

## Agenda

**Meeting: Corporate and Partnerships  
Overview & Scrutiny Committee**

**Venue: Brierley Room, County Hall,  
Northallerton DL7 8AD  
(see location plan overleaf)**

**Date: Monday 16 January 2017 at 10.30 am**

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### Business

1. **Minutes of the meeting held on 14 November 2016** (Pages 5 to 7)
2. **Declarations of interest**
3. **Public Questions or Statements**

Members of the public may ask questions or make statements at this meeting if they have given notice to Daniel Harry of Policy & Partnerships (*contact details below*) no later than midday on Wednesday 11 January 2017. Each speaker should limit themselves to 3 minutes on any item. Members of the public who have given notice will be invited to speak:-

- at this point in the meeting if their questions/statements relate to matters which are not otherwise on the Agenda (subject to an overall time limit of 30 minutes);
- when the relevant Agenda item is being considered if they wish to speak on a matter which is on the Agenda for this meeting.

4. **Executive Member Update** - Oral Report of the Portfolio Holder
5. **Work Programme** - Report of the Scrutiny Team Leader  
(Pages 8 to 12)
6. **Insurance tender and insurance claims analysis report** - Fiona Sowerby, Corporate Risk and Insurance Manager  
(Pages 13 to 24)
7. **2020 Council - Customer - update** - Sarah Foley, Customer Service Centre Manager/ Customer Programme Manager and Julie Blaisdale, Assistant Director - Library Customer and Community Services  
(Pages 25 to 39)
8. **Other business which the Chairman agrees should be considered as a matter of urgency because of special circumstances.**

Barry Khan  
Assistant Chief Executive (Legal and Democratic Services)

County Hall  
Northallerton

Date: 6 January 2017

#### **NOTES:**

- (a) Members are reminded of the need to consider whether they have any interests to declare on any of the items on this agenda and, if so, of the need to explain the reason(s) why they have any interest when making a declaration.

The relevant Corporate Development Officer or Monitoring Officer will be pleased to advise on interest issues. Ideally their views should be sought as soon as possible and preferably prior to the day of the meeting, so that time is available to explore adequately any issues that might arise.

- (b) **Emergency Procedures For Meetings**  
**Fire**

The fire evacuation alarm is a continuous Klaxon. On hearing this you should leave the building by the nearest safe fire exit. If the main stairway is unsafe use either of the staircases at the end of the corridor. Once outside the building please proceed to the fire assembly point outside the main entrance

Persons should not re-enter the building until authorised to do so by the Fire and Rescue Service or the Emergency Co-ordinator.

An intermittent alarm indicates an emergency in nearby building. It is not necessary to evacuate the building but you should be ready for instructions from the Fire Warden.

#### **Accident or Illness**

First Aid treatment can be obtained by telephoning Extension 7575.

# Corporate and Partnerships Overview and Scrutiny Committee

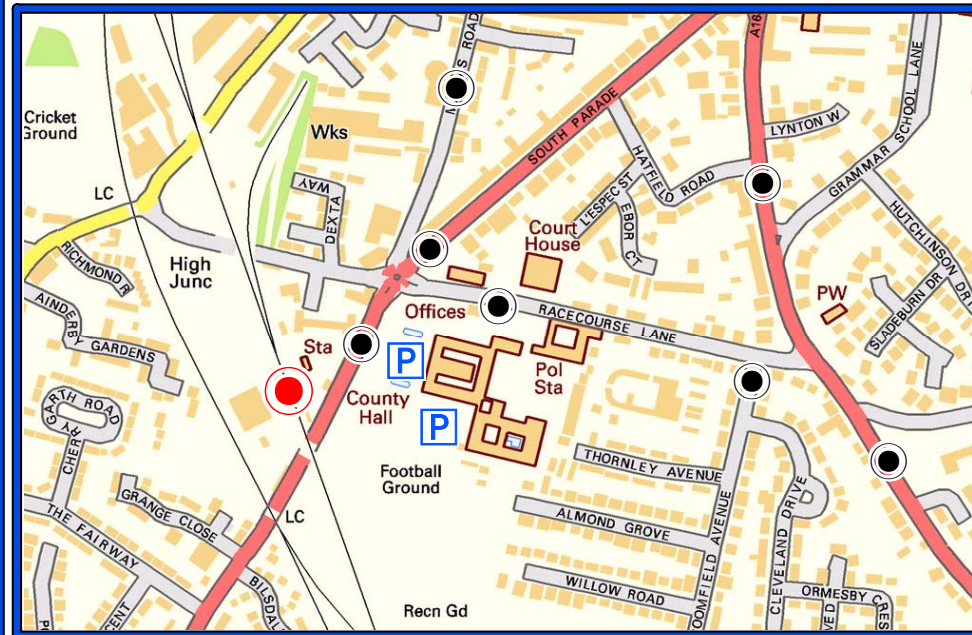
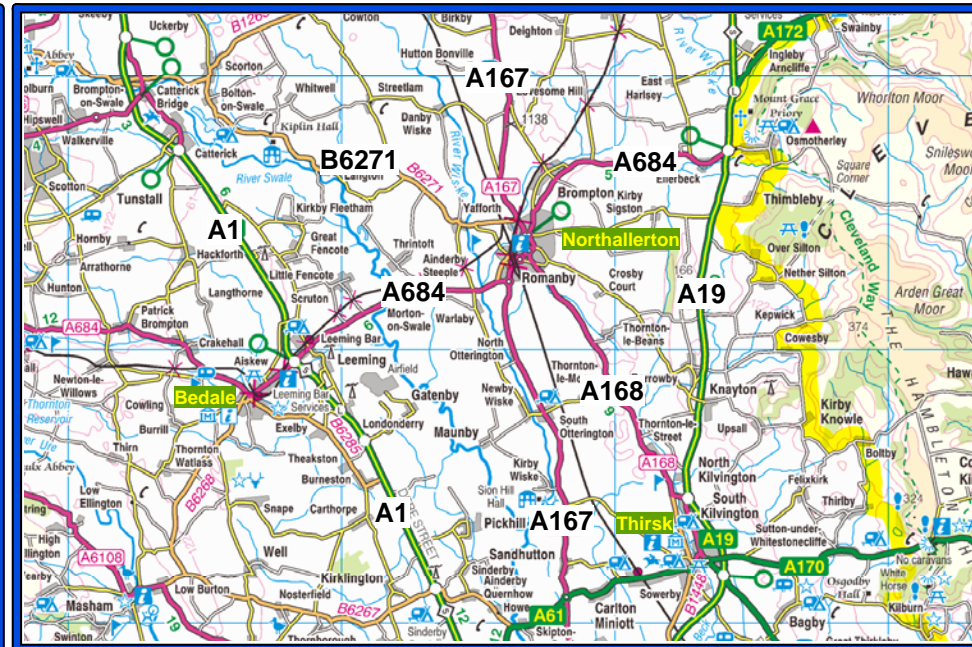
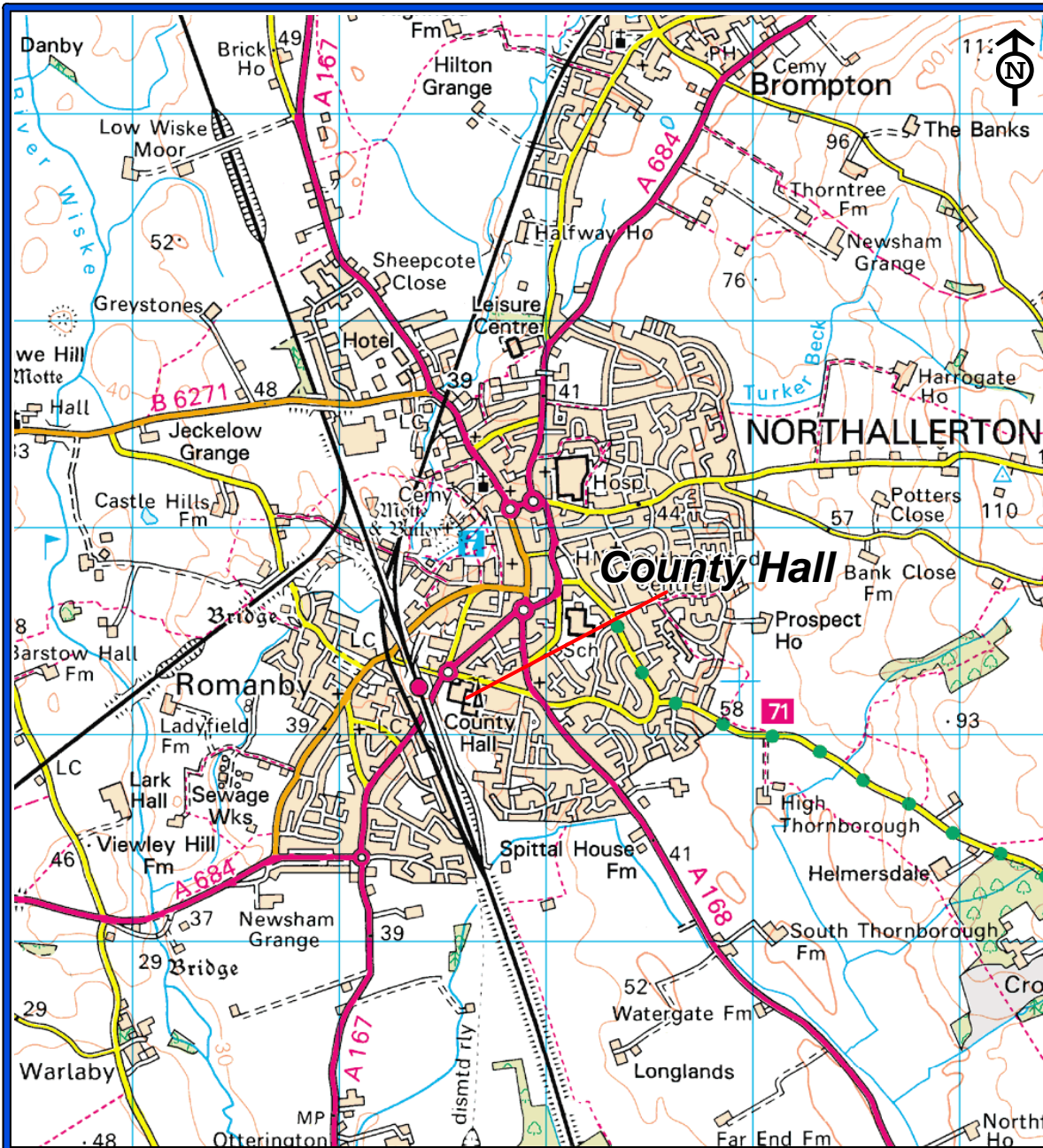
## 1. Membership

County Councillors (13)							
	Councillors Name			Chairman/Vice Chairman	Political Party	Electoral Division	
1	ARNOLD, Val				Conservative		
2	BASTIMAN, Derek			Chairman	Conservative		
3	BATEMAN, Bernard MBE				Conservative		
4	BLACKBURN, John				Conservative		
5	BUTTERFIELD, Jean				Conservative		
6	CROSS, Sam				UKIP		
7	GOSS, Andrew			Vice-Chairman	NY Independent		
8	GRIFFITHS, Bryn				Liberal Democrat		
9	LEE, Andrew				Conservative		
10	LUNN, Cliff				Conservative		
11	RANDERSON, Tony				Labour		
12	SHAW-WRIGHT, Steve				Labour		
13	SWALES, Tim				Conservative		
Total Membership – (13)					Quorum – (4)		
Con	Lib Dem	NY Ind	Labour	Liberal	UKIP	Ind	Total
8	1	1	2	0	1	0	13

## 2. Substitute Members

Conservative		Liberal Democrat	
	Councillors Names		Councillors Names
1	ATKINSON, Margaret	1	HOULT, Bill
2	BAKER, Robert	2	De COURCEY-BAYLEY, Margaret-Ann
3	PLANT, Joe	3	
4	MOORHOUSE, Heather	4	
5		5	
NY Independent		Labour	
	Councillors Names		Councillors Names
1	HORTON, Peter	1	
2		2	
3		3	
4		4	
5		5	
UKIP			
	Councillors Names		
1	SIMISTER, David		
2			
3			
Independent			
1			





Visitor Parking  
at County Hall



Northallerton National  
Rail Station



Bus Stops

## County Hall

Northallerton  
North Yorkshire  
DL7 8AD

Tel : 0845 8 72 73 74



North  
Yorkshire County Council

## North Yorkshire County Council

### Corporate and Partnership Overview and Scrutiny Committee

Minutes of the meeting held at County Hall, Northallerton on 14 November 2016 at 10.30 am.

**Present:-**

County Councillor Derek Bastiman in the Chair.

County Councillors Val Arnold, Sam Cross, Andrew Goss, Bryn Griffiths, Andrew Lee, Cliff Lunn, Bob Packham, and Tim Swales.

**Also in Attendance**

Officers: Daniel Harry, Scrutiny Team Leader, Julie Blaisdale Assistant Director - Library Customer and Community Services, Marie-Ann Jackson, Head of the Stronger Communities Programme

Apologies for absence were received from Cllr Tony Randerson - Cllr Bob Packham substituting, Cllr Steve Shaw Wright

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**Copies of all documents considered are in the Minute Book**

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**101. Minutes**

**Resolved –**

That the Minutes of the meeting held on 3 October 2016, having been printed and circulated, be taken as read and be confirmed and signed by the Chairman as a correct record.

**102. Declarations of Interest**

There were no declarations of interest to note.

**103. Public Questions or Statements**

There were no public questions or statements.

**104. Executive Member Update**

There was no Executive Member update.

**105. Update on the Reconfiguration of the Library Service**

Considered -

Report of the Julie Blaisdale Assistant Director - Library Customer and Community Services updating on the progress made in communities since the last report received by this Committee on 18 April 2016; highlighting areas of success as well as risk.

Julie Blaisdale gave an overview of progress to date with the reconfiguration of the library service, highlighting the:

- deadline for completion of the reconfiguration as being 1 April 2017
- support put in place by the Library Service and Stronger Communities to enable the transition from being a local authority managed library service to a service of 7 core libraries, 5 hybrid and 21 community managed libraries
- key role played by volunteers and the recruitment and retention processes that had been put in place
- seminars that had been run to provide information, support and guidance to management boards of the new libraries on key issues like insurance, writing business plans and running a community organisation
- progress that had been made in some areas with the development of the library into a community hub, offering a broad range of services
- progress with the re-organisation of the Council's Library Service reorganisation and the adoption of a new staffing model.

Committee Members then raised a series of questions, concerns and areas where they sought reassurance.

Cllr Bryn Griffiths queried whether the Library Service was on track to meet the £1.4 million 2020 savings target. In response, Julie Blaisdale confirmed that this was the case.

Marie-Ann Jackson stated that the Stronger Communities Team will have committed the equivalent of an estimated £150,000 worth of staff time to the reconfiguration programme over 2015/16 and 2016/17. It is anticipated that the demand for support will reduce over time but a commitment was given to providing long term support to the reconfigured libraries.

Cllrs Tim Swales stated that he had received positive feedback on the Safer Communities Team and the support that they had given to libraries in his ward.

Julie Blaisdale provided feedback on the progress with and lessons learned from phase one of the reconfiguration programme. Pateley Bridge was held up as an example of successful transition. It had seen a 10 fold increase in footfall as it had become a venue for a range of local services.

Cllr Derek Bastiman requested that Julie Blaisdale attend a future meeting of the committee, possibly 6 month's - time, with representatives from Pateley Bridge library to provide members with an insight into the journey from a local authority managed to a community led library.

Cllr Bob Packham highlighted his experience of being involved in the reconfiguration of the Sherburn Library, citing many positives but also noting that there had been avoidable delays with the transfer of the lease and the sign-off of the Service Level Agreement.

In response, Marie-Ann Jackson acknowledged some delays in the transfer of leases and sign-off of Service Level Agreements. She also responded to a range of questions relating to details of the process that a library goes through as it moves from being local authority managed to community led, as summarised below:

- A member of the Council's Property Service team has been allocated to this work to enable any issues around leases, buildings management and asset transfer to be resolved as quickly as possible
- One-off start up grants of £200 are made available to libraries to cover legal costs
- Some libraries have applied for funding in their own right, once registered with the Charities Commission
- Funding has also been made available, in some cases, by Parish Councils



- There are some basic training requirements that have to be met, such as Data Protection
- Volunteers are not required to undertake a DBS check. This is also the case for Council employed library staff
- There is a preferred supplier list that has the details of organisations that can provide specialist support to libraries.

Cllr Derek Bastiman highlighted the need to ensure that long term support is in place to the new community led libraries to help them resolve any difficulties as and when they emerge. Committee members agreed that the reconfiguration was a long term project and that volunteers needed support to ensure that, once recruited, they were retained.

Cllr Derek Bastiman thanked Julie Blaisdale and Anne-Marie Jackson for attending and for all of the work that they and their teams had done to date to help ensure that the reconfiguration of library services in the county was a success.

#### **Resolved -**

The Committee resolved to make a recommendation to Executive supporting the principle of what the libraries reconfiguration programme is seeking to achieve, detailing a number of areas in which reassurances are sought:

- that the Council will continue to provide support to community, hybrid and core libraries to enable them to recruit and retain volunteers
- that the Council will continue to provide direct support and intervention, as and when required, where community managed libraries are experiencing difficulties providing a viable service
- that there is a long term commitment to continue to provide support to the library network in its new form
- that the Committee is fully briefed on how this work is progressing.

The Committee also noted the excellent work that both the Library Service and the Stronger Communities Team have done to support communities to take on a greater role in the delivery of library services in their area. The Chairman made particular reference to the scale and complexity of the work that they had taken on and highlighted their ability to get alongside and work with volunteers and community groups to resolve problems in the early stages that would otherwise have jeopardised the reconfiguration programme.

### **106. Work Programme**

Considered -

The report of the Scrutiny Team Leader inviting comments from Members on the content of the Committee's programme of work scheduled for future meetings.

#### **Resolved -**

That the content of the Work Programme report and schedule be agreed, subject to inclusion of the additional elements identified in discussions around preceding agenda items.

The meeting concluded at 11.30am

DH

## North Yorkshire County Council

## Corporate and Partnerships Overview and Scrutiny Committee

16 January 2017

## Work Programme

**1 Purpose of Report**

This report asks the Committee to confirm, amend or add to the list of matters shown on the work programme schedule (attached at Appendix 1).

**2 Work Programme Schedule**

- 2.1 The Work Programme Schedule is attached at **Appendix 1** and Members are asked to consider, amend and add to the Committee's Work Programme.

**3 Scheduled Committee dates and Mid-cycle briefing dates**

- 3.1 Forthcoming committee dates are:

- 10:30am on 3 April 2017
- 10:30am on 19 June 2017
- 10.30am on 11 September 2017
- 10.30am on 11 December 2017
- 10.30am on 12 March 2018.

- 3.2 Forthcoming mid-cycle briefing dates are:

- 10.30am on 27 Feb 2017
- 10:30am on 31 July 2017
- 10.30am on 30 October 2017
- 10.30am on 22 January 2018
- 10.30am on 23 April 2018.

**4 Recommendation**

The Committee is asked to confirm, comment or add to the areas of work listed in the Work Programme schedule.

**Daniel Harry**  
**Scrutiny Team Leader**

Tel: (01609) 533531

Email: [daniel.harry@northyorks.gov.uk](mailto:daniel.harry@northyorks.gov.uk)

4 January 2017



## Corporate & Partnerships Overview and Scrutiny Committee – Work Programme Schedule 2016/17 & 2017/18

### Scope

The Council's corporate organisation and structure, resource allocation, asset management, procurement policy, people strategy, equality & diversity, performance management, communication and access to services.

Partnership working, community development, community engagement, community strategies and community safety. This Committee shall be the Crime & Disorder Committee for the purposes of Part 3 of the Police and Justice Act 2006.

### Meeting dates

<b>Scheduled Committee Meetings</b>		<b>16 January 2017</b> 10:30am	<b>3 April 2017</b> 10:30am	<b>19 June 2017</b> 10.30am	<b>11 September 2017</b> 10.30am	<b>11 December 2017</b> 10.30am	<b>12 March 2018</b> 10.30am
<b>Scheduled Mid Cycle Briefings</b> Attended by Group Spokespersons only	<b>5 December 2016</b> 10:30am	<b>27 Feb 2017</b> 10:30am		<b>31 July 2017</b> 10.30am	<b>30 October 2017</b> 10.30am	<b>22 January 2018</b> 10.30am	<b>23 April 2018</b> 10.30am
<b>Agenda Briefings</b> - will be held at 9.30am on the day of the committee meeting							

All meetings will have the following as standard agenda items:

- Executive Member Update - overview and update from the Executive Member
- Work Programme - regular report where the Committee reviews its work programme.

## Corporate and Partnerships Overview and Scrutiny Committee – Work Programme Schedule 2016/17

### Reports

16 January 2017 – Committee	
Item	Description
Insurance	Overview of the outcome of the insurance tender in 2016, together with an analysis of the claims experience, risk exposure and management - Fiona Sowerby
2020 Council – Customer access	2020: Customer - Progress against the 2020 target of 70% of contact being managed by customers using digital self-service channels with the remainder supported through “assisted digital” channels - Julie Blaisdale and Sarah Foley, Customer Programme Manager
27 February 2017 – Mid Cycle Briefing	
Item	Description
2020 Council – Partnerships and Traded services	Overview of partnership arrangements and traded services – how things are shaping up – Gary Fielding
Data Sharing	Prevention Service – tracking children and young people who are not in school and may be at risk of harm – Julie Firth
3 April 2017 – Committee	
Item	Description
2020 Council - New ways of working	Roll out of Modern Council including new IT Kit for Elected Members, paperless office – follow up to presentation at 3 October 2016 committee meeting - Robert Ling
Community Safety	Transforming Rehabilitation - Changes to the Probation Service – Louise Johnson, National Probation Service, North Yorkshire
North Yorkshire Syrian Refugee Settlement Programme	Update on progress - follow up to presentation at 3 October 2016 committee meeting - Neil Irving
Annual Report on Health & Safety	Progress of the new online H&S management training launched in June 2016 which is timed to coincide with the launch of the revised H&S Policy - Stuart Langston

2020 Council - Procurement Annual Plan	Review of annual plan – Gary Fielding and Kevin Draisey
<b>19 June 2017 - Committee</b>	
<b>Item</b>	<b>Description</b>
Community Safety – Proposed merger of Blue Light Services	Review plans for the merger of North Yorkshire Constabulary and North Yorkshire Fire and Rescue Service – Julia Mulligan, Police and Crime Commissioner - TBC
Community Safety - Police and Crime Plan	Review of the Police and Crime Plan for North Yorkshire, including 101 Call Service - Julia Mulligan, Police and Crime Commissioner - TBC
Corporate Risk Register	Review of corporate risk register – Gary Fielding and Fiona Sowerby
2020 Council - Performance Management Framework	Performance Management Framework – stocktake – Gary Fielding and Michael Leah
2020 Council - Annual Workforce Plan	Review of annual plan – Justine Brooksbank
Locality Budgets	Future delivery – Neil Irving
2020 Council - Reconfiguration of the Library Service	Update on progress with representatives from community libraries invited to attend – Julie Blaisdale
<b>31 July 2017 – Mid Cycle Briefing</b>	
<b>Item</b>	<b>Description</b>
Community Safety - Prevent	Progress to date and future plans (previously to MCB in September 2015) – Neil Irving and Odette Robson
Community Safety – Partnerships	North Yorkshire Community Safety Partnership – update with a focus upon partnership engagement and co-ordination of the community safety agenda across the county - TBC
Stronger Communities	Stronger Communities Annual Report 2016/17 – Neil Irving and Marie-Ann Jackson
<b>11 September 2017 - Committee</b>	
<b>Item</b>	<b>Description</b>

Equality and Diversity	Overview of progress with achievement of the Council's Equality and Diversity objectives – Neil Irving and Deb Hugill
TBC	
<b>30 October 2017 – Mid Cycle Briefing</b>	
County Council Plan 2017/21	Progress with implementation – Neil Irving and Deb Hugill
2020 Council – Partnerships and Traded services	Overview of partnership arrangements and traded services – how things are shaping up – Gary Fielding
<b>11 December 2017 - Committee</b>	
<b>22 January 2018 – Mid Cycle Briefing</b>	
<b>12 March 2018 - Committee</b>	
<b>23 April 2018 – Mid Cycle Briefing</b>	

### Items yet to be scheduled

Topic	Notes
Youth Justice Strategic Plan	Strategic overview – future plans – annual consideration of crime and disorder matters

## NORTH YORKSHIRE COUNTY COUNCIL

## CORPORATE &amp; PARTNERSHIPS OVERVIEW &amp; SCRUTINY COMMITTEE

16 January 2017

## INSURANCE TENDER AND INSURANCE CLAIMS ANALYSIS REPORT

## Report of the Corporate Director – Strategic Resources

**1.0 PURPOSE OF THE REPORT**

- 1.1 To provide an overview of the outcome of the 2016 insurance tender
- 1.2 To provide
  - (a) an overview of the insurance claims experience over recent years, and
  - (b) analyse the pattern and costs of Public Liability claims over the last 5 years

**2.0 BACKGROUND**

- 2.1 A procurement exercise for insurance for the County Council was carried out as the current contract had come to an end. Normally the period of the contract is for 3 + 2 years but during the last contract period, the Council's Liability insurers notified all Local Authorities that they were breaking all Long Term Agreements and increasing premiums in respect of Public Liability. Insurers advised that this decision was due to a significant deterioration in the Public Liability claims experience for all Local Authorities. In light of this the Council tendered for a two year period from 1st October 2014. As that period for Liability insurance along with all the other Council's insurance expired on 30 September 2016, a full procurement exercise for all insurances was carried out during the spring and summer of 2016. **Paragraph 3** below provides an overview of the outcome of this exercise.
- 2.2 The insurance that is arranged provides cover for accidents and incidents involving employees, third parties and property. **Paragraph 4** onwards below provide an analysis of Motor and Liability (showing Employers' Liability, Public Liability and Officials' Indemnity) insurance claims, with an in depth analysis of Business and Environmental Services (BES) closed claims. This detail has been provided because this is where the higher numbers and values of claims arise.

**3.0 TENDER FOR INSURANCES**

- 3.1 The annual insurance renewals for the County Council take place on 1 October each year. The previous contract period expired this year and so a procurement exercise was carried out. The tender process that was used was the OJEU Process – Open Procedure.



3.2 The following insurances and associated claims handling service were procured:

- Casualty Insurance (including employer's liability, public liability, official's indemnity and professional indemnity), plus associated claims handling.
- Property (including material damage for buildings and contents and business interruption – additional expenses).
- Motor (comprehensive cover), plus associated motor liability claims handling.
- Personal Accident and Travel (including business travel and school journey insurance).
- Engineering Inspection (not insurance).

3.3 The outcome of the exercise in terms of type of cover, excess and insurer is as follows:

- |   |                      |
|---|----------------------|
| • Casualty (£250,000 excess)  | • RMP/QBE            |
| • Motor (£75,000 excess reduced from £100,000)                                      | • Travelers/Top Mark |
| • Property (£100,000 excess)  | • Zurich Municipal   |
| • Personal Accident/Travel (mainly purchased for schools as part of Traded Service) | • RMP/AIG            |
| • Engineering inspections (not insurance)   | • RMP/HSB            |

3.4 The total premium net of 10% Insurance Premium Tax is approximately £1,329,470. The total anticipated savings net of Insurance Premium Tax is £104,416. Some of the saving on the Property insurance is attributable to a reduction in the sum insured for buildings. This is due to schools converting to academies and the County Council is no longer responsible for insuring these properties. However most of the saving has been reduced due to an increase in Insurance Premium Tax from 6% to 10% with effect from 1 October 2016.

#### **4.0 INSURANCE CLAIMS ANALYSIS**

4.1 The following paragraphs explain the position for Motor and Liability insurance claims as at 30 September 2016. The Liability insurance claims are further broken down into Public Liability, Employers' Liability and Officials' Indemnity claims.

4.2 The insurance year runs from 1 October to 30 September. When a Liability or Motor claim is received, it is recorded against the insurance year in which the incident occurred. Thus a claim which occurred on 30 November 2011, but not

reported to the County Council until 1 January 2014, would be recorded against the 2011/12 insurance year.

- 4.3 Due to the Limitation Act, claims for injuries can be submitted up to 3 years after the incident or when the claimant becomes aware of the injury. For property claims this is extended to 6 years.

## **5.0 GENERAL MOTOR CLAIMS EXPERIENCE**

- 5.1 Motor insurance covers any motor vehicle, whilst deployed on the business of the County Council and for social, domestic and pleasure purposes by authorised persons. The cover is comprehensive which includes loss of or damage to the vehicle and legal liability to third parties for death, bodily injury or damage to property due to an accident involving a vehicle or trailer.
- 5.2 A summary of the motor claims experience for each Directorate over the last three years is included in **Appendix A**. Motor claim figures are provided over three years only as the claims are normally settled within a short time frame.
- 5.3 The number of Commercial Motor Fleet claims per insurance year has steadily increased over the last 3 years with a corresponding increase in costs.
- 5.4 The total value of claims in 2014/15 and 2015/16 insurance years appear to have increased due to claims such as theft of parts from a range of vehicles, and an increase in various other claims, but there is no common underlying cause. There is increased exposure for the transport service which now provides bus services to the community which may have previously been operated by contractors who would not have been insured under the NYCC fleet.
- 5.5 Statistics relating to leased vehicles and key worker vehicles have been combined, however the County Council no longer has any leased vehicles. The remainder of the claims involves keyworker vehicles, mainly in Health & Adult Services, where most of these vehicles are allocated. The number and value of keyworker vehicle claims per insurance year remains fairly consistent each year.

## **6.0 LIABILITY CLAIMS EXPERIENCE**

- 6.1 A summary of the liability claims experience for each Directorate over the last five years is included in **Appendix B**. The 2015/16 year is still immature and will most likely increase as some claims have not yet been submitted.

## **7.0 EMPLOYERS LIABILITY**

- 7.1 Employers Liability insurance provides cover for claims made against the County Council for injury to an employee, which the claimant believes has been caused due to the negligence of the County Council.
- 7.2 The number of Employers Liability claims per insurance year is lower in comparison to Public Liability claims. However, the value per Employers Liability claim can be much higher as all Employers Liability claims involve injury whilst

the majority of Public Liability claims within North Yorkshire involve property damage such as pothole damage to vehicles (**see paragraph 9**).

- 7.3 For Business and Environmental Services, Health and Adult Services and Central Services, the number and value of Employers Liability claims fluctuate. For Business and Environmental Services there is no common or consistent cause of incident. For Health and Adult Services and Central Services, the most common causes with the highest value of claims are “Slip, Trip, Fall” and “Lifting, Handling and Carrying”.
- 7.4 Children and Young People’s Services (including County Caterers and Children’s Social Care) has the highest number and value of Employers Liability claims with the most common causes of claims being “Slip, Trip and Fall”; “Lifting, Handling and Carrying” and “Damage/Injury Caused by Pupil”. Although higher value claims include the causes of “Hit by Moving Object”, Assault” and “Stress”.

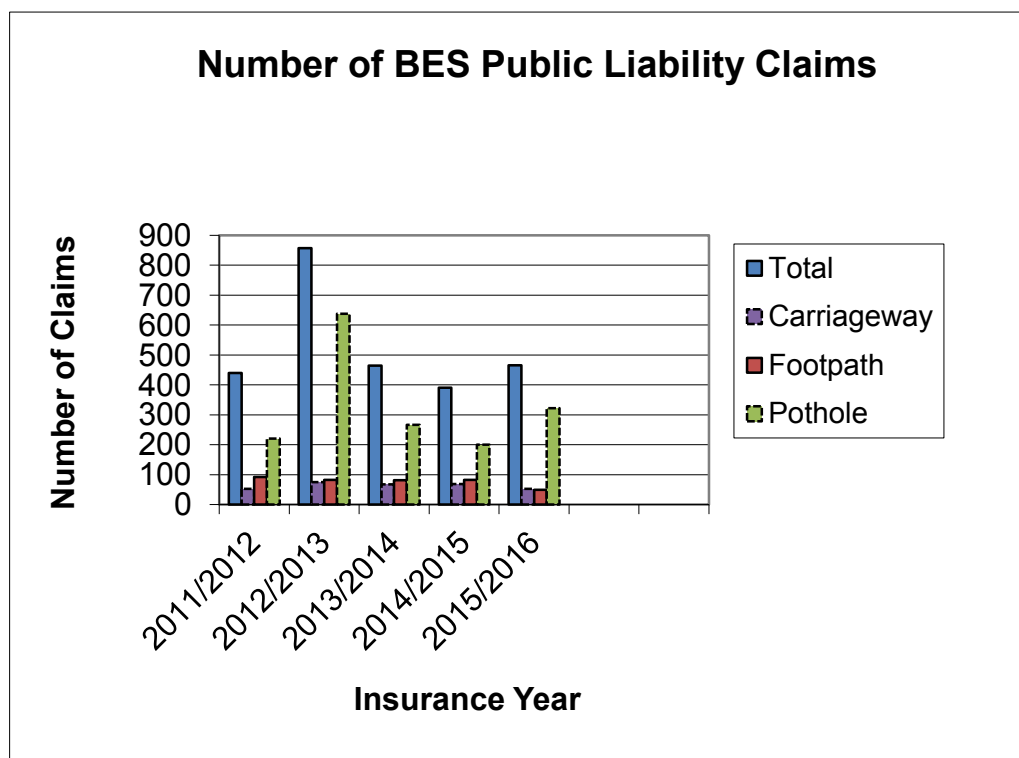
## 8.0 PUBLIC LIABILITY

- 8.1 Public Liability insurance provides cover for claims made against the County Council for injury or damage to a member of the public and/or damage to their property, which the claimant believes has been caused due to the negligence of the County Council.
- 8.2 A summary of the claims experience as at 30<sup>th</sup> September 2016, for the last 5 years for each Directorate is attached as **Appendix B**
- 8.3 The Public Liability figures for Central Services remain relatively low, as would be expected for this Directorate.
- 8.4 Health and Adult Services Public Liability claims tend to be low in number and can fluctuate with no obvious pattern. In 2014/15 two significant incidents have been reported to meet insurer’s requirements and have been reserved as a precaution by those insurers.
- 8.5 The figures for the Children and Young People’s Service are difficult to predict as the 3 and 6 year rule (as mentioned in **paragraph 6.3** above) does not start until a child reaches 18 years old, so the figures may still undergo some change. The number and value of claims are relatively stable over the more mature years of 2011 to 2015 at 14 claims and an average annual cost of £120k.
- 8.6 The figures for Business and Environmental Services remain the highest for the County Council and are therefore analysed further in **paragraph 9** below.

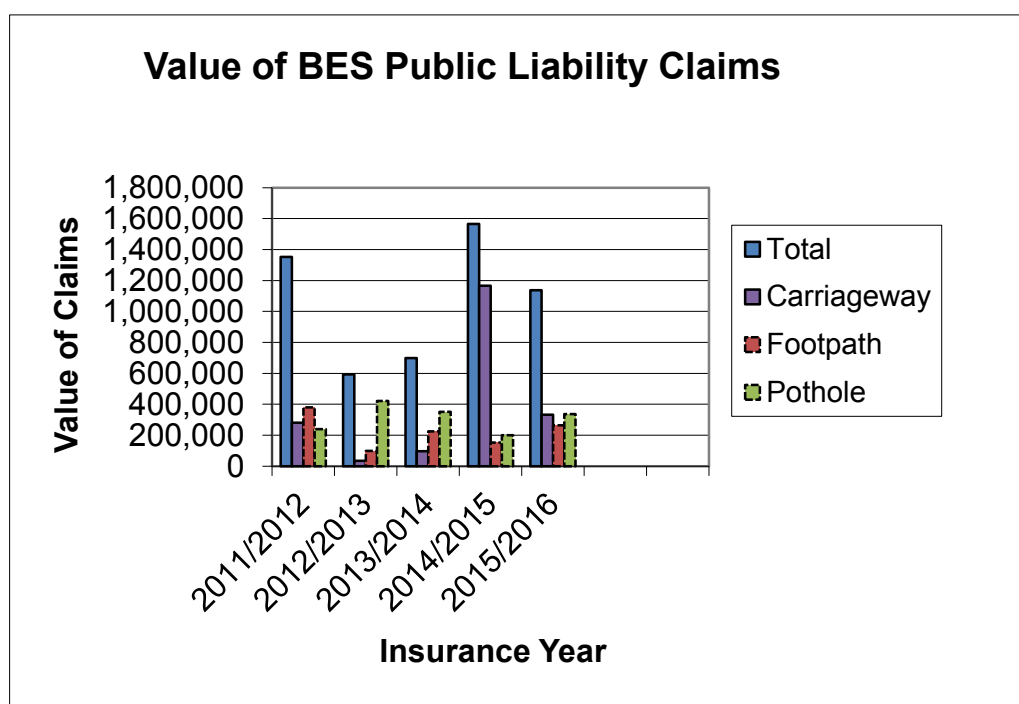
## 9.0 BUSINESS AND ENVIRONMENTAL SERVICES (BES)

- 9.1 For BES, the overall average for the 5 full insurance years (i.e. 20011/12 to 2015/16) is 523 claims per insurance year and a total value of paid and outstanding of approximately £1067K on average per annum. This is an increase on previous insurance years in terms of average numbers and total value. The policy year 2012/13 was a particularly high year for numbers of claims.

- 9.2 As can be seen in the diagram below the numbers of claims are relatively stable with an extraordinary spike in 2012/13 when there were a large number of claims received relating to potholes. The most common causes of the claims are due to “Pothole”, “Footpath” and “Carriageway”, which relates to the surface condition of the highway.



- 9.3 The following diagram shows that claims costs seem to increase in recent years. However, from 2013 many of these costs are estimated figures as investigations/negotiations are ongoing for these outstanding claims. A clearer position will not be available for these recent years until these claims are settled.



- 9.4 Historically footpath claims have been more costly per claim than carriageway claims, as they usually relate to personal injury, and the majority of carriageway claims relate to vehicular damage rather than injury. Over the last couple of years this has however been reversed as there has been an increase in the number of claims for personal injury particularly from cyclists on the carriageway. The nature of the injuries can be serious and this is reflected in the values attached to those claims.

### **Potholes**

- 9.5 As a result of the weather conditions during the winter of 2012/13, there was an increase in the number of claims received from the public as a result of the formation of potholes and deterioration in the condition of roads around the County. The claims mainly involved the cost of repairs to damaged tyres and wheels although there were some personal injury incidents. The approximate number of pothole/carriageway claims received in the Insurance and Risk Management Service for the following years was as follows:

	Total BES Public Liability Claims	Pothole/ Carriageway claims
2011/12	440	313
2012/13	857	713
2013/14	465	335
2014/15	391	283
2015/16	466	375

### **Repudiation of BES Claims**

- 9.6 In order to mitigate against claims being made against the County Council, risk management measures can be put in place to enable the County Council to learn from the claims made in order to try to prevent them in the future and to put measures in place to better defend these claims.
- 9.7 **Appendix C** shows the number of claims that have been closed for each insurance year and of those closed, the number and percentage of closed claims that have been settled with a nil payment. It is noticeable that over the 5 year period this percentage has remained fairly steady – it is likely to improve in more recent years as claims are closed.
- 9.8 Officers recognised that this was not an accurate measure of whether claims had been successfully defended; as some claims will have been successfully defended but payments will have been made in respect of the Councils solicitors fees, whilst other claims may simply have been withdrawn.
- 9.9 In the light of this, the following information has also been recorded for each closed claim:

Conceded/lost - liability is admitted and the claim settled on the best terms



Successfully defended - the claimant has chosen to withdraw the claim following repudiation or it has been successfully defended at court

- 9.10 It can be seen from **Appendix C** that the largest percentages relate to claims submitted to the County Council but successfully defended and a commensurate reduction in the percentage of claims conceded or lost. Insurance year 2015/16 is still immature, but the position will continue to be monitored.
- 9.11 The current repudiation rate for all BES claims including pothole/road surface claims is approximately 82% for each insurance year for the period 2011 to 2015.

### **Risk Management**

- 9.12 The defence of these claims has been supported over time by the following actions taken by officers in Business and Environmental Services:
- providing detailed information to the public on the County Council Website and through the Insurance and Risk Management Service to ensure that the claimant understands the circumstances and information required to make a valid potential claim.
  - vigorous defence of any claim where it is thought that NYCC are not liable
  - keeping within the timescales of the new Civil Procedure Rules where possible in order to reduce claimant's solicitor's costs.
  - improving recording and retention of records that are used to defend claims
  - a willingness to provide witness statements and attend court to defend claims
  - training for Highways staff by legal providers to ensure awareness of the legal process and support their involvement.
  - an analysis of claims that have to be conceded to see how preventative systems can be improved in the future

## **10.0 CONCLUSIONS**

- 10.1 General public awareness that a claim can be made for damage or injury, which is believed to be due to the negligence of another party has never been higher. In addition the economic climate means that the likelihood of claims being made (in particular fraudulent claims) will increase. Therefore it is not surprising that the number of claims submitted to the County Council is unlikely to decrease.
- 10.2 However, it is important to recognise that without –
- the measures put in place to prevent incidents occurring in the first place

- putting in place measures and records to defend claims when they do occur
- learning from claims where the County Council is found negligent

the number and costs of Public Liability claims against the County Council would be much higher.

## **11.0 RECOMMENDATIONS**

11.1 The Committee are recommended to:

- (i) consider the information provided in relation to the insurance tender
- (ii) consider the information provided in relation to insurance claims and determine if any further actions are required.

**GARY FIELDING**  
**Corporate Director – Strategic Resources**

County Hall, Northallerton

January 2017

**Author of report:** Fiona Sowerby, Corporate Risk and Insurance Manager  
Tel 01609 532400

**Background papers:** None

## APPENDIX A

### Motor Claims Occurring Per Insurance Policy Years Between 1st October 2013 to 30th September 2016 as at 30th September 2016

Commercial Fleet Vehicle Claims									
Directorate	2013/14			2014/15			2015/16		
	Claim Number	Claims Paid	Claims Estimate	Claim Number	Claims Paid	Claims Estimate	Claim Number	Claims Paid	Claims Estimate
BES	107	£39,405	£0	114	£67,403	£509	122	£98,075	£11,247
CSD	4	£1,276	£0	0	£0	£0	13	£2,270	£1,340
CYPS	16	£13,694	£0	15	£13,994	£0	3	£300	£0
HAS	3	£1,726	£0	0	£0	£0	0	£0	£0
HAS (via IPT)	25	£20,829	£0	41	£19,862	£0	74	£20,239	£15,674
<b>TOTAL</b>	<b>155</b>	<b>£76,930</b>	<b>£0</b>	<b>170</b>	<b>£101,259</b>	<b>£509</b>	<b>212</b>	<b>£120,884</b>	<b>£28,261</b>

Leased and Keyworker Vehicle Claims									
Directorate	2013/14			2014/15			2015/16		
	Claim Number	Claims Paid	Claims Estimate	Claim Number	Claims Paid	Claims Estimate	Claim Number	Claims Paid	Claims Estimate
BES	2	£95	£0	0	£0	£0	2	£0	£0
CSD	0	£0	£0	0	£0	£0	0	£0	£0
CYPS	0	£0	£0	0	£0	£0	0	£0	£0
HAS	20	£28,538	£0	13	£10,082	£0	19	£22,675	£2,317
<b>TOTAL</b>	<b>22</b>	<b>£28,633</b>	<b>£0</b>	<b>13</b>	<b>£10,082</b>	<b>£0</b>	<b>21</b>	<b>£22,675</b>	<b>£2,317</b>

**Liability Claims Occurring Per Insurance Policy Years Between 1st October 2011 to 30th September 2016 as at 30th September 2016**

<b>Public Liability Claims</b>						
<b>Directorate</b>	<b>2011/12</b>			<b>2012/13</b>		
	<b>Claim Number</b>	<b>Claims Paid</b>	<b>Claims Estimate</b>	<b>Claim Number</b>	<b>Claims Paid</b>	<b>Claims Estimate</b>
BES	440	£621,849	£730,099	857	£410,230	£183,595
CSD	1	£0	£0	3	£1,095	£0
CYPS	16	£75,879	£28,845	20	£70,716	£56,266
HAS	1	£0	£0	1	£0	£0
<b>TOTAL</b>	<b>458</b>	<b>£697,728</b>	<b>£758,944</b>	<b>881</b>	<b>£482,041</b>	<b>£239,861</b>
	<b>2013/14</b>			<b>2014/15</b>		
BES	465	£166,770	£531,535	391	£109,807	£1,455,734
CSD	2	£50	£0	5	£393	£0
CYPS	13	£70,277	£48,237	12	£5,664	£117,155
HAS	2	£4,598	£20,402	4	£222	£199,998
<b>TOTAL</b>	<b>482</b>	<b>£241,695</b>	<b>£600,175</b>	<b>412</b>	<b>£116,087</b>	<b>£1,772,887</b>
	<b>2015/16</b>					
BES	466	£16,067	£1,120,997			
CSD	2	£5,355	£0			
CYPS	5	£0	£17,260			
HAS	2	£2,618	£0			
<b>TOTAL</b>	<b>475</b>	<b>£24,040</b>	<b>£1,138,257</b>			

Employers Liability Claims						
Directorate	2011/12			2012/13		
	Claim Number	Claims Paid	Claims Estimate	Claim Number	Claims Paid	Claims Estimate
BES	0	£0	£0	2	£9,000	£0
CSD	2	£19,115	£0	1	£1,250	£0
CYPS	9	£136,373	£0	15	£334,932	£58,250
HAS	1	£9,500	£0	5	£51,989	£5,071
<b>TOTAL</b>	<b>12</b>	<b>£164,988</b>	<b>0</b>	<b>23</b>	<b>£397,171</b>	<b>£63,321</b>
	2013/14			2014/15		
	Claim Number	Claims Paid	Claims Estimate	Claim Number	Claims Paid	Claims Estimate
BES	0	£0	£0	2	£6,474	£15,826
CSD	2	£5,820	£0	2	£50	£20,395
CYPS	12	£29,450	£360,204	8	£20,545	£63,295
HAS	3	£5,185	£0	2	£360	£14,550
<b>TOTAL</b>	<b>17</b>	<b>£40,455</b>	<b>£360,204</b>	<b>14</b>	<b>£27,429</b>	<b>£114,066</b>
	2015/16					
	Claim Number	Claims Paid	Claims Estimate			
BES	1	£0	£12,105			
CSD	1	£0	£0			
CYPS	2	£0	£13,115			
HAS	2	£0	£11,830			
<b>TOTAL</b>	<b>6</b>	<b>£0</b>	<b>£37,050</b>			

Officials Indemnity Claims						
	2011/12			2012/13		
	Claim Number	Claims Paid	Claims Estimate	Claim Number	Claims Paid	Claims Estimate
BES	1	£0	£0	0	£0	£0
CSD	0	£0	£0	0	£0	£0
CYPS	2	£9,000	£0	0	£0	£0
HAS	0	£0	£0	0	£0	£0
<b>TOTAL</b>	<b>3</b>	<b>£9,000</b>	<b>£0</b>	<b>0</b>	<b>£0</b>	<b>£0</b>
	2013/14			2014/15		
	Claim Number	Claims Paid	Claims Estimate	Claim Number	Claims Paid	Claims Estimate
BES	1	£38,573	£0	1	£0	£0
CSD	0	£0	£0	0	£0	£0
CYPS	1	£0	£0	1	£0	£0
HAS	0	£0	£0	1	£0	£0
<b>TOTAL</b>	<b>2</b>	<b>£38,573</b>	<b>£0</b>	<b>3</b>	<b>£0</b>	<b>£0</b>
	2015/16					
	Claim Number	Claims Paid	Claims Estimate			
BES	0	£0	£0			
CSD	0	£0	£0			
CYPS	0	£0	£0			
HAS	0	£0	£0			
<b>TOTAL</b>	<b>0</b>	<b>£0</b>	<b>£0</b>			



Appendix C

**BES CLOSED CLAIMS EXPERIENCE AS AT 30th SEPTEMBER 2016**

Insurance Year	2011/2012		2012/2013		2013/2014		2014/15		2015/16	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
<b>Number of closed Claims</b>	434	98.6%	849	99.0%	440	95.0%	333	85.0%	203	43.5%
<b>Successfully defended</b>	362	83.4%	691	81.4%	374	85.0%	267	80.2%	159	78.3%
<b>Number of closed claims settled at Nil</b>	343	79.0%	669	78.8%	360	81.8%	266	79.9%	163	80.3%
<b>Conceded/Lost</b>	72	16.6%	157	18.5%	66	15.0%	66	19.8%	44	21.7%

# Customer Update

16<sup>th</sup> January 2017

## Overview and Scrutiny

Julie Blaisdale  
Programme Sponsor

Sarah Foley  
Customer Programme Manager

# Our Vision

“Working with you to deliver customer focussed services”

The way in which our customers access services will increasingly be online. By 2020, 70% of the council’s contact with customers will be online, with appropriate support provided for those unable to access our digital services. Help to access digital information and services will include supporting customers to use their own equipment, such as laptops, tablets and mobile phones, or to use equipment in Council locations, such as local libraries. Help to access digital services will promote self-resilience and enable people to take a more active role in supporting their local communities.



# Approach

- Review all services and create end to end customer journeys across all channels
- Priority projects have been identified based on volume, current customer experience and cost.
- On-line services moved to the customer portal product
- Other channels supporting on-line through channel migration
- Telephony and face to face providing a safety net for on-line – supporting customers to go on-line through assisted digital or providing access to services through these channels.
- Design with customer using story boards and prototypes to test design before costly investment in development
- Continual improvement using customer voice information which has been developed for each service that has gone live
- NYCC currently has a number of on-line services performing well i.e. school admissions so these area's will be addressed as current systems contracts expire.



# Support for customers who can't access services on-line

## Face to Face Network

- Currently based on Library re-configuration
- Pilot for Selby
- Face to face needs to be considered more widely - Registrars, building receptions and frontline staff

## Face to Face Offer

- Face to face offer being modelled on current library offer
- Additional include – bring your own device, Use of mobile devices in libraries, supporting technology - Wi-Fi



## Channel Shift Strategy

- Workforce development plan in place to address new skills
- Dashboard in UAT to track changing customer behaviour – data collection in face to face locations.
- Customer Strategy

## Assisted Digital

- Pilot with adult learning
- Review requirement for volunteers
- Survey with customers to understand their requirement



# Next steps – Face to face

- Define directorates/service requirements of face to face as we work through the Customer pipeline
- Look wider than Library to provide face to face access
- Create a model for consistent face to face offer
- Define and monitor data collection to ensure channel and service activity can be tracked on face to face channel.

# Services already live in the customer portal

## Performance

Potholes	49%
Streetlights	73%
Flooding/Drainage	23%
Grass cutting	23%
Pavement	32%
Blue badge payments	15%
Carers Emergency Card	74%
Screening tool	45%
Blue Badge Apply on-line	71%



# Services in design and implementation phase

Project Name	
	Directorate
Online Channels for HAS (screening tool live now identifying for next on-line service)	HAS
Registrars – Review of book on-line for appointments and ceremonies	CS
Corporate Learning Platform – Adult learning and smart solutions	CYPS
Parish Portal – Bes Services	BES
HWRC - online content	BES
CYPS – Identification of services to move on-line	CYPS
IPT English Concessionary travel scheme	BES
Paid travel permits - School Transport	Cross-Cutting
Young Carers	CYPS
Digital Communications	CS
Community Directory	CS
Web Chat – Review current service and enhance with customer feedback	CS
Customer Service Centre Improvements	CS

# Enabling and supporting projects

- Website redesign – to facilitate on-line for customers. Identifying where current on-line can be improved to deliver a quick win until more in-depth re-design work can be done
- Community directory – provision of service information for NYCC and the wider sector to support customer to service themselves
- Development of the face to face model and assisted digital model
- Digital communications to support channel migration
- Customer service centre development and alignment
- Workforce development – culture change to drive on-line
- Portal design and functional enhancement
- Data improvement – to ensure we can track the benefits realised from channel migration to on-line.
- Development of the customer strategy to help communicate this approach to customers



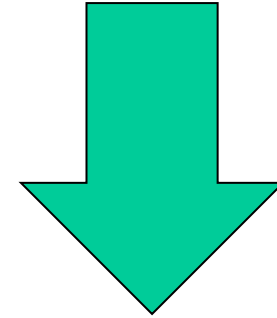
# What Does Good Look Like – Corporate Measures



Customer Satisfaction



% of Customers Channel Shifting



Demand for a service

Reduction in demand and moving customer to on-line or cheaper channels will realise savings

# Benchmarking

Contacted 8 County Councils but could only get data from 3.

Comparator County Councils

- Cumbria
- Essex
- Surrey

All of these Councils are on the Journey to create on-line services.



# Cumbria

- Have no overall target for on-line services – working towards this for 17/18
- Currently have some services on-line but very few are end to end or integrated
- They are procuring a new platform to enable them to bring on-line services together – procurement complete 2017 with a target to have top 10 services on-line
- Struggling to get data on current services performance on-line
- They plan to re-evaluate all services once the new platform is in place

80% of applications for free school meals come from the online service

Online applications for blue badges has increased by 121% since we moved this service into our developing service centre and started to push the use of the online solution (and 13% increase in renewals done online).

80% of applications for school places are made online





# Surrey

- No overall target for on-line
- Some difficulties getting data to demonstrate on-line performance
- No information on the approach they are taking to migrate services on-line.

# Essex - Approach

- First service live 2014
- No overall target for on-line
- Approach is the same as NYCC – use of a customer portal and designing services with customers focused on end to end delivery from on-line channel delivering the larger saving
- Focus on improving experience for customer
- Removed some channels for some services to drive customers to on-line services



# Findings

- Of those who responded all are on a journey to on-line services. 2 are creating an on-line portal approach.
- Some are adopting the approach of reviewing all services end to end to design the on-line function
- Data seems to be an issue for all
- The volume of interactions which are expected seems to be unclear with all not committing to an overall target for on-line
- 1 Authority is using the customer led approach with a real focus on improving customer experience
- Those services which we have transformed and created on-line are performing well
- Although some started the journey ahead of NYCC our approach is resulting in quicker delivery of on-line services from design to implementation.