



Corporate Overview and Scrutiny Management Board

Date Thursday 17 December 2020
Time 9.30 am
Venue Remote Meeting - This meeting is being held remotely via Microsoft Teams

Business

Part A

Items during which the Press and Public are welcome to attend.

1. Apologies for Absence
2. Substitute Members
3. Minutes of the meeting held on 29 October 2020 (Pages 3 - 12)
4. Declarations of Interest
5. Regulation of Investigatory Powers Act 2000 - Annual review of the Council's use of Powers 2019/2020 - Report of the Head of Legal and Democratic Services (Pages 13 - 20)
6. Integrated Customer Services Programme Update - Report of the Corporate Director of Resources (Pages 21 - 48)
7. Quarter 2, 2020/21 Performance Management Report - Report of the Corporate Director of Resources (Pages 49 - 132)
8. Quarter 2 Forecast of Revenue and Capital Outturn 2020/21 - Report of the Corporate Director of Resources (Pages 133 - 144)
9. Notice of Key Decisions - Report of Head of Legal and Democratic Services (Pages 145 - 154)
10. 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
9 December 2020

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

Contact: Lucy Gladders

Tel: 03000 269 712

DURHAM COUNTY COUNCIL

At a Remote Meeting of **Corporate Overview and Scrutiny Management Board** held via Microsoft Teams on **Thursday 29 October 2020 at 9.30 am**

Present:

Councillor R Crute (Chair)

Members of the Committee:

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, J Robinson, A Savory, A Shield, H Smith, F Tinsley, J Turnbull and M Wilkes

Apologies:

Apologies for absence were received from Councillors A Batey, C Potts and A Willis

1 Apologies for Absence

Apologies for absence were received from Councillors C Potts and A Willis.

2 Substitute Members

There were no substitutes.

3 Minutes of the meeting held on 19 June 2020

The minutes of the meeting held on 19 June 2020 were confirmed as a correct record and signed by the Chairman.

4 Declarations of Interest

There were no declarations of interest.

5 Report on the Council's use of powers under the Regulation of Investigatory Powers Act 2000

The Management Board considered two reports of the Head of Legal and Democratic Services which informed members about the use of powers under the Regulation of Investigatory Powers Act 2000 (RIPA) during quarters 4 2019/20 and quarters 1 and 2 2020/21, 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).

Councillor Clarke commented that he did have some concerns if criminal elements thought that less monitoring was taking place. The Governance Solicitor

emphasised that non RIPA techniques had still taken place during the pandemic for investigatory work not requiring authorisation.

Councillor Boyes raised a query with regard to licensed premises and asked who was responsible for ensuring that COVID-secure guidelines were being followed. The Governance Solicitor explained that enforcement powers were delegated to officers within Trading Standards.

Resolved:

- (i) That the quarterly report on the Council's use of RIPA for the periods 1 January 2019 to 31 March 2020, 1 April to 30 June 2020 and 1 July to 30 September 2020 be noted.
- (ii) That the powers are being used consistently with the Council's policy and that the policy remains fit for purpose.

6 Budget 2021/22 and Medium Term Financial Plan (11) 2021/22 to 2024/25

The Management Board considered a report of the Corporate Director of Resources which provided an update on the development of the 2021/22 budget and Medium Term Financial Plan (MTFP(11)) and the proposed approach to scrutiny of the budget (for copy see file of Minutes).

The Head of Corporate Finance provided a comprehensive report detailing the executive summary and the review of the MTFP Model including information on the Revenue Support Grant and Fair Funding Review, New Homes Bonus, Council Tax and Business Rates Tax Base increases and Adult and Children Services Pressures. He further provided details of the council's savings forecast for 2021/22 and details on the MTFP(11) 2021/22 to 2024/25.

Councillor R Bell noted that the timing of meetings was a perennial problem due to late settlements received from central government. He asked if information could be provided to the December Cabinet meeting or if the settlement is received on the 25th of November could be circulated in December. This would prove useful from both a scrutiny and an opposition point of view. He went on to comment that in his opinion, the business rates system was broken. Whilst some businesses had done well during the pandemic others had not and many shops had closed. City centre offices were being vacated due to the move to working from home. It was therefore his view that giving more share of a broken system to councils would be a very bad thing, and therefore asked for the Head of Corporate Finance's thoughts on this matter and asked whether any external organisations such as the LGA were raising this with government.

As a point of clarification, the Head of Corporate Finance advised the local government finance settlement would not be received until at least mid-December or later. The information received on the 25th of November, would be the Comprehensive Spending Review which would advise at a high level what government was doing in terms of local government. It was therefore expected that the December cabinet report would provide a full analysis of the Comprehensive Spending Review and what the impact might be on local government going forward.

With regard to the comments made relating to the business rates system, he noted that this was being discussed widely and the impact such has upon government funding. He stated that in his opinion local government should be mainly funded from government grants given the need for a level of certainty on funding because of major pressures such as protecting vulnerable people. Further information on this would come out during the government's review.

Further discussion took place regarding the forthcoming Select Committee review into local government finance and the impact of COVID-19 on authorities. The Head of Corporate Finance advised that the 12 regional north east councils were in discussions regarding this matter and would be feeding back to central government.

Councillor Tinsley raised several points, including his concerns that nothing had been factored into the budget around the long-term impact of COVID-19 and the impact of Brexit on regional economies. He noted that things had changed fundamentally from where we were even a year ago and questioned how this could be incorporated into the model. He added that because of the degree of uncertainty on these two issues that the concept of doing this process was reaching a point where it was rendered essentially pointless. He further commented that he felt that because of the uncertainties, the budget shortfall of £42.7 million could be much larger.

In response the Head of Corporate Finance advised that the size of the challenge faced was an unknown. If councils were faced with savings in excess of £80 million pounds the level of savings required would not be sustainable to provide essential services. Therefore, the estimate of £42 million was hoped to be the worst case and planning had been undertaken on that basis. He further commented that it was hoped that the government recognised the pressures that local government was under and further changes may be seen in respect of council tax referendum limits. In conclusion he added that as Councillor Tinsley said it was very difficult to plan right now but that did not negate the importance of planning for what may happen. By planning well during the years of austerity the financial strength of the council had been built to ensure that the financial challenges ahead could be overcome.

Councillor Jopling referred to the imminent savings required in 2021/22 and asked whether this would be achieved through staff savings. The Head of Corporate Finance advised that the council were constantly reviewing areas where savings could be achieved, however savings of that magnitude could not be achieved without some impact upon staffing. It was the council's aspiration that where possible the Budget Support Reserve would be used to help plug the funding shortfall.

In response to a question from Councillor Hopgood regarding AAP Budget Consultation and the level of information provided to the public, the Head of Corporate Finance advised that he agreed that further detail could be provided to help the general public better understand the pressures faced. Councillor Hopgood further noted that at the beginning of the pandemic local authorities were told to do whatever was necessary and that funding would be provided. She felt this needed to be reflected in the budget to demonstrate the shortfall to government. The Head

of Corporate Finance advised that until the year end the full cost of the pandemic to the council would be unknown. At this stage, he was estimating an approximate shortfall of £20 million after government funding had been received.

Councillor Shield noted that he too shared the concerns regarding the delays and uncertainties faced, however he appreciated the strong financial position the council was in compared with other councils facing huge budget deficits. He went on to ask about the number of staff lost during the previous 10-year period. In addition, he asked that a balanced report be provided as there were some positive aspects to be reported and potential improvements the council planned to make. He referred to the way in which this had been carried out at the Derwent Valley AAP event which had been well received and was welcomed. He went on to ask for clarity regarding the savings shortfall and further asked whether it was known what the associated savings were, if any, as a result of staff working from home.

In response the Head of Corporate Finance advised that the 20,000 employees figure quoted in terms of council employment included approximately 10,000 staff based in schools, so the 30% reduction was against the 10,000 council-based employees.

With regard to the uplifting element to the budget, he highlighted some of the significant investments expected next year including highways, welfare, clean and green and climate change. The council also continued to heavily invest in the council's capital programme so whilst recognising Councillor Shield's point, the council was still committed to spending £1.1 billion of revenue and about £400 million of capital on investments and services in the county. With regard to the target of £7 million savings agreed in MTFP 9 and MTFP 10 an additional £42.7 million more was required to reach the £49 million target for MTFP 11.

With regards to Councillor Shield's query on savings from staff working at home, he advised there were some areas where savings achieved would help offset the COVID-19 budget shortfall and these underspends were reported in the forecast outturn reports. It was noted that this way of working was expected to be normal in the future and was always the intention once the new Headquarters was occupied.

Councillor Martin commented that it was excellent that the council had been building reserves during austerity as a safety net. He commented that if the council tax referendum limit is removed the council needs to ensure that those reserves were utilised before putting additional pressures on the taxpayer as many people were struggling.

The Head of Corporate Finance advised that he was aware that the reserve position was always a moot point, however members may have noted that in the quarter one forecast, the council were forecasting in this year that reserves would fall by £50 million, which is to be expected due to the use of earmarked reserves.

He explained that at a time of crisis like the country is facing it was the reason why it was so important for councils to hold reserves. Reserves enable a council to prevent frontline services being disrupted if it isn't getting support from government at the level expected,

Councillor Crute echoed those comments noting that those councils who followed the government's advice to use reserves to meet budget shortfalls during austerity were those on the brink of collapse, whereas, those councils like Durham who followed the advice of CiPFA and maintained a measured and prudential control on budget and reserves were the other ones who were still standing.

The Head of Corporate Finance stated that reports to Cabinet and Council in the coming weeks and months would set out how the Council intend to continue with the local council tax reduction scheme. He added that 95% of councils in the country have reduced the support they give whereas we are maintaining our current position to support people pay their council tax.

Councillor Wilkes added that he had some concerns around one or more of the more conservative calculations in the budget, for example, not including any increase in the council tax base and the potential impact this could have in terms of pressure on services when it may not be required.

He added that he appreciated the pressures that COVID-19 had placed on the budget, but the government had committed to honour the COVID-19 funding gap and ultimately, they were in a position to give local councils the assistance it needed. He went on to note that the largest part of the budget was for adult and children services, which contained most of the statutory services the council provided so there was limited scope to make efficiencies in those areas. As a result, this meant that areas like the neighbourhood's budgets, which the public saw as frontline services were affected. He added that he would rather use reserves to protect those areas. He felt that scrutiny should urge cabinet to do everything they can to hold back as long as possible on impacts to frontline services, to reassure and protect the public, the council and its employees.

In response the Head of Corporate Finance added that he fully supported the final points shared by Councillor Wilkes and noted that the council has always and will continue to seek to protect frontline services. Regarding the council tax base, he noted the council had started building into forecasts each year an additional 500 houses would be built every year in the County. This year, as a result of COVID-19 the tax base was lower than what was set at the start of the year and a result there was a forecasted £5 million deficit on the collection, mainly due to an increase in take up of local council tax benefit because many people had lost their jobs. Moving into next year he noted the concerns remained as at this time the full impact of the furlough scheme falling away had not been felt and this may result in a surge of claims coming forward.

Resolved:

- (a) That the October Cabinet report on the MTFP (11) 2021/22 to 2024/25 be noted and comments made be reported to Cabinet.
- (b) That the timetable for scrutiny discussions be noted.

7 Quarter One, 2020/21 Performance Management Report

The Management Board considered a report of the Corporate Director of Resources which presented progress towards achieving key outcomes of the council's corporate performance framework (for copy see file of Minutes).

The Head of Strategy explained that the report was structured around the three externally focused results-based ambitions of the County Durham Vision 2035, More and Better Jobs, Long and Independent Lives, Connected Communities and a fourth 'Excellent Council' theme. The report further detailed the impact of COVID-19 on council services, staff and residents.

Councillor Robinson commented that the details reported in paragraphs 43 and 44 of the report relating to the lack of take up for free school meals was alarming and noted that there had been an unbelievable response to the holiday hunger programme run across the County. He did however query the decision reported on the bid for DFE funding for the Holiday Activity with Food Programme as he had received contrary information from the local MP.

In response the Head of Strategy advised that this was a retrospective report and the council had been unsuccessful in their funding bid over the summer period. With regard to the lack of take up, she advised that the Children and Young People's Overview and Scrutiny Committee would provide a response on this.

Councillor Wilkes raised a query on ref 104 the number of empty properties, noting that whilst staffing had been increased in line with a previous motion approved by council, posts had not been renewed and the service now had less staff than when the motion was passed. He therefore asked why this had happened and requested that Economy and Enterprise Overview and Scrutiny Committee look at the matter. The Chair suggested he should raise the issue initially with the relevant portfolio holder.

Discussion then took place regarding staff appraisals and welfare checks following a query from Councillor Hopgood on the frequency as the relevant data was not provided within the report. The Head of Strategy advised that regular data on appraisals would be included in future performance reports, however noted that COVID-19 had led to disruption of the appraisals system. She added that the Head of People and Talent Management had done a lot of work on staff wellbeing and support to managers managing staff who were working remotely.

Councillor Boyes noted that there was a lot of emphasis in the report on 18 to 24 year olds, and given past experience, he felt that it was crucial as a council to support this age group because the county was facing big problems with unemployment and mental health issues. In addition, he referenced the data on reoffenders and noted it appeared to indicate there was a hardcore group of young people where divergent activities seemed not to work for them anymore. He suggested this was something which the council needed to remain aware of.

Councillor Tinsley commented that building on earlier discussions, Business Durham were going to be increasingly important in terms of helping businesses and

young people to move into employment over the next 10 years and he felt that the council should be looking at how this could be expanded.

Councillor Smith commented that she was pleased that this council had been proactive in offering free school meals when the government had let those families down. She added her thanks to all those local businesses who had helped provide meals to families in need. She also indicated that the Children and Young People's Overview and Scrutiny Committee were planning some work around free school meals.

Councillor Maddison raised a query regarding youth unemployment, noting that this was a huge issue across the country. She noted that the government announced the new £2 billion Kickstart scheme in August 2020 aimed at young people who were in receipt of Universal Credit and queried how much of that funding had been allocated to County Durham, given that there were over 5000 young people claiming Universal Credit. She further asked whether that funding had encouraged employers to try and attract young people into their businesses.

In response the Head of Strategy advised that the Council via Business Durham is acting as a hub for applications for the Kickstart Scheme. In terms of the amount of funding allocated it was noted applications were made for a share of a grant. Business Durham was acting as the facilitator for the Scheme. It was noted that further information regarding Kickstart would be discussed at Economy and Enterprise Overview and Scrutiny Committee tomorrow.

Resolved:

That the content of the report be noted.

8 Resources - Quarter 1 June 2020: Forecast of Revenue and Capital Outturn 2020/21

The Management Board considered a report of the Corporate Director of Resources which provided details of the forecast revenue and capital outturn budget position for the Resources service grouping, highlighting major variances in comparison with the budget based on the position to the end of June 2020 (for copy see file of Minutes).

The Finance Manager, Resources reported that the council had faced significant additional costs in relation to the COVID-19 outbreak and a significant loss of income had been seen within this service grouping. He noted that it continued to be an extremely challenging time however, regular contact was maintained with budget managers and this had been found to be working well.

Councillor Wilkes commented that whilst the savings made were welcomed, he noted the significant savings made on employees and questioned whether this would ultimately place more pressure on remaining employees. He therefore asked that assurances were given that personal development of remaining employees was ongoing across all services.

In response the Finance Manager advised that due to the ongoing COVID-19 pandemic there had been an initial delay in recruiting into new posts, however virtual recruitment now meant that those posts which were to be filled were being actively recruited to, whilst acknowledging that some of those posts identified were planned MTFP savings.

Resolved:

That the forecast of outturn position be noted.

9 Overview and Scrutiny Annual Report 2019/20

The Management Board considered a report of the Corporate Director of Resources which presented for comment and approval, the Overview and Scrutiny Annual Report 2019/20 prior to its submission to the County Council meeting on 2 December 2020 (for copy see file of Minutes).

Councillor Martin commented that he wished to table his objection to the statement in the report regarding scrutiny being led by independent governors. He commented that all chairs and vice chairs of scrutiny were of the same political grouping that led the council, and that in his opinion, this was not independent. Furthermore, he added that he had hoped that the new statutory guidance on scrutiny arrangements may have led to a review of the council's scrutiny arrangements.

In response Councillor Crute advised the report on the statutory scrutiny guidance had been before the Constitution Working Group as had this issue, which was raised on an annual basis. He added that all scrutiny chairs and vice chairs were independently minded, regardless of the party they were affiliated with, however his comments had been noted.

Councillor Wilkes thanked officers for their work in pulling the report together whilst acknowledging Councillor Martins' comments. He went on to make reference to COVID-19 related issues in care homes, and noted that in terms of the work programme, scrutiny were yet to see anything on any of the agendas in respect of reviewing what happened in County Durham and the way in which the council approached the issue. He added that it greatly concerned him that this topic had not been included in the work programme and that as the county fell into a worse situation again with rising COVID-19 infections, he felt that this needed to be reviewed urgently before further problems started to arise within the county's care homes.

The Chair noted that Adults Wellbeing and Health Overview and Scrutiny Committee were scheduled to review adult social care at their meeting on 9 November 2020. The Head of Strategy advised that she was happy to amend the report to include this reference to the relevant work programme.

Councillor Hopgood referred to Councillor Temple asking for a review of care homes at the first Adults Wellbeing and Health Overview and Scrutiny Committee held following the start of the pandemic. She further noted that this was not a blame game but something to learn from to avoid it happening again. In relation to

comments made by Councillor Martin she noted that there was a big difference between being independently minded and being an independent governor and the fact remained that the same political group who runs the cabinet also ran the scrutiny of the cabinet.

Councillor Crute added that the comments had been noted.

Councillor Wilkes in referring back to this issue of care homes noted that it was about a perception of being open and transparent and he felt that if the lead party did not have full control then a working party into the care homes issue would have taken place or been ongoing at this time.

Councillor Crute thanked members for their comments and noted again that the topic of care homes was not one for the remit of Management Board and therefore the debate on the matter was concluded.

Resolved:

- (i) That the report be amended to include reference to the issue of Adult Social Care being scheduled for review at the Adults Wellbeing and Health Overview and Scrutiny Committee in November 2020.
- (ii) That the report be agreed and submitted to the County Council meeting.

10 Notice of Key Decisions

The Management 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).

Resolved:

That the content of the report be noted.

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**Corporate Overview and Scrutiny
Management Board**

17 December 2020

**Regulation of Investigatory Powers Act
2000 – Annual Review of the Council’s
use of powers 2019/2020**



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

Electoral division(s) affected:

None

Purpose of the Report

1. To inform Members about the Council’s use of its powers under the Regulation of Investigatory Powers Act 2000 (‘RIPA’) during the period of 1 April 2019 to 31 March 2020.
2. To inform Members of the changes to the legislation and policy.

Executive Summary

3. The report sets out an overview of the Council’s use of its powers under RIPA. This includes details of RIPA authorisations that have been granted during the period of 1 April 2019 to 31 March 2020 and the outcome of the operations that these authorisations relate to.
4. The report details the updates to the Council’s Corporate Guidance on RIPA as part of the annual review as well as details of the training which has been delivered.

Recommendation

5. It is recommended that Members:
 - a. Receive the annual report on the Council’s use of powers under RIPA; and
 - b. Note that RIPA Corporate Guidance has been updated to reflect any changes to current legislation and best practice.

The Council's use of RIPA between 1 April 2019 to 31 March 2020

7. The table below provides details of RIPA authorisations that have been granted by the Council during the period of 1 April 2019 to 31 March 2020.

Type of Investigation	Number of authorisations during the period of 1 April 2019 and 31 March 2020	
	Directed Surveillance	CHIS
Alcohol Test Purchasing	3	0
Counterfeit Goods	0	1
Supply of Motor Vehicles	0	2
Total	3	3

8. Authorisations must be approved by Magistrates, who ensure that the correct procedures have been followed and that the relevant factors have been taken into account.
9. The Council's use of its powers under RIPA have slightly decreased from the previous year, with 6 RIPA authorisations granted in 2019-2020 compared with 7 in 2018-2019. The reduction in the number of applications is attributed in part to the use of alternative investigative techniques not requiring RIPA authorisation.

Summary of outcomes

10. The outcomes of the six operations detailed below demonstrate that the use of surveillance powers remains proportionate and necessary. It also provides examples of the investigations and enforcement action taking place in respect of criminal activity within the County.
11. In quarter 2 there was an authorisation for directed surveillance which related to test purchases for the underage sales of alcohol from licenced premises within County Durham. During the operation ten premises were visited. Of those, seven premises made underage sales. On retesting five of the seven premises failed the test purchase by making underage sales. The five premises which failed on retesting were referred for a review of the license which resulted in variations to the licensing conditions. In addition to this fixed penalty notices were issued by the police to the sellers.
12. In quarter 3 there were two authorisations for directed surveillance relating to test purchases for the underage sale of alcohol from licenced premises. These operations highlighted that a member of staff at each premise was failing to check the age or ID of the volunteer. A fixed penalty notice was issued by the police and the business owners were issued with advice to prevent underage sales.

13. In quarter 3 authorisation was granted for a CHIS which involved the monitoring of a Facebook profile relating to the sale and supply of counterfeit goods. As part of the operation, the officer arranged the purchase of Nike trainers which were later confirmed to be counterfeit. The officer as part of the operation acquired a collection postcode and a mobile number used by the seller. This information was then used to obtain a warrant for the residential address of the seller. The warrant was executed in December 2019 and a quantity of the counterfeit goods were seized at the property. On 20 October 2020 two Defendants pleaded guilty to supplying counterfeit items. Defendant 1 was ordered to pay £402.00 and Defendant 2 was ordered to pay £731.85.
14. In quarter 3 there was an authorisation for a CHIS which related to the sale of faulty vehicles. This authorisation was cancelled without any surveillance as the partner agency could not support the Council to fulfil the surveillance.

RIPA officer group

15. The RIPA officer group continued to meet in 2019/2020 with a defined work programme and schedule including the review of the Corporate Guidance, in house practices and training to officers undertaking this work. There was disruption to the meeting schedule of the group in quarter 4 in 2019/2020 due to covid restrictions on meetings. The group has since been reinstated with meetings planned for 2020/2021.

Training

16. The Investigatory Powers Commissioner's Office, which oversees the use of covert surveillance by designated public authorities, places a high value on training.
17. External RIPA training was held on 6 March 2020. The session was attended by 16 officers including the Senior Responsible Officer, two Authorising Officers and the RIPA monitoring officer. Additional training was planned for September 2020 however this has been delayed to later in 2020/2021 following restrictions on the delivery of face to face training.
18. In house training and awareness sessions have been delivered by the RIPA monitoring officer to the following teams:
 - Planning and Development Team on 22 January 2020.
 - Children's Social Services Management Team on 19 February 2020.
 - Awards and Assessment Team Leaders on 2 March 2020.

Changes in Legislation and National Practice

19. In 2019/2020 there have been no reported changes in legislation or updates to the Codes of Practice.

Review of the Councils Corporate Guidance on RIPA

20. The established practice has been to review the Corporate Guidance on RIPA simultaneously with producing this report. The Guidance has been reviewed and updates will take effect following the meeting.
21. In 2018/2019 there were a large number of changes to update the Corporate Guidance to reflect changes in legislation and procedure for authorisation relating to communication data. There was also a section incorporated into the guidance in relation to social media.
22. In view of the comprehensive update which took place last year and there being no significant changes to legislation or guidance issued by the Government, the 2020/2021 review has been a smaller exercise with a summary of the changes set out below:
 - Update to the retention period throughout the document to ensure consistency. This has been set at three years from the date of cancellation of the authorisation for the documentation to be held on the central register.
 - The guidance has been updated to include links to policies and legislation. There has also been an update to show a flow chart illustrating the process for authorisation.
 - The guidance has been updated to be in an accessible format in accordance with the Accessibility Regulations.
 - To reflect the changes in working arrangements, the practice has been reviewed and amended to allow for electronic submissions of authorisations which are held on the electronic central register by the Senior Responsible Officer.
 - The procedure for the approval of authorisation has been clarified to confirm that the investigating officer/applicant presents the application for authorisation to the RIPA monitoring officer who then allocates the application to one of the authorising officers within the Council.
23. The Corporate Guidance will continue to be reviewed on an annual basis to reflect changes in practices, policies and legislation.

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 of Article 8 of the ECHR securing respect for an individual's (qualified right) to privacy.

Finance

None.

Consultation

There has been consultation with the RIPA Monitoring Officer, the Authorising Officers, the Chief Executive and the RIPA officers membership on the revisions/update to the Policy.

Equality and Diversity / Public Sector Equality Duty

None.

Climate Change

None.

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

With the report it is recognised that there is a need for an education programme for the workforce which will form part of a corporate induction programme.

Accommodation

None.

Risk
None.

Procurement
None.

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**Corporate Overview and Scrutiny
Management Board**

17 December 2020



**Integrated customer services
programme update report**

Report of Corporate Management Team

John Hewitt, Corporate Director of Resources

Electoral division(s) affected:

Countywide

Purpose of the Report

- 1 To present to Members an overview and update of the integrated customer services programme.

Executive Summary

- 2 This report and supporting presentation provides members with an overview of the integrated customer service programme, the improvements delivered since the programme was launched in Q1 2019/20 and future plans to enhance our contact offer.

Recommendation

- 3 Members are recommended to note and comment on the information in the report and supporting presentation.

Background

- 4 Our council has a strong reputation for providing good quality and effective customer service to the people of County Durham. We have performed extremely well since we became a unitary council in 2009 despite financial challenges and increased demand for our services.
- 5 Whilst we have made many innovative changes to the way we serve our customers, meeting the changing expectations of our residents requires the development of a customer focused; corporate approach to service delivery, the standardisation, harmonisation and centralisation of the council's existing offer delivering improvements to the customer experience along with efficiency savings and cost reductions.

- 6 Transformation of our customer service offer is not only the right thing to do but is essential in ensuring that our organisation is best placed to manage the various challenges that we will face in the future.
- 7 In early 2019 we initiated a project to review contact centre demand and customer journeys across the council leading to the development of our integrated customer service programme.
- 8 This report and supporting presentation provides members with an overview of the integrated customer service programme, the improvements delivered since the programme was launched and future plans to enhance our contact offer.

Background papers

- None

Other useful documents

- Customer Feedback reports

Author

Victoria Murray

Tel: 03000 267707

Appendix 1: Implications

Legal Implications

Not applicable.

Finance

Not applicable

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

Integrated Customer Service Programme



Enhancing customer service delivery for the future

Introduction

Our council has a strong reputation for providing good quality and effective customer service to the people of County Durham.

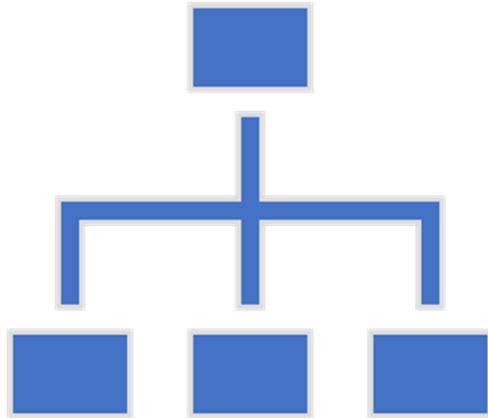
We have performed extremely well since we became a unitary council in 2009 despite financial challenges and increased demand for our services.

Whilst we have made many innovative changes to the way we serve our customers to meet the changing expectations of the resident of the future requires the development of a customer focused; corporate approach to service delivery the standardisation, harmonisation and centralisation of the council's existing offer delivering improvement to the customer experience along with efficiency savings and cost reductions.

Transformation of our customer service offer is not only the right thing to do but is essential in ensuring that our organisation is best placed to manage the various challenges that we will face in the future.

This presentation provides an update on the improvements delivered by the ICS programme and the future plans to enhance our contact offer and customer experience.

Why Integrated Customer Service?



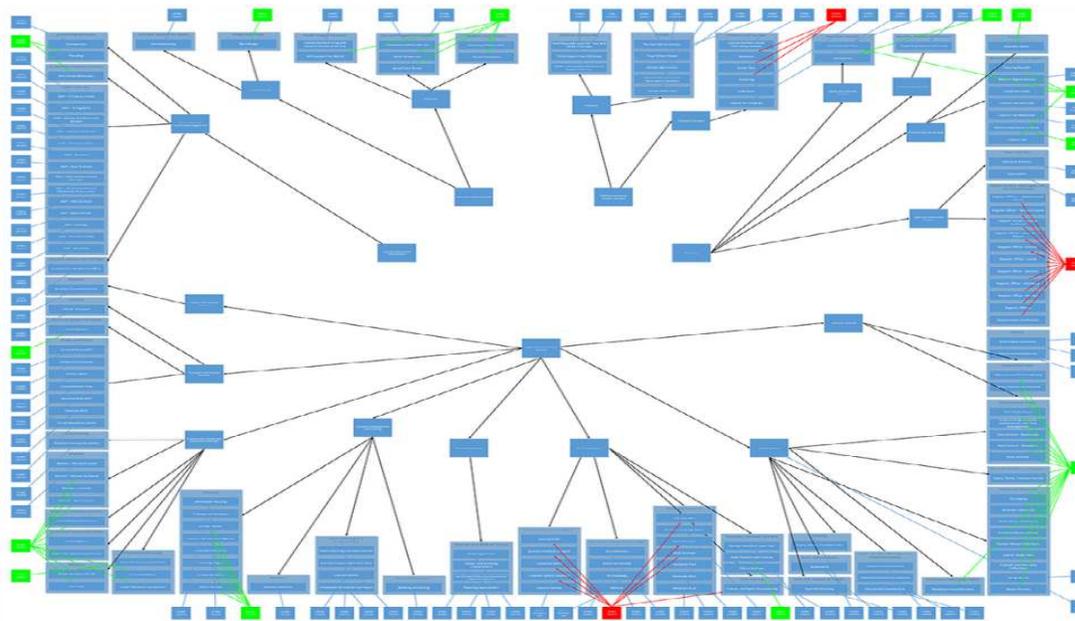
An organisation's ability to deliver its vision, priorities and outcomes is directly linked to its ability to deliver effective customer experiences.

The council's contact centre teams play a key role in ensuring our customers receive an enhanced experience and a great start to their customer journey from the first point of contact.

Why Integrated Customer Service?

In early 2019 we initiated a project to review contact centre demand and customer journeys across the council.

The results identified the complexity of our offer and how difficult it could be for our customers to interact with the right person, with the right information at the right time



Catalysts For Change

- Customer journeys often had multiple touchpoints leading to a complex and elongated journey and reduced customer experience.
- Multiple entry points for customers, falling into smaller teams outside of corporate customer service led to variance in performance, service offers, quality assurance methods and levels of customer satisfaction.
- Multiple touches extended service delivery times, increased repeat or avoidable contact and reduced our opportunity to resolve queries at first point of contact.
- Variance in data collection impacted the performance, demand and satisfaction data being reported at a corporate level.
- Different technologies used by different teams did not support a one team approach or customer experience.



Vision for enhancing our customer service offer

New ways of working

- Enable new ways of working that support a flexible and capable workforce in delivering high quality services to customers, wherever and whenever they are needed

Demand management

- Support demand management through the reduction in unanswered contacts, avoidable contacts and increase the number of calls resolved at first point of contact

Consistency

- Deliver joined up services at front-end delivery points with a focus on a consistency

Insight

- Use customer insight and analytics to drive greater understanding of our customers supporting continuous improvement and transformational activity.

Voice of the customer

- Capture customer experience and satisfaction data to ensure we keep the voice of the customer at the heart of our decision-making.

Technology

- Utilise existing and explore new technology to continue to increase 1st call resolution releasing capacity to focus on supporting our most vulnerable customers

Value for money

- Deliver a modern customer experience at a reduced cost.

Customer advocate

- Act as the customer advocate enabling customers more choice in their contact methods and availability of service

Programme Themes

To achieve our vision, in early 2019 we launched our integrated customer services initiative to drive change and innovation and to help us provide the best outcomes for our customers.

The initiative focuses on three priority themes; the standardisation, harmonisation and unitisation of our first point of contact customer service offer supporting the development of a unitised model for customer service across the council



Standardise



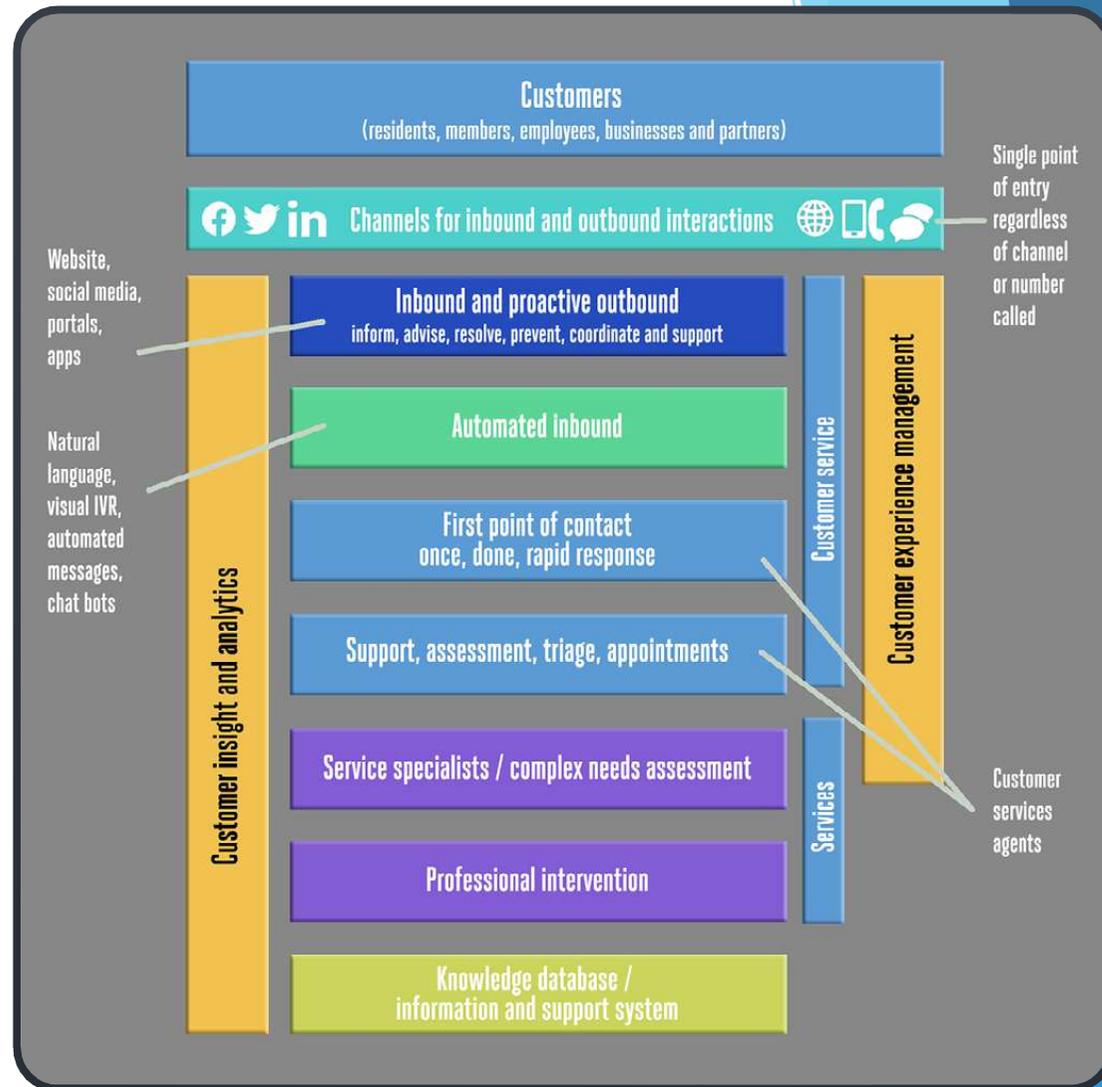
Harmonise



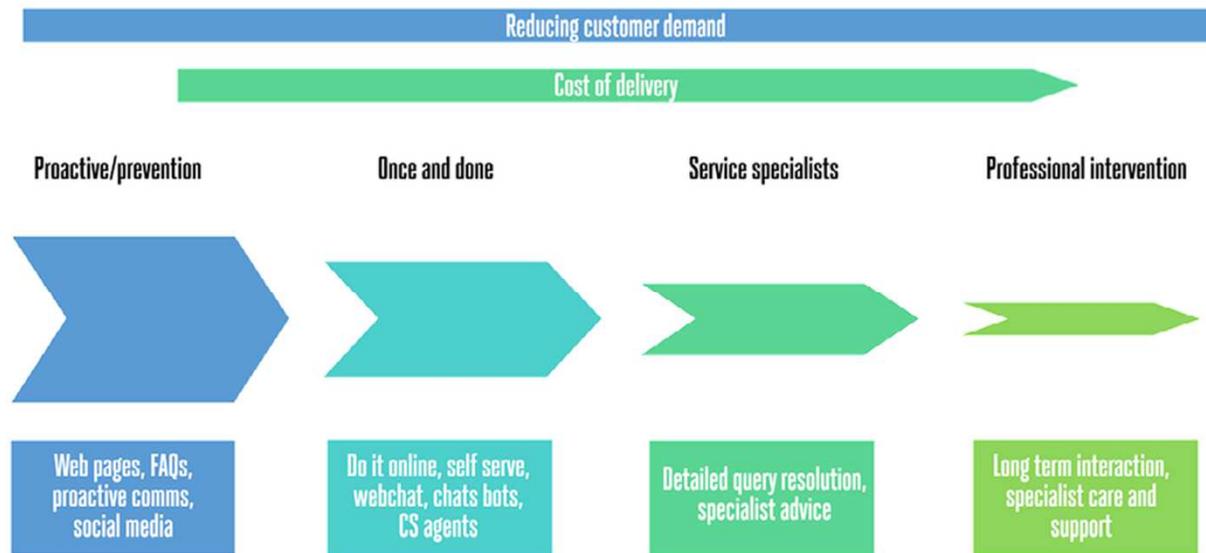
Unitise

The Future of Customer Services

To create a true “single front door” for our customers requires a significant shift in the way in which we will carry out our activities underpinned by a change in organisational thinking.



Channel of Choice with a Focus on Self Serve



Design Principles

First Point of Contact

Customer contact will be handled through a single unitised corporate customer services function where the customer needs:

- ▶ Information already available in the public domain e.g. Via the DCC website.
- ▶ Information that is/could be held and maintained within a central knowledge or contacts database.
- ▶ A service request update/additional information or progress update, which can be accessed through a relevant, database/integrated notes accessible within a CRM.
- ▶ To make an appointment to see a specialist.
- ▶ General advice or information on council services.
- ▶ A request for service to be logged on their behalf - this may include taking payments or evidence (resolved).
- ▶ A request for service to be logged on their behalf, which is then routed to a business application for action/assessment/decision. This may initiate a complex or multi-stage process.
- ▶ Triaging of an emergency request to ensure timely transfer to specialist team.

Design Principles

Specialist Support

Customer contact handled via specialist provision where the customer needs:

- ▶ To have direct contact with an officer, who has the appropriate level of qualification and has a specialised level of technical knowledge and training and able to give a decision/advice at first point of contact.
- ▶ To have direct contact with an officer who provides specialist advice which is governed by professional standards.
- ▶ To have direct contact with an officer who can make an immediate determination, which requires specialist intervention at the point of the contact.

Digitally Transforming Customer Service



New technologies are needed to deliver on our commitments.



These components form part of our long-term it architecture providing a toolset that can be used across the organisation.



Unifying our communications approach , will support new ways of working and greater flexibility, capability and agility.

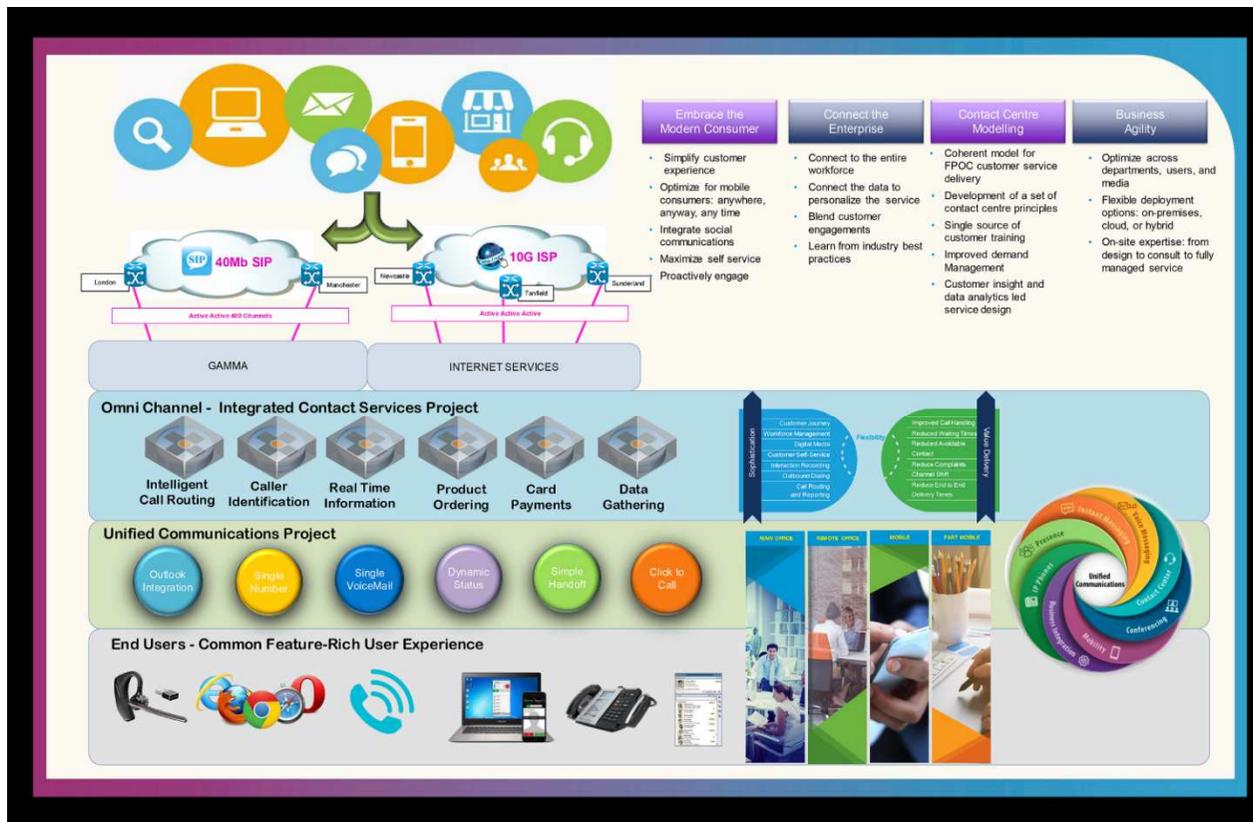


Natural language technology, virtual IVR, web chat, automated chat bots, underpinned by an organisational knowledge database will support easy access to consistent and reliable information.

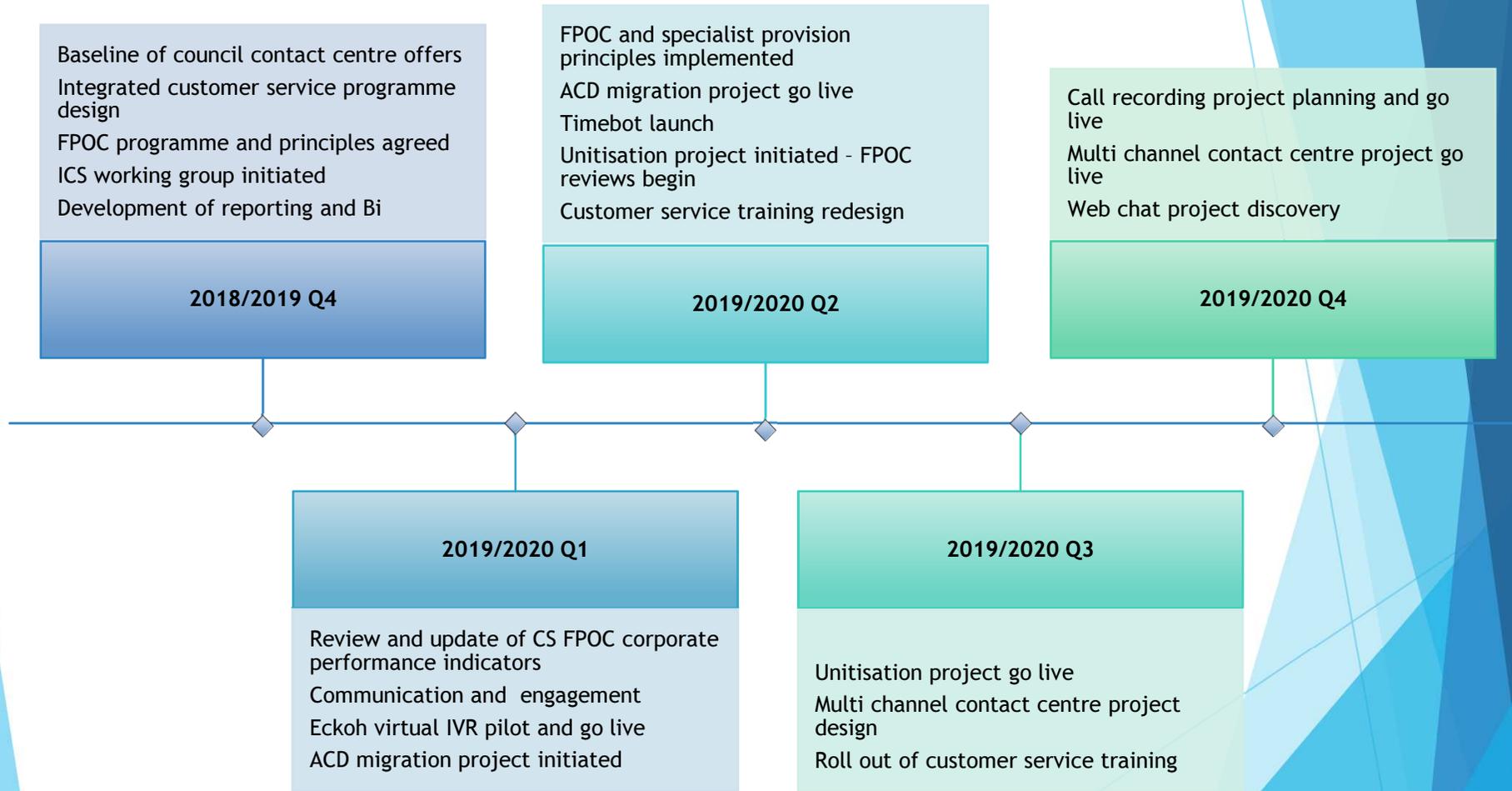


With continuous improvement we can deliver high quality services to customers, wherever and whenever they are needed.

Digitally Transforming Customer Service



The Journey so far



THE JOURNEY SO FAR

Virtual contact centre technology implemented
Covid-19 community support hub mobilised
PPE and volunteer support hubs mobilised
Business rates support line developed

2020/2021 Q1

Email migrated into multi channel software.
Softphone project initiated
School holiday meals project planned and delivered
ICS programme review

2020/2021 Q3

2020/2021 Q2

Unitisation of priority services
Web chat go live
Virtual appointment project planning and go live

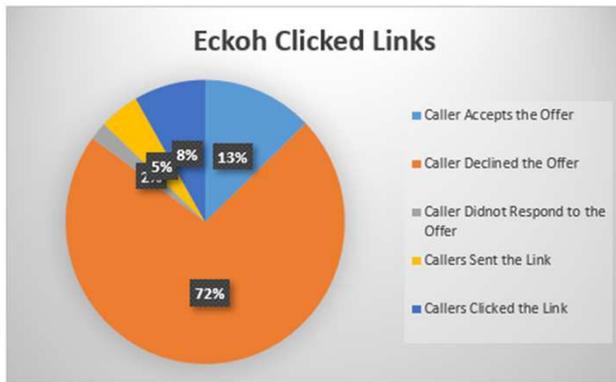
Realising The Benefits

- ▶ Since its launch, the integrated customer service programme has made great progress in developing of a customer focused; one council approach to customer service delivery, supporting the standardisation, harmonisation and unitisation and delivering improvements to the customer experience along with efficiency savings.

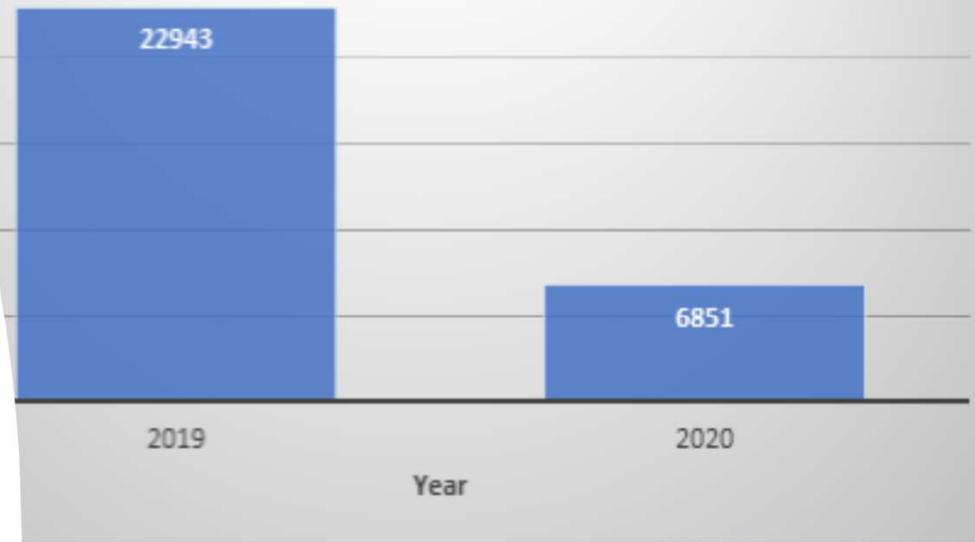


Enhanced Demand Management

Virtual IVR



Calls transferred to other services

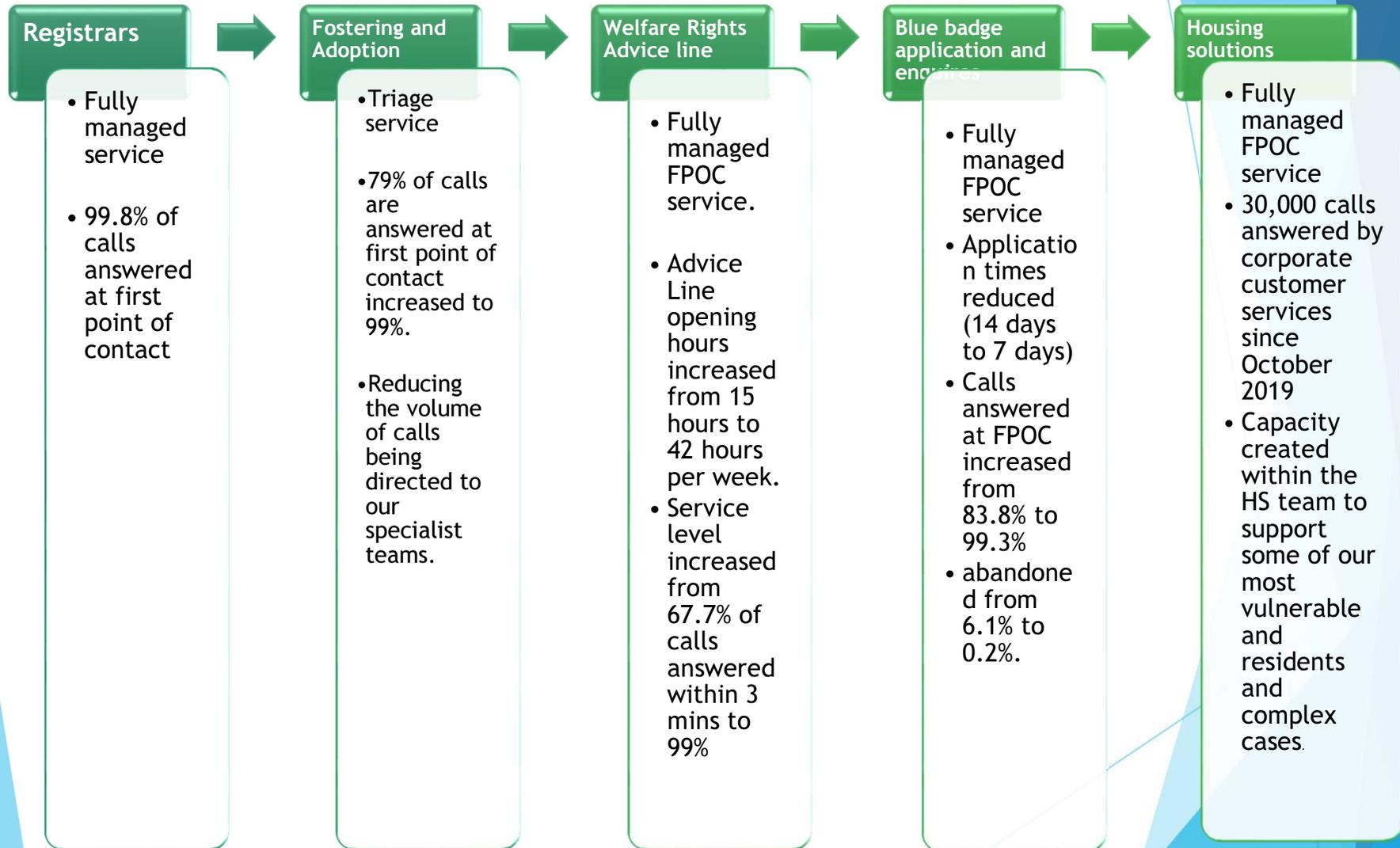


Our virtual IVR has created a reduction of 16,000 calls transferred by our general enquires team in 2020 in comparison to 2019.

Enhanced call routing has enabled 12332 calls to be routed direct to service areas reducing unnecessary touches in the customer journey.

Customers can now receive web links direct to their mobile phone as well as automated service messaging.

Delivering joined up services at FPOC



Customer Insight

Customer insight and data analytics support us in understanding our customers, their journeys and how we can enhance their experience.

Whilst widening our corporate reporting information through the transfer of non-ACD lines to our ACD system is enabling a true understanding of demand and service performance across the council.

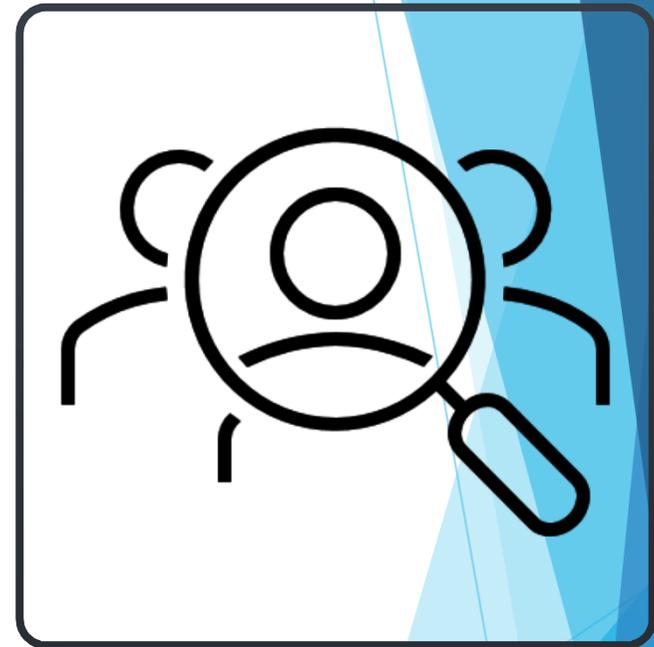


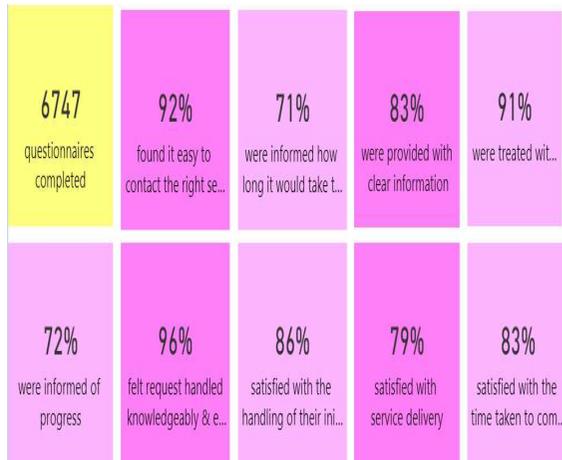
Image for illustration purposes only

Voice of the customer

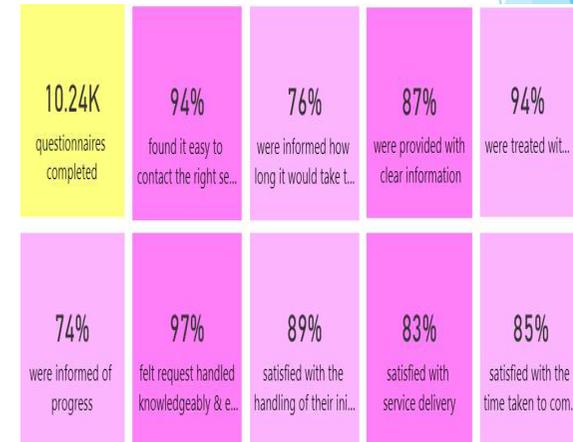
Capturing customer experience and satisfaction data ensures we keep the voice of the customer at the heart of our decision-making.

Over the last year we have seen an increase in customer satisfaction and improved first point of contact customer experience.

2019



2020



2020 to date

Technology

Through deployment of a range of new technology approaches we are enhancing management of demand, reducing avoidable contact and the number of unanswered contacts.

- The introduction of **webchat** channel is supporting our drive toward a multi-channel contact centre and has helped almost 3,000 customers access service support and advice across more than 20 web pages. As agents can support two concurrent chats and chat times are lower than alternative channels, the 3.5% conversion of telephony contact to web chat is driving significant capacity creation which will support reallocation of resource to other priority services.
- Our **time bot** ensures customers are kept informed of where they sit in a queue and how when their call will be answered. Whilst our voicemail service supports requests for a call back. Deployment has supported a reduction of call answering times of 10 seconds and a service level improvement of 1.3%
- **Virtual appointments** to support with more complex queries and requests provide an alternative to our traditional face to face offer.

Multi channel service delivery

To support the efficient delivery of a modern customer experience and service through a range of channels a new multi-channel contact centre platform programme has been developed and is currently being rolled out across the corporate contact centre.

This technology is a flexible and efficient tool for handling emails, chat, SMS, telephony and open media interactions in one space providing a single view of the customer journey.

Focused on the customer and employee of the future the solution allows users to work effectively from any location without the need for additional home working equipment.

Whilst enhanced reporting, resource management and workflow capabilities support enhanced service delivery.

Review, reflect, Refresh

Review all baseline data to refresh our forward plan in light of challenges faced this year.

Further stakeholder engagement to fully understand how service delivery and customer expectations have changed as a result of covid.

Harmonisation of organisations contact channels determined by the future customer.

Driving forward organisational outcomes over the coming 2 years.

Questions



**Corporate Overview and Scrutiny
Management Board**

17 December 2020

**Quarter Two, 2020/21
Performance Management Report**

Ordinary Decision



Report of Corporate Management Team

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.

The impact of COVID-19

- 2 A highly infectious coronavirus, SARS-CoV-2 which can cause the respiratory disease COVID-19 has spread rapidly across the world during 2020. This resulted in a global pandemic being declared by the World Health Organisation on 11 March 2020.
- 3 Significant restrictions to normal ways of life, travel and business have been put in place by the government to try to contain the spread of the virus, minimise deaths and prevent COVID-19 cases overwhelming our health and social care systems.
- 4 Durham County Council has a public health role and is at the forefront of responding to the pandemic within the county. Restrictions that have been introduced to contain the spread of the virus have also affected a number of council services. Some buildings had to be closed and a number of services have moved online. It was necessary for the council to adapt and we have significantly changed our service provision and ways of working. Communities and businesses within the county have been impacted by the pandemic and much of our work since March has been to respond to these needs and develop plans for future recovery. Gold command arrangements were activated nationwide to respond to the emergency. Locally, this involved the council working in partnership

with other agencies on the local resilience forum which covers both County Durham and Darlington to protect our communities and support those affected by the pandemic.

- 5 The COVID-19 surveillance dashboard can be accessed [here](#).

Performance Reporting

- 6 This performance report is structured around the three externally focused results-based ambitions of [the County Durham Vision 2035](#) alongside a fourth 'excellent council' theme contained within the [Council Plan](#) that was recently approved. It also includes an overview of the impact of COVID-19 on council services, our staff and residents.

More and Better Jobs

- 7 The UK economy suffered its biggest slump on record between April and June with GDP falling by 20.4% as coronavirus lockdown measures pushed the country into its first recession in 11 years.
- 8 As the national lockdown was gradually eased throughout June and July, pent-up consumer demand, growing consumer confidence as COVID-19 cases fell and government economic policies (e.g. Eat Out to Help Out, the temporary cut in VAT for the hospitality and leisure sector) led to increased economic activity.
- 9 However, economists still remain concerned and are forecasting a prolonged recession lasting until spring 2021 as infections increase and tougher restrictions are introduced to contain the virus. Increased local restrictions were introduced in County Durham and six other neighbouring authorities at the end of September and the whole North East region was placed into the high alert category when the national three tier system was introduced for England in mid-October. More recently we have entered a second national lockdown in response to a second wave of infections.
- 10 In addition, the impact of the virus over the coming winter months and the outcome of Brexit negotiations are continuing to contribute to economic uncertainty.
- 11 Across the county, and in line with the national picture, the employment rate has marginally increased. However, with most recent data being for Summer 2020, this rate has yet to show any significant COVID-19 impact due to the government's employment support package being in place – measures which are supporting a third of eligible jobs (furlough) and three quarters of self-employed people (income support scheme) across the county.

- 12 The Universal Credit claimant count gives a more up to date picture of unemployment related claims to the end of September. This shows a significant increase, particularly in the 16-24 age range (a 62% increase over the last six months which equates to almost 2,000 young people). Retail vacancy rates have increased in many of our town centres. There has been an estimated loss of £445 million in local economy spend in our leisure, tourism and hospitality sector. These economic impacts will have a knock-on effect on poverty and put increased pressure on our communities. Pre-COVID data placed us within the top 40% most deprived upper-tier authorities across England.
- 13 To mitigate against these challenges, we are continuing to support employees and businesses through a variety of projects and grants, with a specific focus on addressing inequality across employment for those aged 16-24. We have developed an agile economic recovery plan and are identifying a pipeline of investment projects which will stimulate the economy. We are also developing employability programmes to support those who have been made unemployed due to the coronavirus crisis.

Long and Independent Lives

- 14 COVID-19 is continuing to impact on all our daily lives, and it remains a challenging time for people of all ages in relation to their physical and mental health – particularly with increasing isolation and consequences of the worsening economic situation.
- 15 Poverty pressures remains a major issue and we expect the situation to deteriorate over the coming months. With an estimated one in four children across the county living in relative poverty, and 6% of children (more than 4,000) being eligible for, but not claiming, free school meals, we have put in place a programme of action to help mitigate poverty pressures – including funding a half term holiday scheme to support families reliant on free school meals.
- 16 We have also successfully improved outcomes for vulnerable children and their families with services which are joined up and responsive to their needs, and we remain on track to achieve ‘significant and sustained outcomes’ for around 6,000 families as part of our stronger families programme.
- 17 However, the pandemic’s detrimental impact on mental well-being is causing concern, with more people (across all age groups) seeking support through primary and secondary mental health services and young people with a history of mental health issues reporting increased anxiety, isolation, a loss of coping mechanisms and a loss of motivation.
- 18 Our focused activity across mental and physical well-being, smoking quitters (particularly pregnant women and new mothers) and

breastfeeding is continuing to make a difference to the lives of our residents. A lower proportion of mothers are smoking at time of delivery and a greater percentage breastfeeding compared to the same period last year.

- 19 Although referrals across adult social care have returned to their pre-pandemic levels, and most of our older people care homes reported no or few issues with COVID-19 infection, PPE or staffing (as at end of September), there is a GP referral backlog of more than 47,000 urgent and non-urgent secondary care. In addition, we are now facing the significant challenge of a second wave. To help mitigate its impact, we are continuing to provide co-ordinated and targeted support to residents, staff and care providers operating in the county.

Connected Communities – Safer focus

- 20 In relation to keeping children and young people safe, there are many positives across this area. We continue to perform well in relation to the timeliness of processing statutory referrals (first contact) and single assessments (and are carrying out audits to ensure quality of assessments remains consistently high).
- 21 However, we are experiencing budget and placement pressures as demand for children's social care remains high, with an increasing trend in the number of children on a child protection plan and the highest recorded number of children looked after (CLA). We are due to publish our new Sufficiency Strategy shortly which will set out how we will relieve pressures caused by the increase in CLA – evident regionally and nationally and partly caused by the closure of family courts during lockdown. We haven't seen an increase in safeguarding referrals once schools re-opened and are continuing to explore the reasons for this and understand impact of changes implemented at the front door over the last year (including daily screening of all domestic abuse incidents) which will also have impacted upon lower referral levels than last year, through our Multi-Agency Safeguarding Hub.
- 22 Although overall crime levels have fallen slightly, 'violence against the person' offences and anti-social behaviour have both increased. Most of this increase was COVID-related.
- 23 During quarter two, we introduced some new initiatives to mitigate against the challenges we face. For example, a new triage system for domestic abuse incidents is now operational, the child exploitation vulnerability tracker has been expanded to all children (not just those deemed at high risk) and we continue to take steps to improve water safety both in Durham City and countywide.

Connected Communities – Sustainable Communities focus

- 24 Overall environmental cleanliness levels remain good, with levels of litter, detritus and dog fouling all lower than last year (based on a sample survey), and a number of initiatives in place to improve our local environment. However, we have noted an increase in fly-tipping incidents.
- 25 Across the county, carbon emissions continue to significantly decrease as we generate more energy from renewable sources, support businesses to become energy efficient and reduce consumption (since the start of the pandemic, business closures, reduced levels of road traffic and people staying at home have also had an impact). We continue to work towards becoming carbon neutral by 2050 and an Ecological Response Plan is being developed to complement the county's [Climate Emergency Response Plan](#).
- 26 Although recent data shows traffic levels have returned to 85-90% of pre-COVID volumes, and bus passenger numbers to around 50%, we are expecting this to decrease as we enter a second national lockdown. Cycling figures have doubled across the county.
- 27 Presentations to our Housing Solutions Service have increased and the complex needs of clients alongside a reduction in available property is making it difficult to secure accommodation. In addition, we are concerned there may be a further increase towards the end of the 2020/21 as we near the lifting of the government's eviction ban. We continue to work across the sector to minimise the impact.

An Excellent Council

- 28 Since the start of the pandemic, the council has continually adapted its service provision and ways of working to help slow the spread of COVID-19, prevent our health and social care systems being overwhelmed, and protect our residents and staff.
- 29 Although service provision and ways of working continue to be impacted and some non-essential services remain closed or are being delivered remotely, we successfully reinstated 23 services during quarter two. There have been unusual spikes in demand across some services due to the pandemic – such as more noise complaints as residents spend more time at home.
- 30 To safeguard our employees, we instructed all staff to work from home where this is possible, put steps in place to manage and control transmission risks for those essential employees unable to work from home and offered free influenza jabs to all employees. We are aware of the emotional toll the pandemic is taking on our teams, and in addition to

the support mechanisms we have in place to help our employees, we are working with other organisations across the county to identify further actions which could potentially support staff and increase resilience during a second wave.

- 31 Across the council, we are successfully managing absence. Despite the pandemic, sickness levels remain broadly in line with last year and four in five employees have recorded sickness of five days or less over the latest 12-month period (64% of staff have recorded no sickness over the same period – higher than last year). Our learning and development programme has been re-introduced to support our staff, which includes 249 people employed in an apprenticeship post. Our apprenticeship programme is also upskilling 209 employees and we recently registered the highest number of apprenticeship starts in any year (272 employees).
- 32 During quarter two, we continued with our programme of cultural change, digital development, training and organisational development. This included expanding our online service delivery and developing digital alternatives to face-to-face contact. More residents are creating online accounts, participating in council meetings remotely and having their say through virtual consultation events. Our community support hub remains in place to help those who are clinically vulnerable, experiencing hardship or who need help when self-isolating, and we continue to provide financial assistance to both residents and businesses.
- 33 However, we are preparing for a challenging winter with considerable uncertainties facing service delivery and income - including maintaining the additional support arrangements we have put in place to help residents longer term. We continue to face significant financial pressure resulting from the pandemic - additional costs incurred and loss of income are forecasted to exceed £100 million. The impact is being supported by the government although at this stage there is a forecasted shortfall in funding of around £30 million. We expect that the Income Guarantee Scheme could provide £6 million of additional support which will reduce the forecasted shortfall. We, alongside all local government representative bodies, are continuing to lobby government for additional financial support.

Risk Management

- 34 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

- 35 That Corporate Overview and Scrutiny Management Board considers the overall position and direction of travel in relation to quarter two performance, the impact of COVID-19 on performance, and the actions being taken to address areas of underperformance including the significant economic and well-being challenges because of the pandemic.

Author

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

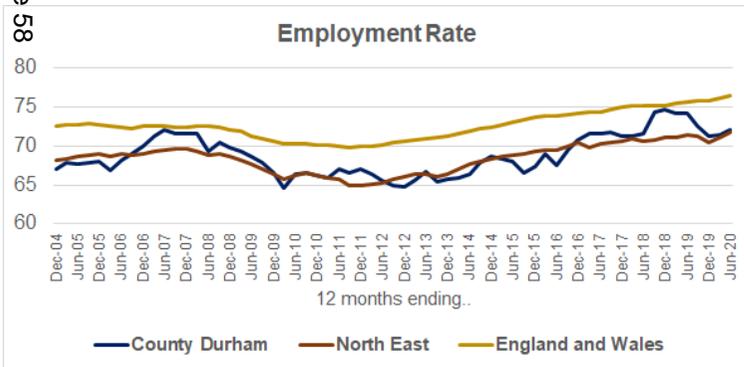
Quarter Two, 2020/21



MORE AND BETTER JOBS

a) Do residents have good job prospects?

Page 58



Employment Rate
(APS Jul-19 - Jun-20)

72.1%
marginal increase
in line with national and regional trends

Unemployment Rate

APS (Jul-19 – Jun-20)	Labour Force Survey Estimate (Jun-20 – Aug-20)
5.5% marginal decrease	7% marginal increase

national redundancy rate (June to August)

8.2 per 1,000 employees (3.9 per 1,000 employees in March)	Men 9.0 per 1,000 employees
	Women 7.3 per 1,000 employees

Claimant Count
People claiming unemployment related benefits

Age band	Sep-20	Sep-19	Increase
16-24	4,995	2,890	+2,105 +73%
25-49	11,820	6,655	+5,165 +78%
50-54	1,690	1,020	+670 +66%
55-59	1,655	930	+725 +78%
60-64	1,355	795	+560 +70%

Claimant rate Sep-20

Percentage point change since Mar-20

No. of claimants
(16-64 years)

Sep-20
21,515

Sep-19
12,290

Middlesbrough	10.4%
South Tyneside	9.4%
Hartlepool	9.1%
Sunderland	8.3%
Gateshead	7.7%
Newcastle upon Tyne	7.7%
Redcar and Cleveland	7.6%
Darlington	7.2%
Stockton-on-Tees	7.2%
County Durham	6.6%
North Tyneside	6.5%
Northumberland	6.0%

- Bishop Auckland
- City of Durham
- Easington
- North Durham
- North West Durham
- Sedgefield

16 - 64 years	18 - 24 years	16 - 64 years	18 - 24 years
7.0	12.4	2.7	3.8
4.3	3.4	2.1	1.8
8.5	16.1	2.8	4.9
7.2	13.6	3.0	5.2
6.3	13.6	2.6	5.2
6.8	13.6	2.8	5.4

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 Our June 2020 employment rate has marginally increased which reflects the regional and national trends.
- 3 However, employment data is reported in arrears so we have produced an experimental estimate using regional data from the Labour Force Survey. This will allow us to fully understand the impact of COVID-19 on the employment rate. We have estimated the August 2020 employment rate for County Durham to be 70.6% which is below both regional and national rates and has yet to show any significant impact from COVID-19 due to the support provided by the furlough and income support schemes.
- 4 At the beginning of the pandemic there was a significant impact on the number of people claiming employment benefits and there are now nearly 10,000 more claimants aged 16-64 compared to September 2019. Since this initial increase between March and May, the claimant count has remained relatively static and currently stands at 6.6%. This trend is reflected both regionally and nationally, with County Durham currently having the third lowest rate in the region.
- 5 COVID-19 has significantly impacted youth unemployment. In the six months ending 30 September, 16-24 year old claimant numbers increased from 3,075 to 4,995 (+62%) – equating to a September claimant rate of 8.3% of the 16-24 population which is higher than both the same period last year (4.8%) and the national rate (7.6%), but is lower than the North East (9.1%).
- 6 Across the county in July, around one third of eligible employments were ‘furloughed’ (approximately 69,000 jobs) and three quarters of self-employed people were being supported by the Self Employment Income Support Scheme (approximately 14,800 people).
- 7 At the end of quarter one, the government announced changes to the furlough scheme – with a tapering down of support from the end of July to 31 October 2020 when the scheme was to be closed (80% wage support in August, 70%

September and 60% October). The scheme has since been extended until the end of March in line with a new national lockdown. However, once this support is removed we expect to see a significant impact on employment.

- 8 The national redundancy rate has increased to 8.2 per 1,000 employees (June to August) from 3.9 per 1,000 employees in March. The rate per 1,000 employees is higher for men than women (9.0 compared to 7.3).
- 9 A [survey of British businesses](#)¹ between 14 September and 19 September found more than a third of employers (37%) are likely to make staff redundancies in the next three months. Although latest data (July to September) shows UK job vacancies have increased (up 11% compared to June to August), it remains 42% lower than the same period last year.
- 10 Since its launch during quarter one, [County Durham Jobs Fuse](#) (an initiative with the National Careers Service and the Department for Work and Pensions) has continued to support both employees and employers in relation to downsizing. Various engagement methods are being utilised due to workers being furloughed and place-based visits aren't available.
- 11 Referrals to employability programmes, which are now being delivered digitally, have significantly reduced due to JobCentre Plus suspending the requirement for clients to attend employability courses and adopting a 'lighter touch' to job search activity.
- 12 During quarter two, at least 150 full time equivalent jobs were created by Morrisons at Dalton Park and 1,000 permanent and 1,500 seasonal jobs by Amazon at Integra 61 at Bowburn. In addition, recruitment has started for 100 jobs created to carry out the 2021 Census - as the first Digital First census, we expect three quarters of responses to be completed online, although paper copies will be available.
- 13 The County Durham Economic Partnership is assessing the economic implications of COVID-19 to assist businesses to restart and grow. It will focus on six key areas: business support, employability and skills, infrastructure, intelligence, strategy and lobbying, and communication. An update will be provided during quarter three.

¹ commissioned by the Advisory, Conciliation and Arbitration Service (ACAS)

MORE AND BETTER JOBS

(b) Is County Durham a good place to do business

Business Durham Activity	Jul-Sep 2020	Compared to last year
inward investments secured	0	2 ↔
businesses engaged	422	202 ↑
floor space occupied	93%	86% ↑
GVA from jobs created or safeguarded (million)	£16.2	£12.4 ↑

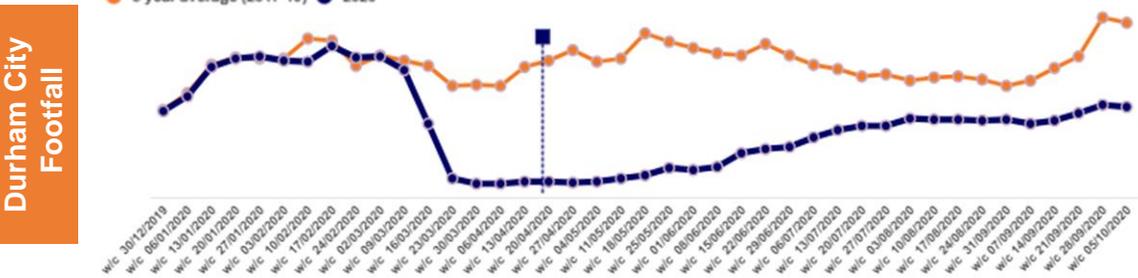
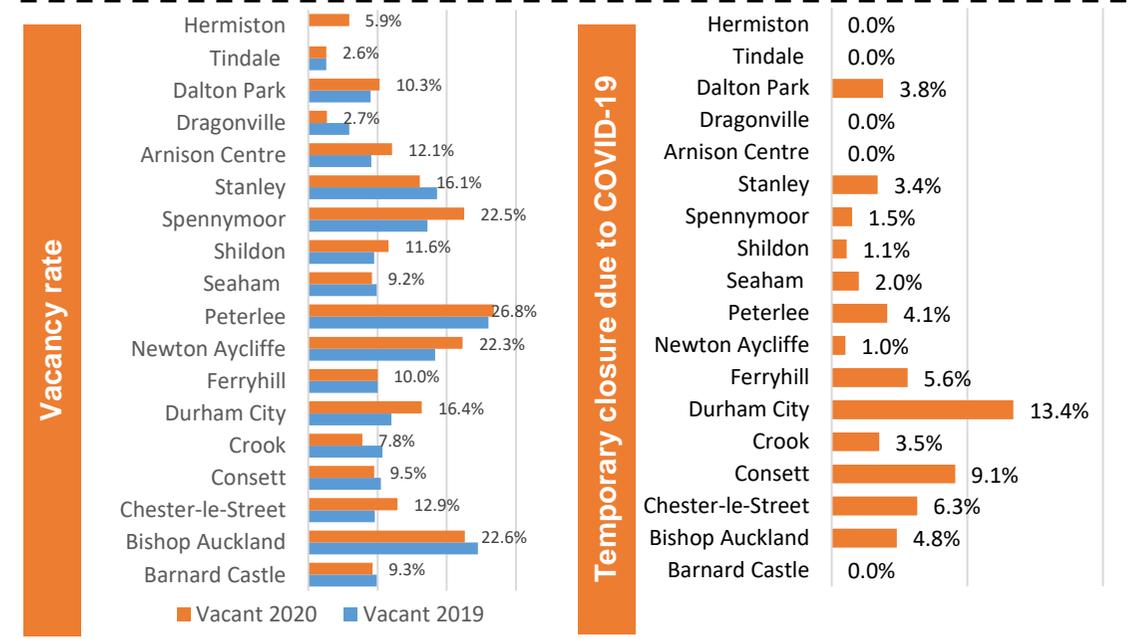
3 Target Business Improvement schemes completed
4 FTEs created / safeguarded

63 new businesses supported by Community Economic Development team

Jade Business Park complete

County Durham Plan approved

COVID-19 financial support to businesses (since March 2020)	Number of businesses	£'millions
Business Support Grants	8,862	99
Local Discretionary Grants	701	5
Business Interruption Loan Scheme	360	91
Bounce Back Loan Scheme	9,911	262



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

Is County Durham a good place to do business?

- 14 The Council widened eligibility for the Local Discretionary Grants Scheme enabling hundreds more businesses to be supported across the county. Through this scheme we have awarded over £5 million to around 700 businesses.
- 15 Business Durham continues to support businesses through the pandemic and recently produced and circulated a Business Support brochure which signposts businesses to programmes that can help with their resilience and recovery plans.
- 16 The pandemic has resulted in more business engagement, partly driven by collaboration with Business Durham and our Revenues Team to expand the retail, hospitality and leisure and local discretionary grants.
- 17 During quarter two, two investments were made through the Finance Durham Fund to support business growth. £750,000 was invested in Growth Capital Ventures (GCV) to develop its three main business units and enable a move to larger offices within the county. £250,000 was invested in Power Roll, a developer of ultra-low-cost and lightweight flexible film, for energy generation and storage.
- 18 COVID-19 has prevented enterprise activity being delivered face-to-face. Consequently, Business Durham has developed a virtual delivery programme. 268 students were engaged online in relation to the Future Business Magnates (FBM) scheme – drawing to a close the FBM 2020 competition and recognising the students efforts. Virtual workshops launched the Durham Ambitious Business Starts (DABS) project in June and planning is underway for the first DABS Festival of Enterprise (online event 21-22 October).
- 19 The Durham City Incubator, an accelerator programme for entrepreneurs and growing businesses, received almost £250,000 from the European Regional Development Fund (ERDF) which will allow the project to continue until June 2023.
- 20 The completion of all remaining units at Jade Business Park in August has increased Business Durham's property portfolio by 20% and provided an additional 155,000 square feet of business floorspace. Although we remain cautious of the longer-term impact of COVID-19, further lettings are expected by the year-end.

- 21 Latest data showed there were 14,105 businesses across County Durham at March 2020 - 2.2% more than 2019. As the data is reported in arrears, any impact of COVID-19 won't be evident until the March 2021 data is released.
- 22 The 2020 town centre surveys were carried out during July/August after the national lockdown was lifted and town centres had reopened. The survey reported on the number of vacant units as well as how many appeared to remain closed due to the COVID-19 pandemic.
- 23 Some centres reported little change in terms of permanent vacant units, with some, such as Barnard Castle, Bishop Auckland, Consett, Crook, Seaham and Stanley, reporting fewer vacant units. Crook experienced the greatest fall in vacancy rates which perhaps reflects the recent investment of both Aldi and Lidl within the town centre.
- 24 Other centres experienced increases in vacancy rates. The largest rise was in Spennymoor - however this is mainly due to the re-development of Festival Walk and vacancy rates are expected to decrease when the re-development is complete. Durham City and Newton Aycliffe were particularly impacted by closure programmes of national retailer chains.
- 25 Outside of town centres, Dalton Park (Murton) has experienced a small rise in vacant units, as has Hermiston Retail Park (Consett). However the 5.9% increase at Hermiston equates to one unit becoming vacant since last year's survey.
- 26 Temporary closures due to COVID-19 were particularly evident in Durham City, Consett and Chester-le-Street; whilst smaller towns, such as Barnard Castle, showed lower levels or no ongoing closures.
- 27 The town centre surveys will be repeated in November.
- 28 Research² has identified Durham City as having the fourth highest rate of shop closures in the UK with 21 shops shutting in six months. York was the worst affected, followed by Newcastle and Worcester.
- 29 The council has engaged with more than 600 retail businesses and is using feedback to develop campaigns to support retail operations and encourage shoppers into our towns. The campaigns will focus on shopping safely and seasonal opportunities.

² by the Local Data Company

MORE AND BETTER JOBS

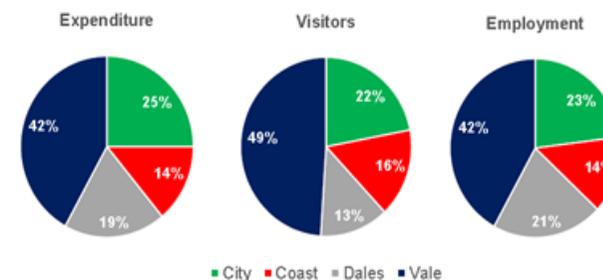
(c) How well do tourism and cultural events contribute to our local economy, and (d) do our young people have access to good quality education and training?

Page 64

STEAM data	2019/20	Compared to last year	Estimated impact of COVID-19
Visitors to County Durham (millions)	20	↑ +2.1%	-8 million (-41%)
Jobs supported by visitor economy (FTEs)	12,133	↑ +1.1%	-6,000 (-47%)
£ generated by visitor economy (£'million)	955	↑ +1.9%	-£445 million (-47%)

Sub-county breakdown (as a % of the county total)

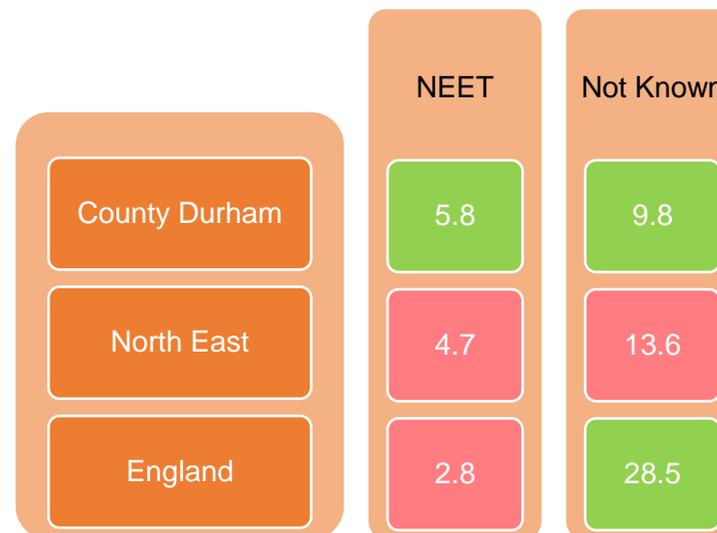
Source: VCD Presentation: Economic Impact of Tourism STEAM results 2019



Staycations – anecdotal evidence of increased demand for domestic holidays

Durham Brass Online 2,880 views	Onstage online 4,123 views	Community Hub at Crimdon granted planning permission
Hardwick Park 300,000 visitors (Apr-Sep)	Binchester Roman Fort reopened Aug 1,000 visitors (Aug-Sep)	Seaham Food virtual Festival 457 views 38,000 reach
Auckland Castle Trust <ul style="list-style-type: none"> Walled garden restaurant will not go ahead Spanish Art Gallery delayed 		Heritage Open Days 2,648 visitors 15 participating venues 8 online / 7 in-person

% of 16-17 year olds Not in Education, Employment (NEET) or Training / Not known (Sep-20)



Green box: better than last year; Red box: worse than last year

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

- 30 Feedback to Visit County Durham in October 2020 highlighted that although 88% of tourism-related businesses are open or partially open, nine businesses are closing permanently and one is at risk of closure.
- 31 Latest economic data³ comparing to 2019, estimates that across the county visitor numbers will drop by 8 million (-41%), the visitor economy will support almost 6,000 fewer jobs (-47%) and £445 million will be lost in local economy spend (-47%).
- 32 Although all festivals and events since March have been cancelled, where possible we have held digital events. For example, [Onstage Online](#), held in June, showcased 16 acts with close links to the region.
- 33 Our theatres remain impacted by COVID-19. Although Bishop Auckland Town Hall re-opened its café and library functions in July, no performances or exhibitions are planned for the rest of the year. Both the Gala and Empire theatres remain closed until January 2021 (restrictions permitting). The Gala Theatre has secured funding from Arts Council as part of the COVID-19 Recovery Fund.
- 34 Durham Town Hall re-opened in July as a visitor attraction. Although visitor numbers were consistent over the summer, they dropped following the introduction of tighter local restrictions in September.
- 35 Auckland Castle Trust has furloughed 144 of their staff and will remain closed for the rest of 2020. Most developments are progressing as planned but the restaurant in the walled garden will no longer go ahead and the Spanish Art Gallery will be delayed
- 36 The Bishop Auckland Stronger Towns Board is scoping a number of projects to bid for funds, including a transport museum, a community art gallery, circular trail and a football museum.
- 37 In September, Durham History Centre was granted planning permission to restore and extend the Grade II Mount Oswald Manor House. A Phase 3 consultation on visitor expectations for the history centre has been undertaken over September/October.
- 38 Our library pick and collect service was launched in July and has attracted more than 3,000 users, mainly adults, senior citizens and the carers or the cared for.

³ Based on 30% of accommodation providers open during July and others opening by end of 2020

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

- 39 There is limited education data available for 2019 as early years providers, schools, colleges and universities closed on 20 March 2020 and examinations were cancelled.
- 40 Our children and young people returned to schools and other educational settings from September 2020 following a huge amount of work to ensure the right safety measures were in place.
- 41 Although our attendance rate was higher than nationally in September, the gap narrowed over the weeks ending 17 and 24 September (coinciding with further local COVID-19 restrictions). Of those schools responding (70%) which were fully open, attendance was 91% compared to 93% nationally as at 15 October.
- 42 Local attendance of children with an Education, Health and Care Plan (EHCP) generally mirrors the national rate of attendance for this group. There was a recent dip due to one special school having bubbles self-isolating, and one special school closing for part of the week ending 24 September. However, local rates of attendance are back on par with those nationally.
- 43 We have introduced a live COVID-19 alert system for closure of a bubble or school. This has enabled us to have an up-to-date understanding of attendance across schools in the county and be able to proactively support schools and parents prior to the bubble returning.
- 44 To support school attendance we have developed a school attendance pack which includes Government guidance, flowcharts, attendance action list for schools, template school attendance policy, a policy leaflet for parents, the DfE behaviour and attendance checklist and a frequently asked questions leaflet for schools.
- 45 Service delivery models have been re-shaped to be flexible, adaptable and smart with contingencies for further lockdowns built into them. For example, remote meetings with parents and schools (where appropriate) and better use of electronic systems for attendance referrals as outlined above.
- 46 Due to COVID-19, more parents are choosing to electively home educate their children, mainly due to concerns for the health of the child or the wider family. This is in line with national trends. The multi-agency Education at Home Group is continuing with calls, visits and virtual meetings to check children are safe and well and education is continuing during lockdown. This growth in enquiries about elective home education is reflected nationally.

- 47 There are more than 13,000 children and young people across County Durham with identified Special Educational Needs and Disability (SEND) needs. During 2019/20, our Educational Psychology Service and Specialist SEND Support Teams received 4,522 individual requests to support children and young people, a slight increase from last year. A further 1,260 children and young people accessed targeted support as part of a class group, again an increase.
- 48 Behaviour Partnership Panels are increasingly supporting school staff make the link between behaviour that challenges and unmet need. Throughout 2019/20, 110 secondary pupils, who were at risk of exclusion, accessed a well-being assessment and support was agreed through consultation - of these, 20 accessed direct intervention from the support teams. 32 schools accessed professional development support and a further 360 primary school children accessed support through Early Intervention and Crisis Response. None of these children and young people were permanently excluded.
- 49 There has been increased access to services (particularly within the areas of autism, inclusion, and well-being and mental health) for children and young people, families and education providers. This follows strategic development across the council and with partners. The Mental Health in Schools Link Programme has now been offered to more than 65% of schools and colleges, although plans for the remaining schools have needed to be modified due to the pandemic. All key services now have an identified mental health lead to support communication and facilitate workforce development. The three Mental Health in School Trailblazer pilots are now operational.
- 50 Service delivery was modified due to COVID-19 and now includes a more co-ordinated offer with Early Help. Parental satisfaction with the support offered was 94%. Consultation and professional development was offered to schools and over 90% of respondents felt this was helpful. Resources for families and schools / settings were developed with partners and disseminated through both the Local Offer and also the 'Returning Safe Happy and Settled' resource. DurhamWorks is continuing to support 16-24 year olds who are not in education, employment or training using digital methods. Almost, 23,000 interventions have taken place during the second quarter of the year via telephone, text, email, video chat. At the end of August, 95% of the year 11 cohort had an approved offer of a place in education or training, higher than both the regional (87%) and national (82%) averages. Across the year 12 cohort, 85% had an approved offer, also higher than both the regional (70%) and national (70%) averages.

- 51 DurhamWorks is continuing to provide six month grants (up to £2,500 toward salary costs) for small businesses willing to support a young person (aged 16-24 years) into employment.
- 52 DurhamWorks new European funded project (Programme for Schools) will run until December 2023 and will support 2,700 young people aged 15-16 identified as being at risk of becoming NEET.
- 53 Government measures being implemented across the county to improve the employment prospects of young people include:
- (a) Kickstart – six-month work placements for unemployed 16-24 year olds in receipt of Universal Credit. DurhamWorks has established a 'gateway' to enable employers to recruit young people and will provide wraparound support.
 - (b) Youth Hubs - spaces where unemployed young people can access intensive support to help them to find a job. These will be initially set up in Stanley, Peterlee and Bishop Auckland.
 - (c) Intensive Support - for young people who have recently become unemployed, consisting of guided coaching, mentoring and learning over an initial two week period. Initial one-to-one engagement will assess the young person's job ready status, as well as their motivation and confidence levels. A digital offer is currently available via Citizens Advice.

Long and Independent Lives

- 54 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?

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?



570
families achieved
significant and
sustained outcomes
(Apr-Sep 2020)



1,965

workless families progress to work
following intervention



2,367

families reported reduced mental
health issues following
intervention



891

families reported reduced
substance misuse following
intervention

2015 to September 2020

1,495
cases open to
One Point
(as at 30 Sep 2020)

96%
Early help
assessments
completed
within 45
working days
(Jul-Sep 2020)

% of five year old children free
from dental decay (2019)

73.2%



76.6%
National

76.7%
North East

% EHCP completed within
20 week timescale

Durham
(Jan-Sep 2020)

60%



Durham
(Jan-Sep 2019)

67%

North East
(2019)

70%



England
(2019)

60% ↔

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

- 55 The multi-agency Children and Young People's Integration Board (previously the Integrated Steering Group for Children) is focusing on better outcomes for vulnerable children and their families by ensuring services are more joined up and responsive to their needs. Its four new strategic priorities are Integration, Early Help and Protection, Best start in Life and Supporting young people into adulthood (14-25 years).
- 56 Our Stronger Families Programme continues to help families make 'significant and sustained outcomes' in areas such as worklessness, school attendance and domestic abuse. Since the programme began in September 2014, we have achieved this for almost 5,000 families.
- 57 Since the start of the 2020/21 programme in April 2020, we have successfully turned around 570 families. This equates to 77% of the government agreed target (the original target of 1,050 families was reduced to 730 due to the impact of COVID-19). However, to maintain our focus, we have replaced the government target with the more stretching local target of turning around 1,100 families by March 2021 (52% achieved).
- 58 Early help conversations continue to aid collaboration across the early help system. This multi-agency group, which supports professionals who have concerns about families, is providing a range of advice and guidance, facilitating a more proportionate response to the needs of children, young people and their families, reducing duplication, maximizing the use of collective local resources and building family and community resilience.
- 59 During this quarter, core membership of early help conversations at the locality level was extended to gain insight and provide support in relation to school attendance and children's mental health. The group now includes Attendance Improvement Officers, and representatives from Special Educational Needs and Disability (SEND) and Inclusion, and Children and Adolescent Mental Health Services (CAMHS).
- 60 Our early help One Point Service is working closely with statutory social care teams to ensure family support continues after statutory support ends. Multi-agency meetings held with families ensure continuation of support.

61 Between 6 June and 5 July, the charity Young Minds⁴ surveyed 2,036 young people, nationally, with a history of mental health needs. The survey period coincided with the Government's announcement to ease national lockdown restrictions, including the intention to re-open schools to all students in the Autumn term.

The main findings are:

- 80% agreed the pandemic had made their mental health worse (and 41% said "much worse", up from 32% in the previous survey in March) with reports of increased anxiety, increased isolation, a loss of coping mechanisms or a loss of motivation.
- 11% said their mental health had improved (up from 6% in the previous survey) – often because they felt it was beneficial to be away from the pressures of their normal life, e.g. bullying or academic pressure at school.
- 87% felt lonely or isolated during the lockdown period, even though 71% had been able to stay in touch with friends.
- of respondents who were accessing mental health support in the three months leading up to the crisis, 31% were unable to access support but still needed it.
- of respondents who had not been accessing support immediately before the crisis, 40% had not looked for support but were struggling with their mental health.

62 Our early help provision, for example the Young Adult Support Café (YASC), continues to operate online alongside existing online support (such as Rollercoaster and Kooth). Feedback from YASC shows that although some young people have engaged well virtually, and continue to engage after returning to full-time education, others have been more reluctant.

63 This reluctance to engage, and access the online information, advice and guidance which is available, can be due to many reasons. These reasons include poverty, limited internet access (especially in the dales) or exposure to online bullying. We have been offering phone support to those reluctant to engage online.

64 We have received fewer requests for children and young people to be assessed for an EHCP, an 11% reduction in 2020 compared to 2019. 2019 saw a significant spike in requests in March 2019 as a result of schools making requests prior to the target date of Easter holidays in order to ensure the 20 week process could be completed prior to the end of term. Joint work with schools spread these requests more evenly across 2020. Additionally, we

⁴ Link to further information - [Young Minds](#)

have seen increased SEND Support Top Up Funding requests from schools, supporting a graduated approach to meet children's needs in-school. We anticipate that these may further increase now schools have returned.

- 65 Overall, the number of children and young people with an EHCP is increasing, and each of these require an annual review.
- 66 We are therefore looking to increase capacity within the SEND casework team. Availability of suitable specialist placement provision remains an issue, and this is reflected nationally. We are investing in the Oaks Secondary School to provide 30 additional places specific to young people with discrete autism needs. The build will be complete in September 2021.
- 67 Across the county, 22% of children under the age of 16 live in relative poverty⁵ (2018/19), equating to 20,264 children, and more than 17,500 pupils are eligible for free school meals (January 2020). Throughout the summer holidays, we continued to offer free school meals, as well as holiday activities alongside the healthy food programme. The council has committed to supporting families during the half-term holidays and a £15 voucher will be available to children who normally receive a free school meal. We are also exploring how best to support families using the School Benevolent Fund which provides grants to families with children eligible for free school meals for winter coats and shoes.

Are our services improving the health of our residents?

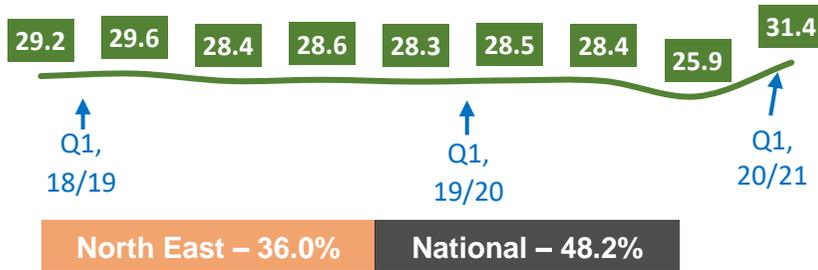
- 68 Our specialist [Stop Smoking Service](#) has continued to successfully deliver remotely throughout the pandemic to support people to quit smoking. To improve support to those attempting to quit during this period, the service has recently launched a new 'QuitGenius' app. This provides personalised behavioural therapy, with rewarding interactive steps to help people quit, and is available as additional support for those accessing the service, as well as to people who chose not to engage.
- 69 During quarter two, the service received more referrals with regard to pregnant smokers compared to quarter one. When compared to the same period last year, there has been a significant increase in those setting a quit date, as well as a substantial reduction in those dropping out of the service. To enhance the support to pregnant smokers, the service is currently recruiting another specialist practitioner who will have a dedicated focus around smoking in pregnancy.

⁵ <https://www.gov.uk/government/publications/children-in-low-income-families-local-area-statistics-201415-to-201819/children-in-low-income-families-local-area-statistics-201415-to-201819>

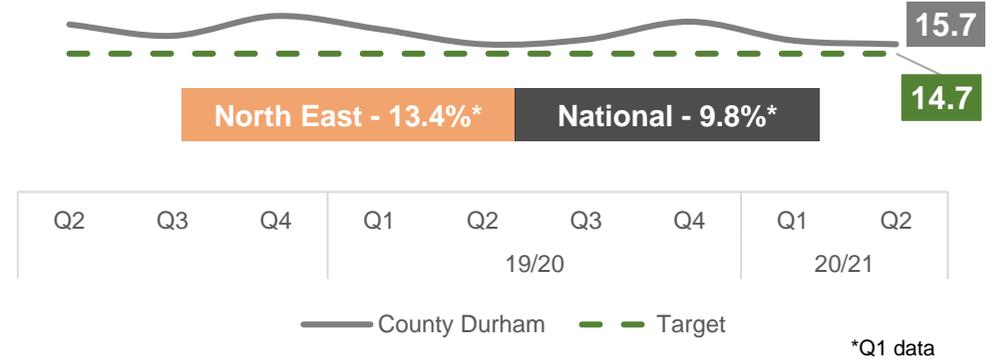
LONG AND INDEPENDENT LIVES

(c) Are our services improving the health of our residents and (d) Are people needing adult social care supported to live safe, healthy and independent lives?

Prevalence of breastfeeding at 6-8 weeks from birth



Mothers Smoking at Time of Delivery (SATOD)



Suicide rate (deaths from suicide and injury of undetermined intent) per 100,000 population



Adult Social Care

- 180.5** adults aged 65+ per 100k population admitted to residential or nursing care (Apr-Sep 2020) **(384.5)**
- 82.5%** of patients discharged into reablement/rehabilitation services still at home after 91 days (Jan-Jun 2020) **(86.9%)**
- 92.4%** of service users receiving an assessment or review within the last 12 months (Apr-Sep 2020) **(87.9%)**
- 94.4%** of individuals achieved their desired outcomes from the adult safeguarding process (Apr-Sep 2020) **(95.2%)**

compared to last year

- 70 In response to the pandemic, the Infant Feeding Team now provides video support to increase accessibility for women and improve ongoing support. This is in addition to the increased use of social media and has resulted in improved continuation rates for breastfeeding. Whilst breastfeeding cafes remain temporarily closed, the service has worked to establish peer support groups to encourage and assist those breastfeeding. Significant learning has been gained from changes to the support activities and a multi-agency review is to be undertaken with the Local Maternity System, the 0-25 Service, and the One Point Service, to ensure that this feeds into future service provision.
- 71 County Durham is now part of a Regional Real Time Data Surveillance system, which monitors the rates of suicide and trends across the North East. This also feeds into a national pilot to keep track of trends and rates during COVID-19. Rates of suspected suicide in County Durham have not escalated during the pandemic and there have been no Multi-Agency Assurance Reviews (MAAR) conducted since the start of lockdown in March 2020.
- 72 The Suicide Prevention Alliance has worked in partnership with Tees, Esk and Wear Valleys NHS Foundation Trust and the national Samaritans' media team to develop a suite of bespoke guidance on the safe use of social media and online communication. Collaborative work between the Suicide Prevention Alliance and the Time to Change Hub also aims to reduce the stigma and discrimination felt by people living with mental illness and to reduce suicide in high risk groups. This has resulted in a community fund, which has awarded 21 small grants to grassroots projects during the summer.
- 73 In September 2020, Public Health England published "Local Suicide Prevention Planning: A Practice Resource". This document builds on previous guidance for developing a local suicide prevention action plan and provides updated evidence and ideas for action, including a suite of further information, case studies and information sheets. This is a useful resource for the local Suicide Prevention Alliance and partner organisations.
- 74 Our Public Health Team has developed a booklet with the aim of promoting physical activity and healthy eating to families without internet access whilst remaining at home during the pandemic. The electronic version of the booklet was also sent to all AAP Co-ordinators and Holiday Activities with Food Groups, to support provision over the summer holiday. Included in the email was the option to request paper versions of the booklets and over 2,000 paper copies have been distributed to groups and organisations which requested them.

- 75 A key area of work resulting from the Best Start in Life action plan is to improve the uptake of Healthy Start Vouchers by pregnant women, mothers and families. A partnership task and finish group was set up during the summer and an action plan developed, which has resulted in a communications plan and social media campaign. Alongside this, 20 Early Years managers attended bitesize training, with five more sessions planned.
- 76 Public Health also utilised a number of national campaigns during the summer to support the mental and physical well-being of council staff. The 'Better Health – Let's Do This' scheme provided a new 12-week NHS plan to help staff get active, eat better and lose weight through a range of tools including peer to peer support. National Fitness Day was also promoted in September to encourage staff to use the leisure centres across the county. Mental health and resilience courses have been developed to support staff specifically during the pandemic, whilst work was also undertaken to publicise World Mental Health Day on 10 October.
- 77 The council, its partners and communities have continued to work hard to respond to the COVID-19 pandemic locally and County Durham has played a key role in the regional response.

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

- 78 In quarter two, the number of referrals received for adult social care returned to their pre-pandemic levels, after dropping by 18.5% through quarter one when the national lockdown was in place.
- 79 Whilst the demand in some areas of adult social care has reduced, frontline social care teams have continued to improve the timeliness of their response to clients, with the proportion of service users who have been assessed or reviewed in the previous 12 months improving to 92.4% at the end of quarter two, compared to 87.9% at the same point last year.
- 80 Permanent admissions to residential and nursing care continue to be lower than in previous years. Admission rates for the period April to September 2020 are less than half that for the same period last year. However, the number of people in receipt of home care has increased over the same period. The reduction in residential care admissions is similar to the increase in those receiving home care.
- 81 94.4% of individuals achieved their desired outcomes from the adult safeguarding process. Although this is a slight deterioration from 95.2% over

the same period last year, it is very similar to the performance for quarter one (94.5%).

- 82 With regard to the 'proportion of older people who were still at home 91 days after discharge from hospital into reablement / rehabilitation services', performance for quarter one was 82.6% and for quarter two it is 82.5%. Although this is lower than the quarter two period last year (86.9%), it would only require a further 42 clients to match the performance for the same period last year.
- 83 By the end of September 2020, our Operational Pressures Escalation Levels (OPEL) tracker showed an improved position from quarter one in that most of our older people care homes had no significant issues with either COVID-19 infection, PPE or staffing, although we are now facing the significant challenge of a second wave of COVID-19.
- 84 The second wave has led to a small number of providers starting to experience pressures during September. We continue to provide co-ordinated and targeted support to care providers operating in the county. This remains a key priority of our integrated health and social care system, in conjunction with local Care Quality Commission (CQC) leads.

Connected Communities - Safer

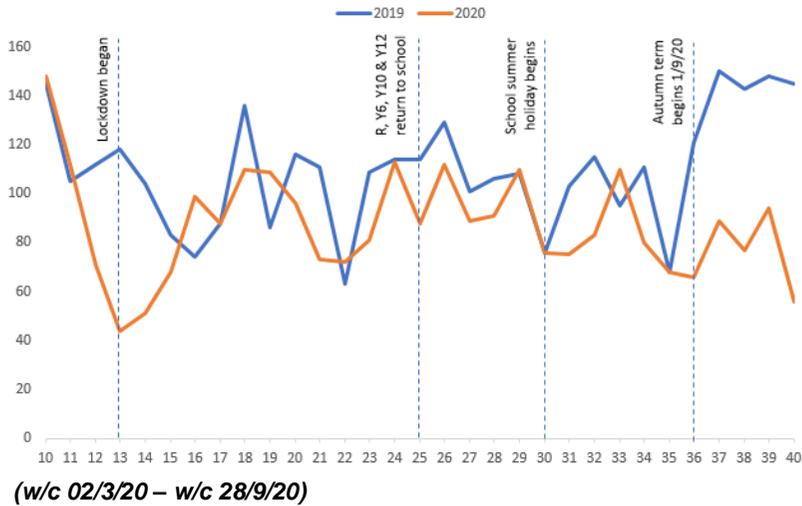
- 85 The ambition of Connected Communities – Safer is linked to the following key questions:
- (a) Are children, young people and families in receipt of social work services appropriately supported and safeguarded?
 - (b) Are we being a good corporate parent for children looked after?
 - (c) How effective 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?

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

Journey of a child

2020 Referrals (week 10 - week 40)
compared to same period last year

↓ 21% referrals (698) compared to same period last year



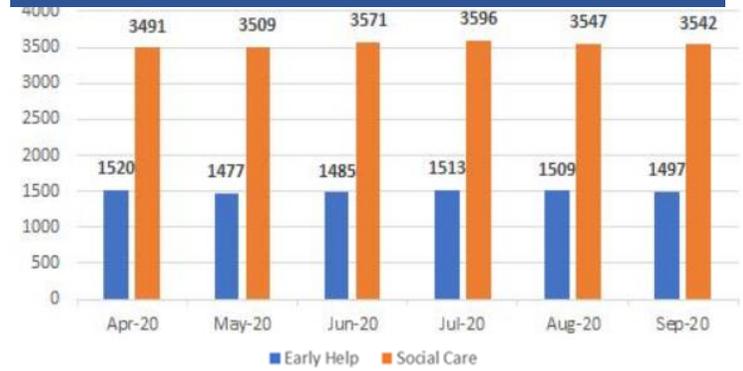
86% social work assessments completed within 45 working days (Apr-Sep 20)

Quality of case work collaborative audits (Jan-Jun20)

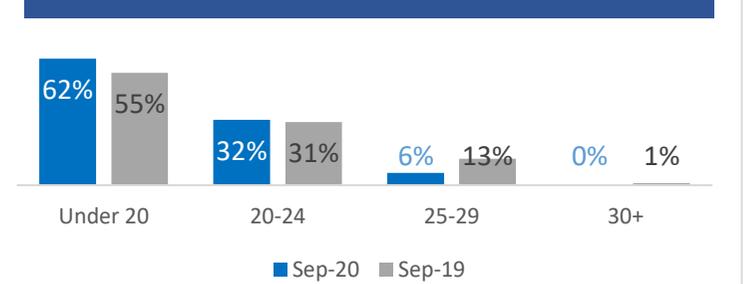
84% case files given a scaling score of 6 or above



Number of Open Cases



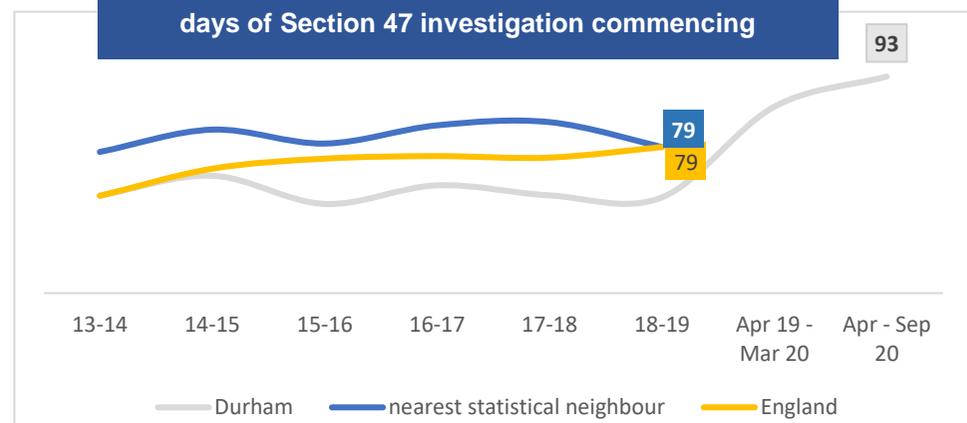
Social Worker Caseload



Number of children on a Child Protection Plan



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



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

- 86 COVID-19 has significantly impacted children's services, with safeguarding referrals decreasing. Although we expected referrals to increase once schools re-opened, this has not been realised. Although referrals remain lower than we would expect at this time of year, we have increasing trends of number of children on a child protection plan (CPP) and children looked after (CLA). However, we remain the third lowest local authority in the region for the rate of CPP and CLA per 10,000 children. The inability to close some cases has contributed to this increase as it has not been possible to complete some actions identified on children's plans e.g. attendance at a domestic abuse perpetrator course as the course is not running.
- 87 As reported last quarter, Children and Young People's Services responded to the challenges of delivering safe services during the pandemic.
- 88 We are continuing to hold daily senior management meetings and virtual staff engagement sessions which we established in March. During quarter two, we revised our operating framework, which was designed at the start of the pandemic to ensure our most vulnerable children continue to receive the highest level of support and protection, with more focus on physical visits to children and families following easing of the lockdown.
- 89 We have maintained our system for assessing a child's risk which we use alongside professional judgement to determine visiting frequencies. We are also continuing to monitor business-critical performance indicators on a weekly basis with a specific focus on visits to children as well as management oversight and levels of demand (this is in addition to the wider monthly performance framework). Performance remains positive in many areas including timeliness of assessments and Initial Child Protection Conferences.
- 90 We have developed, and incorporated into our standard operating model, information sharing systems between social care and the education sector to identify children who are particularly vulnerable. Protocols are in place so the Early Help Service visits children not attending school, where there is a concern about their welfare. Where there is a specific safeguarding concern and we are unable to access a household, a protocol to ensure a joint response with police colleagues is in place. We monitor school attendance of children with a social worker weekly – and this remains positive in comparison to the national data (87% across County Durham compared to 84% nationally).

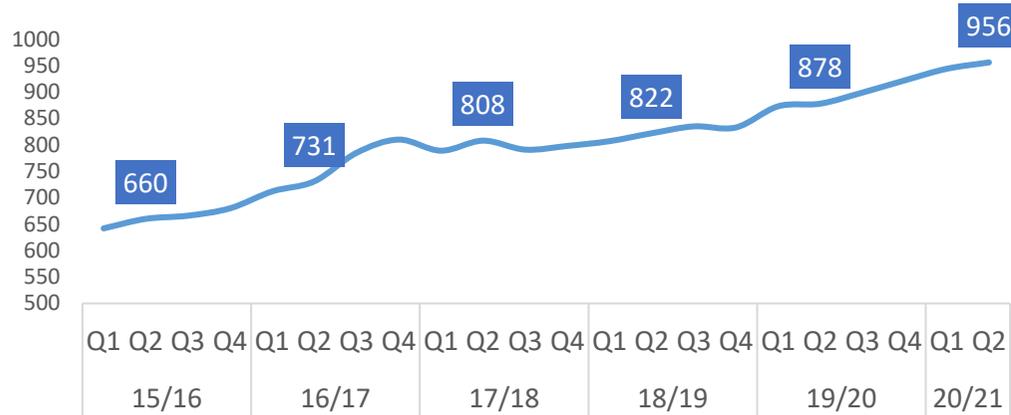
- 91 We carried out a service user survey in May 2020 to gather views from children, young people and their families on services provided during the pandemic. Its purpose was to understand the quality of our practice, provide reassurance that changes made continue to keep children and young people safe, recognise good practice and share learning.
- 92 We repeated the survey in July and received 97 responses. Key findings are:
- 91 responses were from parents/carers (94%) and six responses from young people.
 - 91 respondents (94%) stated they, or their family, had been talked to about different ways of working with them due to COVID-19.
 - 86 respondents (89%) when asked 'how easy was it to contact us?' rated us as eight or above (on a scale of 1-10).
 - 92 respondents (95%) indicated that we have managed to keep in contact as often as needed.
 - 80 respondents (82%) when asked 'how easy was it to have a meeting using a phone or computer?' rated us as eight or above (on a scale of 1-10).
 - 82 respondents (85%) when asked 'how helpful is the support received at the current time?' rated us as eight or above (on a scale of 1-10).
- 93 We continue to progress our Children's Social Care Improvement Plan, including:
- (a) Implementing the Signs of Safety Practice Framework to drive practice improvement.
 - (b) Improving the quality of care planning to ensure children, young people and their naturally connected network are at the centre of this work.
 - (c) Implementing strategies to address our re-referral rate including auditing all cases where there was a threshold challenge to capture any learning, scrutinising cases that step-down to early help through our performance reporting, and reviewing any cases referred for a second or subsequent time. These strategies are beginning to have an impact - we have undertaken deep-dive analysis into our re-referral rates and are starting to see a reducing trend.
- 94 We have recruited 33 newly qualified social workers, many of whom are now working as family workers supporting the COVID-19 response. We are also retaining some agency staff to support the new workers in their first few

months. Our social workers have lower caseloads than in the past - six in ten now consistently hold fewer than 20 cases – but we are continuing to closely monitor to ensure our staff have the capacity and ability to build and maintain effective relationships with children and families.

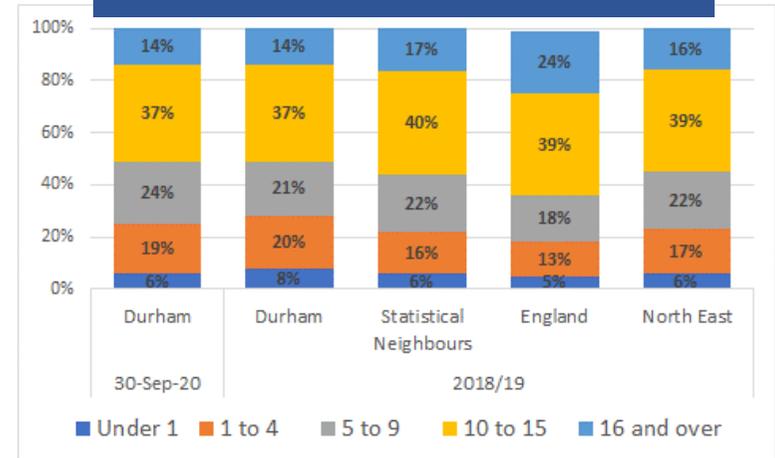
- 95 We have commissioned Strengthening Practice to provide additional reflective space for our staff at this challenging time. Senior managers are maintaining regular virtual contact with staff – more than 200 are attending each series of conversations.

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

Children Looked After



Age profile for Children Looked After



Where our children in care live

In-house foster care	43%
Friends and family	17%
Independent Fostering Agency	17%
Placed with parents	7%
External residential (incl. children's homes and res school)	5%
In-house residential (incl. children's homes)	3%
Placed for adoption	4%
Independent living (incl. supported lodgings)	3%
Secure (incl. YOI and prisons)	<0.5%
NHS / Health Trust	0%

(As at 30 September 2020)

Care Leavers

	In education, employment or training		In suitable accommodation	
	Aged 17-18	Aged 19-21	Aged 17-18	Aged 19-21
County Durham	67%	56%	93%	95%
North East	63%	50%	93%	90%
England	64%	52%	88%	85%



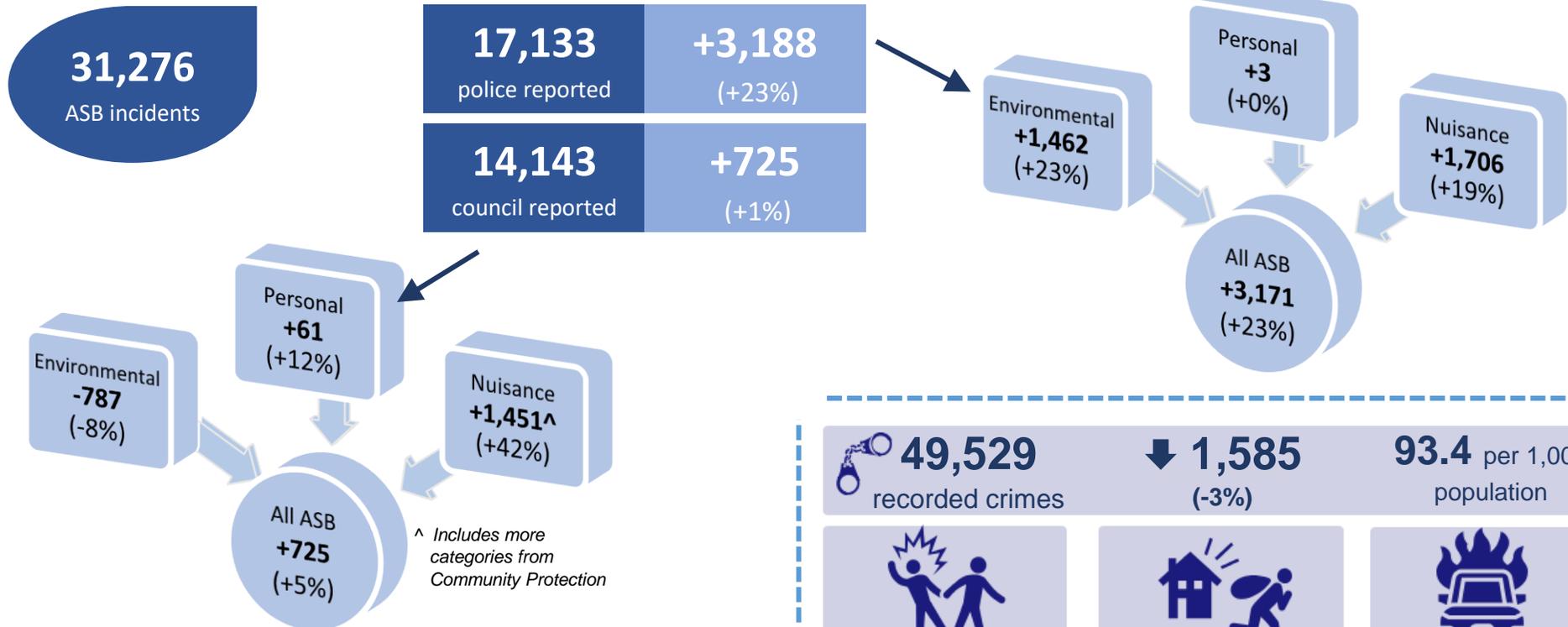
Are we being a good corporate parent to Children Looked After (CLA)?

- 97 Although the number of children in care has increased to its highest ever level in County Durham, it remains the third lowest rate⁶ in the North East. National research has linked these increases to areas with higher levels of deprivation. COVID-19 has also had a direct impact. Family courts closed during lockdown and this also had an impact. However, we are now starting to see movement through the courts and the number of delayed care proceedings is reducing.
- 98 The increase in children looked after is causing placement and budget pressures, which reflects the regional and national picture. Although there has been a reduction in our in-house foster care capacity, due to some carers de-registering or taking a break as a direct result of COVID-19, we are seeing an increase in children being looked after by friends and family.
- 99 We are working towards building enough capacity to meet the needs of all the children and young people we look after. A new three bedroomed residential property, built to meet the increasingly complex needs of some of the young people that we care for, will soon be available.
- 100 Following the suspension of all face-to-face family time sessions, we held sessions virtually via Microsoft Teams. Feedback from parents and carers has been extremely positive. We have now re-established face-to-face family time and are committed to trying to ensure all children have at least one face to face session a week where this is in line with their care plan, with the rest continuing to be delivered virtually.
- 101 During lockdown, we continued to contact all CLA and care leavers in line with their assessed need (in some cases this increased in frequency). Face-to-face contact has resumed with social distancing, generally involving visits in the garden or going out for walks.
- 102 Reviews for CLA have continued virtually and are within timescales. There have been many positives to this approach, including more young people attending their review and more discussions being held between the Independent Reviewing Officer, the child or young person and their families.
- 103 Durham's Children in Care Council (CICC) has continued to develop the support that can be offered to children and young people remotely, keeping connected with all of its members through different social media platforms. There has been a continued growth in numbers at online meetings.

⁶ Children in care per 10,000 population aged 0-17

CONNECTED COMMUNITIES – SAFER

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



Safer Streets Initiative
multi-agency initiative starting in Horden to action environmental, health and ASB issues

Neighbourhood Interventions Team active in:

- Great Lumley - Stanley - Peterlee - Durham City
- Wheatley Hill - Wingate - Seaham - Brandon

unless stated, data are Oct 2019 to Sep 2020 compared to same period last year



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

- 104 Although overall crime has decreased, most notably across the categories of theft and criminal damage, the category of violence against the person has increased.
- 105 Compared to the same periods last year, violence against the person (VAP) increased by 4% during the 12 months ending 30 September and 7% during quarter two. 39% of VAP offences during quarter two were linked to domestic violence, the same proportion as quarter two, 2019/20. All localities have seen year to date increases in VAP offences with a domestic abuse qualifier – ranging from 1% in the West to 10% in the South. The main drivers for increases in the South were Newton Aycliffe and Spennymoor, though both witnessed reductions between August and September.
- 106 Although ASB reported to the police has fallen since quarter one, it remains higher than the same period last year. This is most likely due to the large increase in incidents relating to COVID-19 restrictions over the summer months. However, the number of incidents in all categories is now falling month on month. The increase in environmental ASB was largely due to COVID-19 related incidents. Although this has now fallen, it remains 93% higher than the same period last year.
- 107 Further development of the council reporting of ASB has been undertaken, which now includes the other nuisance categories such as smoke, light, dust and odour.
- 108 Since the start of the pandemic, residents have followed government advice to stay at home and avoid unnecessary journeys. As people spend more time at home, noise levels are increasing, and council reports of nuisance ASB, predominately noise, have increased.
- 109 We work with a range of partners to tackle ASB across the County. This included liaising with partners and local communities in Brandon, North Road and the bus station in Durham City. In the east of the county, neighbourhoods at Wheatley Hill, Wingate and Peterlee have experienced issues with off-road vehicle nuisance, fly-tipping and vehicle arson. In the north of the county, an unauthorised encampment on private land at Lumley Thicks and concerns at two properties on Front Street, Stanley have been the focus while in the south, site visits within Bishop Auckland, Newton Aycliffe and Shildon have taken place.

- 110 A virtual knowledge hub network has been established for the Reducing Re-offending Group, to enable members to share key documents, events and knowledge via threads/forums, in order to maintain communication between meetings, and in particular, during COVID-19 restrictions.
- 111 The Office of Police, Crime and Victim's Commissioner, together with Durham Constabulary and Durham County Council, has been successful in obtaining £485,360 as part of the Home Office Safer Streets Fund. This funding will be used to support situational crime prevention (i.e. target hardening security equipment to make improvements to properties that have seen burglary or repeat burglary and to properties in close proximity to the burgled property) in the Horden area with the aim of preventing residential burglaries.

CONNECTED COMMUNITIES – SAFER

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

18.6%

ASB* alcohol related

up **26.7%** compared to same period last year

1.7%

ASB* drug related

down **7.7%** compared to same period last year

1 Jul – 30 Sep 2020

Compared to same period the previous year

Domestic Violence

(Jul-Sep 2020)

↑ 2%

in incidents

↑ 4.2 pp

in DV incidents classified as crimes

↑ 6.2 pp

in incidents involving alcohol

↑ 0.4 pp

of DV referrals received high risk

1,887

Alcohol related violent crime

up **251** compared to same period last year (+15%)

*police figures only

Alcohol related violent crime
12 month rolling trend



Q1	Q2	Q3	Q4	Q1	Q2
2019/20				2020/21	

% alcohol related anti-social behaviour
(12 months rolling total)



Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
2017/18				2018/19				2019/20				2020/21	

Alcohol related domestic violence



Q1	Q2	Q3	Q4	Q1	Q2
2019/20				2020/21	

↑ +193

+23% compared to same period last year

How well do we reduce misuse of drugs and alcohol?

- 112 During quarter two police reported alcohol related ASB increased by 26.7% compared to the same period last year. The Police are monitoring ASB levels and issues are being dealt with at a locality level.

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

- 113 During quarter two, levels of domestic violence incidents reported to the police were comparable to quarter one and a 2% increase on the same period last year. Between August and September levels decreased by 21% (345 incidents) which is the lowest figure recorded in recent years. The reason for this marked decrease is unclear although new local lockdown restrictions were introduced on 18 September. However, seasonal decreases have also been evident during September in the previous two years, albeit to a lesser degree (-8% 2019/20 and -3% 2018/19).
- 114 The new triage system for domestic abuse incidents is now operational with daily multi-agency screening of all incidents. This is undertaken by children's services, child health and police staff from within the multi-agency safeguarding hub (MASH). The benefit of using this operational model is the multi-agency oversight of all domestic abuse incidents in County Durham, sharing of information and decision making on a daily basis which will ultimately reduce any delay for children who need to be safeguarded.
- 115 In November 2019, a Child Exploitation Vulnerability Tracker (CEVT) was set up as a multi-agency risk triage process for all young people who are assessed as being at risk of exploitation. Previously, only children who were assessed as being at high-risk were referred to children's social care Supporting Solutions Team for ERASE one-to-one CSE support, However, now all children, regardless of risk, are assessed on a weekly basis and referred. Across County Durham and Darlington 38 children were either added or re-scored during quarter two, with an average age of 15.4 years. The most common themes were sexually inappropriate behaviour, association with others being exploited and rewards/unexplained financial gain. None were for radicalisation

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



Road traffic accidents

Killed

All casualties
Q2 20/21
(Q2 19/20)

7
(5)

Children
Q2 20/21
(Q2 19/20)

1
(0)

Seriously injured

48
(57)

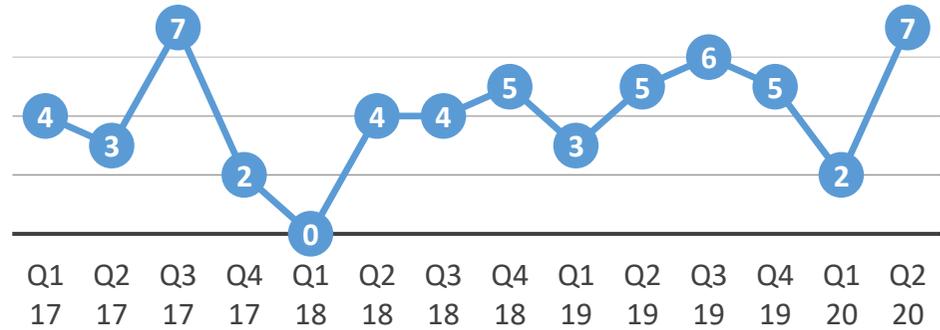
4
(8)

Slightly injured

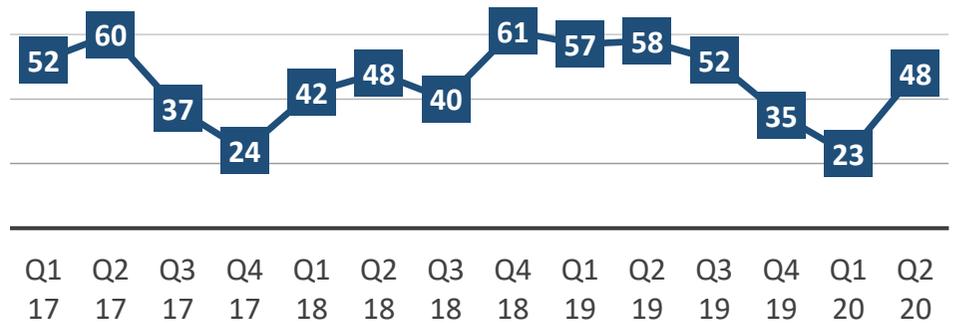
140
(140)

27
(14)

Killed



Seriously injured



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

- 117 Due to the COVID-19 pandemic and lockdown, traffic levels reduced across the county, however as expected, as traffic levels started to return to normal, and as schools began to open, we have seen an increase in traffic collisions and injury on our roads. There is no particular pattern to these incidents, however in-car safety is an ongoing issue, accounting for over 60% of all injuries.
- 118 School crossing patrol service re-commenced in September alongside cycling/ bikeability programmes. Online road safety resources are currently being developed and should be available mid-November.
- 119 The 2020/21 winter maintenance season commenced on the 1 October in the west of the county and on the 12 October in the east. The winter policy and plan have both been reviewed prior to the season commencing, salt stocks have been replenished and rotas are in place for all operational staff to deliver the winter service.
- 120 Both water safety forums, responsible for managing water safety in the city centre and countywide, continue to meet.
- 121 During quarter two, the City Safety Group formed a multi-agency sub-group to address the various challenges of student induction week alongside the risks associated with COVID-19. Actions involved ensuring that the movements of students throughout freshers' week complied with national guidance and legislation, that licensees understood their responsibilities and licensed premises risk assessments and COVID-related control measures were in place to support students in maintaining safety and social distancing. The student induction also included personal safety, personal responsibility in relation to alcohol consumption/health effects, risks from becoming detached from social groups and the river corridor related hazards.
- 122 From a countywide perspective, throughout quarter two, there was an extensive social media campaign in relation to open water safety targeted at 10-16 year olds during periods of warm weather. This featured the five year anniversary of the death of Cameron Gosling. Posters and information cards were placed at prominent open water locations across the county to highlight the dangers to those who may be entering into cold water. This campaign is an alternative approach to previous years where sessions were held in school assemblies and other young people's settings.

123 Also during the quarter, audits of higher risk locations across the county were undertaken to ensure safety related control measures previously installed, remain in place.

Connected Communities - Sustainability

124 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?

CONNECTED COMMUNITIES – SUSTAINABILITY

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

No. reported and responded to fly-tipping incidents (12 month rolling trend)



Hotspots

- Bishop Auckland
- Shildon
- Craghead
- South Moor

Mostly household waste

9 cameras deployed

4 incidents caught on CCTV

539 further investigations

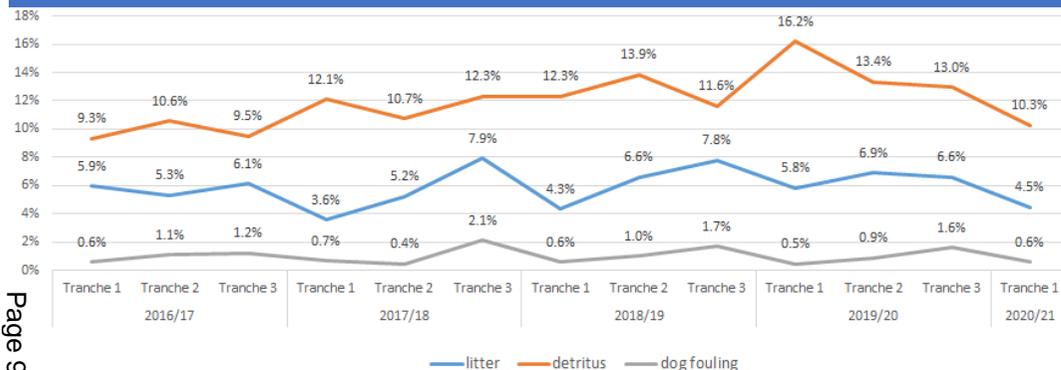
1 prosecution

12 FPNs

During quarter 2

Environmental Cleanliness

% relevant land/highways assessed as having deposits that fall below an acceptable level



Page 91

Based on a visual survey carried out three times a year (3 tranches): each tranche involves surveying 900 50m transects of varying land types across the county

12 Green Flags



Campaign - family groups only due to restrictions

Community Action Team

Blackhall Colliery (175 issues of concern)

Next focus: Horden



Enhanced warden service taken up by Pelton Parish Council



4 teams operating across the county commenced 7 September

In line with local need, works could include:

- Cleaning road channels and gullies
- De-greasing pavements
- Removing chewing gum and graffiti
- Painting seating, benches and railings
- Sweeping areas machinery can't reach
- Repairing boundary walls and sculptures



How clean and tidy is my local environment?

- 125 During quarter two, environmental cleanliness measures show an improving trend, with levels of litter, detritus and dog fouling all lower than last year based on a sample survey, but there has been an increase in fly-tipping. Various actions were undertaken to improve the local environment.
- 126 We successfully prosecuted an individual for [fly-tipping next to Fishburn Electrical Substation](#) in August. The individual was filmed twice within seven days by a camera installed by the council as part of our Operation Stop It campaign. He now has to pay £320 and has a criminal conviction.
- 127 We re-organised our neighbourhood warden service into area-based teams to increase its responsiveness, and created a dedicated team to address fly-tipping.
- 128 Our enhanced warden service expanded to include Pelton Parish Council. Enhanced arrangements are already in place with Stanley Town Council, City of Durham Parish Council, Spennymoor Town Council and Durham University.
- 129 Our new [Find and Fix initiative](#) commenced in the quarter and is starting to address issues of community concern not covered by routine green maintenance and street cleaning work. During the first three weeks of operation, the four teams were active across West Rainton, Romaldkirk, Butterwick, Castle Eden, Chester-le-Street, South Moor, Framwellgate Peth and Shotton.
- 130 Our [Community Action Team](#) (CAT) tackled a range of housing and environmental issues at Blackhall Colliery including empty properties and rubbish accumulation. Actions, identified through walkabouts and virtual engagement sessions with residents, included issuing 63 notices in relation to noxious matter and drainage. The CAT team has now moved onto Horden.
- 131 Due to COVID-19 restrictions and social distancing measures, we postponed our 2020 Big Spring Clean. However, we continue to encourage groups from the same household to participate in local clean-ups and are providing them with equipment.

CONNECTED COMMUNITIES – SUSTAINABILITY

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

DCC carbon emissions (2019/20)

↓ 51%

from 2008 baseline

↓ 7%

from same period last year

↓ 4%

Direct Emissions
(fleet and fuel)

↓ 12%

Indirect Emissions
(purchased electricity)

↓ 39%

Contracted Services
(business travel and electricity distribution)

Business Energy Efficiency Project (BEEP2)

(Jul - Sep)

- 30 businesses engaged
- 7 grant offers accepted (18 to date)
- 169 tonnes CO₂ saved

Properties benefiting from an energy efficiency measure

↓ 32%

from same period last year

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

39.4% household waste reused, recycled or composted*

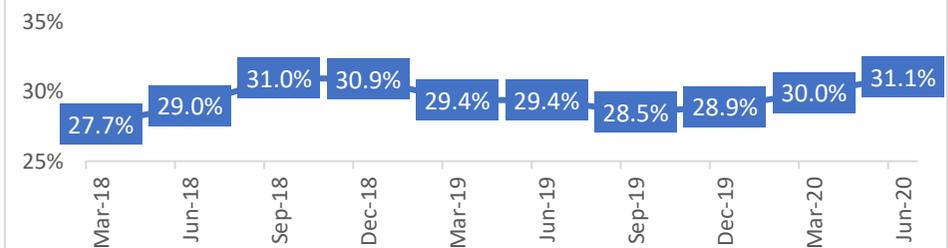
↓ 2.0pp on same period last year

96.8% diverted from landfill*

↑ 1.3pp on same period last year

- 99.8% household bins collected (↑ compared to quarter one)
- Route changes due to COVID-19 contributed to some missed collections
- Additional bulky waste services supporting Household Waste Recycling Centres
- ↑ 5.6% garden waste sign-ups

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



Targeting areas with high contamination levels

- Information to students
- Small WEEE project

*Waste data is reported a quarter in arrears, so the latest reported data is 30-Jun-20

Are we reducing carbon emissions and adapting to climate change?

- 132 Latest data for Durham County Council (2019/20) shows a 51% reduction in carbon emissions against the 2008/09 baseline and 7% reduction compared to 2018/19. This equates to almost 52,000 tonnes of carbon. The greatest reduction was across business travel and electricity distribution which covers train journeys, car mileage and emissions from contractors and supply chains.
- 133 We are developing an Environment and Climate Change Partnership which will be responsible for the county's [Climate Emergency Response Plan](#) and the development of an Ecological Response Plan.

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

- 134 Between 1 April and 30 June, when Household Waste Recycling Centres (HWRCs) were closed for the most part, we collected an additional 1,300 tonnes of household waste (compared to the same period last year). Upon re-opening in mid-May, not all of the HWRCs recycling waste streams could be recycled due to the end processors not operating. This impacted both our recycling rate and waste diverted from landfill rate as the pressures of volumes and the lack of markets for the recyclables resulted in additional waste being landfilled. As recyclable markets are now operating, we anticipate the July to September figures will be more in line with previous figures.

CONNECTED COMMUNITIES – SUSTAINABILITY

(d) Do residents have access to decent and affordable housing

(e) is it easy to travel around the county?

Housing advice and support (Jul–Sep 20, compared to same period last year)		
406	properties improved, adapted or brought back into use	↓ 13%
3,063	households accessed Housing Solutions	↓ 8%
334	households helped to stay in their homes	↓ 0.5%
205	households helped to move to alternative accommodation	↓ 32%

No. of households supported under HRA	177 prevention	Average of 22 days spent temporary accommodation (Jul-Sep 20)
138 relief (within 56 days)	17 main duty to secure accommodation	
		107 'new' households placed temporary accommodation (Jul-Sep 20)



For additional housing information, visit the [Durham Insight Housing factsheet](#)

Bus passenger levels
55% pre-COVID levels
30% at Park and Ride (Durham City)

Overall traffic levels
85-90% pre-COVID levels

NE Transport Plan
seeking input from stakeholders prior to consultation in November

Traffic Levels (larger vehicles)	Sep-20	Sep-19	% of 2019
A689 Windlestone Hall	1,520	1,555	98%
A167 Chester-le-Street (Junction 59)	2,995	2,711	111%
A6076 Causey Arch	878	889	99%
A690 Crossgate Peth	1,257	1,257	111%



Cycling doubled across county

A167 Chester Moor up 300%

Do residents have access to decent and affordable housing?

- 135 Compared to last quarter, there have been increases in presentations to our Housing Solutions Service (+10%) and households where there has been an acceptance of the main homeless duty (+9 households). The main reasons for contact was financial difficulty, families no longer willing to accommodate and non-violent relationship breakdowns. However, the complex needs of clients alongside a reduction in available property is making it increasingly difficult to secure accommodation.
- 136 Clients from private sector accommodation increased compared to the same period last year. During quarter two, 80% of cases that required a Prevention Duty received Discretionary Housing Payment to alleviate their financial issues. We anticipate Prevention Duty cases will further increase around January and February 2021 as we move toward lifting of the eviction ban in March.
- 137 The length of time in temporary accommodation continues to increase. During quarter one, we worked with housing providers to actively move on clients but this has slowed down due to availability of stock, which was quickly exhausted, and restriction around non-essential moves. We have undertaken a review of temporary accommodation and appointed a temporary accommodation officer to work with providers to identify opportunities for move on.
- 138 We are working with Believe Housing to help clients make sustainable changes to reduce the risk of homelessness and live successfully in the community. There are 31 cases currently open, all of which are undergoing intensive work to look at preventing the need for eviction in the future.
- 139 Our Housing Delivery Programme, to deliver up to 500 homes per year between 2021 and 2025, was approved in October.
- 140 Our proposed Selective Licensing Scheme, which will cover 42% of the county's private rented stock, has been submitted to the Secretary of State for approval.

Is it easy to travel around the county?

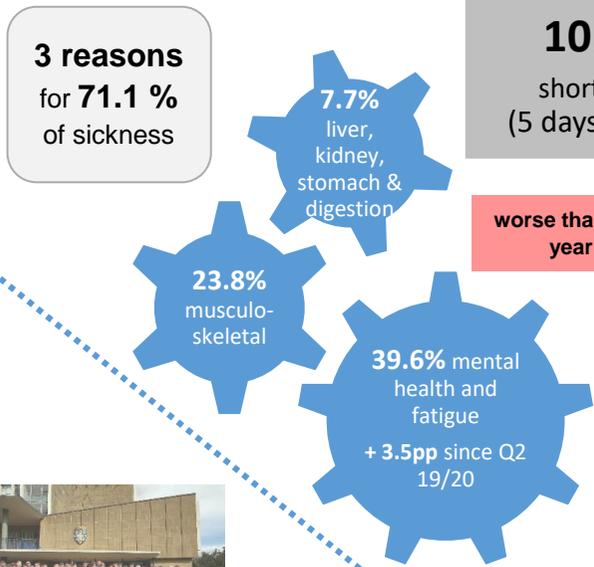
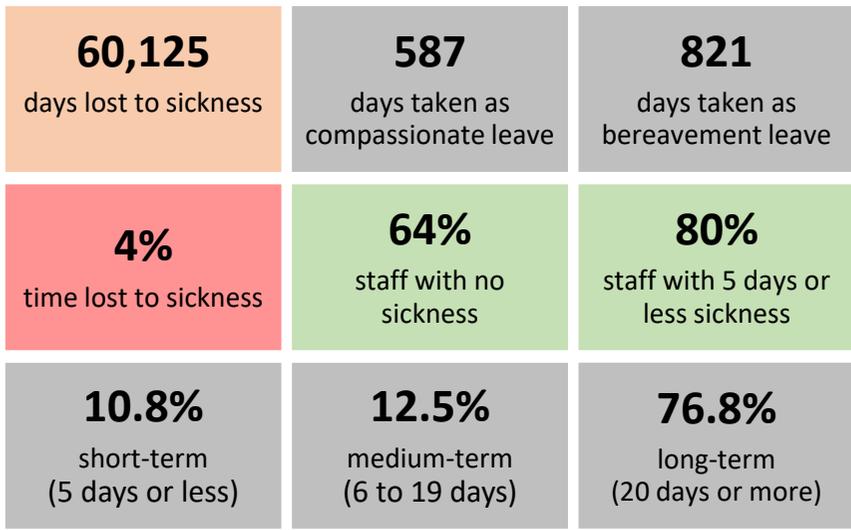
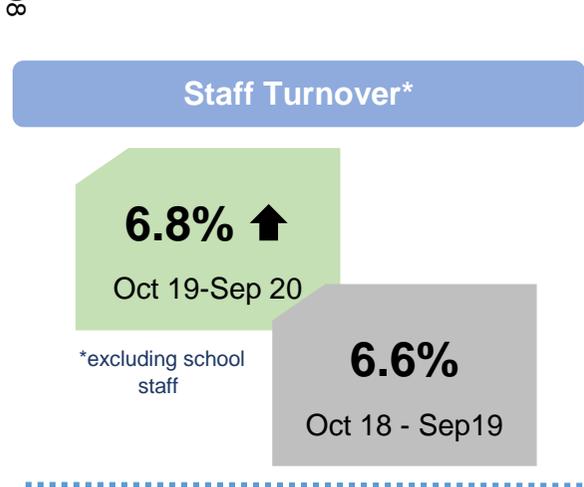
- 141 Bus passenger numbers are around 55% of pre-COVID levels which is in line with levels across the region. The number of passengers across our three park and ride sites in Durham City had returned to 50% of pre-COVID levels (August) but reduced to 30% following the announcement of additional lockdown measures in October.

- 142 Traffic levels overall remain at 85 to 90% of pre-COVID volumes (compared with the same period last year) and there has been little change since tighter restrictions were imposed across the North East. This trend is consistent across the North East, with Tyne and Wear currently at 86%. Peak hour traffic congestion and delay has not yet returned to normal levels. There has been an increase at the Neville's Cross side of Durham but this is most likely due to the bridge closure rather than economic recovery. We have seen an increase in traffic levels of larger vehicles since July and are currently at 100% or above 2019 levels.
- 143 On average cycling figures across the county have doubled, except for Milburngate Bridge in Durham City which was previously popular with commuters. Reported bike sales are up by 20%.

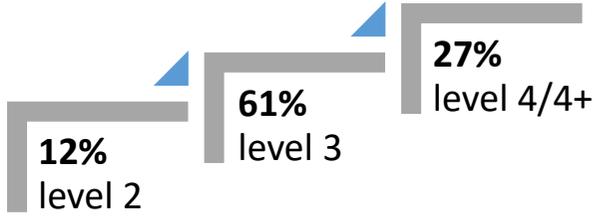
An Excellent Council

- 144 The ambition of an excellent 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?

a) How well do we look after our people?



	2018	2019	2020
Apprentice starts	207	132	272
% of workforce*	1.32	1.65	1.34



Mental Health & Well-being Training (to date)

963 Mental Health Awareness (79% of managers)	343 Zero Suicide (e-learning)
583 Mental Health for life (e-learning)	697 MECC training



How well do we look after our people?

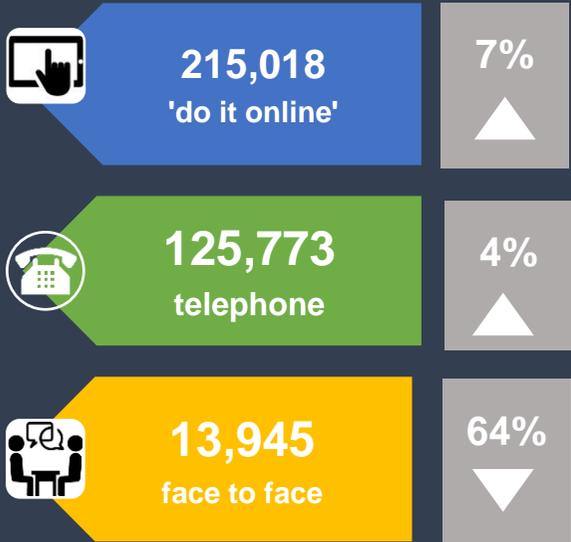
- 146 During quarter two, we continued to support the physical and mental well-being of our staff.
- 147 To reduce the risk of transmitting the virus and to protect our employees, all staff who were able to work from home continued to do so. We are continuing to provide practical support, for example, advising how to set up home workstations or how to access essential equipment such as chairs, desks and ICT related equipment.
- 148 We continue to support those unable to work from home with technical advice and guidance relating to COVID compliance (including specification and provision of PPE and risk assessments to manage and control transmission risks across work activities which we continually update in line with national changes).
- 149 We offered free influenza vaccines to all employees to mitigate against the possible combined threat of COVID-19 and flu this winter. The flu jabs are available through a community pharmacy voucher scheme and since the scheme started on 1 October, 1,802 people have taken up this offer.
- 150 We continue to arrange COVID-19 tests for our employees (following an initial screening, with most arranged and results returned within 48 hours) and provide clinical advice and guidance through our Occupational Health Service (OHS). More than 1,000 COVID-related queries were received during quarter two, mainly in relation to shielding, vulnerable persons and isolation criteria.
- 151 We encouraged staff to utilise the range of support mechanisms available including e-learning (focusing on how to prevent the spread of COVID-19, manage concerns and support well-being, improve personal resilience and support children and young people) and our Employee Assistance Programme which offers unlimited access to counselling to employees and immediate family members.
- 152 With the prospect of some employees returning to their workplaces, we undertook surveys to establish the demands and expectations of returning to workplaces, as well as the impact of extended periods of homeworking on our staff.
- 153 We are aware that some of our essential workers have experienced situations that have caused them to be upset and challenged much more than usual due to the extreme impacts of the pandemic. Therefore, we are working, in partnership, to capture their views (alongside those of other essential workers

across the county) to help identify actions that could potentially improve their experience and increase resilience during any second wave. An update will be provided at quarter three.

- 154 A new staff support network for Black and Asian employees is piloting across our Children and Young People's Service. Very much in its formative stage, having had their first meeting in September, the network will help formulate terms of reference for other staff networks, which we aim to roll out early 2021.
- 155 Although we indicated in the last performance report that Performance and Development Reviews (PDRs) would be reinstated over the coming months, it has since been agreed that they will be put on hold until further notice. This is due to the ongoing COVID-19 situation and pressure on services.
- 156 We are reintroducing learning and development through a blended approach of online and place-based training. Although most courses will be delivered online, some statutory / mandatory training will be socially-distanced within a classroom environment as digital learning is impractical.
- 157 We are also looking to incorporate, into future leadership and management development, new priorities and ways of working that have emerged during the pandemic (the 'new normal'). For example, managing remote workers, business continuity planning, digital engagement and service delivery, and delivery in different ways.
- 158 We continue to work toward attaining the better health at work award continuing excellence award status. Our submission is due to be assessed in quarter three, 2020/21.

(b) Are our resources being managed for the best possible outcomes for residents and customers? (All data is 1 July 2019 to 30 June 2020, compared to the same period last year)

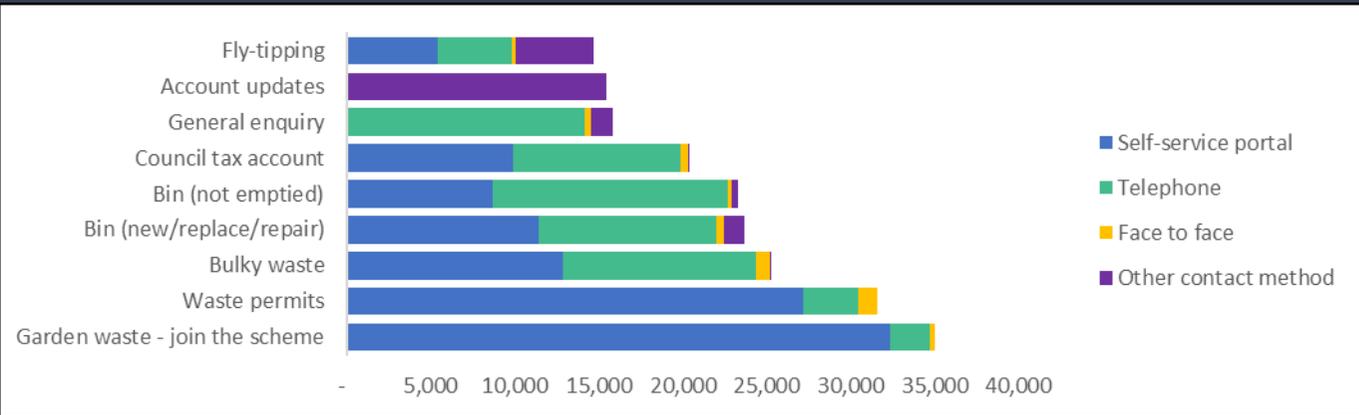
Top 3 service request methods



474,000
non-service requests
via our customer
services team



Top service requests by channel



192k
accounts in use

52%
service requests received through self-service portal

24%
contact via self-service portal

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

Month	Requests
Apr	4,467
May	8,307
Jun	12,545
Jul	17,014
Aug	21,426
Sep	25,883

Customer Services (ACD)

- 543,669 calls
- 98% answered
- 91% answered within 3 minutes

Other ACD lines

- 656,313 calls
- 91% answered
- 87% answered within 3 minutes

6,048
document receipts

2,854
CT/HB appts

1,162
waste permits

798
bulky waste

443
bin replace, repair

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

- 159 Although COVID-19 continues to impact service provision and ways of working, we successfully reinstated 23 services during quarter two.
- 160 This included our highways team returning to a full programme of works, our adult learning and skills team reinstating activities that would allow face-to-face delivery, Care Connect carrying out occupational therapy home visits, availability of Pick and Collect at our libraries, catering services being resumed (at Wharton Park, Durham Dales Tea Rooms and Locomotion Café) and re-opening Binchester Roman Fort visitors centre.
- 161 We also restarted our schools cycle training programme (Bikeability) and launched the [‘borrow a bike’](#) scheme in Shildon.
- 162 Despite our Customer Access Points remaining closed and some services remaining unavailable during quarter two, overall customer contact has almost returned to pre-COVID levels (the 12 months ending 30 September was only 2% lower than the same period last year). Further analysis shows that although we received 80,000 fewer signposts (-14%), we received 58,000 more service requests (16%).
- 163 The main drivers for the increase in service requests appears to be additional demand for existing services, e.g. more households joining our garden waste scheme, more issues being reported by residents, e.g. more reported fly-tips, and the requirement to book leisure activities (swimming and fitness classes) in advance online or by telephone.
- 164 However, nine telephone lines (compared to 38 in quarter one) did not receive any calls during quarter two - including theatres, environmental health customer support, ICT helpdesk for schools and blue badge enquiries.
- 165 The expansion in our online service delivery and availability of digital alternatives to face-to-face contact has resulted in more residents creating online accounts – since March, almost 26,000 have been created, just over half of which was during quarter two. We also launched virtual appointments to support residents with more complex queries and support requests. The appointments can be booked by our call centre team and have proved a successful alternative to our face to face offer.
- 166 The introduction of web chat in June 2020 is supporting our drive toward a multi-channel contact centre and has helped almost 3,000 customers access service support and advice across more than 20 web pages. As agents can

support two concurrent chats and chat times are lower than alternative channels, the 3.5% conversion of telephony contact to web chat is driving significant capacity creation which will support reallocation of resource to other priority services. 95% of customers are satisfied with this contact method.

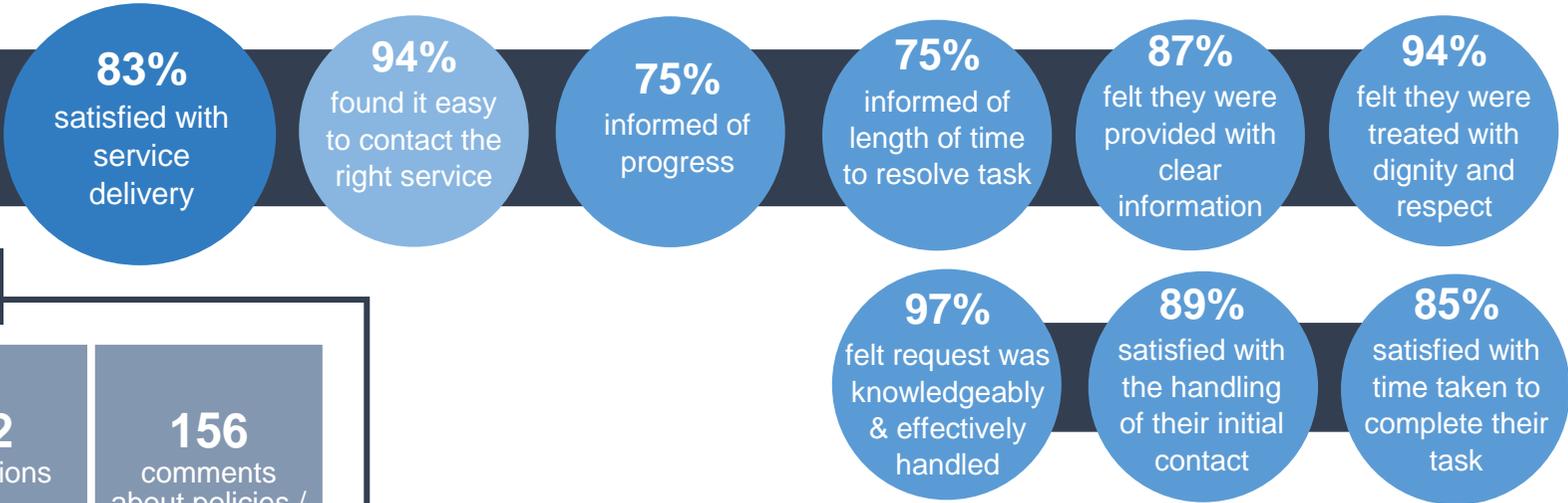
- 167 Throughout quarter two, we continued to transfer non-ACD telephone lines into the ACD system⁷ which will enable us to view telephony demand and performance across the entire council and allow us to identify opportunities to improve and enhance the customer experience. During quarter two, two non-ACD services were transferred, Abbey and Shildon Leisure Centres.
- 168 We are maintaining vital support to our residents through the County Durham Together Community Hub. In addition to supporting those residents impacted by COVID-19, who are vulnerable, self-isolating, or socially isolated, the hub is now also a single point of contact for triage, response and escalation of all COVID-19 related enquiries (linked to both local and national restrictions).
- 169 We continue to live stream our council meetings via [YouTube](#), with residents participating and submitting questions remotely.
- 170 In addition, throughout the autumn, we are holding virtual consultation events across each of our 14 Area Action Partnerships. These events will give residents an opportunity to have their say on the future of their local area as well as influence how we spend the £20 million fund to make our towns and villages more vibrant.
- 171 Although the suspension of council tax and business rate recovery action in March is continuing to impact on our income as well as collection rates, we are continuing to provide financial assistance to our residents. Throughout July and August, we invited approximately 1,000 residents and 25,000 businesses to discuss their individual circumstances with us so any further support measures could be identified, for example, checking for discounts and exemptions, welfare benefit checks and support on debt advice. We are also administering the £500 test and trace payment for families on low incomes, and to date have made 31 payments.
- 172 We stepped in to support families reliant on free school meals following the government's decision not to extend the national scheme over the half-term

⁷ Broadly speaking, we receive telephone calls either through our Automatic Call Distribution (ACD) system, which routes calls to groups of agents in line with 'first-in-first-answered' criteria, or directly to a telephone extension (non-ACD).

holidays. Our local scheme which invited parents and carers of children eligible for free school meals to apply for one £15 voucher per child, received almost 6,000 applications within 24 hours of being launched on our website.

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

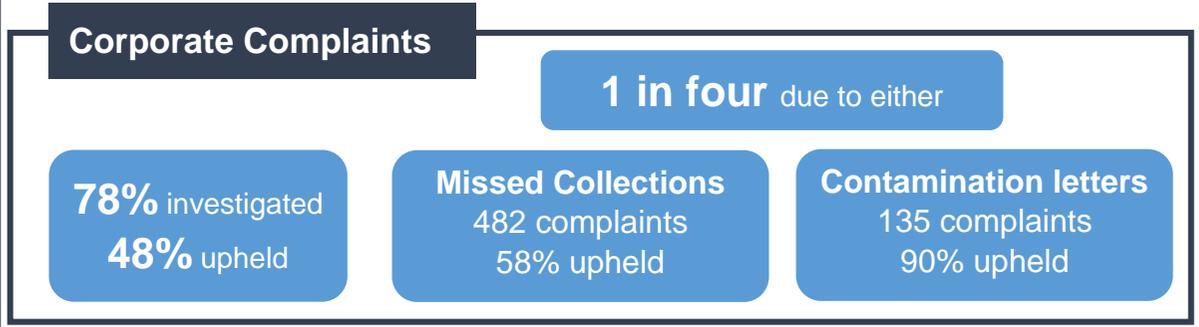
Customer Satisfaction:
from the CRM closure process
(based on 10,040 responses)



Customer Feedback

<p>889 compliments (-175)</p>	<p>642 suggestions (+148)</p>	<p>156 comments about policies / procedures (-30)</p>
<p>62 objections to our decisions (-109)</p>	<p>61 dissatisfied with fees and charges (-81)</p>	<p>2,380 corporate complaints (-353)</p>
<p>130 statutory complaints (-21)</p>	<p>184 independent investigation requests</p>	<p>79 Ombudsman decisions</p>

Corporate Complaints



How good are our services to customers and the public?

- 173 National Customer Services Week (5-9 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](#)⁸.
- 174 Customers can now provide feedback in relation to 91 different service requests (via automated customer satisfaction surveys at CRM closure).
- 175 Over the last 12 months, we received just over 10,000 responses to our automated customer satisfaction survey (from the CRM closure process), which we acknowledge is a relatively small proportion of overall service delivery. We continue to explore options to increase the response rate (including improved capture of email addresses and exploration of other contact channels) to expand the range of customer feedback and insight received.
- 176 We believe the variation in number of responses and satisfaction levels is due to the emotiveness of the issue, with more emotive requests encouraging greater participation.
- 177 In line with previous reports, half of all corporate complaints received during quarter two related to our waste collection service, predominantly missed collections (although there are more than 13 million collections each year) and correspondence issues surrounding contaminated bins. Just over 1% of the 10,000 contamination letters issued in the 12 months ending 30 September were disputed by the recipient – those upheld mainly arose from difficulties identifying the house to which the bin belonged, which is most noticeable in back streets.
- 178 To help reduce this type of avoidable customer contact, we are continuing to send text messages to households (where we are able) when crews are unable to collect a bin due to, for example, access issues, informing them of the situation and what we will do to resolve it. Crews are also checking addresses before logging contamination.
- 179 More frequent liaison with service areas is continuing to reduce the percentage of upheld complaints – nearly 55% were upheld in 2019/20, compared to 48% the 12 months ending 30 September 2020. We recognise these are still high in some areas and are carrying out targeted work in those areas.

⁸ Also available by emailing performance@durham.gov.uk

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.

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	72.1	Jul 2019-Jun 2020	73 RED	74.1 RED	76.4 RED	71.8 GREEN	74.1 RED		Yes
2	Per capita household disposable income (£)	16,542	2018	Tracker N/a	15,875 GREEN	21,609 RED	16,995 RED			No
3	Number of gross jobs created or safeguarded as a result of Business Durham activity	552	Jul-Sep 2020	Tracker N/a	412 GREEN					Yes
4	% of 16 to 17 year olds in an apprenticeship	6.8	as at Jun 2020	Tracker N/a	7.8 RED	5.1 GREEN	6.9 AMBER	6.9 AMBER		No

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 (£)	16,763	2018	Tracker N/a	16,388 GREEN	29,356 RED	20,554 RED			Yes
6	Number of registered businesses in County Durham	14,105	Mar 2020	Tracker N/a	13,795 GREEN					Yes
7	Value (£M) of new contracts secured	249,325	Jul-Sep 2020	Tracker N/a	0 N/a					Yes

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	
8	Value (£M) of GVA growth from jobs created	16.2	Jul-Sep 2020	6	12.4					Yes
				GREEN	GREEN					
9	Number of Inward Investments secured	0	Jul-Sep 2020	6	2					Yes
				RED	RED					
10	% of Business Durham business floor space that is occupied	79.7	Jul-Sep 2020	Tracker	85.6					Yes
				N/a	RED					

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)	20.13	2019	Tracker	19.71					Yes
				N/a	GREEN					
12	Number of jobs supported by the visitor economy	12,133	2019	Tracker	11,998					Yes
				N/a	GREEN					
13	Amount (£ million) generated by the visitor economy	955	2019	Tracker	914					Yes
				N/a	GREEN					

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	45	2018/19 (academic year)	Tracker	44.4	46.8	44.7	45.3		No
				N/a	GREEN	RED	GREEN	AMBER		
15	Average point score per A level entry of state-funded school students	35.5	2018/19 (academic year)	Tracker	33.4	33.1	32.8			No
				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	67	61		No
				N/a	RED	GREEN	RED	GREEN		
17	% of 16 to 17 year olds who are not in education, employment or training (NEET)	5.8	Apr-Jun 2020	Tracker	6.0	2.8	4.7			No
				N/a	GREEN	RED	RED			
18	Gap between average Attainment 8 score of Durham disadvantaged pupils and non-disadvantaged pupils nationally (KS4)	-12.7	2018/19 (academic year)	Tracker	-14.5	-13.6	-15.4			No
				N/a	GREEN	GREEN	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			No
				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)	-19.8	2018/19 (academic year)	Tracker	-15.1	-20	-18			No
				N/a	RED	GREEN	RED			
21	Ofsted % of Primary schools judged good or better	89	as at 30 Sep 2020	Tracker	91	87	91			No
				N/a	RED	GREEN	RED			
22	Ofsted % of secondary schools judged good or better	64	as at 30 Sep 2020	Tracker	61	76	60			No
				N/a	GREEN	RED	GREEN			

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	2.2	2018/19 (academic year)	Tracker	2.1	2.44	2.78	2.86		No
				N/a	GREEN	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 free school meals (FSM) eligible pupils taking FSM	75.8	Jan 2020	Tracker	79.4	78.7	78.7			No
				N/a	RED	RED	RED			
25	Under-18 conception rate per 1,000 girls aged 15 to 17	26.4	2018	Tracker	23.7	16.7	24.9	25.0		No
				N/a	RED	RED	RED	RED		
26	% of five year old children free from dental decay	73.2	2019	Tracker	74.2	76.6	76.7	71.7		Yes
				N/a	AMBER	RED	RED	GREEN		
27	Alcohol specific hospital admissions for under 18s (rate per 100,000) ^{^^}	54.7	2016/17-2018/19	Tracker	53.1	31.6	60.0	46.8		No
				N/a	RED	RED	GREEN	RED		
28	Young people aged 10-24 admitted to hospital as a result of self-harm (rate per 100,000) ^{^^}	354.3	2018/19	Tracker	350.1	444.0	536.5	589.9		No
				N/a	AMBER	GREEN	GREEN	GREEN		

^{^^}Next update due quarter four

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	
29	% of children aged 4 to 5 years classified as overweight or obese**	24.0	2018/19	Tracker	25.0	22.6	24.3	25.0		No
				N/a	GREEN	RED	GREEN	GREEN		
30	% of children aged 10 to 11 years classified as overweight or obese**	37.7	2018/19	Tracker	37.1	34.3	37.5	37.2		No
				N/a	AMBER	RED	AMBER	AMBER		
31	% of Education Health and Care Plans completed in the statutory 20 week time period (excl. exceptions)	60	Jan-Sep 2020	Tracker	66.6	60.4	69.8	68.9	2019	Yes
				N/a	RED	AMBER	RED	RED		

**not reporting for 2019/20

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]	76.8% [567/730]	Apr-Sep 2020	730*	N/a					Yes
				N/a	N/a					
33	% of children aged 0-2 years in the top 30% IMD registered with a Family Centre and having sustained contact	88.8	Apr-Sep 2020	90	88.3					Yes

*target is for March 2021

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	15.7*	Jul-Sep 2020	14.7 RED	17.3 GREEN	9.8 RED	13.4 RED	13.1 RED	Apr-Jun 2020	Yes
35	Four week smoking quitters per 100,000 smoking population [number of quitters]	2,356 [1,540]	Apr-Dec 2019	Tracker	2,656 [1,642]	1,220	1,696			Yes
				N/a	RED	GREEN	GREEN			
36	Male life expectancy at birth (years)	78.2	2016-18	Tracker	78.3	79.6	77.9	78.2		No
				N/a	AMBER	AMBER	GREEN	GREEN		
37	Female life expectancy at birth (years)	81.5	2016-18	Tracker	81.4	83.2	81.7	81.9		No
				N/a	GREEN	RED	AMBER	AMBER		
38	Female healthy life expectancy at birth (years)	58.4	2016-18	Tracker	58.7	63.9	59.7	61.0		No
				N/a	AMBER	RED	RED	RED		
39	Male healthy life expectancy at birth (years)	59.3	2016-18	Tracker	58.9	63.4	59.4	60.5		No
				N/a	GREEN	RED	AMBER	AMBER		
40	Excess weight in adults (Proportion of adults classified as overweight or obese)	63.3	2018/19	Tracker	66.7	62.3	64.9	67.3		No
				N/a	GREEN	AMBER	GREEN	AMBER		
41	Suicide rate (deaths from suicide and injury of undetermined intent) per 100,000 population	13.4	2017-19	Tracker	12.8	10.0	11.6	12.3		Yes
				N/a	RED	RED	RED	RED		
42	Prevalence of breastfeeding at 6-8 weeks from birth (%)	31.4	Apr-Jun 2020	Tracker	28.3	48.2	36.0	34	Q3 2019/20	Yes
				N/a	GREEN	RED	RED	RED		
43	Estimated smoking prevalence of persons aged 18 and over	17.0	2019	Tracker	15.0	13.9	15.3	15.2		No
				N/a	RED	RED	RED	RED		

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	
44	Self-reported well-being - people with a low happiness score	9.5	2018/19	Tracker	8.9	7.8	9.7	9.5		No
				N/a	RED	RED	GREEN	GREEN		
45	Participation in Sport and Physical Activity: active	59.9	Nov 2018-Nov 2019	Tracker	58.5	62.6	59.3			No
				N/a	GREEN	RED	AMBER			
46	Participation in Sport and Physical Activity: inactive	28.0	Nov 2018-Nov 2019	Tracker	29.9	25.1	29			No
				N/a	AMBER	RED	AMBER			

*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	180.5	Apr-Sep 2020	TBD	384.5					Yes
				N/a	GREEN					
48	% of older people who were still at home 91 days after discharge from hospital into reablement/ rehabilitation services	82.5	Jan-Jun 2020	TBD	86.9	82.4	83.0	80.7*	2018/19	Yes
				N/a	RED	Not comparable	Not comparable	Not comparable		
49	% of individuals who achieved their desired outcomes from the adult safeguarding process	94.4	Apr-Sep 2020	Tracker	95.2	92.4	93.9	93.5*	2018/19	Yes
				N/a	AMBER	Not comparable	Not comparable	Not comparable		

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	
50	% of service users receiving an assessment or review within the last 12 months	92.4	Apr-Sep 2020	Tracker	87.9					Yes
				N/a	GREEN					
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*		No
				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+	2.9	Feb 2020	Tracker	1.5	11.0	7.0	11.0*		No
				N/a	RED	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*		No
				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	92.8 [1912]	Apr-Sep 2020	Tracker N/a	94.2 [2,556] AMBER					Yes
56	% of statutory children in need referrals occurring within 12 months of a previous referral	23.0 [561]	Apr-Sep 2020	Tracker N/a	33.2 [440] GREEN	21 RED	21 RED	19 RED	2018/19	Yes
57	% of single assessments completed within 45 working days	85.5 [2,150]	Apr-Sep 2020	Tracker N/a	94.1 [2,449] RED	83 GREEN	83 GREEN	84 GREEN	2018/19	Yes
58	Rate of children subject to a child protection plan per 10,000 population aged under 18 [number of children]	47.05 [473]	as at Sep 2020	Tracker N/a	36.4 [368] N/a	44 N/a	63 N/a	54 N/a	as at 31 Mar 19	Yes
59	Rate of children in need per 10,000 population aged under 18 (statutory L4 open cases) [number of children]	351.4 [3,533]	as at Sep 2020	Tracker N/a	346.9 [3,478] N/a	334 N/a	445 N/a	391 N/a	as at 31 Mar 19	Yes
60	Rate of children at level 2 or 3 per 10,000 population aged under 18 (One Point open cases) [number of children]	148.1 [1,497]	as at Sep 2020	Tracker N/a	219.8 [2,210] N/a					Yes
61	% of strategy meetings initiated which led to an initial child protection conference being held within 15 working days	92.6 [340 of 367]	Apr-Sep 2020	75 GREEN	90.5 [147] GREEN	79 GREEN	82 GREEN	79 GREEN	2018/19	Yes
62	% of Social Workers with fewer than 20 cases	62	as at Sep 2020	Tracker N/a	55 GREEN					Yes
63	% of Statutory Case File Audits which are given a scaling score of 6 or above	84.1	Jan-Jun 2020	80 GREEN	85.7 GREEN					No

CONNECTED COMMUNITIES – SAFER

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

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]	95.09 [956]	as at Sep 2020	Tracker	86.9 [873]	65	101	94	as at 31 Mar 19	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]	18.2 [53 of 291]	2019/20	15	12.3 [39 of 316]	12	13	16	2018/19	No
				GREEN	GREEN	GREEN	GREEN	GREEN		
66	% of CLA who are fostered incl. friends and family	76.3 [725]	as at 30 Sep 20	Tracker	78.7 [688]	72	74	72	2018/19	Yes
				N/a	N/a	N/a	N/a	N/a		
67	% of external residential placements	4.5 [43]	as at 30 Sep 20	Tracker	3.9 [34]					Yes
				N/a	N/A					
68	% of children looked after continuously for 12 months or more who had a dental check	49	as at Sep 2020	Tracker	89.7	85	87	89	2018/19	Yes
				N/a	RED	RED	RED	RED		
69	% of children looked after continuously for 12 months or more who have had the required number of health assessments	90	as at Sep 2020	Tracker	91.9	90	95	95	2018/19	Yes
				N/a	AMBER	GREEN	RED	RED		
70	Emotional and behavioural health of children looked after continuously for 12 months or more (score between 0 to 40)	13.5	2019/20	Tracker	15.5	14.2	14.1	14.0	2018/19	No
				N/a	GREEN	GREEN	GREEN	GREEN		
71	Average Attainment 8 score of Children Looked After	25.6	2018/19	Tracker	24.8	19.2	20.6	20.5		No
				N/a	N/a	GREEN	GREEN	GREEN		

CONNECTED COMMUNITIES - SAFER

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
72	% of CLA achieving the expected standard in Reading, Writing and Maths (at KS2)	55	2018/19	Tracker	39.5	36	47			No
				N/a	GREEN	GREEN	GREEN			
73	% of care leavers aged 17-18 in education, employment or training (EET)	67	as at Sep 2020	Tracker	64.8	64	63	63		Yes
				N/a	GREEN	GREEN	GREEN	GREEN		
74	% of care leavers aged 19-21 in education, employment or training (EET)	56	as at Sep 2020	Tracker	64.6	52	50	52		Yes
				N/a	RED	GREEN	GREEN	GREEN		
75	% of care leavers aged 17-18 in suitable accommodation	93	as at Sep 2020	Tracker	93.2	88	93	91		Yes
				N/a	AMBER	GREEN	GREEN	GREEN		
76	% of care leavers aged 19-21 in suitable accommodation	95	as at Sep 2020	Tracker	94.8	85	90	87		Yes
				N/a	GREEN	GREEN	GREEN	GREEN		

*provisional data

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)	213	Oct 18-Sep 19	Tracker	250	220	303	231		No
				N/a	GREEN	GREEN	GREEN	GREEN		
78	Overall crime rate per 1,000 population	30.7	Jul-Sep 2020	Tracker	24.8					Yes
				N/a	RED					

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	6.5	Jul-Sep 2020	Tracker	6.6					Yes
				N/a	GREEN					
80	Proportion of all offenders who re-offend in a 12 month period (%)	30.6	Apr-Jun 2019	Tracker	30.8	31.7	35.7	30.0	2016/17	No
				N/a	GREEN	GREEN	GREEN	RED		
81	Proven re-offending by young people (who offend) in a 12 month period (%)	51.9	2017/18	Tracker	41.4	38.4	41.8			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	Satisfaction with the way that the council and police are dealing with local concerns about ASB and crime issues in your area.	56.4	Mar 2020	Tracker	50.1			53.7	Jun 2019	No
				N/a	RED			RED		
83	Number of police reported incidents of anti-social behaviour	17,133	Oct 2019-Sep 2020	Tracker	13,962					Yes
				N/a	RED					
84	Number of council reported incidents of anti-social behaviour	14,143	Oct 2019-Sep 2020	Tracker	13,418					Yes
				N/a	RED					

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	30.6	Jan 2019-Dec 2019*	Tracker	30.1	37.8	31.2			Yes
				N/a	GREEN	RED	AMBER			
86	% of successful completions of those in drug treatment - opiates	5.6	Jan 2019-Dec 2019*	Tracker	5.5	5.8	4.3			Yes
				N/a	GREEN	RED	GREEN			
87	% of successful completions of those in drug treatment - non-opiates	30.8	Jan 2019-Dec 2019*	Tracker	27.9	34.8	25.8			Yes
				N/a	GREEN	RED	GREEN			
88	% of anti-social behaviour incidents that are alcohol related	19.0	Jul-Sep 2020	Tracker	28.5					Yes
				N/a	GREEN					
89	% of violent crime that is alcohol related	32.5	Jul-Sep 2020	Tracker	30.3					Yes
				N/a	RED					
90	Alcohol seizures	194**	Apr-Jun 2018	Tracker	398					No
				N/a	GREEN					

*with rep to June 2020

**under review

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	
91	Building resilience to terrorism (self-assessment). Score - level 1(low) to 5(high)	3*	2017/18	Tracker	3					No
				N/a	GREEN					
92	No of individuals with a referral for 1:1 CSE Support from Supporting Solutions Team**	50	Jul-Sep 2020	Tracker	New**					Yes
				N/a	N/a					

*under review ** New definition – Includes all children - High/Medium/Low Risk (Previously only High-Risk referred to Supporting Solutions)

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	178	Oct 2019-Sep 2020	Tracker	233					Yes
	- Number of fatalities	20		N/a	GREEN					
	- Number of seriously injured	158			17					
94	Number of children killed or seriously injured in road traffic accidents	16	Oct 2019-Sep 2020	Tracker	11					Yes
	- Number of fatalities	1		N/a	RED					
	- Number of seriously injured	15			0					
					11					

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	4.46	Jul-Sep 2020	Tracker	6.9					Yes
				N/a	GREEN					
96	% of relevant land and highways assessed as having deposits of detritus that fall below an acceptable level	10.27	Jul-Sep 2020	Tracker	13.36					Yes
				N/a	GREEN					
97	% of relevant land and highways assessed as having deposits of dog fouling that fall below an acceptable level	0.56	Jul-Sep 2020	Tracker	0.9					Yes
				N/a	GREEN					
98	Number of fly-tipping incidents	7,409	Oct 2019-Sep 2020	Tracker	7,073					Yes
				N/a	RED					

*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 (carbon neutral by 2050)	55.2	2018	Tracker	54					No
				N/a	GREEN					
100	% reduction in CO ₂ emissions from local authority operations compared to the 2008/09 baseline, 70% by 2025	51	2019/20	Tracker	47					Yes
				N/a	GREEN					

101	% of municipal waste diverted from landfill	96.8	Jul 2019-Jun 2020	95 GREEN	95.5 GREEN	89.2 GREEN	92.9 GREEN		2018/19	Yes
102	% of household waste that is re-used, recycled or composted	39.4	Jul 2019-Jun 2020	Tracker N/a	41.4 RED	42.7 RED	35.1 GREEN		2018/19	Yes

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	406	Jul-Sep 2020	Tracker N/a	468 RED					Yes
104	Number of empty properties brought back into use as a result of local authority intervention	40	Jul-Sep 2020	50 RED	43 RED					Yes
105	Number of net homes completed	101	Apr-Jun 2020	Tracker N/a	401 RED					No
106	Number of affordable homes delivered	628	2019/20	300 GREEN	532 GREEN					Yes
107	Number of households accessing the Housing Solutions Service	3,063	Jul-Sep 2020	Tracker N/a	3,321 RED					Yes
108	Number of households helped to stay in their home	334	Jul-Sep 2020	Tracker N/a	336 AMBER					Yes
Page 09 123	Number of households helped to move to alternative accommodation	205	Jul-Sep 2020	Tracker N/a	303 RED					Yes

CONNECTED COMMUNITIES – SUSTAINABILITY

Page 124 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	2	3	2018	No
				N/a	GREEN	GREEN	GREEN	AMBER		
111	% of B and C roads where maintenance is recommended	4.7	2018	Tracker	4.7	6	3	4	2018	No
				N/a	GREEN	GREEN	AMBER	AMBER		
112	% of unclassified roads where maintenance is recommended	21	2018	Tracker	20	17	16	18	2018	No
				N/a	AMBER	RED	RED	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					

* Bridge Stock Condition (>=90 very good condition / >=80 good condition / >=65 fair condition / >=40 poor condition / <40 very poor condition)

EXCELLENT 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 on current posts in rolling year period (excluding schools)***	N/a*	-	N/a	N/a					No
117	Days / shifts lost to sickness absence (all services excluding schools)	10.25	Oct 2019-Sep 2020	11.20 GREEN	10.17 RED	9.2** RED			2017/18	Yes
118	% posts with no absence in rolling year (excluding schools)	63.71	Oct 2019-Sep 2020	Tracker N/a	59.52 GREEN					Yes
119	% of sickness absence which is short term	10.77	Jul-Sep 2020	Tracker N/a	13.45 N/a					Yes
120	% of sickness absence which is medium term	12.47	Jul-Sep 2020	Tracker N/a	14.62 N/a					Yes
121	% of sickness absence which is long term	76.76	Jul-Sep 2020	Tracker N/a	71.93 N/a					Yes
122	% of employees having five days or less sickness per 12 month period	77.27	Oct 2019-Sep 2020	Tracker N/a	78.40 AMBER					Yes

*Due to new system introduction

**includes school support staff but excludes teachers. All single/upper tier councils [Local Government Workforce Survey 2017/18](#)

*** Having put all Personal Development Reviews on hold due to COVID-19, we are now reinstating the process, starting with our leaders in October 2020. Managers will follow in January 2021 and all other employees in April 2021.

EXCELLENT 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	53.9	Apr-Sep 2020	Not Set	55.9					Yes
				N/a	RED					
124	% of business rates collected in-year	56.7	Apr-Sep 2020	Not Set	58.7					Yes
				N/a	RED					

EXCELLENT 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	78	Jul-Sep 2020	90	74					Yes
				RED	GREEN					
126	Customer contacts: telephone	1,199,982	Oct 2019-Sep 2020	Tracker	1,042,834*					Yes
				N/a	N/a					
127	Customer contacts: face to face	63,681	Oct 2019-Sep 2020	Tracker	115,931**					Yes
				N/a	N/a					
128	Customer contacts: web forms	209,376	Oct 2019-Sep 2020	Tracker	145,386					Yes
				N/a	N/a					

EXCELLENT 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	
129	Customer contacts: emails	54,829	Oct 2019-Sep 2020	Tracker	43,560					Yes
				N/a	N/a					
130	Customer contacts: social media	5,211	Oct 2019-Sep 2020	Tracker	2,944					Yes
				N/a	N/a					
131	% of calls answered	94	Oct 2019-Sep 2020	Tracker	96*					Yes
				N/a	N/a					
132	% of calls answered within 3 minutes	89	Oct 2019-Sep 2020	Tracker	93*					Yes
				N/a	N/a					

*data is not comparable as new telephony lines are continuing to be added to ACD

** data is not comparable as customer access points have been closed during 2020/21

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 ambition 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 On 30 September 2020, there were 30 risks on the corporate strategic risk register, two more than on 31 May 2020. During this period, two risks were added, and none were removed. The following matrix categorises the strategic risks according to their net risk evaluation as at 30 September 2020. The number of risks as at 31 May 2020 is shown in brackets.

Corporate Risk Heat Map						
IMPACT	Critical	1 (1)		4 (4)		1 (1)
	Major		5 (5)	5 (4)	1 (1)	
	Moderate			10 (9)	3 (3)	
	Minor					
	Insignificant					
		Remote	Unlikely	Possible	Probable	Highly Probable
 Key risks	LIKELIHOOD					

4 Two risks were added to the corporate risk register:

- (a) *'Risk that the Council fails, in its role as a community leader, to help partners, local businesses and communities make the necessary adaptations and mitigations in pursuit of the target of being a carbon-neutral County by 2050'.*

In February 2019, Durham County Council declared a Climate Change Emergency with ambitious targets to reduce its own carbon emissions and to investigate what further actions are necessary to make County Durham Carbon neutral by 2050. In July 2019, Council approved a report from the Corporate Director, REAL, which explored what the council, with its partners, needs to do to achieve its targets. One of the key mitigations is the Climate Emergency Response Plan 2020-2022, incorporating over 100 projects. The scale, duration and complexity of the programme means that sustained oversight, monitoring and review are essential. Environment and Sustainable Communities Overview and Scrutiny Committee will review performance against the plan and make recommendations for the revision of targets. It is considered probable that this risk will occur, which will have a major impact.

- (b) *'Demand pressures on the Community Protection inspections and interventions arising from the COVID-19 pandemic and a potential No-Deal-Brexit may lead to an adverse impact on public health and safety in Co Durham'.*

This risk concerns inspections of business premises to monitor food standards, health and safety, and permitted installations under Environment, Health and Consumer Protection enforcement policy. The risk has increased due to current COVID-19 pressures and Brexit uncertainty, and it is considered possible that this risk will occur, which will have a moderate impact

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

- (a) Failure to respond to and recover from the COVID-19 pandemic, leading to delayed economic recovery and adverse impacts on the safety and welfare of the wider community (Critical / Possible);
- (b) If timely and comprehensive savings plans are not in place across the council, required savings may not be achieved, necessitating extensive utilisation of reserves, which may have been depleted during the COVID-19 outbreak, to balance future years budgets (Critical / Possible);
- (c) 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. In addition, the short to long term impact of COVID-19 upon the council is also unknown (Critical / Highly Probable);

- (d) Risk that the Council fails, in its role as a community leader, to help partners, local businesses and communities make the necessary adaptations and mitigations in pursuit of the target of being a carbon-neutral County by 2050 (Major/Probable);
 - (e) Failure to protect a child from death or serious harm (where service failure is a factor or issue) (Critical / Possible);
 - (f) Failure to protect a vulnerable adult from death or serious harm (where service failure is a factor or issue) (Critical / Possible).
- 6 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.

More and Better Jobs: Overview

There are no key risks in delivering the objectives of this theme.

Long and Independent Lives: Overview

There are no key risks in delivering the objectives of this theme.

Connected Communities: Overview

The key risks to successfully delivering this ambition are: -

- a. *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.

- b. *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. Durham Safeguarding Children Partnership has been established in line with the statutory requirements set out in 'Working Together 2018'. Partnership learning through scrutiny mechanisms and learning reviews underpins training for front line staff and regular staff supervision takes place. A review of the partnership arrangements is in progress with initial findings to be reported by December 2020.
- c. *'Risk that the council fails, in its role as a community leader, to help partners, local businesses and communities make the necessary adaptations and mitigations in pursuit of the target of being a carbon-neutral County by 2050'.* One of the key mitigations is the Climate Emergency Response Plan 2020-2022, incorporating over 100 projects. The scale, duration and complexity of the programme means that sustained oversight, monitoring and review are essential. Environment and Sustainable Communities Overview and Scrutiny Committee will review performance against the plan and make recommendations for the revision of targets. This risk is long term

Excellent Council: Overview

The key risks to successfully delivering this ambition are: -

- a. *Failure to respond to and recover from the COVID-19 pandemic, leading to delayed economic recovery and adverse impacts on the safety and welfare of the wider community'.* The council's response is being led by the Director of Public Health, supported by an internal planning group, which is linked to planning arrangements at local, regional and national levels. Formal internal governance arrangements to oversee and manage risk are in place. Longer-term risks will be identified and managed, including recovery of service delivery back to business as usual, dealing with the impact on future local government funding from central government and the economic impact on County Durham. This risk is long term.
- b. *'If timely and comprehensive savings plans are not in place across the council, required savings may not be achieved, requiring extensive utilisation of reserves which may have been depleted during the COVID-19 outbreak, to balance future years budgets.'* The Delivery plan implementation will be monitored by CMT and Cabinet. This will be a significant risk for at least the next 4 years.

- c. *'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. To mitigate the risk, sound financial forecasting is in place based on thorough examination of the Government's "red book" plans alongside forecasting of council expenditure and income especially in relation to the areas impacted by COVID-19. This will also be a significant risk for at least the next 4 years.

**Corporate Overview and Scrutiny
Management Board**

17 December 2020



**Resources – Quarter 2 September 2020:
Forecast of Revenue and Capital
Outturn 2020/21**

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 revenue and capital 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 2020.

Executive summary

- 2 The updated quarter 2 forecast position shows that the service is forecasting a cash limit variance (underspend) of £0.374 million against a revised budget of £25.539 million.
- 3 The revised Resources capital budget is £5.797 million for 2020/21, with a total expenditure to 31 August 2020 of £1.527 million (26.3%). The profiled budget for this period is £1.785 million, therefore expenditure is marginally below profiled / expected spend in the year to date.
- 4 In arriving at the Resources cash limit position, Covid-19 related expenditure of £4.305 million, offset by Covid-19 related savings of £0.606 million within Resources have been excluded from the forecasts. Covid-19 related costs are being treated corporately and offset by Government funding so far as is possible, though forecast net costs currently exceed the grant that has been made available.

Recommendation(s)

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

Background

6 County Council approved the Revenue and Capital budgets for 2020/21 at its meeting on 26 February 2020. 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 - £25.539 million (original £25.705 million)
- Capital Programme - £5.797 million (original £8.206 million)

7 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 N&CC – Policy Officers	(71)
Transfer from CYPs (Education) – Research Post	94
Apprentice pay award	57
LCTSS Grant shortfall	1
Change in Employers NI contributions	(41)
Transfer to Business Support Reserve	(153)
Transfer from MTFP ER/VR Reserve	56
Transfer to ICT Reserve	(100)
Transfer from Legal Services Reserve	32
Transfer to Human Resources Reserve	(70)
Transfer to Residents Research Reserve	(45)
Transfer to Transformation Reserve	(128)
Transfer from iBCF Reserve	50
Transfer from Resources Cash Limit Reserve	152
TOTAL	<u>(166)</u>

The revised General Fund Budget for Resources is £25.539 million

8 The summary financial statements contained in the report cover the financial year 2020/21 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.

9 The service is forecasting a cash limit variance (underspend) of £0.374 million against a revised budget of £25.539 million.

10 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)

	2020/21 Budget £000	YTD Actual £000	QTR2 Forecast of outturn £000	Variance (under) / over spend £000	Items Outside Cash Limit £000	COVID- 19 Outside Cash Limit £000	Cash Limit Variance £000	Memo Item: Q1 Cash Limit Variance £000
Employees	64,774	25,378	64,394	(380)	(116)	113	(383)	(259)
Premises	6,046	113	6,030	(16)	-	-	(16)	(19)
Transport	814	90	557	(257)	-	258	1	(4)
Supplies and Services	16,687	8,760	16,831	144	(123)	(80)	(59)	(440)
Third Party Payments	50	18	42	(8)	0	-	(8)	(8)
Central Support and Capital	25,045	5	25,367	322	0	-	322	22
Gross Expenditure	113,416	34,364	113,221	(195)	(239)	291	(143)	(708)
Income	(88,377)	(12,249)	(84,866)	3,511	248	(3,990)	(231)	(252)
Net Expenditure	25,039	22,115	28,355	3,316	9	(3,699)	(374)	(960)
HB Transfer payments	115,739	48,912	116,263	524	-	-	524	-
HB Central Support and Capital	300	0	300	0	-	-	0	-
HB Income	(115,539)	(530)	(116,063)	(524)	-	-	(524)	-
HB Net Expenditure	500	48,382	500	-	-	-	-	-
Total Net Exp	25,539	70,497	28,855	3,316	9	(3,699)	(374)	(960)

By Head of Service (£000's)

	2020/21 Budget £	YTD Actual £	QTR2 Forecast of outturn £	Variance (under) / over spend £	Items Outside Cash Limit £	COVID- 19 Outside Cash Limit £	Cash Limit Variance £	Memo Item Cash Limit Variance Q1
Central Establishment Recharges	(21,773)	-	(21,773)	-	-	-	-	-
Corporate Finance & Commercial Services	3,338	954	3,386	48	(32)	9	25	17
Financial & Transactional Services	10,147	2,529	11,407	1,260	195	(1,954)	(499)	(550)
Digital & Customer Services	16,587	6,408	18,037	1,450	(59)	(1,189)	202	(240)
Internal Audit and Insurance	1,042	460	1,012	(30)	-	(31)	(61)	(65)
Legal & Democratic Services	7,060	3,816	7,627	567	(37)	(535)	(5)	(43)
Service Management / Central Charges	(11,713)	346	(11,713)	-	-	-	-	0
People & Talent Management	2,227	699	2,208	(19)	(5)	4	(20)	(65)
Business Support	14,669	5,726	14,678	9	-	(9)	-	0
Transformation	1,811	603	1,775	(36)	-	2	(34)	(32)
Strategy	1,644	574	1,711	67	(53)	4	18	18
Net Expenditure Excluding HB	25,039	22,115	28,355	3,316	9	(3,699)	(374)	(960)
Housing Benefit	500	48,382	500	-	-	-	-	-
Net Expenditure	25,539	70,497	28,855	3,316	9	(3,699)	(374)	(960)

- 11 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 variances	0	0
Corporate Finance & Commercial Services	Management	No material variances	0	
	Financial Systems	£19,000 underbudget on employees. £11,000 overbudget on supplies & services.	(8)	
	Procurement	£21,000 overbudget on employees. £7,000 overbudget on supplies & services. £14,000 additional income.	14	
	Pensions	No material variances.	0	
	Strategic Finance	£6,000 underbudget on employees. £7,000 overbudget on supplies & services	1	
	Occupational Health	£7,000 overbudget on employees. £16,000 underbudget on supplies & services. £74,000 underachievement on income.	65	
	Health and Safety	£19,000 overbudget on employees. £2,000 overbudget on supplies & services. £68,000 additional income.	(47)	
People & Talent Management	People & Talent Management	£88,000 underbudget on employees. £80,000 overbudget on supplies & services. £12,000 additional income.	(20)	(20)
Finance & Transactional Services	Management	No material variances.	0	
	Payroll & Employee Services	£19,000 underbudget on employees. £112,000 overbudget on supplies & services. £31,000 underachieved income.	124	

Head of Service	Service Area	Description	Year End (under) / overbudget £000s	Year End (under) / overbudget £000s
	Financial Management	£38,000 overbudget on employees. £3,000 additional income.	35	
	Revenues and Benefits	£333,000 underbudget on employees. £27,000 overbudget on supplies & services. £352,000 additional income.	(658)	(499)
Digital and Customer Services	Digital and Customer Services	£136,000 underbudget on employees. £1,000 overbudget on transport. £328,000 underbudget on supplies & services. £321,000 overbudget on central expenses (including £300,000 Direct Revenue Funding for three capital schemes) £344,000 underachieved income.	202	202
Internal Audit and Risk	Insurance and Risk	£5,000 overbudget on employees.	5	
	Internal Audit	£27,000 underbudget on employees. £4,000 underbudget on supplies & services. £34,000 additional income.	(65)	
	Corporate Fraud	£12,000 overbudget on employees. £17,000 overbudget on supplies & services. £30,000 additional income.	(1)	(61)
Legal and Democratic Services	Corporate and Democratic Core	£32,000 underbudget on employees. £42,000 underbudget on supplies & services. £10,000 additional income.	(84)	

Head of Service	Service Area	Description	Year End (under) / overbudget £000s	Year End (under) / overbudget £000s
	Legal and Other Services	£62,000 overbudget on employees. £16,000 underbudget on premises. £75,000 overbudget on supplies & services. £42,000 overachieved on income.	79	(5)
Service Management	Service Management	No significant variances	0	0
Strategy		£28,000 overbudget on employees. £10,000 underbudget on supplies & services	18	18
Transformation		£35,000 overbudget on employees. £1,000 overbudget on supplies & services.	(34)	(34)
Business Support		No significant variances	0	0
Benefits Payments and Subsidy	Benefits	No material variances reported in quarter 2	0	0
TOTAL				(374)

- 12 In summary, the service grouping is on track to maintain spending within its cash limit.
- 13 The council has faced significant additional costs in relation to the Covid-19 outbreak and significant loss of income. In many areas the costs and loss of income for the first quarter are known. The likely impact over the remainder of the year however is much more uncertain. All additional costs and loss of income, net of Covid-19 related underspending, is being treated corporately and is therefore excluded from the cash limit.
- 14 The major areas of forecast additional cost and loss of income in respect of Resources are as follows:
- (a) £0.588 million lost income in respect of the Registration Service;
 - (b) £1.488 million shortfall in income in respect of court fees;
 - (c) £0.384 million lost income in respect of Design & Print Services;

- (d) £0.682 million lost income in respect of traded ICT services;
 - (e) £0.707 million lost income in respect of the new In-House Enforcement Service; and
 - (f) £0.187 million additional ICT costs.
- 15 The major areas of forecast Covid-19 related savings in respect of Resources are as follows:
- (a) £0.129 million in respect of employee related costs;
 - (b) £0.261 million in respect of vehicles and staff travelling;
 - (c) £57,000 in respect of Members' activities;
 - (d) £47,000 in respect of office printing; and
 - (e) £78,000 in respect of court costs.

Capital Programme

- 16 The original Resources capital programme was £8.206 million, and this has been revised for additions/reductions, budget transfers and budget profiling. The revised budget now stands at £5.797 million.
- 17 Summary financial performance to the end of August 2020 is shown below:

	Original Annual Budget 2020/21 £000	Revised Annual Budget 2020/21 £000	Profiled Budget 2020/21 £000	Actual Spend 31/08/2020 £000	Remaining Budget 2020/21 £000
Digital & Customer Services	7,124	5,248	1,621	1,436	3,812
Corporate Finance & Commercial Services and Finance & Transactional Services	82	82	43	5	77
Durham History Centre	1,000	467	121	86	381
Total	8,206	5,797	1,785	1,527	4,270

- 18 The revised Resources capital budget is £5.797 million with a total expenditure to 31 August 2020 of £1.527 million (26.3%). The profiled budget for this period is £1.785 million, therefore spend is marginally below profiled / expected spend in the year to date. A full breakdown of schemes and actual expenditure to 31 August 2020 is given in Appendix 2.
- 19 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 (26 February 2020) – Medium Term Financial Plan 2020/21 to 2023/24 and Revenue and Capital Budget 2020/21.
- Cabinet Report (16 September 2020) - Forecast of Revenue and Capital Outturn – Period to 30 June 2020
- Cabinet Report (18 November 2020) - Forecast of Revenue and Capital Outturn – Period to 30 September 2020

Other useful documents

- None

Author(s)

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 2020 in relation to the 2020/21 financial year.

Finance

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

Consultation

Not applicable.

Equality and Diversity / Public Sector Equality Duty

Not applicable.

Climate Change

Not applicable.

Human Rights

Not applicable.

Crime and Disorder

Not applicable.

Staffing

Not applicable.

Accommodation

Not applicable.

Risk

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

Procurement

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

Appendix 2 Resources Capital Programme 2020/21 – Detailed Monitoring Statement to 31 August 2020

Resources	Revised Annual Budget	Profiled Budget	Actual Spend	Remaining Budget
	2020/21	2020/21	31/08/20	2020/21
	£000	£000	£000	£000
Big Data	122	-	41	81
Broadband / Digital Durham	1,130	300	490	640
Code of Connection Compliance	160	150	150	10
Corporate Mail Fulfilment	55	40	19	36
Homeworking	104	25	44	60
ICT Business Continuity	13	13	20	(7)
Mobile Device Management	184	-	-	184
Ongoing Server replacement	423	300	40	383
Replacement of Desktop ICT Equipment	1,441	454	466	975
Sharepoint Architecture	23	-	-	23
Tanfield Datacentre LAN Switching Replacement	30	-	-	30
Applications and Development	9	-	9	-
Customer Relation Management System	170	-	6	164
Switch Replacement -Hardware	27	8	-	27
Middleware Software - Enterprise Application Integration	250	45	-	250
Integrated Customer Service Prog.	70	26	26	44
End Device Patching	152	-	-	152
ICT Performance Management	200	-	-	200
Technical Services	385	260	125	260
ICT Service Desk Replacement	300	-	-	300
ICT Services Include Design and Print Total	5,248	1,621	1,436	3,812
Civica Pension Fund Administration System	-	-	-	-
Migration of HR/Payroll Functionality	82	43	5	77
Financing Resources Total	82	43	5	77
Durham History Centre	467	121	86	381
Durham History Centre Total	467	121	86	381
RES Total	5,797	1,785	1,527	4,270

**Corporate Overview and
Scrutiny Management Board**



17 December 2020

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 16 December 2020. It also contained information on those key decisions that are currently scheduled to be considered by the Executive up to 31 March 2021.

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	Scrutiny involvement
CORP/R/20/02	13/01/21	MTFP (11) - Details of Provisional Finance Settlement		Cabinet Portfolio Holder for Finance and Leader of the Council		Jeff Garfoot, Head of Corporate Finance & Commercial Services. Tel 03000 261946	Scrutiny members will have input into the formulation of MTFP 11 through Corporate Overview and Scrutiny Management Board meetings

SECTION ONE - CORPORATE

CORP/R/20/02	10/02/21	Final Budget Report		Cabinet Portfolio Holder for Finance and Leader of the Council		Jeff Garfoot, Head of Corporate Finance & Commercial Services. Tel 03000 261946	Scrutiny members will have input into the formulation of MTFP 11 through Corporate Overview and Scrutiny Management Board meetings
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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
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SECTION THREE - ADULT AND HEALTH SERVICES

Ref. No.	Date of Decision (i.e. date of Cabinet meeting)	Description of Decision to be Made	Background Documents	Lead Cabinet Member	Main Consultees & Means of Consultation	Contact details for further information
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SECTION FOUR - REGENERATION, ECONOMY AND GROWTH

Ref. No.	Date of Decision (i.e. date of Cabinet meeting)	Description of Decision to be Made	Background Documents	Lead Cabinet Member	Main Consultees & Means of Consultation	Contact details for further information	Scrutiny Involvement
REG/05/20	16/12/20	County Durham Plan: Minerals and Waste Development Plan Document and Parking and Accessibility Supplementary Planning Document		Cabinet Portfolio Nolder for Economic Regeneration		Stuart Timmiss, Head of Development and Housing. Tel: 03000 267334	Members of the Economy and Enterprise OSC have had circulated to them on 9 November an update on the County Durham Plan. The report highlights the need for future documents such as the Minerals and Waste Development Plan Document to ensure the successful implementation and delivery of the plan. The briefing report also highlights that it is intended that the E&E OSC will be involved in the consultation on the Minerals and Waste Policies and Allocations Development Plan document and will also be consulted on the Parking and Accessibility SPD.

SECTION FIVE - NEIGHBOURHOODS AND CLIMATE CHANGE

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