP referrals; with mental health, accommodation and alcohol being the most common issues.
- 81 There were 908 hate crimes recorded in the 12 months to the end of August 2019, although this is the same as to the end of August 2018 it is 30% higher than the same period in 2016. Analysis shows that race followed by religion remain the two most common factors, however, sexual orientation, gender and alternative lifestyles have seen year-on-year increases. East Durham has the largest amount of offences (314) accounting for 35% of all recorded hate crime; whilst the largest increases were seen in Bishop Auckland (32, +62%).
- 82 The Crown Prosecution Service has shared their proposed Hate Crime Checklist with Durham Constabulary. This has been agreed between the Crown Prosecution Service and the National Police Chiefs Council but has not yet been given operational approval, however it is anticipated that once adopted there will be a drive to increase the number of evidence led (victimless) prosecutions.

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

People killed or seriously injured in road traffic collisions*

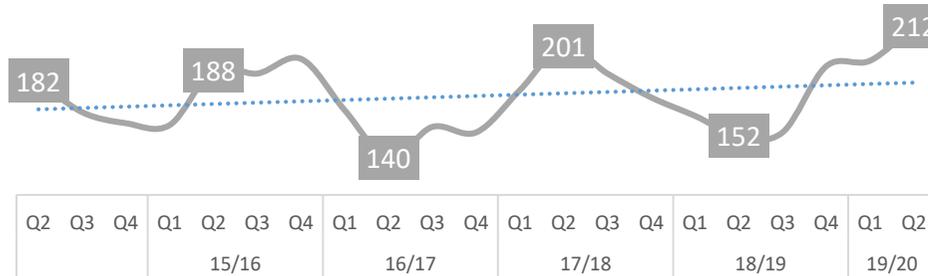
229
17 fatalities
212 injuries

34

0 fatalities
34 injuries

Children killed or seriously injured in road traffic collisions*

Serious Injuries (rolling year)



Fatalities (rolling year)



*CRASH recording system allows casualty information to be updated throughout the year and as such numbers and severity of injury can change. 2018 data has been verified and can be used for comparative analysis, published by the Dft in June 2019

Road safety improvement



£1.4 million scheme to improve safety at A19 / A179 / B1280 junction is now complete. Traffic lights installed. Speed limit reduced to 40mph.



Junior Road Safety Officer (JRSO) scheme

Launched for a 5th year. This national programme aimed at primary schools encourages peer to peer education. Scheme helps schools recruit primary school pupils as JRSOs and teaches them valuable road safety messages, which they pass on to classmates.

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

- 83 Both water safety forums, responsible for managing water safety in the city centre and countywide, continue to meet.
- 84 During quarter two, the City Safety Group continued to focus on issues specific to the city centre, including preparation for student fresher week. Safety and security arrangements were amended to adequately control the expected higher footfall and potential for queuing students. All licensed premises, outside of the Walkergate complex but within the vicinity of the river corridor, were asked to be vigilant for students unfamiliar with their surroundings and detached from their social group. We also distributed our night lights poster which highlights lit routes which people are advised to take when walking home after dark ([link](#)).
- 85 From a countywide perspective, we evaluated our cold-water shock campaign and commenced planning for the 2020 campaign, which includes the intention to expand the social media and advertising methods previously deployed.
- 86 In 2018, County Durham saw the lowest number of fatal, serious and slight injuries on the roads since records began in 1979. However, up to the end of September 2019, County Durham has already seen 13 fatalities compared to 9 last year, and 172 serious injuries between January and September, compared to 154 in the whole of 2018. This trend is also reflected across the north east region.
- 87 In relation to keeping our environment safe we took enforcement action against a pig farmer for breach of Animal Welfare Regulations. As a result, the farmer was sentenced to a 12-month community order comprising 300 hours of unpaid work and 15 rehabilitation days. The farmer was also disqualified from keeping pigs, horses, poultry and sheep, and was ordered to pay costs of £2,501.65 and a £85 victim surcharge.
- 88 The work of our Pest Control team has been assessed as still meeting the highest industry standard and they have been given Confederation of European Pest Management Association certified status for the second year running.
- 89 The Speedwatch Van project has been launched in partnership with all six 3 Towns AAP elected members and Durham Constabulary in August 2019. The camera can register multiple vehicles at a time, making results more reliable compared to the traditional Speedwatch which relies on the accuracy of the volunteers' eye. Speeding incidents are sent straight through to a laptop

operated by volunteers in the front cabin of the van. Warning letters are automatically generated by the van's system and sent to the driver. This innovative scheme is the first one in the country.

Connected Communities - Sustainability

90 The ambition of Connected Communities – Sustainability is linked to the following key questions:

- (a) How clean and tidy is my local environment?
- (b) Are we reducing carbon emissions and adapting to climate change?
- (c) How effective and sustainable is our collection and disposal of waste?
- (d) Do residents have access to decent and affordable housing?
- (e) Is it easy to travel around the county?

How clean and tidy is my local environment?

91 We are aware of an increasing trend in detritus (as measured by the environmental cleanliness survey).

92 Reports of graffiti and drug paraphernalia (including needles) continue to increase. The graffiti incidents were mainly within Durham City, Chester-le-Street, Bishop Auckland and Stanley, more than half were offensive and one in ten was racist. Drug paraphernalia was mainly concentrated within Durham City Centre, Horden and Ferryhill.

93 The highest levels of fly-tipping incidents reported during quarter two were within Horden, South Moor and West Auckland areas. The most common locations to fly-tip are council land (46%), back alleys (24%) and highways (11%). Incidents in relation to back alleys cause difficulties as we are unable to use CCTV cameras in these areas due to privacy issues.

94 We have noticed that the number of untidy yards and gardens (which the public often perceives as fly-tipping) has increased. 72% of the Fixed Penalty Notices (FPNs) issued during quarter two (126 of 176) related to non-compliance of waste in yards and gardens.

95 During quarter two, our Community Action Team (CAT) tackled a range of housing and environmental issues at Crook. Actions were taken on all identified issues. The CAT team will move to Eldon, Bishop Auckland over the autumn.

CONNECTED COMMUNITIES – SUSTAINABILITY

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



Northumbria in Bloom

- Tanfield: best overall entry & best small village
- Durham: best small city
- Bishop Auckland: best large town
- Sedgefield: best small town
- Belmont: best urban community

Reported and responded to fly-tipping incidents

↓ 420
(-6%)



82 graffiti incidents
↓ 29% compared to quarter two, 18/19

81 reports of needles & drug paraphernalia
↑ 113% compared to quarter two, 18/19

During quarter two:

11 cameras deployed

0 incidents caught on CCTV

9 stop and search operations

9 duty of care warning letters

4 producers issued*

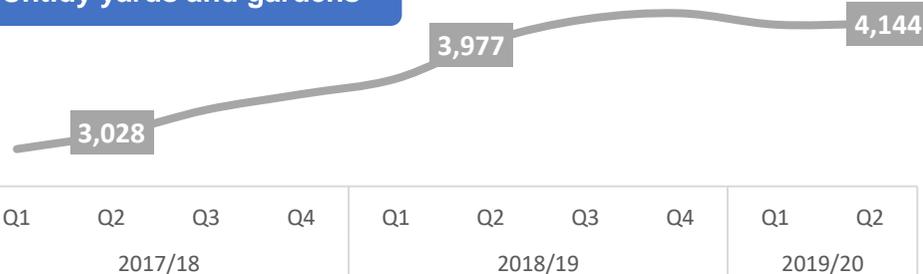
403 further investigations

3 prosecutions

5 FPNs

* producers are issued to scrap and waste businesses to produce their documents to show they are licensed to collect and dispose of scrap and waste materials.

Untidy yards and gardens



Environmental Cleanliness: % of relevant land and highways assessed as falling below an acceptable standard

Litter **6.90%** ↑ +0.29pp

Detritus **13.36%** ↓ -0.51pp

Dog fouling **0.90%** ↓ -0.10pp



Are we reducing carbon emissions and adapting to climate change?

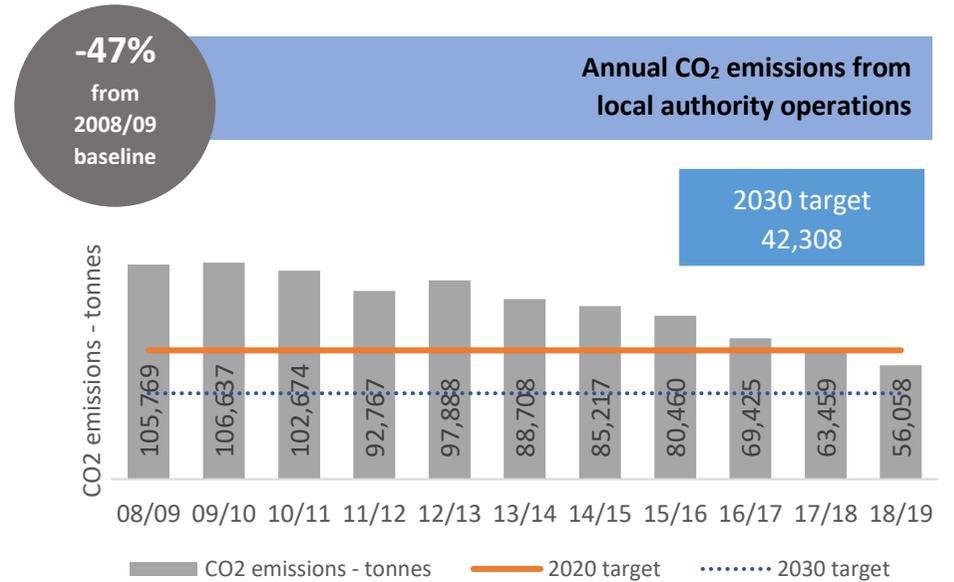
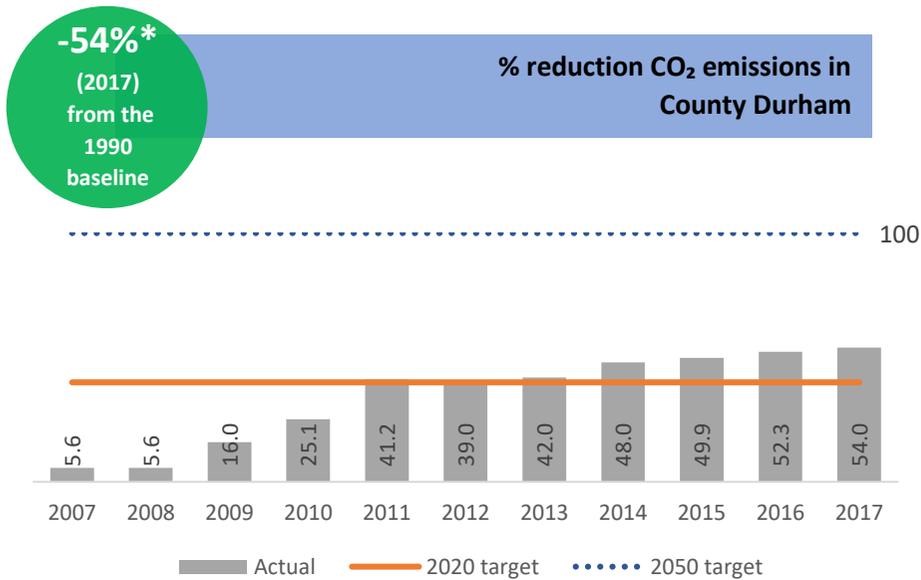
- 96 Following our declaration of a Climate Emergency ([Climate Emergency Update Report](#)) we are now seeking views on a range of projects, measures and opportunities which will contribute to achieving a 60% reduction in emissions by 2030. Feedback will help develop the Climate Emergency Action Plan, expected to be available in early 2020.
- 97 We have secured £160,000 of funding to help small and medium sized businesses (SMEs) change their energy behaviour, reduce operational costs and cut carbon emissions. This builds on the success of the Business Energy Efficiency Project (BEEP) which has helped 200 local businesses to improve their energy performance and save money.
- 98 The £6.2 million project in Chester-le-Street has already seen improvements to the north end of Front Street and the existing 'red carpet' area of the Market Place. Phase two will involve opening up a 90 metre stretch of the culvert running underneath the town's Market Place. New footpaths and seating will be installed, and the area will be landscaped to provide a haven for wildlife and storage for flood water during severe storms.

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

- 99 The second phase of government consultation in relation to its [Resources and Waste Strategy](#) is now expected to be March 2020.
- 100 We are continuing to take action to reduce contamination. In addition to campaigns, door-knocks and sessions with community groups, recycling assistants continue to accompany bin crews on their rounds. Consequently, more contaminated bins continue to be identified with almost 16,000 contamination notices being issued during the 12 months ending 30 September.
- 101 The annual Green Move Out campaign was carried out in July. The initiative, which encourages students moving between properties or away from Durham to donate their unwanted belongings to local charities, collected more than 4.2 tonnes of waste.
- 102 During quarter two, we successfully prosecuted an unlicensed scrap-man in the Haswell area who was fined £440 and ordered to pay £304 in costs and a victim surcharge.

CONNECTED COMMUNITIES - SUSTAINABILITY

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



Climate Change Emergency

- Climate Emergency Update Report agreed
- Public consultation on recommendations will run from 19 September - 31 October 2019.



Single Use Plastics (SUP)

- We received the 'Best Waste Prevention Project' award at the national Local Authority Recycling Advisory Committee annual awards.



Chester-le-Street Deculvert

- Phase 1 now complete
- Improvements made to the north end of Front Street
- Existing 'red carpet' area of the market place refurbished.



Tanfield Solar Farm

- Will be utilised to power Comeleon House
- Expected to be operational from November
- Expected to generate **214,000 kWh** of electricity a year, saving **£25,000 per year** in electricity bills

*Latest available figures from Department for Environment, Food & Rural Affairs (DEFRA)

CONNECTED COMMUNITIES - SUSTAINABILITY

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

95.5% of municipal waste diverted from landfill (Apr 18-Mar 19)

-1.3pp
(same period last year)

+7.7pp
(National 17/18)

No change
(same period last year)

-1.8pp
(National 17/18)

41.4% of household waste re-used, recycled or composted (Apr 18-Mar 19)

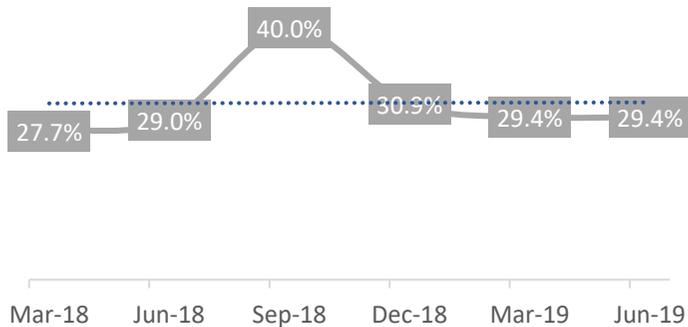
Green Move Out 2019

- Partnership project enabling students leaving Durham City to donate unwanted items to a local charity.
- 1,769 properties in 72 streets visited
- Scheme discussed with 672 students
- 519 bags weighing 4.2 tonnes collected from student houses

Unlicensed scrapman

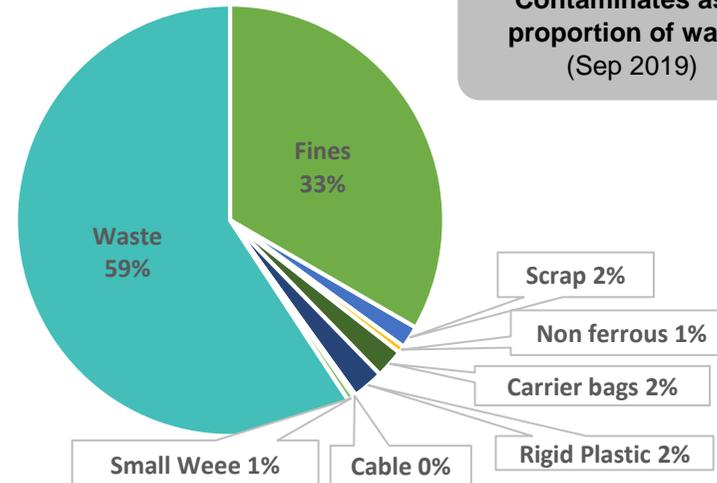
- An unlicensed scrapman successfully prosecuted
- Fined **£440**
- Ordered to pay **£260** in costs and a victim surcharge of **£44**

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



Increase in enforcement action has led to a **↑ 21%** in number of households at stage one of our contamination process

Contaminates as a proportion of waste (Sep 2019)



- 103 We have been awarded the 'Best Waste Prevention Project' at the Local Authority Recycling Advisory Committee annual awards for our work to reduce the use of single use plastics.

Do residents have access to decent and affordable housing?

- 104 Our Housing and Homelessness Strategies have now been approved ([link](#)).
- 105 During National Empty Homes Week (23 to 29 September) we raised awareness of the issue and promoted the work being undertaken to bring vacant properties back into use through a series of events and walkabouts.
- 106 Our consultation to change the council's policy and increase the premium on long term empty homes from April 2020 has now closed ([link](#)).
- 107 Following the opening of the Assessment Centre (based at the Fells, Plawsworth) and a Stay Safe Hub it was anticipated that the number of households and length of stay within temporary accommodation would see a positive change through service users being supported to go straight into 'move on' accommodation. However, with further increases being seen this quarter, this is to be investigated.

Is it easy to travel around the county?

- 108 We are now responsible for enforcing bus lane contraventions and will deploy a portable enforcement camera to sites across the county, starting with North Road in Durham City. Money raised through fines (£60 penalty charge reduced to £30 if paid within 14 days) will be invested back into managing our road network.
- 109 We have started work to reduce traffic congestion in Gilesgate. A new link road and a signalised junction will be created between Damson Way and A181 Sherburn Road.
- 110 Whorlton Suspension Bridge is closed to traffic (but not pedestrians or cyclists) due to a safety issue. However, it is not possible to determine the length of closure as the bridge is a scheduled monument so the repairs cannot be undertaken without permission from Historic England.
- 111 A new £2.5 million replacement to Witton Park Bridge in Bishop Auckland has been approved. We expect to demolish the existing bridge next spring and begin work on the new crossing soon after, subject to Environment Agency approval. The project is expected to take six months.

d) Do residents have access to decent and affordable housing and (e) is it easy to travel around the county?

Housing advice and support

(Apr–Sep 19, compared to same period last year)

1,014	properties improved, adapted or brought back into use	↑ 11%
6,340	households accessed Housing Solutions	↑ 1.4%
596	households helped to stay in their homes	↑ 11%
552	households helped to move to alternative accommodation	↑ 40%

Number of households supported under Homelessness Reduction Act (HRA) during quarter two:

257
prevention

8
main duty (to secure accommodation)

142 relief (within 56 days)

Average of **19** days spent in temporary accommodation (Jul-Sep 19)
↑ 6.1 days from same period last year

73 'new' households placed into temporary accommodation (Jul-Sep 19)
↑ 52% compared to same period last year

791

↑ 20% compared to same period last year

Net homes completed (Apr-Sep 19)

Additional housing information available via the [Durham Insight – Housing factsheet](#)

Empty properties brought back into use through LA intervention



Bridge Stock Condition - Principal roads

Good to fair

80.7%
(+0.7pp)

Good to fair

79.9%
(-1.1pp)

Bridge Stock Condition - Non-principal roads

Cycling and Walking Delivery Plan 2019-21

Development of Implementation of Right of Way Improvement Plan (2019-2021) is underway. Public consultation to be completed by the end of the year. On target to be completed March 2020

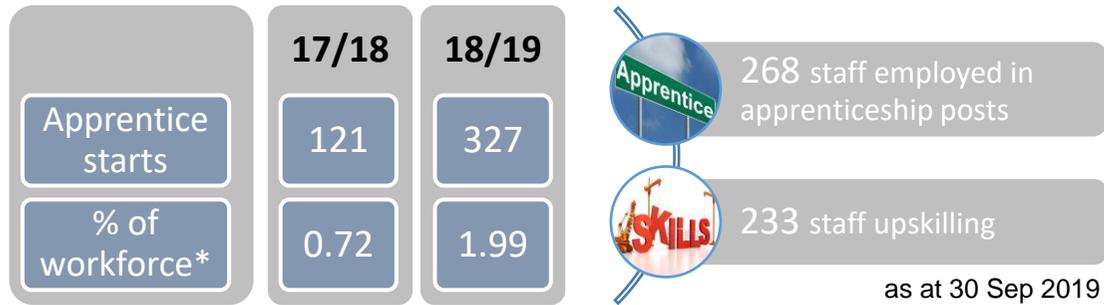
Better Council

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

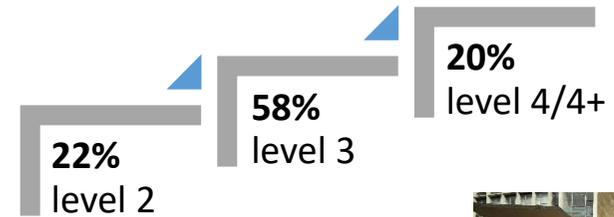
How well do we look after our people?

- 113 During quarter two, we opened nominations for our 2019 inspiring people awards which recognise the good work of our staff. Finalists will be announced in November and we will hold the awards ceremony in December.
- 114 We also approved a new 'Valuing our Employees Strategy' which sets out how we will strengthen our approach to employee engagement, employee recognition, employee benefits and employee ideas/innovation.
- 115 Improving attendance and consistently managing absence continues to be a high priority. The council adopt a best practice approach to managing attendance at work with a clear policy and targets in place to effectively manage attendance and support employees to be able to return to work at the earliest opportunity. The data and causes of sickness absence are regularly scrutinised in order that a strategic and comprehensive approach can be taken. In addition to this, proactive initiatives are being implemented to take a preventative approach to prevent absence occurring where possible and this work is linked to our Health and Wellbeing Strategy.
- 116 We continue to work extensively with senior managers of services identified as having high absence rates; facilitating case review groups where appropriate, delivering practical workshop sessions and identifying hotspot areas and associated proactive interventions. In addition, we are encouraging managers to discuss alternatives to sick leave, such as working from home or undertaking different duties, and at the Return to Work stage, consider options to support attendance moving forward. All managers now have access to real-time sickness data.

a) How well do we look after our people?



*Government target is at least 2.3% of our staff (averaged between 1 April 2017 and 31 March 2021) enrol in an apprenticeship, whether as a new recruit or part of career development for existing employees



We received over **1,000** applications for **70+** apprenticeship opportunities (level 2-6)



12 month rolling trend: days lost to sickness



Health & Safety incidents: 1,614 (Oct 18-Sep 19)

3 most frequent:

- 423 behavioural (26%)
- 215 physical violence and aggression (13%)
- 181 slips, trips and falls (11%)

8,602 days lost to work related incidents

60% of posts had no absence. 79% had 5 days or fewer.

87% of managers have completed the e-learning Attendance Management training module

2% of Return to Work interviews are outstanding

10.17 days equates to 4% of work hours

12.2% was work related

72% was long term (>20 work days)

36% due to mental health

27% due to 'musculo-skeletal'

% Staff Turnover (excl. school staff)

Oct 17-Sep 18

6.6

Oct 18-Sep 19

10.1

17/18 England Average

13.8*

* include school support staff, but exclude teachers

- 117 87% of managers have completed the E-learning Attendance Management training module (up four percentage points since last reported to Corporate Overview and Scrutiny Management Board in October 2019). Our new Performance and Development Review (PDR) process reminds employees and managers to check that mandatory training has been completed, and a mandatory training profile is in place for corporate mandatory training requirements so this can be monitored and any gaps identified and addressed.
- 118 Although we would like to benchmark our absence rates against other organisations, both public and private, to learn from their actions, this practice should be used with caution.
- 119 Comparative data shows sickness absence rates to be higher in the public sector than the private sector and that rates across the public sector shows significant variation. There are many factors driving this variation, including the make-up of the workforce, public sector employs many women in low paid jobs and women in low paid jobs tend to have poorer health. Whether frontline services have been outsourced, some occupations have a greater 'sickness risk', e.g. musculo-skeletal injuries due to manual work, cross-infection from clients, physical abuse, stress and depression, e.g. social work. Differences in human resources policies, procedures and practices, public sector organisations are more like to use flexible working and special leave for family circumstances; whether the employee receives sick pay, many private sector organisations restrict sick pay in some way, e.g. not getting paid for the first three days, and whether the employee works shifts, this gives more opportunity to cover sickness by moving people across rotas.
- 120 We continue to work toward gold status of the Better Health at Work Award, and having surveyed our staff to understand the factors affecting their health and wellbeing, we are now developing initiatives that focus on personal resilience, mental health, physical activity, women's and men's health, good health and common ill-health causes.
- 121 These initiatives include recruiting more walk and run leaders to build on our existing physical activity programme, developing routes for walking meetings at our strategic sites, rolling out healthy eating and 'eat wise drop a size' classes to more locations, encouraging Time to Change Champions to tell their story and empower others to talk about mental health, incorporating the employee assistance programme into inductions, hosting drug and alcohol toolbox talks in our depots and setting up a support group for women going through the menopause.

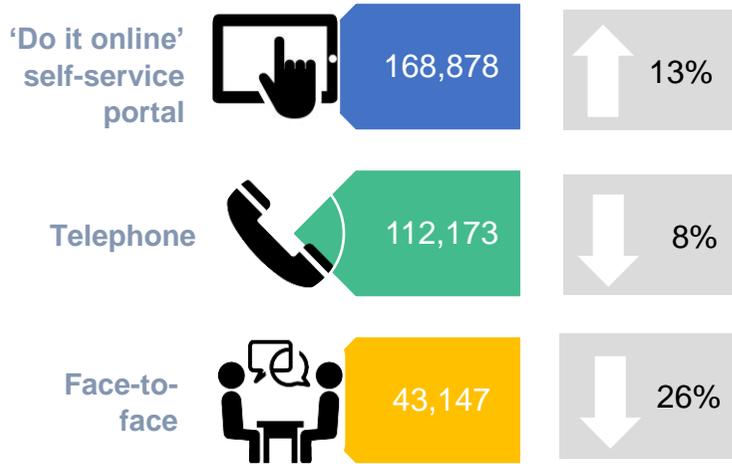
- 122 During quarter two, 89 employees attended our themed 30 minute 'lunch and learn' workshops which provided insight, advice and support in relation to cancer awareness, quitting smoking and the menopause. Attendees included employees who are coping with the conditions and managers who want to assist affected staff.
- 123 In recent months we have revised both our compassionate leave and bereavement leave policies. Managers can now authorise up to five working days paid leave following an emergency or death of a close relative. It is too early to determine the impact of these changes on the sickness rate. However, in future reports we will be including working days lost due to a) bereavement leave, and b) compassionate leave, in addition to reporting days lost due to sickness.
- 124 We are increasing opportunities for both new and existing staff in line with our [Apprenticeship Strategy 2019-2022](#) and during quarter two, 80 people joined an apprenticeship programmes linked to their career pathway.
- 125 Promoting our Employee Assistance Programme (EAP) has led to more staff accessing counselling and advisory services for finance, bereavement, legal, health and relationship issues. This has led to an increase in structured counselling sessions following initial referral.
- 126 Our 2019 flu vaccination programme, to protect our most vulnerable residents, is underway. To help increase take-up amongst eligible staff, we are encouraging greater management buy-in, 'myth-busting' through improved communication (especially perceived side effects) and approaching eligible staff on an individual basis with the option to 'opt-out' and give a reason why, e.g. eligible on the NHS.

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

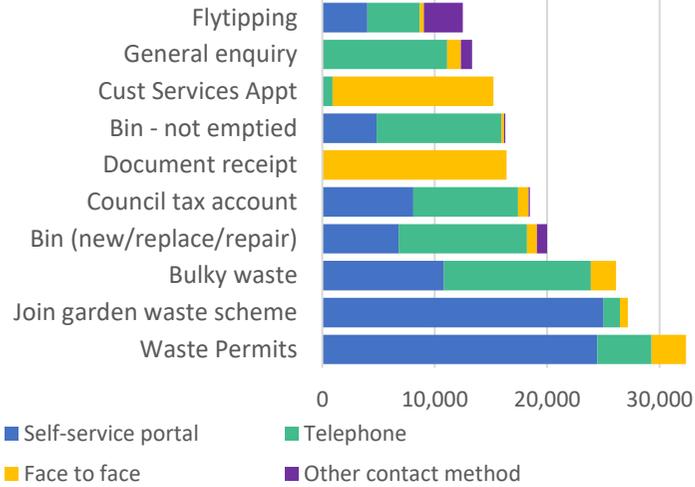
- 127 The collection rate for council tax (56%) is below target. People on universal credit are subject to regular changes in their income and this continues to result in multiple revised bills being issued. Initial investigations show that this is having a substantial impact upon collection rates nationally including County Durham.

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

Top 3 Customer Services request methods



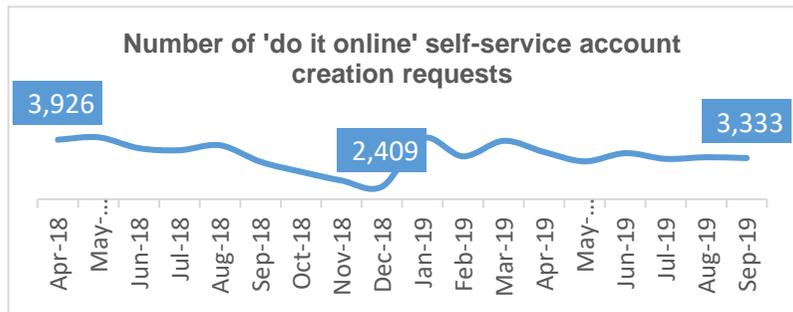
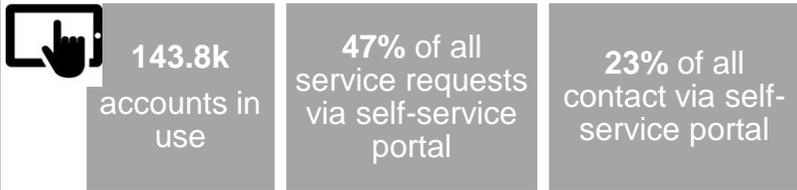
Top 10 Customer Services Requests by channel



Non-Service Request Contact

Our Customer Services Team also responded to more than **550,000** non-service requests from our customers. This included:

- providing general policy advice
- transferring calls to the appropriate department / organisation
- booking appointments
- providing updates about service requests



Customer Services (ACD lines)

- 567,997 calls
- 98% answered
- 95% answered within 3 minutes

Other (ACD lines)

- 470,997 calls
- 93% answered
- 91% answered within 3 minutes

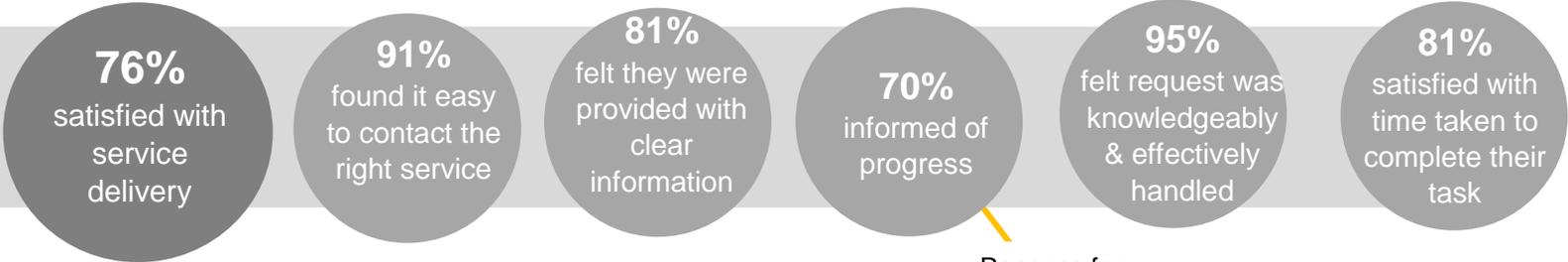
Top 5 requests



- 128 The collection rate for business rates (59%) is below target. There are still no significant appeals being made under the Valuation Office's 'check, challenge, appeal' system. As a result, there have been few alterations to the rating list and reduced charges for ratepayers. There have been no further legislative changes to the small business rate relief values/thresholds this year.
- 129 During quarter two, we launched our new [Digital Strategy](#) which sets out our digital ambitions to improve access to our services, expand digital connectivity and provide new, efficient ways of working. Planned action includes using assistive technologies in adult social care, extending mobile working for frontline services, supporting online access and safety among communities, and seeking funding opportunities to ensure technologies, such as superfast broadband and 5G networks, can be rolled out.
- 130 Through our transformation programme, we are continuing to use digital tools, techniques and processes to make our internal procedures more efficient and effective.
- 131 Our Eckoh system (voice recognition for call transfer) is now live. The new system will not only increase customer satisfaction by quickly directing callers to the most appropriate place for their needs, it will also divert low-value calls away from our staff which will allow us to better respond to peaks in demand and free-up staff time for more complex cases. We will be assessing the impact of the new system in the coming months.
- 132 We are also providing support to those who wish to use our online services. Staff at our Customer Access Points (CAPs) are available to guide customers through the online processes, and we are providing individual training to members on how to use the members' portal.
- 133 As part of our integrated customer services initiative, we are extending our use of Automatic Call Distribution (ACD) technologies. During quarter two, we transferred the welfare rights advice line (extending the hours during which the service can be accessed and enhancing the service offer to some of our most vulnerable customers) and first point of contact telephony for housing solutions.
- 134 £140,000 of government funding has been received to help reduce holiday hunger over the 2019/20 academic year. The money will be used by our 14 Area Action Partnerships (AAPs) to introduce schemes that provide opportunities for youngsters to socialise, be active and learn new skills, whilst receiving healthy meals and snacks. A further £10,000 will be made available for countywide multi-agency projects.

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

Customer Satisfaction:
from the CRM closure process
(based on **5,426** responses, across
78 different service requests)

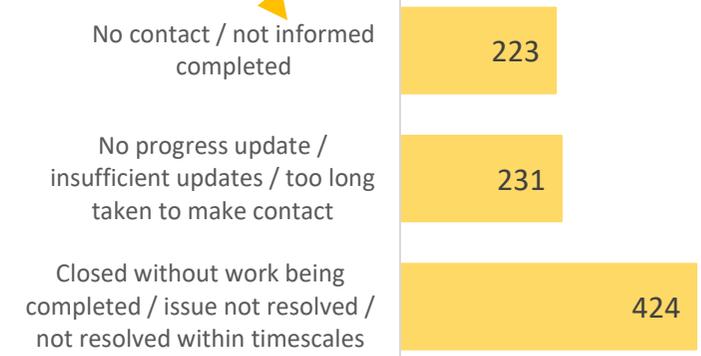


Customer Feedback:

from the CRM including compliments, suggestions and complaints

1,108 compliments (+34)	519 suggestions (+10)	186 comments about policies and procedures (-182)	8.5 average working days to respond	48% of complaints related to three issues:
173 objections to our decisions (-89)	143 dissatisfied with fees and charges (+83)	2,742 corporate complaints (-528) 98% investigated & 65% upheld*	Missed collections	<ul style="list-style-type: none"> • 722 • 77% upheld • 26% of all complaints
196 statutory complaints (-20)	179 independent investigation requests	83 decisions from the Ombudsman 17 complaints upheld (20%)	Correspondence issues	<ul style="list-style-type: none"> • 439 • 92% upheld • 16% of all complaints
			Staff practices	<ul style="list-style-type: none"> • 155 • 79% upheld • 6% of all complaints

Reasons for dissatisfaction



Customer experience of completing online request

(based on **46,204** customers)



Unless stated data is Oct 18-Sep 19, compared to previous year

How good are our services to customers and the public?

135 The decrease in both recorded complaints and the percentage justified is mainly due to a reduction in complaints about missed collections.

This reduction followed a change to the complaints process which re-categorised disputed missed collection service requests as complaints. This change increased visibility of this complaint type which allowed us to identify hotspots and key trends and drive discussions with the refuse and recycling teams. By addressing and better managing the disputed missed collections (which mainly related to contamination) we have successfully reduced contact of this type.

136 In addition, where we are able, if our crews are unable to collect a bin due to, for example, access issues, we will send text messages to the affected households informing them of the situation and what we will do to resolve it.

137 Customers can now provide feedback in relation to 78 different service requests, five more than during quarter one. However, we are aware of significant variation in both feedback and satisfaction levels across those service requests. It appears the more emotive requests encourage greater participation, and to increase feedback across all request types and drive further improvements, we are working to develop a more in-depth understanding as to why customers engage with us and what stops them providing feedback.

138 Performance relating to Freedom of Information (FOI) and Environmental Information Regulations (EIR) has dipped slightly as we embed the new system and work through the best approach to responding. We expect to see a marked improvement during quarter three as the council becomes familiar with the system and the process.

139 More customers are extending council tax and business rate payments over 11 or 12 months. Over 29,000 council tax customers and 1,900 business customers took up this option in quarter two, equating to more than 12% and 13% of customers respectively.

140 Due to our Digital Durham infrastructure programme, overall coverage of superfast broadband remains at 96%³ of residential and commercial properties in County Durham, which is in line with the rest of the UK. Residential take up for contract has now reached 61% for phase one and 51% for phase two - well above the government's programme targets of 20% and 30% respectively. We

³ [ThinkBroadband](#) – County Durham Superfast and Fibre Coverage

do not currently have figures that include commercial uptake, but will provide an update (including line speeds, availability start dates etc.) once available.

- 141 Over the last 12 months, 14 vulnerable refugee families arrived in the county. They are receiving ongoing integration, resettlement and employability support, including education support within schools and English language training.

Key Performance Indicators – Data Tables

There are two types of performance indicators throughout this document:

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

A guide is available which provides full details of indicator definitions and data sources for the 2019/20 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

MORE AND BETTER JOBS

Do residents have good job prospects?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
1	% of working age population in employment	74.1	Jul 18-Jun 19	73%	70.6	75.7	71.4			Yes
				GREEN	GREEN	AMBER	GREEN			
2	Per capita household disposable income (£)	15,445	2017	Tracker	15,166	19,988	15,809			No
				N/a	GREEN	RED	RED			
3	Number of gross jobs created or safeguarded as a result of Business Durham activity	4,075	Oct 18-Sep 19	Tracker	1,707					Yes
				N/a	GREEN					
4	% of 16 to 17 year olds in an apprenticeship	7.8	as at Jun 2019	Tracker	9.8	5.8	7.6	7.7		No
				N/a	RED	GREEN	GREEN	GREEN		

MORE AND BETTER JOBS

Is County Durham a good place to do business?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
5	Gross Value Added (GVA) per capita in County Durham (£)	16,718	2017	Tracker	16,513	27,430	20,121			No
				N/a	GREEN	RED	RED			
6	Number of registered businesses in County Durham	17,150	2018	Tracker	17,120					No
				N/a	GREEN					
Page 7 of 101	Value (£M) of new contracts secured	0	Jul-Sep 2019	Tracker	New indicator					Yes
				N/a	N/a					

MORE AND BETTER JOBS

County Durham a good place to do business?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
8	Value (£M) of GVA growth from jobs created	12.4	Jul-Sep 2019	6 GREEN	7.7 GREEN					Yes
9	Number of Inward Investments secured	2	Jul-Sep 2019	Tracker N/a	1 GREEN					Yes
10	% of Business Durham business floor space that is occupied	86.0	Jul-Sep 2019	Tracker N/a	82.0 GREEN					Yes

MORE AND BETTER JOBS

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
11	Number of visitors to County Durham (million)	19.71	2018	Tracker N/a	19.71 GREEN					Yes
12	Number of jobs supported by the visitor economy	11,998	2018	Tracker N/a	11,682 GREEN					Yes
13	Amount (£ million) generated by the visitor economy	913.84	2017	Tracker N/a	866.71 GREEN					Yes

MORE AND BETTER JOBS

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
14	Average Attainment 8 score	44.6	2018/19 (academic year)	Tracker	44.4	46.5	47			Yes
				N/a	GREEN	RED	RED			
15	Average point score per A level entry of state-funded school students	35.4*	2018/19 (academic year)	Tracker	33	32.4	32.5		2017/18 (academic year)	Yes
				N/a	GREEN	GREEN	GREEN			
16	% of pupils achieving the expected standard in Reading, Writing and Maths (KS2)	65*	2018/19 (academic year)	Tracker	67	65	68		2017/18 (academic year)	Yes
				N/a	RED	GREEN	RED			
17	% of 16 to 17 year olds who are not in education, employment or training (NEET)	6.0	Jul-Sep 2019	Tracker	5.4	2.7	4.4			Yes
				N/a	RED	RED	RED			
18	Gap between average Attainment 8 score of Durham disadvantaged pupils and non-disadvantaged pupils nationally (KS4)	-14.4*	2018/19 (academic year)	Tracker	-14.5	-13.5	-15.4		2017/18 (academic year)	No
				N/a	GREEN	RED	GREEN			
19	% of children in the Early Years Foundation Stage achieving a Good Level of Development	71.8	2018/19 (academic year)	64	72.8	71.8	71.8			Yes
				GREEN	AMBER	GREEN	GREEN			
20	Gap between % of Durham disadvantaged pupils and % of non-disadvantaged pupils nationally who achieve expected standard in reading, writing and maths (KS2)	-19.3*	2018/19 (academic year)	Tracker	-15.1	-20	-16			Yes
				N/a	RED	GREEN	RED			
21	Ofsted % of Primary schools judged good or better	89	as at 30 Sep 19	Tracker	92	88	90		as at 31 Aug 19	Yes
				N/a	RED	GREEN	AMBER			
Page 2 of 3	Ofsted % of secondary schools judged good or better	64	as at 30 Sep 19	Tracker	61	76	58		as at 31 Aug 19	Yes
				N/a	GREEN	RED	GREEN			

*provisional data

MORE AND BETTER JOBS

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
23	Exclusion from school of all Durham children - percentage of children with at least one fixed exclusion	2.1*	2018/19 (academic year)	Tracker	2.1	2.33	2.81		2016/17 (academic year)	Yes
				N/a	GREEN	GREEN	GREEN			

LONG AND INDEPENDENT LIVES

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
24	% of all school pupils eligible for and claiming Free School Meals (FSM)	20.8	Jan 2019	Tracker	19.4	15.4	21			No
				N/a	RED	RED	GREEN			
25	Under-18 conception rate per 1,000 girls aged 15 to 17	25.0*	Jul 17- Jun 18	Tracker	22.3	16.9*	24.2*			Yes
				N/a	RED	RED	RED			
26	% of five year old children free from dental decay	74.2	2016/17	Tracker	64.9	76.7	76.1			No
				N/a	GREEN	RED	RED			
27	Alcohol specific hospital admissions for under 18s (rate per 100,000)	53.1	2015/16- 2017/18	Tracker	56.2	32.9	62.7			No
				N/a	GREEN	RED	GREEN			
28	Young people aged 10-24 admitted to hospital as a result of self-harm (rate per 100,000)	350.1	2017/18	Tracker	400.8	421.2	458.0			No
				N/a	GREEN	GREEN	GREEN			
29	% of children aged 4 to 5 years classified as overweight or obese	23.9	2018/19	Tracker	25.0	22.6	24.3			Yes
				N/a	GREEN	RED	GREEN			

LONG AND INDEPENDENT LIVES

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
30	% of children aged 10 to 11 years classified as overweight or obese	37.6	2018/19	Tracker	37.1	34.3	37.5			Yes
				N/a	AMBER	RED	AMBER			
31	% of Education Health and Care Plans completed in the statutory 20 week time period (excl. exceptions)	66.6*	Jan-Sep 2019	90	92.4	60.1	81.7		2018	Yes
				RED	RED	GREEN	RED			

LONG AND INDEPENDENT LIVES

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
32	% of successful interventions (families turned around) via the Stronger Families Programme (Phase 2) [number]	78 [3,386]	Sep14-Aug19	TBC	N/a	49.9	52.5	46.5	Mar 19	Yes
				N/a	N/a	GREEN	GREEN	GREEN		
33	% of children aged 0-2 years in the top 30% IMD registered with a Family Centre and having sustained contact	90	Apr-Sep 2019	90	90					Yes
				GREEN	GREEN					

LONG AND INDEPENDENT LIVES

Are our services improving the health of our residents?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
34	% of mothers smoking at time of delivery	17.3*	Apr-Jun 2019	14.7 RED	16.9 RED	10.4* RED	15.2* RED			Yes
35	Four week smoking quitters per 100,000 smoking population [number of quitters]	3,538 [2,313]	2018-19	Tracker N/a	4,038 [2,497] RED	2,750 GREEN	1,894 GREEN			Yes
36	Male life expectancy at birth (years)	78.3	2015-17	Tracker N/a	78.0 GREEN	79.6 AMBER	77.9 GREEN			No
37	Female life expectancy at birth (years)	81.4	2015-17	Tracker N/a	81.3 GREEN	83.1 RED	81.6 AMBER			No
38	Female healthy life expectancy at birth (years)	58.7	2015-17	Tracker N/a	59.0 AMBER	63.8 RED	60.4 RED			No
39	Male healthy life expectancy at birth (years)	58.9	2015-17	Tracker N/a	59.1 AMBER	63.4 RED	59.5 AMBER			No
40	Excess weight in adults (Proportion of adults classified as overweight or obese)	66.7	2017/18	Tracker N/a	67.7 GREEN	62.0 RED	66.5 AMBER			No
41	Suicide rate (deaths from suicide and injury of undetermined intent) per 100,000 population	12.8	2016-18	Tracker N/a	12.0 RED	9.6 RED	11.3 RED			Yes
42	Prevalence of breastfeeding at 6-8 weeks from birth	28.6	Jan-Mar 2019	Tracker N/a	29.2 RED	47.3 RED	33.8 RED			No
43	Estimated smoking prevalence of persons aged 18 and over	15.0	2018	Tracker N/a	14.3 RED	14.4 RED	16.0 GREEN			No
44		8.9	2017/18	Tracker	6.9	8.2	9.1			No

LONG AND INDEPENDENT LIVES

Are our services improving the health of our residents?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
	Self-reported wellbeing - people with a low happiness score			N/a	RED	RED	GREEN			
45	Participation in Sport and Physical Activity: active	61.4	May 18-May 19	Tracker	62.9	63.2				Yes
				N/a	RED	RED				
46	Participation in Sport and Physical Activity: inactive	28.2	May 18-May 19	Tracker	26.6	24.8				Yes
				N/a	RED	RED				

*provisional data

LONG AND INDEPENDENT LIVES

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
47	Adults aged 65+ per 100,000 population admitted on a permanent basis in the year to residential or nursing care	384.5	Apr-Sep 2019	TBD	391.6					Yes
				N/a	GREEN					
48	% of older people who were still at home 91 days after discharge from hospital into reablement/ rehabilitation services	86.9	Apr-Sep 2019	TBD	84.0	82.4	83.0	80.7*	2018/19	Yes
				N/a	GREEN	Not comparable	Not comparable	Not comparable		
49	% of individuals who achieved their desired outcomes from the adult safeguarding process	95.2	Apr-Sep 2019	Tracker	95.3	94.2		93.6*	2017/18	Yes
				N/a	AMBER	Not comparable	Not comparable			
50	% of service users receiving an assessment or review within the last 12 months	87.9	Sep 18-Sep 19	Tracker	86.6					Yes
				N/a	GREEN					

LONG AND INDEPENDENT LIVES

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
51	Overall satisfaction of people who use services with their care and support	67.8	2018/19	Tracker	66.6	64.3	66.2	66.0*		Yes
				N/a	GREEN	GREEN	GREEN	GREEN		
52	Overall satisfaction of carers with the support and services they receive (Biennial survey)	51.2	2018/19	Tracker	43.3**	38.6	47.2	41.8*		No
				N/a	GREEN	GREEN	GREEN	GREEN		
53	Daily delayed transfers of care beds, all, per 100,000 population age 18+	3.3	Aug 2019	Tracker	3.4	10.9	5.7	9.9*		Yes
				N/a	GREEN	GREEN	GREEN	GREEN		
54	% of adult social care service users who report they have enough choice over the care and support services they receive	75.1	2018/19	Tracker	74.9	67.5	71.8	69.3*		Yes
				N/a	GREEN	GREEN	GREEN	GREEN		

*unitary authorities

** results from 2016/17 survey

CONNECTED COMMUNITIES - SAFER

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
55	% of statutory referrals received by the First Contact Team or Emergency Duty Team processed within 1 working day	94.2 [2,556]	Apr-Sep 2019	Tracker	82.1 [2,381]					Yes
				N/a	GREEN					
56		31.8 [904]	Apr-Sep 2019	Tracker	15.9 [464]	21	18	18	2017/18	Yes

CONNECTED COMMUNITIES - SAFER

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
	% of statutory children in need referrals occurring within 12 months of a previous referral			N/a	RED	RED	RED	RED		
57	% of single assessments completed within 45 working days	94.1 [2,449]	Apr-Sep 2019	Tracker	79.3 [1,857]	83	82	86	2017/18	Yes
				N/a	GREEN	GREEN	GREEN	GREEN		
58	Rate of children subject to a child protection plan per 10,000 population aged under 18 [number of children]	36.9 [372]	as at 30 Sep 19	Tracker	45.9 [471]	45	66	50	as at 31 Mar 18	Yes
				N/a	N/a	N/a	N/a	N/a		
59	Rate of children in need per 10,000 population aged under 18 (statutory L4 open cases) [number of children]	363.7 [3,657]	as at 30 Sep 19	Tracker	374.9 [3,769]	341	460	404	as at 31 Mar 18	Yes
				N/a	N/a	N/a	N/a	N/a		
60	Rate of children at level 2 or 3 per 10,000 population aged under 18 (One Point open cases) [number of children]	216.1 [2,172]	as at 30 Sep 19	Tracker	208.7 [2,058]					Yes
				N/a	N/a					
61	% of strategy meetings initiated which led to an initial child protection conference being held within 15 working days	90.5 [147]	Apr-Sep 2019	75	69.2 [256]	77	83	84	2017/18	Yes
				GREEN	GREEN	GREEN	GREEN	GREEN		
62	% of Social Workers with fewer than 20 cases	54	as at 06 Oct 19	Tracker	47					Yes
				N/a	GREEN					
63	% of Statutory Case File Audits which are given a scaling score of 6 or above	88.9	Jul-Sep 2019	80	New indicator					Yes
				GREEN	N/a					

CONNECTED COMMUNITIES - SAFER

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
64	Rate of children looked after per 10,000 population aged under 18 [number of children]	87.3 [878]	as at 30 Sep 19	Tracker	81.8 [822]	64	95	90	as at 31 Mar 18	Yes
				N/a	N/a	N/a	N/a	N/a		
65	% of children adopted from care (as % of total children leaving care) [number of children]	11.3* [22 of 186]	Jul-Sep 2019	15	12.6 [21 of 167]	13	14	19	2017/18	Yes
				RED	RED	RED	RED	RED		
66	% of CLA who are fostered	79 [691]	as at 30 Sep 19	Tracker	74.6 [613]	73	77	73	2017/18	Yes
				N/a	N/a	N/a	N/a	N/a		
67	% of external residential placements	4.1 [36]	as at 30 Sep 19	Tracker	2.7 [22]					Yes
				N/a	N/A					
68	% of children looked after continuously for 12 months or more who had a dental check	89.7	as at 30 Sep 19	Tracker	92	88	94	95	2017/18	Yes
				N/a	RED	GREEN	RED	RED		
69	% of children looked after continuously for 12 months or more who have had the required number of health assessments	91.9	as at 30 Sep 19	Tracker	87.3	88	94	95	2017/18	Yes
				N/a	GREEN	GREEN	RED	RED		
70	Emotional and behavioural health of children looked after continuously for 12 months or more (score between 0 to 40)	14.0*	2018/19	Tracker	16.0	14.2	14.1	14.0		Yes
				N/a	GREEN	RED	RED	RED		
71	Average Attainment 8 score of Children Looked After	21.9	2017/18	Tracker	21.9	18.9	20.8	19.5	2017/18 (academic year)	No
				N/a	N/a	GREEN	AMBER	GREEN		

CONNECTED COMMUNITIES - SAFER

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target						
72	% of CLA achieving the expected standard in Reading, Writing and Maths (at KS2)	39.5	2017/18	Tracker	39.5	35	44	38	2017/18 (academic year)	No
				N/a	GREEN	GREEN	GREEN	GREEN		
73	% of care leavers aged 17-18 in education, employment or training (EET)	64.8	as at 11 Oct 19	Tracker	85.9	64	66	64	2017/18	Yes
				N/a	RED	GREEN	AMBER	GREEN		
74	% of care leavers aged 19-21 in education, employment or training (EET)	64.6	as at 11 Oct 19	Tracker	51.6	51	52	58	2017/18	Yes
				N/a	GREEN	GREEN	GREEN	GREEN		
75	% of care leavers aged 17-18 in suitable accommodation	93.2	as at 11 Oct 19	Tracker	92.9	89	93	84	2017/18	Yes
				N/a	GREEN	GREEN	GREEN	GREEN		
76	% of care leavers aged 19-21 in suitable accommodation	94.8	as at 11 Oct 19	Tracker	84.5	84	91	90	2017/18	Yes
				N/a	GREEN	GREEN	GREEN	GREEN		

CONNECTED COMMUNITIES - SAFER

How effective are we at tackling crime and disorder?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
77	First time entrants to the youth justice system aged 10 to 17 (per 100,000 population aged 10 to 17)	262	Apr 18-Mar 19	Tracker	253	238	332	251		Yes
				N/a	RED	RED	GREEN	RED		
78	Overall crime rate per 1,000 population	49.8	Apr-Sep 2019	Tracker	51.0					Yes
				N/a	GREEN					

CONNECTED COMMUNITIES – SAFER

How effective are we at tackling crime and disorder?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
79	Rate of theft offences per 1,000 population	13.7	Apr-Sep 2019	Tracker	14					Yes
				N/a	GREEN					
80	Proportion of all offenders who re-offend in a 12 month period (%)	30.6	Oct 16-Sep 17	Tracker	32	29.4	35.5			No
				N/a	GREEN	AMBER	GREEN			
81	Proven re-offending by young people (who offend) in a 12 month period (%)	46.3	Oct 16-Sep 17	Tracker	41.6	39.2	41.7			No
				N/a	RED	RED	RED			

CONNECTED COMMUNITIES – SAFER

How effective are we at tackling anti-social behaviour?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
82	Dealing with concerns of ASB and crime issues (%) by the local council and police	47.5	Jun 19	Tracker	53			53.7		Yes
				N/a	RED			RED		
83	Number of police reported incidents of anti-social behaviour	7,611	Apr-Sep 2019	Tracker	7,587					Yes
				N/a	AMBER					
84	Number of council reported incidents of anti-social behaviour	5,683	Apr-Sep 2019	Tracker	5,791					Yes
				N/a	GREEN					

CONNECTED COMMUNITIES - SAFER

How well do we reduce misuse of drugs and alcohol?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
85	% of successful completions of those in alcohol treatment	30	Mar 18-Feb 19 with rep to Aug 19	28 GREEN	32 RED	37.9 RED				Yes
86	% of successful completions of those in drug treatment - opiates	6.3	Mar 18-Feb 19 with rep to Aug 19	6 GREEN	5.5 GREEN	5.8 GREEN				Yes
87	% of successful completions of those in drug treatment - non-opiates	30.7	Mar 18-Feb 19 with rep to Aug 19	26.4 GREEN	29.2 GREEN	34.5 RED				Yes
88	% of anti-social behaviour incidents that are alcohol related	16.8	Sep 19	Tracker N/a	18.5 GREEN					Yes
89	% of violent crime that is alcohol related	30	Sep 19	Tracker N/a	28.7 AMBER					Yes
90	Alcohol seizures	194	Apr-Jun 2018	Tracker N/a	398 GREEN					No

CONNECTED COMMUNITIES – SAFER

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
61	Building resilience to terrorism (self-assessment). Scored on level 1 (low) to 5 (high)	3	2017/18	Tracker N/a	3 GREEN					No
62	Number of child sexual exploitation referrals	128	Jul 18-Jun 19	Tracker N/a	191 N/a					No

CONNECTED COMMUNITIES - SAFER

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
93	Number of people killed or seriously injured in road traffic accidents	229	Oct 18-Sep 19	Tracker	163					Yes
	- Number of fatalities	17		N/a	RED					
	- Number of seriously injured	212			12					
94	Number of children killed or seriously injured in road traffic accidents	34	Oct 18-Sep 19	Tracker	17					Yes
	- Number of fatalities	0		N/a	RED					
	- Number of seriously injured	34			0					

CONNECTED COMMUNITIES - SUSTAINABILITY

How clean and tidy is my local environment?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
95	% of relevant land and highways assessed as having deposits of litter that fall below an acceptable level	6.9	Sep-Oct 2019	Tracker	6.6					Yes
				N/a	AMBER					
96	% of relevant land and highways assessed as having deposits of detritus that fall below an acceptable level	13.4	Sep-Oct 2019	Tracker	13.9					Yes
				N/a	GREEN					
97	% of relevant land and highways assessed as having deposits of dog fouling that fall below an acceptable level	0.9	Sep-Oct 2019	Tracker	1.0					Yes
				N/a	GREEN					

CONNECTED COMMUNITIES - SUSTAINABILITY

How clean and tidy is my local environment?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
98	Number of fly-tipping incidents	7,073	Oct18-Sep 19	Tracker	7,493					Yes
				N/a	GREEN					

*Not directly comparable

CONNECTED COMMUNITIES - SUSTAINABILITY

Are we reducing carbon emissions and adapting to climate change?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
99	% reduction in CO ₂ emissions in County Durham (by 40% by 2020 and 55% by March 2031)	54	2017	Tracker	52.3					Yes
				N/a	GREEN					
100	% change in CO ₂ emissions from local authority operations	-7	2018/19	Tracker	-9					Yes
				N/a	RED					

CONNECTED COMMUNITIES - SUSTAINABILITY

Are we reducing carbon emissions and adapting to climate change?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
101	% of municipal waste diverted from landfill	95.5	Jul 18-Jun 19	95	96.8	87.3	92		2017/18	Yes
102	% of household waste that is re-used, recycled or composted	41.4	Jul 18-Jun 19	Tracker	40.4	43.2	34.5		2017/18	Yes
				N/a	GREEN	AMBER	GREEN			

CONNECTED COMMUNITIES - SUSTAINABILITY

Do residents have access to decent and affordable housing?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
103	Number of properties improved, adapted or brought back into use	1,014	Apr-Sep 2019	Tracker N/a	916 GREEN					Yes
104	Number of empty properties brought back into use as a result of local authority intervention	116	Apr-Sep 2019	100 GREEN	111 GREEN					Yes
105	Number of net homes completed	791	Apr-Sep 2019	Tracker N/a	659 GREEN					Yes
106	Number of affordable homes delivered	532	2018/19	200 GREEN	473 N/a					No
107	Number of households accessing the Housing Solutions Service	6,340	Apr-Sep 2019	Tracker N/a	6,250 GREEN					Yes
108	Number of households helped to stay in their home	596	Apr-Sep 2019	Tracker N/a	536 GREEN					Yes
109	Number of households helped to move to alternative accommodation	552	Apr-Sep 2019	Tracker N/a	395 GREEN					Yes

CONNECTED COMMUNITIES - SUSTAINABILITY

Is it easy to travel around the county?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
110	% of A roads where maintenance is recommended	2.6	2018	Tracker	2.6	3			2016/17	No
				N/a	GREEN	GREEN				
111	% of B and C roads where maintenance is recommended	4.7	2018	Tracker	4.7	6			2016/17	No
				N/a	GREEN	GREEN				
112	% of unclassified roads where maintenance is recommended	21	2018	Tracker	20	17			2016/17	No
				N/a	AMBER	RED				
113	Highways maintenance backlog (£millions)	179.7	2018	Tracker	187.6					No
				N/a	GREEN					
114	Bridge Stock Condition – Principal Roads	80.7	2018	Tracker	80.0					No
				N/a	GREEN					
115	Bridge Stock Condition – Non-Principal Roads	79.9	2018	Tracker	81.0					No
				N/a	AMBER					

BETTER COUNCIL

How well do we look after our people?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
116	% of performance appraisals completed in current post in rolling year period (excluding schools)	N/a ⁴	-	N/a	N/a					No
117	Days / shifts lost to sickness absence (all services excluding schools)	10.17	Oct 18-Sep 19	11.20 GREEN	10.94 GREEN	9.2 ⁵ RED			2017/18	Yes
118	% posts with no absence in rolling year (excluding schools)	59.52	Oct 18-Sep 19	Tracker N/a	57.73 AMBER					Yes
119	% of sickness absence which is short term	13.45	Jul-Sep 2019	Tracker N/a	14.19 N/a					Yes
120	% of sickness absence which is medium term	14.62	Jul-Sep 2019	Tracker N/a	14.52 N/a					Yes
121	% of sickness absence which is long term	71.93	Jul-Sep 2019	Tracker N/a	71.29 N/a					Yes
122	% of employees having five days or less sickness per 12 month period	78.28	Oct 18-Sep 19	Tracker N/a	79.58 AMBER					Yes

⁴ Due to new system introduction

⁵ Include school support staff, but exclude teachers. All single / upper tier councils: [Local Government Workforce Survey 2017/18](#)

BETTER COUNCIL

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
123	% of council tax collected in-year	55.96	Apr-Sep 2019	56.38 AMBER	56.23 AMBER					Yes
124	% of business rates collected in-year	58.73	Apr-Sep 2019	59.08 AMBER	58.9 AMBER					Yes

BETTER COUNCIL

How good are our services to customers and the public?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
125	% of Freedom of Information and Environmental Information Regulations requests responded to within 20 working days	74	Jul-Sep 2019	90 RED	79 RED					Yes
126	Customer contacts: telephone	1,038,994	Oct 18-Sep 19	Tracker N/a	972,426* N/a					Yes
127	Customer contacts: face to face	115,931	Oct 18-Sep 19	Tracker N/a	145,358 N/a					Yes
128	Customer contacts: web forms	145,386	Oct 18-Sep 19	Tracker N/a	119,601 N/a					Yes
129	Customer contacts: emails	40,786	Oct 18-Sep 19	Tracker N/a	45,267 N/a					Yes

BETTER COUNCIL

How good are our services to customers and the public?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
130	Customer contacts: social media	2,944	Oct 18-Sep 19	Tracker	4,405					Yes
				N/a	N/a					
131	% of calls answered	95.9	Oct 18-Sep 19	Tracker	94.9*					Yes
				N/a	GREEN					
132	% of calls answered within 3 minutes	92.9	Oct 18-Sep 19	Tracker	88.1*					Yes
				N/a	N/a					

*it should be noted that data is not comparable as new telephony lines have been added to ACD throughout 2019

Appendix 3: Risk Management

- 1 Effective risk management is a vital component of the council's challenging improvement agenda, so that any risks to successful delivery can be identified and minimised. The council's risk management process therefore sits alongside service improvement work and is integrated into all significant change and improvement projects.
- 2 The key risks to successfully achieving the objectives of each corporate theme are detailed against each ambition in the relevant sections of the report. These risks have been identified using the following criteria:
 - a) Net impact is critical, and the net likelihood is highly probable, probable or possible.
 - b) Net impact is major, and the net likelihood is highly probable or probable.
 - c) Net impact is moderate, and the net likelihood is highly probable.
- 3 As at 30 September 2019, there were 28 risks on the corporate strategic risk register, one more than as at 31 May 2019. During this period, two risks were added, and one was removed. The following matrix categorises the strategic risks according to their net risk evaluation as at 30 September 2019. The number of risks as at 31 May 2019 is shown in brackets.

Corporate Risk Heat Map						
IMPACT	Critical	1 (1)		3 (3)		1 (1)
	Major		5 (5)	5 (4)		
	Moderate			10 (10)	3 (2)	
	Minor				0 (1)	
	Insignificant					
		Remote	Unlikely	Possible	Probable	Highly Probable
	 Key risks	LIKELIHOOD				

4 Two risks were added during the latest review period:

- (a) *Risk that the council does not fully respond to the drivers of poverty to help alleviate the impacts on County Durham residents.* In addition to the impacts of welfare reforms, the drivers of poverty include Brexit and wider economic trends, which are reflected in the new risk. The council has a Poverty Action Steering Group to oversee and coordinate its approach to mitigate poverty and has developed a network of statutory, voluntary and community organisations who work together to provide advice services across the county through the Advice in County Durham Partnership. The steering group has developed a new Poverty Action Strategy and Poverty Action Plan.

- (b) *Potential Adverse effects of a no-deal Brexit on the economy, safety and welfare of the county.* Following the referendum in June 2016, in which the United Kingdom (UK) voted to leave the European Union (EU), the government has yet to conclude a withdrawal agreement with the EU. The UK was due to leave the EU on 31 October 2019, but in the absence of a deal, the government was required to request an extension through to 31 January 2020, which has been granted by the EU. A draft withdrawal agreement has been agreed between the UK government and the EU, and accepted by the House of Commons, but the timetable for the necessary legislation was been rejected. In the meantime, a General Election has been called for 12 December 2019 with the different political parties adopting different positions on the proposed deal, a second referendum and revoking the Article 50 process. In the absence of a deal, there is a risk that the UK may leave the EU without mutually beneficial arrangements setting out the future EU/UK relationship in terms of trade, cooperation and the movement of people, goods and services. The uncertainty is already having an effect on the local economy and a no-deal exit would have the potential to adversely affect the economy, safety and welfare of the county from 31 January 2020, the current date when the UK is scheduled to leave the EU, unless a deal and transitional arrangements are agreed and put in place.

A Brexit Task & Finish Group, chaired by the Director of Transformation and Partnerships with representatives from all service groupings and reporting to Corporate Management Team was established last year. Taking account of a range of guidance from the government and professional bodies, the Group is working with key partners including the Local Resilience Forum, as well as key suppliers and service

providers, to identify and where possible mitigate the impacts on council services and service users. Advice has been provided to businesses, schools, council suppliers and the community and voluntary sector. The council has also applied to the government to act as an assistance hub for residents which need to apply for EU Settled Status in order to remain in the county.

5 One risk has been removed:

Risk that the Council does not respond to the government's changes to welfare reform. This risk has been superseded by the new Poverty risk outlined in paragraph 4(a).

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

- (a) If there was to be 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) There is significant uncertainty in relation to future funding settlements from government, which will be impacted by the upcoming Comprehensive Spending Review and the Fair Funding Review (Critical / Highly Probable);
- (c) Failure to protect a child from death or serious harm (where service failure is a factor or issue) (Critical / Possible);
- (d) Failure to protect a vulnerable adult from death or serious harm (where service failure is a factor or issue) (Critical / Possible).

7 The implementation of additional mitigation on several risks has enabled the Council to improve performance, decision-making and governance, and this is detailed in the relevant sections of the report.

- a) **More and Better Jobs:** There are no key risks in delivering the objectives of this ambition.
- b) **Long and Independent Lives:** There are no key risks in delivering the objectives of this ambition.
- c) **Connected Communities - Safer:**
 - i. *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 Durham Safeguarding Children Partnership. 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.

- ii. *Failure to protect a vulnerable adult from death or serious harm.* Management consider it possible that this risk could occur which, in addition to the severe impacts on service users, will result in serious damage to the council's reputation and to relationships with its safeguarding partners. As the statutory body, the multi-agency Safeguarding Adults Board has a Business Plan in place for taking forward actions to safeguard vulnerable adults including a comprehensive training programme for staff and regular supervision takes place. This risk is long term and procedures are reviewed regularly.
- d) **Connected Communities - Sustainability:** There are no key risks in delivering the objectives of this ambition.
- e) **Better Council:**
- i. *If there was to be slippage in the delivery of the agreed Medium Term Financial Plan savings projects, this will require further savings to be made from other areas, which may result in further service reductions and job losses.* Management consider it possible that this risk could occur, which will result in a funding shortfall, damaged reputation and reduced levels of service delivery. To mitigate the risk, a programme management approach for key projects has been established and embedded across the council. Monitoring by Corporate Management Team and Cabinet provides assurance over the implementation of the agreed MTFP savings projects. It should be recognised that this will be a significant risk for at least the next four years.
 - ii. *There is significant uncertainty in relation to future funding settlements from government, which will be impacted by the upcoming Comprehensive Spending Review and the Fair Funding Review.* Management consider it highly probable that this risk could occur, and to mitigate the risk, sound financial forecasting is in place based on thorough examination of the government's red book plans. This will also be a significant risk for at least the next four years.

**Corporate Overview and Scrutiny
Management Board**

16 December 2019



**Resources – Quarter 2 September 2019:
Forecast of Revenue and Capital
Outturn 2019/20**

Ordinary Decision

Report of John Hewitt, Corporate Director Resources

Electoral division(s) affected:

Countywide

Purpose of the Report

- 1 To provide details of the forecast outturn budget position for the Resources service grouping, highlighting major variances in comparison with the budget based on the position to the end of September 2019.

Executive summary

- 2 The updated position shows that the service is forecasting a cash limit variance (underspend) of £0.528 million against a revised budget of £20.238 million.
- 3 The revised Resources capital budget is £10.112 million with a total expenditure to 31 August 2019 of £0.946 million (9%). The profiled budget for this period is £0.564 million.

Recommendation

- 4 Corporate Overview and Scrutiny Management Board is recommended to note the forecast of outturn position.

Background

5 County Council approved the Revenue and Capital budgets for 2019/20 at its meeting on 20 February 2019. These budgets have subsequently been revised to account for grant additions/reductions, corporate savings/adjustments, budget transfers between service groupings and budget profiling between years. This report covers the financial position for the following major accounts maintained by the Resources service grouping:

- *Revenue Budget - £20.238 million (original £21.268 million)*
- *Capital Programme - £10.112 million (original £10.787 million)*

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

	<u>£000s</u>
• Transfer to TAP – Business Support review	(1,872)
• Corporate Learning and Development Programmes	267
• Pension Auto Enrolment	160
• Pension Deficit Realignment	(143)
• LCTRS Grant Adjustment	(8)
• Contribution from Commercialisation Support Reserve	4
• Contribution from Insurance Reserve	8
• Contribution from ICT Reserve	51
• Contribution from Microsoft Office 365 Reserve	69
• Contribution from Oracle Development Reserve	14
• Contribution to Welfare Reforms New Burdens Reserve	(32)
• Contribution from CRM System Implementation Reserve	2
• Contribution from Legal Expenses Reserve	79
• Contribution to Elections Reserve	(95)
• Transfer from other services MFDs	465

The revised General Fund Budget for Resources is £20.238 million.

7 The summary financial statements contained in the report cover the financial year 2019/20 and show:

- The approved annual budget;

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

8 The service is reporting a cash limit variance (underspend) of £0.528 million against a revised budget of £20.238 million.

9 The tables below compare the actual expenditure with the budget. The first table is analysed by Subjective Analysis (i.e. type of expense), and the second by Head of Service.

Type of Expenditure (Subjective Analysis) (£000's)

	2019/20 Budget	YTD Actual	Forecast of outturn	Variance (under) / over spend	Total Items Outside Cash Limit	Cash Limit Variance	Memo Cash Limit Variance Q1
Employees	44,337	18,304	44,579	242	(229)	13	361
Premises	5,127	116	5,118	(9)	-	(9)	(11)
Transport	625	244	592	(33)	-	(33)	(23)
Supplies and Services	16,181	8,005	16,127	(54)	53	(1)	(620)
Third Party Payments	48	19	48	-	-	-	-
Central Support and Capital	7,493	17	7,900	407	-	407	25
Gross Expenditure	73,811	26,705	74,364	553	(176)	377	(268)
Income	(53,780)	(14,581)	(54,685)	(905)	-	(905)	(197)
Net Expenditure	20,031	12,124	19,679	(352)	(176)	(528)	(465)
HB Transfer payments	130,257	55,375	130,388	131	(131)	-	-
HB Central Support and Capital	400	-	400	-	-	-	-
HB Income	(130,450)	(1,257)	(130,450)	-	-	-	-
HB Net Expenditure	207	54,118	338	131	(131)	-	-
Total Net Expenditure	20,238	66,242	20,017	(221)	(307)	(528)	(465)

By Head of Service (£000's)

	2019/20 Budget	YTD Actual	Forecast of outturn	Variance (under) / over spend	Total Items Outside Cash Limit	Cash Limit Variance	Memo Cash Limit Variance Q1
Central Establishment Recharges	(20,740)	-	(20,740)	-	-	-	-
Corporate Finance & Commercial Services	3,625	1,571	3,520	(105)	-	(105)	(97)
Financial & Transactional Services	9,896	1,576	9,734	(162)	(1)	(163)	(141)
Digital & Customer Services	17,747	5,351	17,837	90	2	92	(297)
Internal Audit and Insurance	1,090	434	1,048	(42)	-	(42)	7
Legal & Democratic Services	7,172	2,692	7,027	(145)	(84)	(229)	50
Service Management / Central Charges	(609)	95	(568)	41	(41)	-	-
People & Talent Management	1,850	406	1,821	(29)	(52)	(81)	13
Net Expenditure Excluding HB	20,031	12,125	19,679	(352)	(176)	(528)	(465)
Housing Benefit	207	54,117	338	131	(131)	-	-
Net Expenditure	20,238	66,242	20,017	(221)	(307)	(528)	(465)

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

Head of Service	Service Area	Description	Year End (under) / overbudget £000s	Year End (under) / overbudget £000s
Central Establishment Recharges	Central Establishment Recharges	No material variance	0	0
Corporate Finance & Commercial Services	Management	No material variance	0	(105)
	Management Priority	£20,000 underbudget on employees	(20)	
	Financial Systems	£22,000 underbudget on employees £49,000 underbudget on supplies and services	(71)	
	Procurement	£7,000 overbudget on employees £9,000 overbudget on supplies and services £6,000 underachieved income	22	
	Pensions	No material variance	-	
	Strategic Finance	£35,000 underbudget on employees	(35)	
	Occupational Health	£70,000 underbudget on employees £1,000 underbudget on transport £6,000 overbudget on supplies and services £50,000 underachieved income	(15)	
	Health and Safety	£21,000 overbudget on employees £2,000 underbudget on Transport £1,000 underbudget on supplies and services £4,000 overachieved on income	14	
People & Talent Management	People & Talent Management	£7,000 overbudget on employees. £2,000 underbudget on transport £86,000 overachieved on income	(81)	(81)
Finance & Transactional Services	Management	£27,000 underbudget on employees	(27)	
	Payroll and Employee Services	£5,000 overbudget on employees £2,000 overbudget on Supplies and services £3,000 overachieved income	4	
	Financial Management	£88,000 overbudget on employees	43	

Head of Service	Service Area	Description	Year End (under) / overbudget £000s	Year End (under) / overbudget £000s
		£2,000 underbudget on supplies and services £43,000 overachieved income		(163)
	Revenues and Benefits	£71,000 underbudget on employees £11,000 underbudget on transport £1,000 underbudget on supplies and services £100,000 overachieved on income	(183)	
Digital and Customer Services	Customer Services	£99,000 underbudget on employees £11,000 underbudget on transport £31,000 underbudget on supplies and services £1,000 overachieved on income	(142)	92
	ICT Services	£96,000 underbudget on employees £5,000 underbudget on premises £10,000 underbudget on transport £51,000 overbudget on supplies and services £407,000 overbudget on central expenses of which £381,500 relates to Direct Revenue Financing £113,000 overachieved income	234	
Internal Audit and Risk	Insurance and Risk	£4,000 overbudget on employees	4	(42)
	Internal Audit	£13,000 overbudget on employees £4,000 underbudget on supplies and services £16,000 overachieved income	(7)	
	Corporate Fraud	£31,000 overbudget on employees £3,000 overbudget on supplies and services £73,000 overachieved on income	(39)	
Legal and Democratic Services	Corporate and Democratic Core	£70,000 underbudget on employees £2,000 underbudget on transport £105,000 underbudget on supplies and services £11,000 overachieved income	(188)	(229)

Head of Service	Service Area	Description	Year End (under) / overbudget £000s	Year End (under) / overbudget £000s
	Legal and Other Services	£350,000 overbudget on employees relating primarily to the European Elections (offset by grant income) £5,000 underbudget on premises £4,000 overbudget on transport £123,000 overbudget on supplies and services £513,000 overachieved income relating primarily to the European Elections (offset by expenditure)	(41)	
Service Management	Service Management	No material variances	0	0
Benefits Payments and Subsidy	Benefits	An overspend on Discretionary Housing Payments of £131,000 has been offset by earmarked Reserves	0	0
TOTAL				(528)

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

Capital Programme

- 12 The original Resources capital programme was £10.787 million, and this has been revised for additions/reductions, budget transfers and budget profiling. The revised budget now stands at £10.112 million.

- 13 Summary financial performance to the end of August 2019 is shown below:

	Original Annual Budget 2019/20	Revised Annual Budget 2019/20	Profiled Budget 2019/20	Actual Spend 31/08/2019	Remaining Budget
	£000	£000	£000	£000	£000
Digital & Customer Services	10,642	9,967	525	907	9,060
Corporate Finance & Commercial Services and Finance & Transactional Services	145	145	39	39	106
Total	10,787	10,112	564	946	9,166

- 14 The revised Resources capital budget is £10.112 million with a total expenditure to 31 August 2019 of £0.946 million (9%). The profiled budget for this period is £0.564 million, therefore spend is above profiled / expected spend in the year to date. A full breakdown of schemes and actual expenditure to 31 August 2019 is given in Appendix 2.
- 15 At year end the actual outturn performance will be compared against the revised budgets and at that time service and project managers will need to account for any budget variance.

Background papers

- County Council Report (20 February 2019) – Medium Term Financial Plan 2019/20 to 2022/23 and Revenue and capital Budget 2019/20.
- Corporate Overview and Scrutiny Management Board (13 September 2019) – Quarter 1 June 2019: Forecast of Revenue and Capital Outturn 2019/20.
- Cabinet Report (13 November 2019) – Forecast of Revenue and Capital Outturn 2019/20 – Period to 30 September 2019.

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Appendix 1: Implications

Legal Implications

The consideration of regular budgetary control reports is a key component of the council's Corporate and Financial Governance arrangements. This report shows the forecast spend against budgets agreed by the council in February 2019 in relation to the 2019/20 financial year.

Finance

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

Consultation

Not applicable.

Equality and Diversity / Public Sector Equality Duty

Not applicable.

Human Rights

Not applicable.

Crime and Disorder

Not applicable.

Staffing

Not applicable.

Accommodation

Not applicable.

Risk

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

Procurement

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

Appendix 2: Resources Capital Programme 2019/20 – Detailed Monitoring Statement to 31 August 2019

Resources	Revised Annual Budget	Profiled Budget	Actual Spend	Remaining Budget
	2019/20	2019/20	31/08/19	2019/20
	£000	£000	£000	£000
Big Data	149	-	-	149
Broadband / Digital Durham	5,043	15	-	5,043
Code of Connection Compliance	25	-	-	25
Corporate Mail Fulfilment	180	-	-	180
Dark Fibre installations and Circuit/Microwave Upgrades	23	-	-	23
Homeworking	1,169	15	16	1,153
ICT Business Continuity	17	-	-	17
Mobile Device Management	172	-	-	172
Ongoing Server replacement	55	-	-	55
Replacement of Desktop ICT Equipment	1,340	430	378	962
Sharepoint Architecture	23	-	-	23
Tanfield Datacentre LAN Switching Replacement	30	-	-	30
Applications and Development	16	-	-	16
Archiving Of Obsolete Systems Based On Non Supported Hardware	2	-	-	2
Customer Relation Management System	799	0	7	792
Remote Access – Central Solution	9	-	-	9
LAN Switching Replacement – Ageing Hardware	540	-	486	54
Middleware Software – Enterprise Application Integration	250	-	-	250
Integrated Customer Service Programme	125	65	20	105
Digital & Customer Services Total	9,967	525	907	9,060
Migration of HR/Payroll functionality	118	39	13	105
Civica Pension Fund Administration System	27	-	26	1
Corporate Finance & Commercial Services and Financial & Transactional Services Total	145	39	39	106
RESOURCES Total	10,112	564	946	9,166

**Corporate Overview and Scrutiny
Management Board**

16 December 2019



**Transformation and Partnerships –
Quarter 2 September 2019: Forecast of
Revenue and Capital Outturn 2019/20**

Ordinary Decision

Report of John Hewitt, Corporate Director of Resources

Electoral division(s) affected:

Countywide

Purpose of the Report

- 1 To provide details of the forecast outturn budget position for the Transformation and Partnerships (TAP) service grouping highlighting major variances in comparison with the budget based on the position to the end of September 2019.

Executive summary

- 2 The service is reporting a cash limit overspend of £26,000 against a revised budget of £24.889 million.
- 3 The revised TAP capital budget is £2.744 million with a total expenditure to 31 August 2019 of £0.831 million.

Recommendation

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

Background

5 County Council approved the Revenue and Capital budgets for 2019/20 at its meeting on 20 February 2019. These budgets have subsequently been revised to account for grant additions/reductions, budget transfers between service groupings and budget reprofiling between years. This report covers the financial position for the following major accounts maintained by the TAP service grouping:

- *TAP Revenue Budget - £24.889 million (original £10.784 million)*
- *TAP Capital Programme – £2.744 million (original £3.050 million)*

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

	£000's
Transfer into TAP from other services – Business Support Review:	
From Resources	1,872
From Adult & Health Services	1,933
From Children & Young Persons Services	5,788
From REAL	5,541
Transfer from Corporate Contingencies – Pension Auto-Enrolment	12
Transfer from Corporate Contingencies – Pension Deficit Re-alignment	103
Transfer from Corporate Contingencies – Comms & Marketing (Fostering & Adoption)	43
Transfer to AAP Reserve (Welfare Assistance)	(140)
Transfer from Residents Research & Consultation Reserve	3
Transfer from Syrian Resettlement Programme Reserve	37
Transfer to Transformation Programme Reserve	(68)
Transfer from Promoting Durham Reserve	51
Transfer from My Future is Durham Reserve	27
Transfer to Local Safeguarding Childrens Board Reserve	(81)
Transfer from TAP Cash Limit Reserve	36
Transfer from Social Isolation Reserve	152
Transfer to Corporate Business Support Reserve	(1,019)
Transfer to Corporate Inspire Reserve	(109)

Transfer from EU Exit Funding Reserve	45
Transfer from Transformation Challenge Grant Reserve	8
Transfer from TAP Cash Limit Reserve (Hardwick Awards)	8
Transfer to Resources - MFDs	(136)
TOTAL	<u>14,106</u>

The revised TAP revenue budget is £24.889 million.

- 7 The summary financial statements contained in the report cover the financial year 2019/20 and show:
- The approved annual budget;
 - The actual income and expenditure as recorded in the council's financial management system;
 - The variance between the annual budget and the forecast outturn;
 - For the TAP revenue budget, adjustments for items outside of the cash limit to take into account such items as redundancies met from the strategic reserve, capital charges not controlled by services and use of / or contributions to earmarked reserves.

Forecast Revenue Outturn 2019/20

- 8 The service is reporting a cash limit overspend of **£26,000** against a revised budget of **£24.889 million**.
- 9 The tables below compare the actual expenditure with the budget. The first table is analysed by Subjective Analysis (i.e. type of expense), and the second by Head of Service.

Subjective Analysis (£000s)

Subjective Analysis	2019/20 Budget	YTD Actual	Forecast of outturn	Variance (under) / over spend	Total Items Outside Cash Limit	Cash Limit Variance	Memo : Cash Limit Variance Q1
Employees	26,861	11,455	26,563	(298)	432	134	101
Premises	370	65	364	(6)	-	(6)	3
Transport	144	50	139	(5)	1	(4)	1
Supplies and Services	2,586	989	2,570	(16)	(41)	(57)	(56)
Agency and Contracted	141	-	141	-	-	-	-
Transfer Payments	1,733	803	1,731	(2)	-	(2)	47
Central Costs	2,527	135	2,527	-	-	-	-
GROSS EXPENDITURE	34,362	13,497	34,035	(327)	392	65	96
INCOME	(9,473)	(2,669)	(9,275)	198	(237)	(39)	(59)
NET EXPENDITURE	24,889	10,828	24,760	(129)	155	26	37

Analysis by Head of Service (£000s)

Head of Service	2019/20 Budget	YTD Actual	Forecast of outturn	Variance (under) / over spend	Total Items Outside Cash Limit	Cash Limit Variance	Memo: Cash Limit Variance Q1
Partnership and Community Engagement	6,704	1,812	6,719	15	(45)	(30)	20
Strategy	2,257	829	2,134	(123)	96	(27)	(39)
Communications and Marketing	2,137	946	2,125	(12)	(41)	(53)	(78)
Transformation	1,815	558	1,830	15	(9)	6	5
Business Support	14,648	6,611	14,488	(160)	160	-	-
Central	(2,672)	72	(2,536)	136	(6)	130	129
NET EXPENDITURE	24,889	10,828	24,760	(129)	155	26	37

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

Head of Service	Description	Forecast Year End (Under) / Overspend £000s
Partnership and Community Engagement (PACE)	£8k managed underspend on employees £6k managed underspend on premises £2k underspend on transport £22k managed underspend on supplies & services £2k underspend on transfer payments £10k underachieved income	(30)
Strategy	£27k managed underspend on employees	(27)
Communications and Marketing	£48k managed underspend on employees £1k managed underspend on transport £26k managed underspend on supplies & services £22k unachieved income	(53)
Transformation	£8k managed overspend on employees £2k managed overspend on transport £4k managed underspend on supplies	6
Central	£104k overspend on employees £2k underspend on transport £7k managed underspend on supplies & services £35k unachieved income	130
TOTAL		26

- 11 The forecast overspend is a managed position, reflecting the proactive management of activity by Heads of Service across TAP to try and remain within the cash limit. A full review of the budgets in TAP took place in late September 2019 to identify and deliver savings to address the ongoing budget pressures as well as TAP's share of the MTFP savings. It is fully expected that with more considered monitoring of budgets, and in particular the management of vacancies, that the reducing small projected cash limit overspend will be addressed before the end of the financial year.

Members Neighbourhoods Revenue Budget

- 12 Each elected member receives an annual allocation of £19,400; £5,400 (including £2,000 from the former Members' Initiatives Fund) revenue and £14,000 capital.
- 13 The revenue budget allocation for the current year is £0.680 million. Previous years unspent allocations totalling £0.552 million are held in an earmarked reserve. At 30 September 2019, £0.475 million of the total budget allocation of £1.232 million has been either spent or committed and it is expected that the remaining budget will be allocated during the remainder of the year.

AAP Area Budgets

- 14 Each of the 14 Area Action Partnerships (AAP) has an annual allocation of £100,000; £76,000 revenue and £24,000 capital.
- 15 The revenue budget allocation for the current year is £1.064 million to develop projects to meet the agreed AAP priorities.
- 16 Previous years unspent allocations totalling £0.733 million are held in an earmarked reserve. At 30 September a total of £0.787 million has either been committed or spent and it is expected that the remaining £1.010 million will be committed later in the year.

Capital Programme

- 17 The TAP capital programme comprises eleven schemes: Assets in the Community, Area Action Partnerships Capital, Members Neighbourhoods Capital, Community Facilities in Crook, Community Facilities in Consett, Stanley Regeneration Works, Dipton Project Fund, Nevilles Cross Community Centre New Build, Witton Park Memorial Garden, Durham History Centre, and AAP Initiatives.
- 18 The TAP capital programme has been revised to take into account the 2018/19 outturn position, where unspent budget was transferred from 2018/19. The budget agreed at MOWG in June 2019 now stands at **£2.744m.**

19 Summary financial performance to the end of June is shown below:

Service	Original Annual Budget 2019/20 £000	Revised Annual Budget 2019/20 £000	Actual Spend to 31 August £000	Remaining Budget £000
Assets in the Community	1,055	854	96	758
Area Action Partnership	313	286	135	151
Members Neighbourhoods	876	828	401	427
Community Facilities Crook	7	7	0	7
Community Facilities Consett	175	175	28	147
Stanley Regeneration Works	-	2	-	2
Dipton Project Fund	-	1	-	1
Nevilles Cross Community Centre New Build	-	83	-	83
Witton Park Memorial Garden	-	21	7	14
Durham History Centre	525	485	164	321
AAP Initiatives	99	2	-	2
Total	3,050	2,744	831	1,913

20 Officers continue to carefully monitor capital expenditure on a monthly basis. £0.831 million of actual expenditure has been incurred to date. This is 30% of the total estimated spend in the year.

21 At year end the actual outturn performance will be compared against the revised budgets and service and project managers will need to account for any budget variance.

Background papers

- County Council Report (20 February 2019) – Medium Term Financial Plan 2019/20 to 2022/23 and Revenue and capital Budget 2019/20.
- Corporate Overview and Scrutiny Management Board (13 September 2019) – Quarter 1 June 2019: Forecast of Revenue and Capital Outturn 2019/20.
- Cabinet Report (13 November 2019) – Forecast of Revenue and Capital Outturn 2019/20 – Period to 30 September 2019.

Contact: Ian Herberson

Tel: 03000 261861

Appendix 1: Implications

Legal Implications

The consideration of regular budgetary control reports is a key component of the council's Corporate and Financial Governance arrangements. This report shows the forecast spend against budgets agreed by the council in February 2019 in relation to the 2019/20 financial year.

Finance

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

Consultation

Not applicable.

Equality and Diversity / Public Sector Equality Duty

Not applicable.

Human Rights

Not applicable.

Crime and Disorder

Not applicable.

Staffing

Not applicable.

Accommodation

Not applicable.

Risk

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

Procurement

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

**Corporate Overview and Scrutiny
Management Board**

16 December 2019



**Request for Call-in – County Durham
Plan: Delivery of the Western Relief
Road**

Report of Helen Lynch, Head of Legal and Democratic Services

Electoral division(s) affected:

Deerness, Framwellgate, Newton Hall, and Neville's Cross Electoral Divisions

Purpose of the Report

- 1 To advise the Corporate Overview and Scrutiny Management Board of a request for call-in of a cabinet decision, and of the decision made by the Chairman of the Board not to call-in the decision.

Executive summary

- 2 On 21 November 2019, a request was received by the Head of Legal and Democratic Services for call-in of Cabinet decision agenda item number 10. The report related to the County Durham Plan – Delivery of the Western Relief Road. The request was shared with the Deputy Monitoring Officer and the Chief Finance Officer. A copy of the request is attached at Appendix 2.
- 3 On 27 November 2019, the Deputy Monitoring Officer consulted the Chair of the COSMB, who decided not to call the decision in. In doing so, he took into account the advice of the Deputy Monitoring Officer that delaying the implementation of the decision would not be likely to cause significant damage to the Council's interest.
- 4 Having considered this, he then considered whether a case had been made for calling in the decision and concluded that it had not.
- 5 In summary, his reasons for this were that the County Durham Plan and the Western Relief Road that features within it have been subject to several consultation opportunities, including consideration by the County Council's Economy and Enterprise Overview and Scrutiny Committee. He also considered that the report to Cabinet was a commitment in principle to deliver the Western Relief Road subject to the outcome of the County Durham Plan process and any potential

modifications that the Planning Inspector may propose following his Interim findings. Further details in respect of funding to those stated within the Cabinet report cannot be determined at this early stage though the report also notes that further funding opportunities exist and will be explored.

Recommendation

- 6 The Corporate Overview and Scrutiny Board is asked to note this report.

Background

7 On 21 November 2019, a request was received by the Head of Legal and Democratic Services for call-in of Cabinet decision agenda item number 10. The report related to the County Durham Plan – Delivery of the Western Relief Road. The request was shared with the Deputy Monitoring Officer and the Chief Finance Officer. A copy of the request is attached at Appendix 2.

8 On 27 November 2019, the Deputy Monitoring Officer consulted the Chair of the COSMB, who decided not to call the decision in. In doing so, he took into account the advice of the Deputy Monitoring Officer that delaying the implementation of the decision would not be likely to cause significant damage to the Council's interest.

9 Having considered this, he then considered whether a case had been made for calling in the decision and concluded that it had not.

10 His reasons for this were as follows:

Appropriate Levels of Scrutiny

11 The County Durham Plan and the Western Relief Road that features within it have been subject to several consultation opportunities including consideration by the Council's Economy and Enterprise OSC as follows:

Issues and Options Stage - 2016

12 The Issues and Options sought comments on 50 specific questions including on congestion on the A167 between Nevilles Cross and Sniperley roundabout. A six-week consultation concluded on the 8 August 2016 and a total of 4,929 responses were received from 823 respondents to all aspects of the County Durham Plan.

Preferred Options - 2018

13 The Preferred Options set out an approach for ensuring that County Durham is a successful place to live, work and invest. This was consulted upon for six weeks ending on the 3 August 2018 and included policies for supporting economic ambition, providing the right homes in the right places, addressing rural employment and securing infrastructure and higher design quality. The Western Relief Road was included within this consultation document which was considered during an Economy and Enterprise OSC workshop on the 9 July 2018 to which all non-executive members were invited. The detailed response included comments regarding the proposed relief roads and was fed into the ongoing consultation process.

- 14 A total of 3,990 comments were received from 1,130 different respondents.

Pre-Submission Stage - 2019

- 15 The Pre-Submission took into account comments received to the previous consultation stages and was informed by a comprehensive suite of evidence base. A six-week consultation took place and closed on the 8 March 2019. The Western Relief Road was included within this consultation document. A further workshop on the County Durham Plan and Housing Strategy was undertaken on the 4 February by the Economy and Enterprise OSC to which all non-executive members were invited. A total of 2,877 comments were received from 1,003 different respondents.
- 16 Following three stages of consultation, Full Council agreed on the 19 June 2019 to submit the draft CDP to the Secretary of State for Communities and Local Government for an Examination in Public. Should modifications to the plan be proposed following the Planning Inspector's interim findings then there will be further opportunity for consultation and scrutiny involvement.

Cost and Delivery – Funding availability

- 17 The report to Cabinet on 13 November 2019 is a commitment in principle to deliver the Western Relief Road subject to the outcome of the County Durham Plan process.
- 18 The Cabinet report states that the cost of the Western Relief Road is estimated to be in the region of £35 million. As part of the Statement of Common Ground on 4 October 2019, the site promoters and owners of the Sniperley Park Sustainable Urban Extension specify that at least £15 million has been agreed at this stage. It is likely that this will be received in staged payments over the lifetime of the build out of the site. Further details in respect of funding of the scheme cannot be determined at this early stage though the report also notes that further funding opportunities exist and will be explored.

Conclusion

- 19 The Call-in request has been considered by the Chair of the Corporate Overview and Scrutiny Management Board in accordance with the Overview and Scrutiny Procedure Rules within the Council's Constitution and been rejected.

Background papers

- Durham County Council Constitution
- Cabinet 13 November 2019 – County Durham Plan – Delivery of the Western Relief Road – Joint Report of Ian Thompson, Corporate Director of Regeneration and Local Services and John Hewitt, Corporate Director of Resources

Author

James Etherington

Tel: 03000 269727

Appendix 1: Implications

Legal Implications

This report has been produced in accordance with the Overview and Scrutiny Procedure Rules within the Council's Constitution as they relate to Call-in.

Finance

Not Applicable.

Consultation

Not Applicable

Equality and Diversity / Public Sector Equality Duty

Not Applicable

Climate Change

Not Applicable

Human Rights

Not Applicable

Crime and Disorder

Not Applicable

Staffing

Not Applicable

Accommodation

Not Applicable

Risk

Not Applicable

Procurement

Not Applicable

In line with the procedures outlined in rule 17 of the Overview and Scrutiny Procedure Rules, Part 4 of the County Council's Constitution, we have been asked by fellow Councillors to CALL IN the decision of the Executive made on 13th November 2019 regarding the County Durham Plan – Delivery of the Western Relief Road.

The reasons for this are detailed below and directly relate to Article 10 of the Constitution taking due regard to the said principles of decision making.

We believe the decision made by Cabinet regarding the above has been taken without appropriate levels of scrutiny. The Cabinet member was unable to answer questions put to him at the meeting relating to cost and delivery. With no costs or details of funding available for members to see we feel this needs to be referred to the appropriate scrutiny committee.

Signed

Richard A. Aaroe

J. Jopling (CLLR JOPLING)

A. Shield (CLLR SHIELD)

R. Bell (CLLR R. BELL)

M. Wilkes (CLLR WILKES)

L. Martin (CLLR MARTIN)

Date 21.11.19

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**Corporate Overview and
Scrutiny Management Board**



16 December 2019

Notice of Key Decisions

Report of Corporate Management Team

Helen Lynch, Head of Legal and Democratic Services

Electoral division(s) affected:

Countywide.

Purpose of the Report

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

Recommendation(s)

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

Background

- 3 New rules in relation to Executive decisions were introduced by The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, which came into force on 10 September 2012.
- 4 The regulations took away the requirement for the Executive to produce a Forward Plan of key decisions, however introduced that the decision maker cannot make a key decision unless a document has been published at least 28 clear days before the decision is taken, unless either a general exception or special urgency requirements have been met. The document which has to be published must state:
 - a) that the key decision is to be made on behalf of the relevant local authority
 - b) the matter in respect of which the decision is to be made

- c) where the decision maker is an individual, that individual's name and title if any and where the decision maker is a decision making body, its name and list of its members
 - d) the date on which or the period within which the decision is to be made
 - e) a list of the document submitted to the decision maker for consideration in relation to the matter of which the key decision is to be made
 - f) the address from which, subject to any prohibition or restriction on their disclosure copies of, or extracts from any document listed as available
 - g) that other documents relevant to those matters may be submitted to the decision maker
 - h) the procedure for requesting details of those documents (if any) as they become available.
- 5 The requirements also apply to an exempt matter as previously it did not strictly have to be included in the Forward Plan. Now a publicity document must contain particulars of the matter, but may not contain any confidential exempt information or particulars of the adviser or political adviser or assistant.
- 6 Notices of key decisions that are being produced meet the legal requirements of publication, as well as continuing to provide information for a four month period. Members will therefore be able to consider key decisions as previously for the four month period.

Current Notice of Key Decisions

- 7 The notice of key decisions that is attached to the report at Appendix 2, is the latest to be published prior to the papers for the Board being dispatched to members. The notice complies with the requirements for Cabinet to be able to take key decisions at the meeting on 11 December 2019. It also contained information on those key decisions that are currently scheduled to be considered by the Executive up to 31 March 2020.

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

Appendix 1: Implications

Legal Implications

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

Finance

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

Consultation

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

Equality and Diversity / Public Sector Equality Duty

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

Climate Change

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

Human Rights

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

Crime and Disorder

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

Staffing

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

Accommodation

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

Risk

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

Procurement

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

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SECTION ONE - CORPORATE

Ref. No.	Date of Decision (i.e. date of Cabinet meeting)	Description of Decision to be Made	Background Documents	Lead Cabinet Member	Main Consultees & Means of Consultation	Contact details for further information	Overview and Scrutiny Involvement
CORP/R/19/01	15/01/20	MTFP(10) - Update on Planning of Budget and Development of Service Plans - Details of Provisional Finance Statement		Cabinet Portfolio Holder for Finance		Jeff Garfoot, Head of Corporate Finance and Commercial Services. Tel 03000 261946	Scrutiny members will have input into the formulation of MTFP 10 through Coporate Overview and Scrutiny Management Board meetings
CORP/R/19/01	12/02/20	MTFP(10) - Update on Planning of Budget and Development of Service Plans - Final Budget Report		Cabinet Portfolio Holder for Finance		Jeff Garfoot, Head of Corporate Finance and Commercial Services. Tel 03000 261946	Scrutiny members will have input into the formulation of MTFP 10 through Coporate Overview and Scrutiny Management Board meetings

SECTION TWO - CHILDREN AND YOUNG PEOPLE'S SERVICES

Ref. No.	Date of Decision (i.e. date of Cabinet meeting)	Description of Decision to be Made	Background Documents	Lead Cabinet Member	Main Consultees & Means of Consultation	Contact details for further information

No key decisions for this period

SECTION THREE ADULT AND HEALTH

Ref. No.	Date of Decision (i.e. date of Cabinet meeting)	Description of Decision to be Made	Background Documents	Lead Cabinet Member	Main Consultees & Means of Consultation	Contact details for further information

No key decisions for this period

SECTION FOUR - REGENERATION AND LOCAL SERVICES

Ref. No.	Date of Decision (i.e. date of Cabinet meeting)	Description of Decision to be Made	Background Documents	Lead Cabinet Member	Main Consultees & Means of Consultation	Contact details for further information	Overview and Scrutiny Involvement
ReaL/05/19	To be confirmed	Selective Licensing Business Case		Cabinet Portfolio Holder for Strategic Housing and Assets		Lynn Hall, Strategic Manager for Housing Tel 03000 265728	The Economy and Enterprise OSC has received updates on the progress of the Selective Licensing Scheme with the last update provided to committee at the meeting on 24 September 2019. Included in the committee's work programme for 2019/20 are further progress updates. In addition, Overview and Scrutiny members will have the opportunity to comment on the proposed scheme early in 2020 as part of the consultation process with the comments made by members forming the O&S response.

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**Corporate Overview and Scrutiny
Management Board**

16 December 2019



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

Report of John Hewitt, Corporate Director of Resources

Electoral division(s) affected:

Countywide

Purpose of the Report

- 1 To present to members an information update of overview and scrutiny activity from 22 October – December 2019.

Executive summary

- 2 It was previously agreed that a written report of chairs' updates would be presented for information only to all Corporate Overview and Scrutiny Management Boards.
- 3 This update covers the time period from 22 October – December 2019.

Recommendation(s)

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

Background

- 5 Members of the Corporate Overview and Scrutiny Management Board (COSMB) are encouraged to get involved in any area of overview and scrutiny activity via thematic committees and talk to scrutiny committee chairs and overview and scrutiny officers on areas of project and overview activity.

Corporate Overview and Scrutiny Management Board (COSMB)

Update on Previous Reviews	There are no systematic reviews to report on for this period.
Scrutiny Review Activity	Scrutiny of the MTFP 10 in an initial report was considered on 13 September 2019. Government budget announcements have been delayed due to the general election, further reports will therefore be scheduled in the new year.
Overview reports/ Presentations	<p>COSMB on 22 October 2019 received reports on:</p> <ul style="list-style-type: none"> • Annual Review of the Council's use of powers under RIPA • Q1 2019/20 Council's use of powers under RIPA • Update on the Delivery of the Medium Term Financial Plan Q1 2019/20 • Welfare Reform and Poverty Issues • Q1 2019/20 Customer Feedback • Q1 2019/20 Performance Management • Attendance Management • Update on Petitions • Notice of key decisions • Chairs Update

Adults, Wellbeing and Health Overview and Scrutiny Committee (AWH OSC)

Update on Previous Reviews	There are no systematic reviews to report on for this period.
Scrutiny Review Activity	A Review of GP Services across County Durham is being undertaken and has completed its evidence gathering. Work is ongoing to identify key findings and recommendations.
Overview reports/ Presentations	<p>AWH OSC on 15 November 2019 received reports and presentations on:</p> <ul style="list-style-type: none"> • County Durham and Darlington Flu Prevention Board • Director of Public Health County Durham Annual report • Health and Wellbeing Board Annual Report • County Durham Local Safeguarding Adults Board Annual Report 2018/19 • Review of stroke rehabilitation service and review of inpatient services at Bishop Auckland Hospital (ward 6) proposed establishment of Joint Health OSC

	<p>AWH OSC on 9 December 2019 received reports and presentations on:</p> <ul style="list-style-type: none"> • NHS Quality Accounts 2018/19: Progress against 2019/20 priorities <ul style="list-style-type: none"> ○ Tees Esk and Wear Valleys NHS FT ○ North East Ambulance NHS FT ○ County Durham and Darlington NHS FT • Developing County Durham’s Approach to Wellbeing
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Children and Young People’s Overview and Scrutiny Committee (CYP OSC)

Update on Previous Reviews	There are no systematic reviews to report for this period.
Scrutiny Review Activity	<p>A review of Private Children’s Residential Care Homes has been undertaken jointly with Safer Stronger Communities OSC.</p> <p>The Review Group’s report was considered by Cabinet on 13 November 2019.</p> <p>A review of Elective Home Education is being undertaken and the meeting held on 11 November 2019 considered pupil exclusions and an analysis of responses to a survey of parents about home education</p> <p>A further meeting took place on 9 December 2019 and considered the review key findings and members formulated their recommendations.</p>
Overview reports/ Presentations	<p>The CYP OSC on 18 November 2019 received reports and presentations on:</p> <ul style="list-style-type: none"> • Social Work Academy Progress • Update on the recommendations of the Role of the Social Worker from a Child’s Perspective review <p>A special meeting of CYP OSC held on 27 November 2019 received reports and presentations on:</p> <ul style="list-style-type: none"> • Best Start in Life • Children and Young People’s Mental Health and Emotional Wellbeing

	<ul style="list-style-type: none"> • Joint Update report on Sexual Health and under 18 conceptions
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Economy and Enterprise Overview and Scrutiny Committee

(E&E OSC)

Update on Previous Reviews	Economy and Enterprise OSC review – Support provided to the retail sector by Durham County Council. An update was provided to the E&E OSC on 7 November 2019 on progress made against the review recommendations.
Scrutiny Review Activity	No scrutiny review activity currently identified.
Overview reports/ Presentations	<p>The E&E OSC on 7 November 2019 received reports and presentations on:</p> <ul style="list-style-type: none"> • Media relations • Business Durham progress report • Visit County Durham – Development and Marketing Activity

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

Update on Previous Reviews	There are no systematic reviews to report for this period.
Scrutiny Review Activity	Review of DCC's future allotment policy - The report will be considered by the E&S OSC on 16 December 2019 and Cabinet in January 2020.
Overview reports/ Presentations	<p>The E&S OSC on 4 November 2019 received reports and presentations on:</p> <ul style="list-style-type: none"> • Operation Spruce Up and Fly-tipping in County Durham <p>A meeting of the E&S OSC on 19 November received reports and presentations on:</p> <ul style="list-style-type: none"> • Street Lighting • Woodlands <p>A special meeting of the E&S OSC on 16 December 2019 is due to receive a report on the review of DCC's future allotment policy.</p>

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

Update on Previous Reviews	There are no systematic reviews to report on for this period.
Scrutiny Review Activity	<p>A review of Private Residential Children's Homes has been undertaken jointly with Children and Young Peoples OSC. The Review Group's report was considered by Cabinet on 13 November 2019.</p> <p>The Road Safety Strategy working group met on 10 October 2019 and considered road casualty statistics and partnership road safety activity in the development of a County Durham road safety strategy.</p>
Overview reports/ Presentations	<p>SSC OSC on 5 November 2019 received reports and presentations on:</p> <ul style="list-style-type: none"> • Media Relations • County Durham Youth Justice Plan 2019 – 2021 • Modern Slavery • County Durham and Darlington Hate Crime Action group update • Police and Crime Panel • Overview and Scrutiny review update

Performance/Budget/Work Programme Reporting

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

Regional Scrutiny

- 7 A meeting of the Northern Integrated Care System (ICS) Joint OSC met on 25 November 2019 and received reports and scrutinised:
- Development of ICS – Verbal Update from Mark Adams
 - North East and North Cumbria (NENC) Mental Health ISC Programme Update
 - Optimising Health Services and Child Health and Wellbeing NENC ICS Update
 - Proposed Work Programme Update

- 8 A meeting of the NECA & North of Tyne CA Joint Transport Committee Overview and Scrutiny Committee was held on 7 November 2019 and received reports and presentations on
- Budget Proposals
 - Joint Transport Overview and Scrutiny Committee Work Programme

Conclusion

- 9 This report contains the key issues considered by the Overview and Scrutiny Committees for the period 22 October – December 2019 and is provided for members information only.

Contact: Jenny Haworth

Tel: 03000 268071

Appendix 1: Implications

Legal Implications

N/A.

Finance

N/A.

Climate Change

Any climate change implications will be included in individual reports to the appropriate scrutiny committee.

Consultation

N/A.

Equality and Diversity / Public Sector Equality Duty

N/A.

Human Rights

N/A.

Crime and Disorder

N/A.

Staffing

N/A.

Accommodation

N/A.

Risk

N/A.

Procurement

N/A.

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