



Economy and Enterprise Overview and Scrutiny Committee

Date Thursday 25 March 2021
Time 9.30 am
Venue Remote Meeting - held via Microsoft Teams

Business

Part A

**Items which are open to the Public and Press
Members of the public can ask questions with the Chair's agreement,
and if registered to speak.**

1. Apologies for Absence
2. Substitute Members
3. Minutes of the meeting held 23 February 2021 (Pages 3 - 24)
4. Declarations of Interest, if any
5. Items from Co-opted Members or Interested Parties, if any
6. DurhamWorks Programme - Youth Employment Initiative:
(Pages 25 - 46)
 - (i) Report of the Corporate Director of Children and Young People's Services.
 - (ii) Presentation by the Strategic Manager, Progression and Learning, Children and Young People's Services.
7. EU Funding - Update: (Pages 47 - 64)
Report of the Corporate Director of Regeneration, Economy and Growth – presented by Funding and Programmes Manager, Regeneration, Economy and Growth.

8. Regeneration, Economy and Growth - Quarter Three: Forecast of Revenue and Capital Outturn 2020/21: (Pages 65 - 84)
Joint Report of the Corporate Director of Resources (Interim) and Corporate Director of Regeneration, Economy and Growth – presented by the Finance Manager, Resources and Regeneration, Resources.
9. Quarter Three 2020/21 - Performance Management Report: (Pages 85 - 106)
Report of the Corporate Director of Resources (Interim) – presented by the Strategy Team Leader, Resources.
10. Refresh of the Work Programme 2021/22: (Pages 107 - 154)
Report of the Corporate Director of Resources (Interim) – presented by the Overview and Scrutiny Officer, Resources.
11. 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
17 March 2021

To: **The Members of the Economy and Enterprise Overview and Scrutiny Committee:**

Councillor M Clarke (Chair)
Councillor R Manchester (Vice-Chair)

Councillors E Adam, J Atkinson, A Batey, R Bell, R Crute, S Dunn, D Hall, T Henderson, J Higgins, S Iveson, L Maddison, J Maitland, R Ormerod, E Scott, P Sexton, W Stelling, M Wilkes and M Wilson

Co-opted Members:

Mr G Binney and Mrs R Morris

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DURHAM COUNTY COUNCIL

ECONOMY AND ENTERPRISE OVERVIEW AND SCRUTINY COMMITTEE

At a Meeting of the **Economy and Enterprise Overview and Scrutiny Committee** held remotely **via Microsoft Teams** on **Tuesday 23 February 2021** at **9.30 am**

Present:

Councillor M Clarke (Chair)

Members of the Committee:

Councillors E Adam, J Atkinson, A Bainbridge (substitute for T Henderson), A Batey, R Bell, R Crute, S Dunn, D Hall, J Higgins, S Iveson, L Maddison, J Maitland, R Ormerod, E Scott, P Sexton, F Tinsley (substitute for R Manchester), M Wilkes and M Wilson

Co-opted Members:

Mr G Binney and Mrs R Morris

Also Present:

Councillors B Avery, I McLean and A Shield

The Chair noted Agenda Item 8 – Town and Villages Investment Plan would be taken as Item 7, the agenda to continue with Overview and Scrutiny response to the Minerals and Waste Development Plan Document and the Parking and Accessibility Supplementary Planning Document as the new Item 8.

1 Apologies for Absence

Apologies for absence were received from Councillors T Henderson and R Manchester.

2 Substitute Members

Councillor A Bainbridge substituted for Councillor T Henderson and Councillor F Tinsley substituted for Councillor R Manchester.

3 Minutes

The minutes of the meeting held 7 December 2020 were agreed as a correct record and would be signed by the Chair.

4 Declarations of Interest

There were no Declarations of Interest.

5 Items from Co-opted Members or Interested Parties

There were no items from Co-opted Members or Interested Parties.

6 Impact of COVID-19 on the Regeneration, Economy and Growth Service Grouping - Update

The Chair welcomed the Corporate Director of Regeneration, Economy and Growth, Amy Harhoff who was in attendance to provide the Committee with an update presentation in relation to the impact of COVID-19 on the Regeneration, Economy and Growth (REG) Service (for copy see file of minutes).

The Corporate Director, REG thanked the Chair and Members and noted the report and presentation were written prior to the Prime Minister's announcement in relation to the Government's route out of lockdown, with the Council in the process of understanding that information. She explained the areas that would be covered within the presentation were: Transport and Contract Services; Culture, Sport and Tourism; Development and Housing; Corporate Property and Land; and Corporate Communications and Marketing.

In reference to Transport, the Corporate Director, REG noted the impact upon public transport and traffic, with passenger numbers on public transport at 30 percent of normal levels and commuter traffic at 80 percent of normal outside of peak times, 65 percent at peak times, with journeys seemingly for wider use rather than travel to work. She explained that public transport was covering 80 percent of the normal network, with a focus on those routes with demand and those supporting key workers and schools.

The Corporate Director, REG noted that in respect of culture, the majority of the events in 2020 were cancelled as a result of COVID-19 and that events that would go ahead in 2021 would be reviewed in line with Government announcements and guidance. She added that in terms of leisure centres, the lockdown had resulted in centres being closed and a number of staff being furloughed, with others supporting other areas of work, such as vaccination hubs.

It was noted that a survey of centre users showed that only around three percent would not return to use the facilities, and therefore there was an expectation of a strong comeback in terms of use. Members noted the use of virtual sessions, with over 1,000 users on the app being used by the service. The Corporate Director, REG reiterated that events for 2021 would be dependent upon guidance and restrictions being lifted, and issues such as social distancing would need to be considered. She added that investment was being made in several cultural venues, carrying out maintenance so that they would be ready for reopening.

In terms of development and housing, the Corporate Director, REG noted temporary accommodation for rough sleepers and the “Stop B4 you serve” mediation service to help avoid evictions. Members were informed of the lower levels of referrals to employment services from Jobcentre Plus as a result of the pandemic and the Corporate Director, REG noted that those services would be key in terms of the displaced workforce. In respect of investment, the Corporate Director, REG explained there was the Reopening High Streets Safely Fund and there would also be recovery grants. She explained as regards additional maintenance works being carried out as part of the corporate property and land and also work being undertaken at Durham Bus Station and phase one at Aykley Heads. It was added that there was ongoing maintenance work and COVID-19 safe working, and that County Hall was being used as a vaccination centre.

The Corporate Director, REG noted the launch of the £5 million Business Recovery Grant scheme, to safeguard and create jobs, sitting alongside the COVID Business Support Brochure to help plug any gaps, adding that if unsuccessful in terms of a grant, guidance and help in terms of applications for other opportunities would be given as appropriate. The Committee were asked to note the significant additional demands on corporate communications and marketing, with public health messages relating to COVID-19 including: messaging; communications to communities affected by localised outbreaks; service changes following government announcements. It was noted those areas were in addition to the day-to-day work of the communications team, and that work was joined up with partners in the region, and across the seven Local Authorities (LA7), to maintain consistency.

In respect of the known economic impact, Members were asked to note there was a need to understand which sectors had been impacted by COVID-19 in the short-term, the long-term, and the impact of Brexit. The Corporate Director, REG noted 11 percent of the workforce in County Durham were currently furloughed, compared to 30 percent during the first lockdown which had reduced to 6 percent before latest lockdown. She added that the latest employment levels were not known, and that data would be picked up within the next weeks and months, with the Council commissioning additional analysis. She added that the claimant count was 6.1 percent, however it had risen sharply for young people, by 60 percent, and was nearer 10 percent for that cohort.

The Corporate Director, REG noted the visitor economy, hospitality sector and cultural sector were hardest hit by the pandemic. She added there was demand and therefore it would be important to work in order to be ready to be able to open up safely. It was noted that Brexit had also impacted on those sectors. She noted that some sectors had actually grown during the pandemic, namely the manufacturing, logistics and digital sectors, in part due to the work supporting the pandemic response.

The Corporate Director, REG explained that a priority was local investment to help support recovery, through private investment and the Council working to access funding including the UK Shared Prosperity Fund, the Levelling Up Fund, and other recovery funding. She added as regards the importance of working regionally to be able to help maximise such funding streams.

The Chair thanked the Corporate Director, REG and noted the move to the recovery phase, adding as regards the Prime Minister's announcement and reiterating that there was still uncertainty in terms of funding, Brexit and the ongoing situation in respect of COVID-19.

Councillor M Wilkes thanked the Chair and Corporate Director, REG and noted the work in relation to the Aykley Heads development site and asked if there were other schemes in the pipeline, such as the leisure centre development programme. He asked if the programme had started, what funding was allocated and why works had not started as it appeared to be an opportune time, while closed, to cause the least amount of disruption to the public. Councillor M Wilkes noted the housing on the green belt within Durham City and asked if the Belmont Viaduct was included within the project, as it was at one time to be included and that in terms of walking and cycling it would be a shame if it was not included. He asked as regards the Towns and Villages Programme, noting as far as he was aware Councillors had not been contacted as regards the scoping of projects.

The Corporate Director, REG noted there was a lot of development in the pipeline and noted that leisure centres were a priority. She explained that the March meeting of Cabinet would receive an update on the leisure sites and locations for new build. She noted that while some physical works had not yet been carried out, feasibility works had been undertaken. In respect of housing on the green belt and the issue raised relating to Belmont Viaduct, the Corporate Director, REG noted she would look into the matter and come back to Councillor M Wilkes accordingly. She noted the Town and Villages Programme was the next item on the agenda and that she had offered to meet with Councillor M Wilkes to speak as regards issues he had previously raised. She added that the Team would be going to all the Areas Action Partnerships (AAPs) to provide an update and answer questions.

Councillor M Wilkes noted in respect of leisure centres, the plans were finalised, noting the example of Abbey Leisure Centre where original proposals had included extension works, works to the squash courts and did not include refurbishment of the changing rooms. He noted local Councillors had not been contacted in terms of the scoping for the works to be undertaken and therefore if the programme of works was finalised when were Councillors to be contacted. The Corporate Director, REG noted there would be two milestones, the March meeting of Cabinet seeking approval in terms of three new builds and the early technical analysis of the wider programme. She added there would then be a further round of engagement with Councillors and AAPs on specifics and details. She noted a final report including the specifics would then be produced later in the year.

Councillor R Crute, Chair of the Overview and Scrutiny Management Board, noted the amount of work ongoing and thanked the Corporate Director, REG. He noted with the combined impact of COVID-19 and Brexit he felt there was as much work ahead as had already been undertaken, especially in terms of employment, jobs and skills. He noted the statistics showed that the impact had fallen disproportionately on young people and therefore Government funding in respect of the levelling up agenda would be very much needed. He noted locally there were the key development sites and that together with developing those there would be the need to be able to get young people to jobs, providing them with the requisite skills, via the work of Business Durham with training providers. He asked how we would create more and better jobs, and how we would attract and develop those high level skills.

Councillor R Bell asked as regards Business Recovery Grants and demand, noting £3.5 million of £5 million being allocated. He asked what the typical grant amount was and if a pre-existing business, before March 2020, had changed ownership would that business be eligible for a grant, citing Public Houses as an example of where that could occur.

The Corporate Director, REG agreed in terms of the impact on young people, as they often worked in the sectors most impacted by the pandemic such as retail and hospitality. She added the Interim Managing Director, Business Durham, Sarah Slaven and the Economic Development Manager, Graham Wood were in attendance at Committee and that they led on a number of projects including working with Jobcentre Plus looking to match young people and their skills with employers and jobs. She reminded Members that a lot of those programmes were underpinned by EU funding and therefore it would be critical to have UK Shared Prosperity Fund monies to be able to sustain those programmes. She noted in respect of grants, there was not one size of grant and it varied with applications being up to £3 million, with some meeting the criteria, some not. She explained demand was far greater than the funding available.

The Interim Managing Director, Business Durham explained that it had been heartening to see the applications from businesses. She noted two-thirds of applications were approved and had come from sectors including: tourism, hospitality, leisure and retail. She noted many were looking to maximise use of outdoor space, in recognition that activities outdoors were safer in terms of COVID-19. She added some grants had been in terms of helping businesses move online and therefore there had been a mix of different types of applications. She noted that if a business existed prior to 11 March 2020, and could demonstrate the change of owner, then they would not be precluded from applying for a grant.

Councillor B Avery asked if an individual ran a business from their own home, would they be eligible for a grant.

Councillor E Adam noted the devastating impact upon young people and asked as regards the Youth Employment Initiative (YEI) and funding for the scheme, noting current EU funding would cease at some point. He also asked as regards the “Stop b4 you serve” mediation scheme as he had understood that evictions had been suspended and that Government had not yet reinstated debt recovery companies however debt recovery did seem to be taking place.

The Corporate Director, REG noted she would look into the issue relating to debt recovery and come back to the Councillor. The Interim Managing Director, Business Durham noted the Business Recovery Grants were different and separate to Business Rates Relief and that in terms of the recovery grants, if the business met the eligibility criteria then they would be able to apply for grant. The Economic Development Manager, noted that the YEI, DurhamWorks, had received a European Social Fund (ESF) extension and notification of possible further extensions had been made around Christmas. He noted that accordingly, possible further extension through to December 2023 would be looked at.

Councillor J Atkinson stated that he had heard comments that the Communications and Marketing Team did not offer value for money. He noted he saw the great value in the work that was undertaken by the team and thanked the Corporate Director, REG for highlighting, in her presentation, some of the work they undertook. However, he asked if she could provide further detail to the Committee on the various type of activities, they were involved in.

Councillor F Tinsley noted the issue of youth unemployment and the Kickstart programme launched several months ago by Government and asked as regards the uptake of that scheme. He also asked as regard bus services across the county, noting that he felt there were systemic issues, especially in the rural west of the county, noting Government support in respect of services would not continue forever. He added that with the move to increased homeworking, there would likely be a reduction in bus use and therefore asked whether discussions were being had with bus companies and Government, including in terms of a regulated model and quality contracts.

Councillor F Tinsley noted the benefits in terms of increased walking and cycling, including in relation to older people who may not access leisure facilities in more normal times, and added he felt the Council should be helping to promote walking. He noted the county had a huge resource in respect of its network of old railway lines and felt looking at those areas in conjunction with the investment in leisure centres would be beneficial.

The Corporate Director, REG noted the work carried out by the Communications Team, in terms of working with schools, Public Health, regional promotions, and also statutory engagement and requirements of accessibility. She added that also it was critical to be able to promote the county in order to attract inward investment and maintain our high profile and reputation. She explained that the Council also had a duty to maintain the internal communications with Members and staff, and therefore this had been an area that was prioritised and invested in.

In respect of bus services, she noted the impact of the pandemic, however, passenger numbers had been decreasing nationally and therefore the Council was conscious of that difficult market. She explained that the Council was in regular dialogue with bus operators, noting the Council's devolved powers in respect of grants. She added there was a close working relationship with all operators, especially the two main companies, however, she noted there had not been any formal dialogue in terms of bus regulations. She noted the Council worked around the county with partners and regional colleagues to ensure the best cross-boundary services were provided. She noted that cycling had increased by 400 percent in some areas of the county during the pandemic and walking had also increased. The Corporate Director, REG noted that there had been almost £500,000 of cycling investment secured via the urgency active travel schemes, however, she felt much more was needed and there were opportunities for increased sustainable travel. She noted the importance of walking and cycling routes, including those on old railway lines, and explained that these were areas being invested in via the Town and Villages Programme, which was important in terms of not only sustainable transport, but also in terms of the Council's environmental objectives.

The Economic Development Manager noted the Kickstart programme was a very important element of the Government's plan for jobs. He explained that the Council was acting as an intermediary, bringing together job opportunities from smaller employers, working through the DurhamWorks programme, and in conjunction with Business Durham and the Economic Development Team working with businesses across the county. He noted work liaising with the Provider Forum and a number of other gateway organisations across the county as well as work helping a smooth flow of jobs presented to Jobcentre Plus for approval and being made available for young people.

He noted that a number of opportunities had been coming online just as the further phase of lockdown commenced, noting some opportunities had been created as part of the national pool, with open applications coming through, an example being Livin, with opportunities with both them and within their supply chain being fed through to Jobcentre Plus for the South-West Durham area. The Economic Development Manager added he would be meeting with the countywide Provider Forum later today, with discussions including those issues, looking at tracking how quickly Kickstart opportunities can be put through the system and made available to young people across the county.

Mrs R Morris thanked the Corporate Director, REG and noted she had mentioned the commissioning of a report to look at the recovery plan. She asked as regards whether there would be inclusion of how to bring investment into the county, in particular in those areas where future jobs would be generated and sustained. She noted a lot of companies had noted issues in terms of getting the number of skilled people they needed. Mrs R Morris noted she hoped that the report would include information as regards how to bring young people, of school age, into science and technology. She added there was a whole industry in battery production for the future and therefore that could be an area to sustain many jobs, however, figures showed that youth unemployment had been quite high and there was the further impact of the pandemic. She added there were a number of employers that were waiting to work with schools in order to encourage young people into those industries, and she hoped that this would be mentioned within the report being commissioned.

The Corporate Director, REG noted at the current stage it was in preparing a baseline economic position ready for recovery. She added that there would be work with the private sector to assist in providing the skills base they needed and to help residents within County Durham access those opportunities.

Resolved:

That the report and presentation be noted.

7 Towns and Villages Investment Plan - Progress Update

The Chair asked the Economic Development Manager to give an update on the progress of the Town and Villages Investment Plan (for copy see file of minutes).

The Economic Development Manager referred Members to the report and presentation slides contained within the agenda pack and noted the current approach to Town and Villages had been agreed by Cabinet in December 2018, with the Strategy agreed by Cabinet in October 2020. He explained that it was linked with broader regeneration work and looked at the regeneration needs of the smaller town and villages, as well as the 12 main settlements.

He added that it was noted in 2018 that there was pressure on retail, with disinvestment in town centres, and the work of the Committee had also fed into the Town and Villages Strategy.

Members noted that the overall package of investment across County Durham was £750 million, including some private investment. The Economic Development Manager noted there were four blocks, with: strategic investments, which included leisure centres, accounting for £302 million; housing and community, £412 million; transport and connectivity, £39 million; and the built environment and health, at least £16 million. It was noted there would be a focus on: partnership working; aligning activities and budgets; disadvantaged communities - equitable approach; and five themes.

The Economic Development Manager noted the five themes were: strategic investments; housing and community; environment and health; built environment; and transport and connectivity. He noted these aligned with the previous work of the Committee, an example being digital events to help draw people into town centres. He explained as regards how the housing strategy would help, with selective licensing as one example, and with community housing progressing with various groups and Homes England. He noted provision for those with specialist needs, including older persons and those with learning difficulties. The Economic Development Manager added that work also included helping to improve energy efficiency for poorly performing properties, with works including those to help solid wall properties. He noted that other work recognised the role community facilities had played during the pandemic and would look to extend the range of activities at those facilities to continue to support their surrounding communities.

The Economic Development Manager noted work undertaken in terms of the environment, including “spruce up” work, the work of the Community Action Team (CAT) and other physical works to ensure open space was accessible. He added there had been a lot of work with AAPs and in terms of the increase in empty retail properties, with an empty property process being in place for residential properties. He reminded the Committee of the Target Business Improvement Programme, with the Town and Villages programme looking to enhance the support offered, to include property conversion loans, recognising the demand for retail space within town centres was decreasing. He noted, pre-pandemic, there had been a rise in use for food and beverage and hospitality, adding that those types were particularly expensive to bring forward. It was noted that other potential options could be for conversion to high quality residential accommodation or for visitor economy bedspaces.

In respect of transport and connectivity, the Economic Development Manager noted consultation in October and November 2020 via the AAPs in relation to access in terms of walking and cycling routes, establishing links from town and villages to existing routes.

He noted such connectivity works associated with the Stronger Towns proposals at Bishop Auckland, and the cycling and walking schemes being developed by colleagues elsewhere within the Council.

Members were asked to note the five themes would be blended with existing schemes coming forward, and the Economic Development Manager explained that the Council had not eased off in terms of investment through the Town Centre capital programme, aligned with the existing Masterplans. He explained with the County Durham Plan (CDP) there was a clear view in respect of housing allocations, and it was noted there was still a demand for large scale housing development which brought significant investment and improvement, and follow on benefits in terms of investment in community facilities and junction improvements. He added there would also be the opportunity to maximise local employment with developers, sub-contractors and apprenticeship schemes.

The Economic Development Manager reminded Members of the large scale economic investments, with sites including: Jade Business Park; Integra 61; Aykley Heads and Forest Park. He noted they would have a positive impact in terms of the demand for some of the towns and villages as residential locations.

It was noted the issues of selective licensing and empty homes had been mentioned previously, significant issues that Members had looked at within the work of the Committee and elsewhere within the Council. The Economic Development Manager noted the continued importance residents placed on the maintenance of the local environment through the Council's Clean and Green Teams. He reiterated there was a significant investment budget coming forward in terms of leisure transformation, with similar opportunities to housing in terms of local contractors.

The Economic Development Manager referred to the £750 million of investment and noted mapping of all the existing regeneration investments by area, whether current or planned, with or without planning consent, and whether there were confirmed budgets. He added that developing the overall investment figure was important in terms of positive communications in relation to inward investment and also, at a practical level, in terms of understanding what investment were coming through to sequence investments coming through in communities most effectively. He noted that the work in terms of the investment plan looked to sequence investment so that the Council was not doubling back, and to apply the same approach to private development and registered social landlord (RSL) partners with a hope to maximise the impact within communities.

The Economic Development Manager reminded Members of the consultation that had taken place with AAPs and the feedback that had been received.

He noted that around 1,500 people had registered for the autumn AAP programme and there had been a significant range of comments and, when talking at AAPs as regards the approach to towns and villages, there had been strong support for the principles and useful commentary in terms of project opportunities people wished the Council to look at. He explained the feedback had been looked at and summaries given back to each of the AAPs and the priorities and requests would be built into the forward programme where possible.

The Committee were reminded that the report which was presented to Cabinet provided a breakdown of the £25 million programme and it was added that there were some well received projects, such as Digital High Street, looking to provide town centre wi-fi across all of the main centres within the county. The Economic Development Manager explained as regards the pilot programmes at Bishop Auckland and Stanley, both going live just prior to the pandemic. He added that while there was some perception that wi-fi was a threat to town centres moving forward, people would look to spend more time in town centres through social activities and the availability of town centre wi-fi helped in delivering accessibility.

It was noted that in terms of general retail, figures showed that consumers would price check while out shopping, and that the data gathered via wi-fi would help in terms of understanding footfall, peak times, and how people arrived, departed and moved around the town centres. The Economic Development Manager explained that data could help in respect of planning events, car parking provision as well as providing opportunities for businesses and developers. It was noted that the data would be anonymised and was compliant with legislation. It was added that if users did choose to log in, that would provide an additional level of profile in terms of the demographics of town centre users. The Economic Development Manager noted in the next month there would be the roll out of the next phase of the programme in Barnard Castle, Chester-le-Street and Seaham, with Durham City to follow after those areas. He added that within the investment programme, future dates had been identified in respect of the survey work to be undertaken in the other town centres. Members noted that as a part of Digital High Street there would be a package of support for town centre retailers to ensure they have the skills to maximise digital opportunities, from digital retail skills to basic IT competency.

The Economic Development Manager noted the Retail Hub proposal brought together a number of strands of support for retail, including training packages for retail; opportunities for test trade via markets or pop-up shops; or looking for other non-retail temporary uses for buildings to ensure active frontage and drive footfall. He noted neighbourhood retailing was something that had fallen outside of the scope of the main centre programme, although the Authority was aware of the important of local retail parades, an issue magnified over the last 12 months with people being prepared to shop more locally rather than the larger centres or out of town supermarkets.

He explained that the programme to be established would look to work with retailers for smaller scale improvement schemes, for example shop frontage works, property conversion and improving the adjacent environment, such as seating, neighbourhood parades and dedicated car parking.

Members were asked to note other large programmes included the green home fuel efficiency programmes, with allocations being provided by the Council against which the Authority had drawn down Government grants, providing an effective, targeted programme to address low performing properties countywide.

The Economic Development Manager noted that communications and marketing would be used to help provide reassurance to local residents about what was happening in their area as well as providing information for external investors about what opportunities there were and how communities were changing. Members were asked to note some of the logos and icons that would be appearing in publications going forward.

The Economic Development Manager noted the next steps would include discussions with partners, Councillors and AAP Chairs at a meeting of the County Durham Partnership Forum. He added there would then be further dialogue with AAPs as regards identifying local priorities, to be looked at ongoing on a twice yearly basis.

The Chair thanked the Economic Development Manager and asked for Members comments and questions on the report and presentation.

Councillor F Tinsley thanked the Officer for his comprehensive presentation and noted that the project was first conceived by the lead political group around five years ago, recognising the significant investment in County Durham and being cognisant of “taking everyone with us”, with a need to reach into communities across the county. He noted the investments in main centres was important, such as Durham City, and added that it was also important to push regeneration down. He noted that figures showed that 47 percent of the population lived in areas that were in the top 30 percent in respect of deprivation in England. He added there was a need to support those people and he noted the programme was unashamedly about going into those poorer communities. He noted examples of deprivation within the county and added that it was important to ensure that money and investment was spread across the county to reflect that. He continued that a good example was housing, with a new boom of 5,500 new houses allocated within the CDP. He noted that the previous boom had been around the years 1880 to 1920 when a lot of the pit rows had been created, those properties coming to the end of their life and with those areas being in need of investment and regeneration. He commented that private residential tenancies needed to be managed, with selectively licensing being an important way of achieving that aim. He reiterated that the programme was about need, levelling up across County Durham and, alongside investment in main centres, looked to invest in local communities.

Councillor F Tinsley noted that he felt no need to apologise to those that might say investment should be “equally spread”, as he felt while all should have a fair chance to access funding, it should be allocated in terms of need and that was why he felt the programme was the right thing to do.

Councillor M Wilkes noted he had not wished to be political, however, he explained that the project had not been formulated by the lead group, rather he submitted the original motion demanding a town and villages reserve, with he and his colleagues repeatedly mentioning the need for such a reserve since 2008 as there had been no funding for the areas outside of the main town centres and villages. He therefore was delighted in terms of the funding however it had come about as a result of pressure on the issue from himself and others. Councillor M Wilkes noted that there had been a two-year period where both Labour and opposition Councillors had been waiting for the original 21 schemes to be scoped so that works could start. He added that the programme now had some of those original schemes allocated to next year, with new schemes now appearing in August and September of the current year. Councillor M Wilkes noted this was disappointing for those that had been raising the issue for the last decade and had tried to get projects in their areas scoped for the last two years.

Councillor M Wilkes noted within the programme there was the neighbourhood retail improvements block and explained he had raised the issue with the Portfolio Holder at Cabinet and had not received an answer to his question in respect of what scoping had been undertaken. He noted it was not possible to put forward an exact figure of £582,000 for the scheme for the financial year without knowing what would be done in terms of those schemes. He added that two and a half years later he still did not have any information in respect of the scoping of the original schemes and noted he did not know how long it would be before he would be able to find out. He noted he felt it was completely unacceptable to have waited that long and to continue to wait, not knowing how much money had been allocated to schemes, in particular the one important scheme in his area relating to Framwellgate Moor Front Street. He reiterated that he felt that it was unacceptable for those Councillors, from all groups, who had sat patiently for two years to see schemes in their areas put back while new schemes elsewhere were brought forward to the front of the queue. He asked how the specific figure of £582,000 was calculated for the upcoming financial year, divided among 21 schemes, without having scoped anything.

The Economic Development Manager noted the Neighbourhood Retail Improvement Programme development phase over the last two years, recognising that over the last twelve months that there had been a much reduced opportunity for engagement in developing those schemes. He added that many of those within the teams that support town centres had been supporting the work in relation to COVID-19 recovery work with retailers, supporting over 700 retailers across the county, with some in-depth work with around 400 of those.

He explained that development work for the programme set out Neighbourhood Retail Improvement Budget across the three years of the towns and villages work, identifying the settlements to be scoped as part of that work and budgets year-on-year. He noted that the budget was not for one year divided by the number of schemes that year, rather it was a budget across three years with schemes starting at different phases within a year, some schemes being smaller and with some larger that could run across multiple years. He explained this made it difficult, until there was a detailed plan of what was coming forward, to be able say what the individual investment in centres would be.

The Economic Development Manager noted that, while there had been constraints in the last year in terms of programming scoping and design work, there had been some developments that had come forward and therefore some COVID-19 response monies had been utilised, for example at Framwellgate Moor in terms of Government cycling investment money, dedicated cycle routeways had gone in and from this the Authority would look to incorporate a range of improvements that would enhance and reflect the investment that had been made in recent times.

Mrs R Morris asked as regards the discrepancy in the totals for each of the partnerships, and for clarification on the criteria used, for example deprivation, digitalisation or something else.

Councillor R Bell noted the global figure of £750 million within the Cabinet report, broken down by AAP area, ranging from £219 million in East Durham to £1.3 million in Teesdale and asked if the £750 million figure and the AAP-wide figures from the Cabinet paper could be broken down so that the amounts could be understood in terms of what was Council investment and what was private investment. He noted that in order to arrive at a total one must know what the breakdown was and gave an analogy in terms of an AAP project, where any contributions or match funding by local Members would be clearly set out. He reiterated Members needed to see those figures broken down in order to establish whether funds were being allocated fairly and in order to see where funding was being allocated to. Councillor R Bell noted the slide referring to the AAP events and feedback and noted feedback from Teesdale or any of the AAP Boards did not appear to be included and asked for reassurance that feedback from the AAP Boards and Local Councillors would be listened to in terms of local priorities.

The Economic Development Manager noted, in response to the question from Mr R Morris, that the £750 million figure came from the investment mapping process undertaken in preparation of the report to Cabinet. He added that piece of work was ongoing, and schemes were fed in as they gained approval, either planning approval or private schemes that came forward. He gave an example of looking at the Derwent Valley AAP area, showing around £6.8 million within the investment plan, when looking at the other approved regeneration spend in programme anticipated to come forward over the next couple of years, that would be closer to £78 million of investment in new facilities across the area.

He noted that if you added the approximate 2,050 new homes to be developed in the area, being quantified as investment in Place, then that would represent a further investment of £200 million. The Economic Development Manager noted that the £750 million was a conservative estimate of the improvements across the county and he explained that going forward there would be further work building upon that investment planning process and there would be better oversight of all the investment coming into communities.

He added that, in response to Councillor R Bell, as the investment planning work was developed it would be shared with work ongoing to have it correctly mapped via the Council's GIS system, similar to the town centre survey work that had been undertaken so that people could see what was happening in their area. The Economic Development Manager explained that the slide referring to AAP feedback summarised against a number of headings and he accepted that broader comments had been made and added that additional comments had been received from AAP Boards after the summary. He reiterated following the Committee meeting he would be attending a meeting of the County Durham Partnership Forum where he would be talking further with the AAP Chairs as regards the opportunities through the Town and Villages Programme for each of the AAPs and how he would support them through that process in the coming months.

Councillor A Shield thanked the Economic Development Manager, noting his comprehensive explanation, and adding that had appeared to be missing from the initial report. He noted that he had raised his concerns at Cabinet as regards the rationale of the investment and had been unconvinced by the response from the Portfolio Holder. Councillor A Shield noted he had attempted his own analysis to see whether it had been done on a demographic basis or indices of multiple deprivation. He acknowledged that the Derwent Valley and North West Durham were not closely aligned to the A19 or A1 corridors, nor did they have a benefactor such as Bishop Auckland had in Jonathan Ruffer, and therefore there was a greater need for private investment and investment from the County Council. He referred to a meeting he had with the Corporate Director and Head of Service as regards the figures and added that while the Economic Development Manager had explained that there was additional investment in terms of £78 million and potentially a further £200 million, he would wish to see the investments properly scoped to see exactly where the investment was coming from, whether it was much needed private investment or a combination. Councillor A Shield noted he looked forward to further discussions with the relevant Officers in the future to determine, and correctly communicate across the wider public domain, information as regards the Derwent Valley. He concluded by noting that the people of the Derwent Valley were quite clearly not happy receiving £147 per head of population from this level of investment.

Councillor L Maddison thanked the Economic Development Manager for his presentation and noted the importance of the Digital High Street in relation to the economy.

She asked as regards town centre wi-fi and what the criteria was in terms of the roll out of wi-fi across the county, as she felt it was important for all areas to benefit from it, and what issues would prevent taking forward the roll out at a pace.

The Economic Development Manager noted the concerns raised by Councillor A Shield and was aware of the discussions he had referred to and noted the further level of detail would be provided going forward. He added that ongoing engagement with AAPs would make it clear as regards the levels of investment in their area. In response to Councillor L Maddison, the Economic Development Manager noted that in terms of Digital High Street, opportunities to tie-in with other opportunities or programmes of physical works would be looked at and it was hoped to be rolled out by the end of 2022. He reiterated that next month would see roll out at Barnard Castle, Chester-le-Street and Seaham, with Durham City to follow in the summer subject to issues relating to wayleaves and heritage buildings, with development of the next phase of schemes to follow. He referred to the demolition works that had commenced in Councillor L Maddison's area and noted there was a need to be mindful of issues, such as line of sight for the wi-fi signal repeaters, in respect of new developments coming forward prior to a system being installed to help prevent any blackspots in the coverage. He reiterated it was hoped to have town centre wi-fi coverage by the end of 2022 and that it would also help provide real-time information as regards town centre use and that it would provide an opportunity to do further work in relation to Digital High Street, such as local apps working with independent businesses to help encourage shop local schemes and other additional benefits.

Councillor E Adam noted the comments from Councillor M Wilkes and noted it was easy to criticise rather than scrutinise, and added he welcomed the level of investment the Council was making especially during the time of COVID-19. Councillor E Adam noted he felt most of the works and investment was in Council owned Town Centres and asked about privately owned ones, noting Newton Aycliffe as an example, asking how much discussion will take place with the owner, Freshwater, what level of investment was expected from a privately owned company, and whether the Council was investing a significant amount in Newton Aycliffe town centre.

Councillor P Sexton explained he gave little kudos to AAP consultation as he felt they did not have the reach in terms of mainstream residents, adding he did not know that he had an AAP five years ago, prior to becoming a Councillor. He noted some people would be drawn to political meetings and some would not, however, people did care about their communities. He added that local Councillors and other organisations had far greater reach and therefore he would hope that in future any consultation would be widened beyond the AAPs. Councillor P Sexton noted project methodology was the area in which he had worked during his career and explained that a project could not be delivered, and would have red flags raised, if there was not a settled scope, both costed and resourced and with an associated timeline.

He added he felt it was being done the wrong way around, reiterating that the scope was key and noted that until there was a settled scope the rest was incidental. He referred to a meeting of the Committee in 2017 where the Plan for Chester-le-Street had been discussed, with wi-fi having been mentioned and that to date had still not been delivered. He asked as regards when would there be a detailed settled scope, so that Members could be assured as regards the plans that followed could be monitored.

Councillor D Hall noted he felt it was fantastic to be able to discuss the work in relation to such an amazing investment programme after years of austerity, with over £250 million cut from Government grants, not including the European funding that would be lost, and with over 1,000 staff lost from the Council over the years. He added that other Councils nationally, even prior to the pandemic, had been facing bankruptcy and in was positive that Durham County Council had been able to invest. He noted Councillors rightfully should be championing their areas, however, he felt it was important to reflect and give credit to the Council and all the staff working hard on the programme as well as investment in areas such as schools, town centres, leisure centres amongst others. He asked whether there was the necessary staffing resource in place to be able to carry out all of the scoping work, noting the county was large and had many different types of areas with different demands, such as large rural areas and whether there would be the ability to recruit additional staff, even if only temporarily, in order to carry out the scoping work.

Councillor M Wilkes left the meeting at 11.11 am

The Economic Development Manager noted the Council owned very little in terms of town centres, with most being in multiple private ownership. He added Newton Aycliffe and Peterlee were “new towns” and slightly different in terms of ownership. He noted monies were not ringfenced in terms of ownership. He added there was regular dialogue with Freshwater as regards their investment plans, with the MP in addition recently, as they would tie-in with the Council’s significant investment for example in the co-location of the library. He also noted opportunities to provide support for tenants in respect of long-term leases in Newton Aycliffe and the retail hub support would be available to businesses in Newton Aycliffe.

In reference to the comments and questions from Councillor P Sexton, the Economic Development Manager noted that his recollection of the AAP consultation sessions was that a significant number of online messages that had been received through that consultation vehicle were from people that had not engaged with the AAPs previously. He noted that the anonymised chat function appeared to be something people were quite comfortable with, adding people may have been hesitant to ask a question at a more traditional meeting.

The Economic Development Manager noted that in respect of any consultation, there could always be more, and he noted that the necessity of having to carry out virtual consultations had been something Officers initially had concerns about, however, there had been a good level of response and Officers were now looking at traditional and virtual methods to continue that high level of engagement with residents and businesses at a local level.

The Economic Development Manager noted that building the programme was something that continued and, in reference to the question from Councillor P Sexton in relation to scope, there was scope and parameters for what the Council were trying to achieve under the different investment strands and projects. He noted the mapping exercise that was carried out in the background to identify what had already been spent in those areas and to best identify how and when to invest. He added that there were some projects where there was a defined budget, either against costed items or a contribution against other budgets that have already been identified for a place. He noted that for other projects there would be a budget profile, a total figure for a strand of work, and the work to be carried out with the AAPs was about how to implement projects against that. He added that, as with all project management, if there were other funding opportunities, contributions, or a better way of doing something then the programme would be flexed in order to maximise what could be delivered through that programme. He noted it had been agreed that AAPs would be the prime vehicle by which to talk about issues within each locality.

The Economic Development Manager welcomed the comments from Councillor D Hall and noted that in terms of staffing, that Members would be able to see that the programme was not simply a regeneration programme. He added the delivery of an additional £25 million would have been overwhelming if solely for his Team to deliver, however, the town and villages programme drew on most areas within the Regeneration, Economy and Growth directorate, with significant contributions from colleagues within Neighbourhoods and Climate Change and therefore the burden for delivery, for identification and scoping was shared across those areas. He added that moving forward there was comfort in having the resource to do so, together with regular contact with the Corporate Director and senior Members so that any issues in terms of capacity could be raised at an early stage.

Councillor P Sexton noted he was not dismissing the AAPs, rather he would note there were broader avenues that could be looked at. He asked as regards when a scoping plan would be available and when Chester-le-Street wi-fi would be rolled out.

The Economic Development Manager noted in respect of the scoping plan, he had indicated that there would be the two sessions with AAPs in identifying the plan for how the programme would be rolled out at a local level. He added that would be this year. He reiterated that the next full phase of wi-fi delivery included Chester-le-Street and it was hoped it would begin next month.

He added the contractor for the delivery of town centre wi-fi had furloughed staff last year adding to delays. He noted that prior to the pandemic there had been a change to the specification, as technology upgraded, and there had been a pause in order to ensure data collection was compliant with regulations. He noted he appreciated that discussions had been ongoing for some time, however, the process had led to a better system, relying on fewer access points and with better reliability and he hoped that shortly Councillor P Sexton and users of Chester-le-Street town centre would be benefiting from free town centre wi-fi.

Resolved:

- (i) That the information provided in the presentation and report be noted.
- (ii) That the Economy and Enterprise Overview and Scrutiny Committee receives a further update on the progress of the programme as part of its 2021/22 Work Programme.

Councillors A Bainbridge and A Shield left the meeting at 11.16 am

8 Overview and Scrutiny response to the Minerals and Waste Development Plan Document and the Parking and Accessibility Supplementary Planning Document

The Chair asked the Overview and Scrutiny Officer, Diane Close to give details on the report relating to Overview and Scrutiny response to the Minerals and Waste Development Plan Document and the Parking and Accessibility Supplementary Planning Document (for copy see file of minutes).

The Overview and Scrutiny Officer thanked the Chair and reminded Members the consultation in relation to the Minerals and Waste Development Plan Document and the Parking and Accessibility Supplementary Planning Document closed 26 February 2021 and that Committee Members had received a briefing document in January in relation to the documents and responses had been requested by 29 January to feed into the consultation. She highlighted points relating to the Minerals and Waste Development Plan Document were set out at paragraph 17 onwards, and paragraph 21 onwards in respect of the Parking and Accessibility Supplementary Planning Document. She explained that Members comments received were set out within the report and that some Members had responded to say that they felt it appropriate for the Committee to receive and comment on the draft plans during the second consultation stage planned for June/July.

Councillor F Tinsley referred to the Parking and Accessibility Supplementary Planning Document, noting it was a very good document, however, he felt it had an omission in terms of electric vehicle charging point standards.

He noted there was information relating to new housing, however, he added that 40 percent of houses in County Durham were existing terraced properties and therefore, he felt, the document should provide a statement on how the Council would proactively and flexibly approach retrofitting electric vehicle charging points for those more difficult properties. The Overview and Scrutiny Officer noted the comments to be included in the response from the Committee. The Spatial Policy Team Leader, Peter Ollivere noted the comments and added Officers were looking at guidance on those matters, such as licences for cables, and therefore the guidance would be cross-referenced.

Resolved:

- (i) That the information provided in the report be noted.
- (ii) That the proposed response of the Economy and Enterprise Overview and Scrutiny Committee, which will be fed into the ongoing consultation process, be agreed.
- (iii) That Members of the Economy and Enterprise Overview and Scrutiny Committee and the Environment and Sustainable Communities Overview and Scrutiny Committee be included in future consultation stages in relation to both documents.

9 Quarter Two 2020/21 - Revenue and Capital Outturn

The Chair introduced the Finance Manager, Resources and Regeneration, Ian Herberson to speak to Members in relation to the Quarter Two Forecast of Revenue and Capital Outturn 2020/21 (for copy see file of minutes).

The Finance Manager referred Members to the information relating to Quarter Two 2020/21 with the service reporting a forecast underspend of approximately £1.032 million, against a revised budget of £53.449 million. He explained paragraph four of the report noted a forecast of COVID-19 related expenditure of £20.035 million, offset by COVID-19 related savings of £5.148 million with more detail being set out from paragraph 13 of the report.

As regards the Capital Programme, the Finance Manager explained that the lockdown had impacted upon the delivery of capital schemes, with the revised capital budget being £74.017 million with expenditure to 31 August of £22.626 million, marginally below the expected spend. Members were informed that detailed commentary as regards the revenue and capital budgets were set out within the appendices to the report.

Resolved:

That the report be noted.

10 Quarter Two 2020/21 - Performance Management Report

The Chair thanked the Strategy Team Leader, Gemma Wilkinson who was in attendance to speak to Members in relation to the Quarter Two, 2020/21 Performance Management Report (for copy see file of minutes).

The Strategy Team Leader noted the background in terms of COVID-19 and the emergency response to the pandemic since March 2020. She noted the report followed the usual format and followed the Council vision in terms of areas relevant to the Committee, namely: create more and better jobs, and support communities to be well connected. She noted the Corporate Director had updated the Committee on the impact of COVID-19 on business, culture and tourism within her presentation.

Within “more and better jobs” it was noted, in reference to the key question “do residents have good job prospects”, the Strategy Team Leader noted that there had been an increase in the claimant count, with a significant increase in those aged 16-24. Members noted around one third of those eligible under the Government scheme had been furloughed, though it was added that the latest Office of National Statistics (ONS) data suggested this had reduced to 15 percent. She added 150 jobs had been created at the new Morrisons at Dalton Park, with 1,000 permanent and 1,500 seasonal jobs created at the Amazon fulfilment centre at Integra 61, Bowburn.

In relation to the key question, “is County Durham a good place to do business”, it was noted that the 2020 town centre surveys were carried out during July/August after the national lockdown was lifted and it reported on the number of vacant units as well as how many appeared to remain closed due to the COVID-19 pandemic. It was added that the highest percentage of vacant units was at Spennymoor, mainly due to the re-development of Festival Walk and that the smaller towns showed lower levels of closures. The Strategy Team Leader explained that as a result of lockdown, many festivals and cultural events had been rescheduled or reorganised as online events where possible. Councillors noted an increase in terms of homeless presentations, with the main reasons being: financial difficulty; families no longer willing to accommodate; and non-violent relationship breakdown.

The Chair thanked the Strategy Team Leader and added that the doubling of the number of businesses engaged with by Business Durham was very good.

Councillor J Atkinson asked as regards the vacancy figures relating to Newton Aycliffe and asked if it was linked to higher rents or was due to other reasons. The Strategy Team Leader noted she would speak to colleagues and come back to Members with a response.

Resolved:

That the Economy and Enterprise Overview and Scrutiny Committee notes 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.

**Economy and Enterprise Overview and
Scrutiny Committee**

25 March 2021

**DurhamWorks Programme – Youth
Employment Initiative**



**Report of John Pearce, Corporate Director of Children and Young
People's Services**

Electoral division(s) affected:

Countywide

Purpose of the Report

- 1 To provide members of the Economy and Enterprise Overview and Scrutiny Committee with an update on the DurhamWorks Programme - Youth Employment Initiative, prior to a presentation by Linda Bailey, Strategic Lead, Progression and Learning, Children and Young People's Services.

Executive Summary

- 2 The Economy and Enterprise Overview and Scrutiny Committee receives regular updates on the progress of the DurhamWorks Programme, the most recent of which took place on 21 February 2020.
- 3 Linda Bailey; Strategic Lead: Progression and Learning will attend the meeting on 25 March 2021 to deliver a presentation that will focus on:
 - Impact of COVID-19
 - DurhamWorks Performance
 - Programme Evaluation
 - DurhamWorks Grant / Employer Engagement
 - Marketing and Communications
 - New Funded Programmes / Opportunities

A copy of the presentation is attached as Appendix 2.

Recommendations

- 4 Members are asked to note and comment upon the information provided within the report and during the presentation.
- 5 That the Economy and Enterprise Overview and Scrutiny Committee includes a further progress report on the DurhamWorks Programme in its 2021/22 work programme.

Background

- 6 DurhamWorks is a Durham County Council led partnership programme that supports young people aged 16-24 who are NEET (Not in Education, Employment or Training) / unemployed. The Programme commenced in 2016 and it is funded through the Youth Employment Initiative / ESF.
- 7 The total funding allocated to support unemployed young people in County Durham was originally £17m, with an anticipated end date for the Programme of July 2018. However, in recognition of the proficient manner in which DurhamWorks was being delivered, the Department for Work and Pensions (the Managing Authority for the European Social Fund in the United Kingdom) allocated an additional £12m of funding and extended the Programme until July 2021. A request has recently been approved by the Department for Work and Pensions to extend the timeframe for utilising this funding until the end of December 2021.
- 8 Therefore, the total amount of funding allocated to County Durham through this Youth Employment Initiative / ESF funding is £29.04m, which consists of £21.7m Youth Employment Initiative / ESF, £4.7m Durham County Council match funding, as well as £2.6m match funding from external Delivery Partners. This will result in over 9,000 young people who are NEET receiving support by the time the current Programme ends.
- 9 DurhamWorks is delivered by Durham County Council staff, in conjunction with Delivery Partner and Subcontractor organisations. The DurhamWorks model encompasses a young person-centred approach which enables them to access one-to-one individualised support, engage in a range of activities in order to develop their confidence, resilience and broader skills, as well as access opportunities to enable them to progress into the labour market. There is a strong focus on creating employment based opportunities for young people and, to this end, a DurhamWorks Grant is available for

employers, to support with the costs associated with employing a young person.

Impact of COVID-19 Pandemic

- 10 The COVID-19 pandemic has had a significant impact on delivery of the DurhamWorks Programme. This resulted in face-to-face work with young people being suspended, with elements of support and learning activity being provided remotely through online platforms where it has been feasible to do so, in accordance with Government guidance. A priority has been to ensure that young people who are being supported by DurhamWorks have access to digital technology to enable them to access support and learning.
- 11 Following the publication of Government guidance ('Roadmap out of Lockdown') on 23rd February 2021, permission was granted to resume face to face activity from 8th March in a controlled and measured manner.
- 12 The COVID-19 pandemic has had a disproportionate negative economic impact on young people, as demonstrated by an increase in the number and proportion of young people who are NEET / unemployed in County Durham during recent months. In response to this, DurhamWorks has been collaborating very closely with the Department for Work and Pensions to implement national initiatives across County Durham. These include:
 - Kickstart – this is a Government programme to provide six month job placements for unemployed 16-24 year olds who are in receipt of Universal Credit. DurhamWorks has established a 'gateway' to enable employers to recruit young people. Young people will be provided with in-work support whilst undertaking their job placement.
 - Employment Hubs – are spaces that will provide a range of employment and skills support services to young people in a welcoming environment, in order to support them into employment. Partners who will provide services to young people include: DurhamWorks, Jobcentre Plus, National Careers Service, local Further Education Colleges, Apprenticeship and other learning providers. Employment Hubs are being established in Stanley, Peterlee and Bishop Auckland.
 - Intensive Support – is a programme for young people who have recently become unemployed. This consists of guided coaching / mentoring / learning over an initial two week period. There is initial one-to-one engagement in order to assess the young person's job

ready status, as well as their motivation and confidence levels regarding a return to work. This is currently a digital offer, which is being delivered by Citizens Advice County Durham, who are a DurhamWorks Delivery Partner.

DurhamWorks Programme Performance

- 13 The suspension of face-to-face activity as a result of the COVID-19 pandemic (see paragraph 10) has affected DurhamWorks performance. Therefore, a Project Change Request (PCR) has been submitted to the Department for Work and Pensions to reflect a reduced number of young people who are being supported and are progressing into a positive destination. The latest verified data (December 2020) shows that since the Programme commenced in 2016:
- 8,209 young people have been supported by DurhamWorks (against a revised Programme target of 9,303 following PCR submission).
 - 4,819 young people have completed the Programme (against a revised Programme target of 7,739 following PCR submission)
 - Of those who have completed, 4,156 have progressed into education, employment and training / obtained a qualification on completion of the Programme (against a revised Programme target of 5,689 following PCR submission).

Programme Evaluation

- 14 Evaluation of DurhamWorks has taken place across two phases. Phase one evaluation (as outlined in the report of 26th June 2018) focussed on all elements of the DurhamWorks Programme, with particular emphasis on the type and level of support that young people were receiving. The second phase of evaluation commenced in March 2020 and is focusing on the following priorities (as outlined in the report of 21 February 2020):
- Achieve an understanding of the effectiveness of support provided to young people by comparing the experiences of those who are currently engaged in the Programme with those who have completed and progressed.
 - Research whether DurhamWorks activities have increased employment opportunities for young people and led to an improvement in the perceptions of young people by employers.

- Re-run the Social Return on Investment model, with the addition of distance travelled data that was not included in the original model, to reflect the Programme's value towards the end.
- 15 The evaluation activities have been impacted by the COVID 19 pandemic and, as a result, timescales have been revised in order to ensure that this important activity can be completed. The interim evaluation report is due to be completed in March 2021, which will enable any initial recommendations to be implemented as soon as possible. The final evaluation report will be produced in November 2021, prior to the Programme finishing in December 2021.

DurhamWorks Grant / Employer Engagement

- 16 Since the Programme commenced, a grant has been available to SME employers, to support the creation of employment opportunities for young people who are supported by DurhamWorks. This was originally a twelve month grant but the time frame for grant support has subsequently been reduced as the end date of the Programme approaches.
- 17 The current grant award is worth up to £2,000 for a four month period and can support up to 50% of the young person's salary costs, providing the employer contributes at least £500 towards the salary of the young person. The job opportunity must be for at least 30 contracted hours per week and have some form of training / learning attached to it. This grant will be available until the end of April 2021 and reflects the end date for the Programme.
- 18 Durham County Council has administered the DurhamWorks Grant during the extension of the Programme, having taken over responsibility from County Durham Community Foundation. The total number of grants awarded since the Programme commenced is 568.
- 19 Developing employment based opportunities for young people is a key feature of DurhamWorks and will have even greater prominence as the economy slowly reopens from the current period of COVID-19 related lockdown. To support this activity, a new Employer Engagement team has been formed whose role is to work with Jobcentre Plus to establish and develop the Employment Hubs (see paragraph 12), support young people to obtain Kickstart job placements (see paragraph 12), as well as develop more employment and apprenticeship opportunities for young people.
- 20 The Programme procured new employment sector routeway delivery in March 2020. However, this was immediately affected by the first period national lockdown as a result of the COVID-19 pandemic.

Employment sector routeways are short programmes which provide young people with an understanding of employment in a particular industry, leading to employment outcomes.

- 21 As the initial period of national lockdown eased during the summer and autumn, there was some delivery in some employment sector routeways, namely: construction, hospitality, ICT and warehousing. This involved a mixture of online and face to face learning. However, as a result of subsequent periods of national lockdown, progressions into employment and training have been severely impacted.
- 22 New procurements are currently in the planning stages including delivery in the sectors outlined in paragraph 21, as well as administration, retail and sales, farming and agriculture, horticulture and gardening, counter service and food preparation, security and sustainability and carbon reduction. These will all start delivery from June 2021 onwards, providing a diverse range of opportunities for young people who are supported by DurhamWorks.

Marketing and Communications

- 23 The routes which DurhamWorks uses to promote the Programme have continued to develop. In addition to press, radio and bus advertising, considerable use is made of the DurhamWorks Facebook page and website. The latter has an online chat facility which enables young people to ask questions about the help they can get from the Programme. The Facebook page is updated regularly with information about employment vacancies and learning provision etc.
- 24 During the COVID-19 pandemic, information about mental health and wellbeing support, healthy lifestyles and keeping active has been promoted. Staff from across the Programme have created video blogs (vlogs) to share information about the support they can offer and Delivery Partners have shared videos about their own DurhamWorks delivery.
- 25 DurhamWorks has a LinkedIn page and this is used to promote the Programme to employers, including the DurhamWorks grant (see paragraphs 16 – 18). Relationships have been strengthened with the Federation of Small Businesses and the North East of England Chamber of Commerce, involving attending meetings and events, as well as sharing LinkedIn and Facebook posts.
- 26 The Programme has received wider attention with DurhamWorks videos being shared at a national conference in February 2021 (Employment Support Sector: Rising to the Youth Employment

Challenge) that was organised by the Employment Related Services Association (ERSA).

New Funded Programmes / Opportunities

- 27 The current Youth Employment Initiative / ESF funding for the DurhamWorks Programme is available until December 2021. However, new European funded programmes (DurhamDirections and DurhamEnable) have recently commenced and the Department for Work and Pensions has recently opened a call for projects in Youth Employment Initiative / ESF areas.
- 28 An application for ESF funding (under investment priority 1.2) to develop and continue support for young people through DurhamWorks has also recently been approved by the Department for Work and Pensions. The total amount of funding secured is for £10m to support 6,300 young people aged 15-24 in County Durham.
- 29 This consists of a preventative element that will support 2,700 young people aged 15-16 who are identified as being at risk of becoming NEET (through a new DurhamWorks Programme for Schools), as well as a re-engagement element to support 3,600 young people aged 16-24 who are NEET. The Programme will be delivered in conjunction with a number of Delivery Partners
- 30 In terms of timescales, the preventative element is being delivered from 1st August 2020 until 31st December 2023. The re-engagement element will commence from 1st January 2022 until 31st December 2023, following the end date of current Youth Employment Initiative / ESF funding on 31st December 2021.
- 31 An application for new ESF funding (under investment priority 1.4) to establish a Supported Employment Service across County Durham has also recently been approved by the Department for Work and Pensions. DurhamEnable is a £3.6m service that will support over 900 individuals who are aged 18 and above and have learning, physical and mental health barriers to employment. Individuals who meet the eligibility criteria for the service will receive support from a DurhamEnable Key Worker. This funding is available until 31st December 2023.
- 32 The Department for Work and Pensions has also opened a call to run a project to help support young people and respond to the economic impact of COVID-19 in the Youth Employment Initiative / LEP areas, including County Durham. Actions in this priority will help to re-engage marginalised young people who are NEET, with a focus on specific vulnerable groups of young people.

- 33 £3.0m Youth Employment Initiative / ESF funding has been allocated to County Durham through this open call, to be utilised by December 2023. However, it is a competitive process and there are no guarantees at this stage that DurhamWorks will be successful in securing this additional funding.
- 34 A bid for £5.0m funding has been submitted to the Youth Futures Foundation, in order to support young people aged 14 to 24 to progress into employment and training. The focus is to support young people in specific groups who experience extreme labour market disadvantage. This includes young people who: have received Children's Social Care Interventions, have received SEN Support, have experienced exclusions from education, and / or attended Alternative Education provision. If the application for funding is successful, the project aims to provide intensive support to develop motivation, confidence and work ready skills, alongside creating a range of employment opportunities.
- 35 Although the new European funding is very positive, it is important to highlight that the level of support available to young people who are NEET / unemployed will reduce from December 2021 onwards when the current Youth Employment Initiative / ESF funding ends. Efforts are continuing to attract further funding to support this area of important work, especially at a time when the future employment prospects of young people are being disproportionately impacted by the COVID-19 pandemic.

Conclusion

- 36 This report has outlined the significant impact that the COVID-19 pandemic has had on the Programme, with all face to face delivery being suspended during periods of national lockdown. However, elements of support and learning activity have been provided remotely through online platforms.
- 37 Permission has been granted to resume face to face activity from 8th March in a controlled and measured manner, which will coincide with an increase in marketing activity as well as the procurement of additional employment sector routeways for young people. The aim is to create a vibrant employment offer during the remaining months of the Programme supported by the creation of a new Employer Engagement team, who will collaborate with Jobcentre Plus on the development of Employment Hubs, support young people to obtain Kickstart job placements, and create new job and apprenticeship opportunities.

Background papers

- None

Other useful documents

- None

Contact: Linda BaileyTel: 01325 375940

Appendix 1: Implications

Legal Implications

Not applicable

Finance

Not applicable

Consultation

Not applicable

Equality and Diversity / Public Sector Equality Duty

Not applicable

Human Rights

Not applicable

Climate Change

Not applicable

Crime and Disorder

Not applicable

Staffing

Not applicable

Accommodation

Not applicable

Risk

Not applicable

Procurement

Not applicable

DurhamWorks

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Linda Bailey
Strategic Lead for Progression and Learning
Durham County Council



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DurhamWorks - Youth Employment Initiative

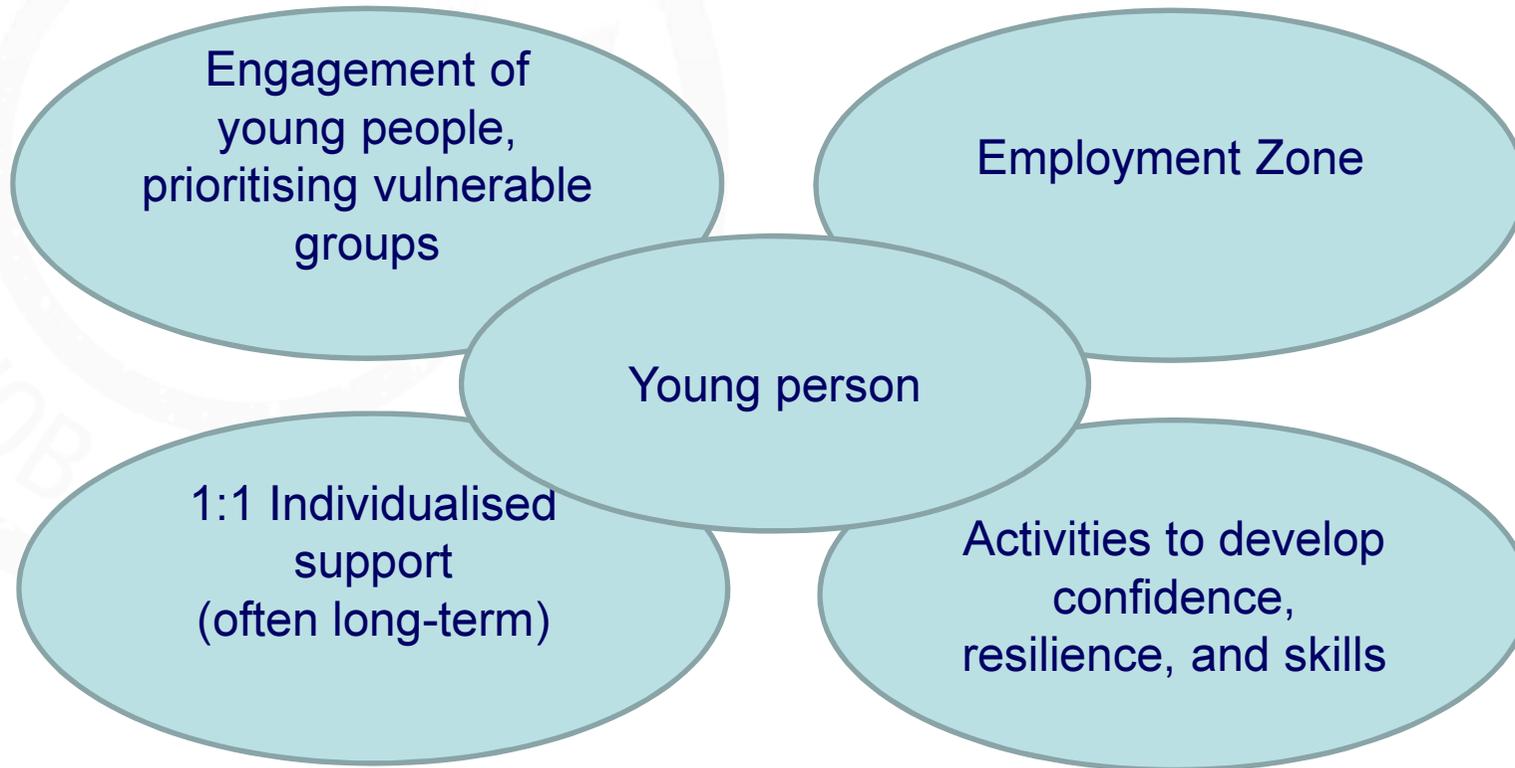
- £29m (£21.7m YEI / ESF, £4.7m Durham County Council match funding, £2.6m match funding from external Delivery Partners).
- Target: 9,303 young people aged 16 to 24 who are NEET/ unemployed and resident in County Durham.
- Partnership between Durham County Council and a wide range of Partners.
- Delivery in local communities
- Programme due to end December 2021
- New routeways in a range of employment sectors planned.



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The DurhamWorks Model



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DurhamWorks Delivery Partners



County Durham



FOUNDATION OF LIGHT

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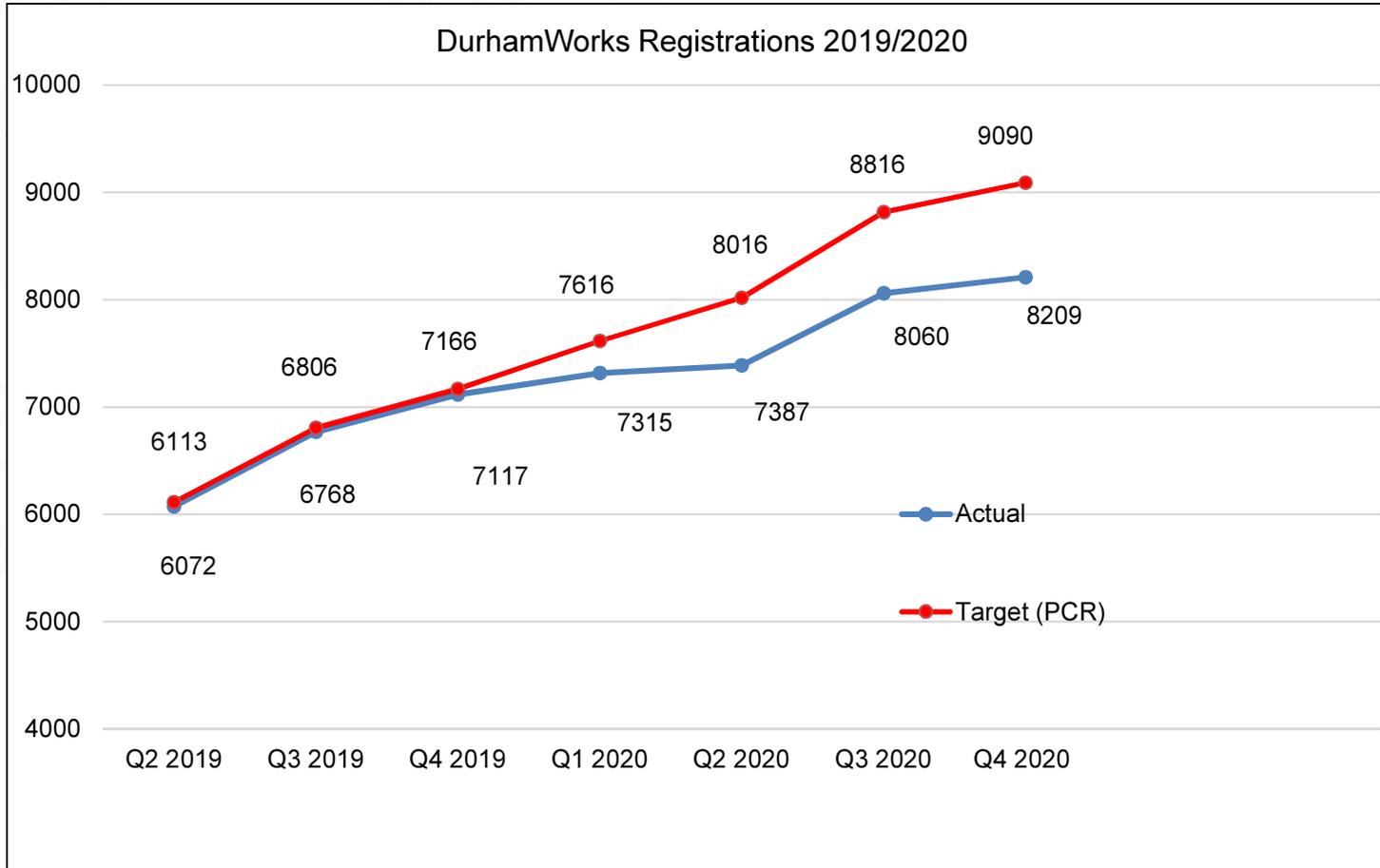


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Impact of COVID-19: Performance

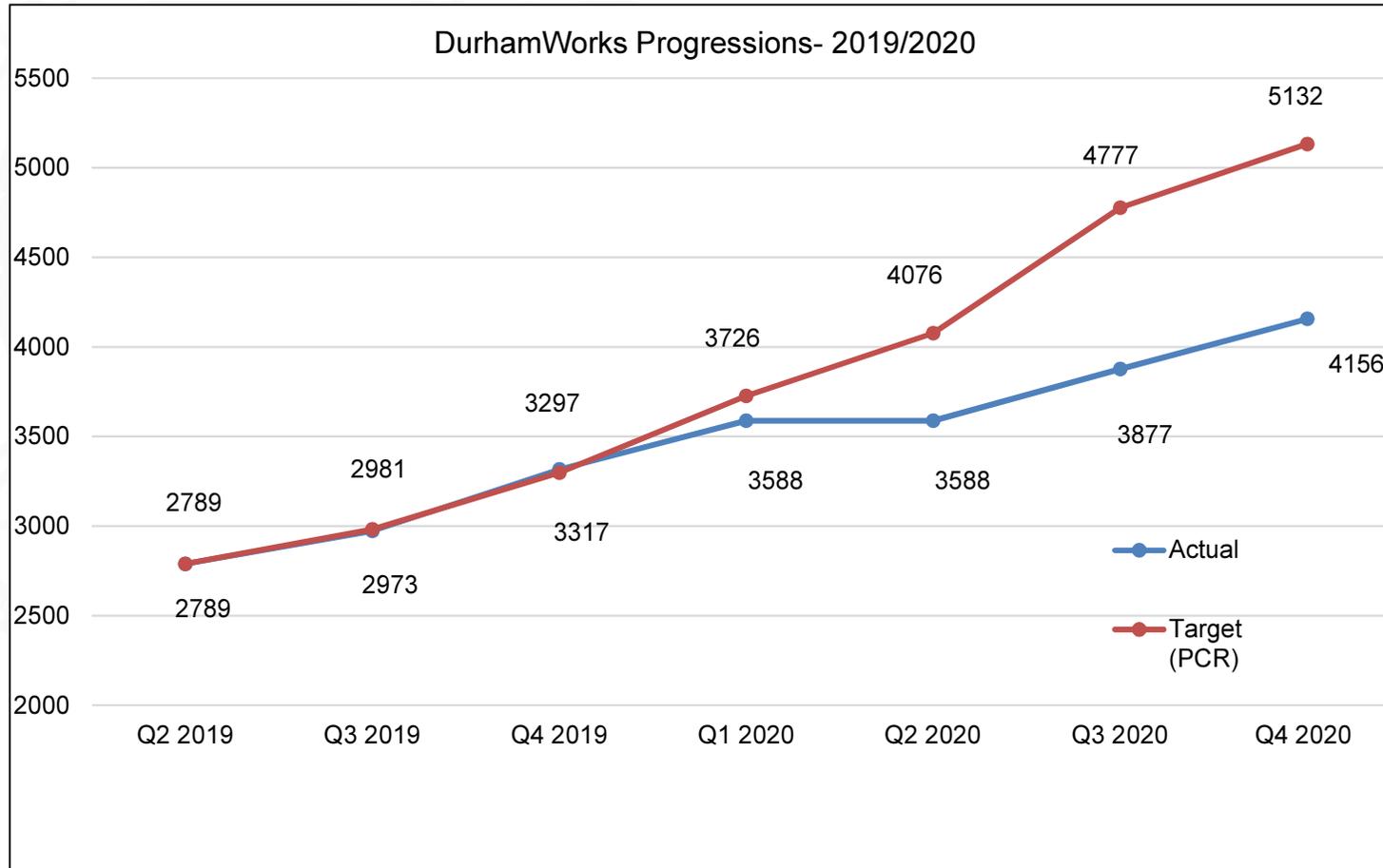


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Impact of COVID-19: Performance



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Impact of COVID-19: Performance

- A Project Change Request (PCR) has been submitted to DWP to reflect a reduced number of young people who are being supported and are progressing into a positive destination.

Programme Targets

DurhamWorks	Original Target	Revised Target (PCR submission)
Registrations	9,930	9,303
Completions	8,440	7,739
Progressions	7,150	5,689

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DurhamWorks Grant

- Available to SMEs (businesses and not for profit organisations).
- Priority given to opportunities that support young people who are further away from the labour market .
- Current grant is worth up to **£2,000** for a four month period – can support up to 50% of young person's salary costs as long as employer contributes at least £500 towards their salary.
- Available until end of April 2021
- 568 DurhamWorks grants awarded since Programme commenced.

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Funded Programmes

	Funding	No. of Beneficiaries	End Date
YEI / ESF- DurhamWorks	£29m	9,303* 16-24 year old and NEET	Dec 2021
ESF 1.2 – DurhamWorks Programme for Schools / DurhamWorks	£10m	6,300 15-24 year old and at risk of / NEET - 2,700 aged 15-16 at risk of NEET - 3,600 aged 16-24 NEET	Dec 2023
ESF 1.4 - DurhamEnable	£3.6m	900 18 year old and above learning, physical + mental health barriers	Dec 2023

* Revised (PCR)

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Priorities and Next Steps

- DurhamWorks Stage 2 Evaluation – interim report due March / April 2021, final report due November 2021.
- Procurement of new employment sector routeways with delivery from June 2021.
- Major focus on employment outcomes during final months of the Programme – creation of new Employer Engagement team, marketing campaign, delivery of Kickstart, development of new Employment Hubs.

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Economy and Enterprise Overview and Scrutiny Committee

25 March 2021

EU funding Update



Report of Amy Harhoff, Corporate Director of Regeneration Economy and Growth

Electoral division(s) affected:

Countywide

Purpose of the Report

- 1 The purpose of the report is to provide an update, since the last report in January 2020 to Overview and Scrutiny, on the current status of the EU Structural and Investment Funds Programme within County Durham.

Executive summary

- 2 The European Structural and Investment Funds (ESIF) programme provides invaluable funds to help local areas grow. Durham as a Transition Region has a ring-fenced allocation of £155m. This is made up of a European Regional Development Fund (ERDF) allocation of £86m and European Social Fund (ESF) allocation of £69m. The County also benefits from a share of £10.5m from the European Agriculture Fund for Rural Development (EAFRD) fund for the NELEP area and has delivered two LEADER programmes worth £4m.
- 3 Significant work has been undertaken through the County Durham Economic Partnership's (CDEP) ESIF work streams, supported by the Council's Funding and Programmes Team, to realise this opportunity and commit ESIF resource in County Durham. Currently, 89% of the ERDF allocation, £75.7m, is committed in either approved projects or pipeline applications. £50.9m ESF has been contracted in Durham with a further £22.5m in pipeline applications.
- 4 The County Council has submitted several applications for ESIF funding, delivering 21 projects, worth a total of £71.3m in grant and total project value of £119m, with a further application in development of £3m ESF.

- 5 The two LEADER Programmes in Durham Coast and Lowlands and North Pennine Dales have now closed. They have committed 100% of the funding, and have supported 95 projects, creating 145 jobs.
- 6 The Government has announced that ESIF funding will be replaced by a new UK Shared Prosperity Fund (SPF), which will be delivered from 2022/2023. The Government has said it will publish a UK-wide investment framework for SPF in Spring 2021 and confirm multi-year funding profiles at the next Spending Review.
- 7 Had the UK remained in the EU, it is estimated that funding from EU structural funding for the county would have more than doubled to at least 300 million euros in investment up to 2027. It is vital that future funding through the UKSPF is secured for Durham at a level which at least matches what it would have received under the next EU programme, to continue to fund major programmes for skills and employment, the environment and business support.
- 8 To prepare for the rollout of the SPF, the Government has launched a £220m UK Community Resource Fund programme for 2021/22. This will sit alongside a Levelling Up Fund, providing investment of £4 billion in England to fund capital investment for local transport, town centre regeneration, and cultural and heritage assets. The County Council has been identified as the lead bidding authority for both funds.

Recommendations

- 9 Economy and Enterprise Overview and Scrutiny Committee are recommended to:
 - (i) Note the content of the report.
 - (ii) Support the principle for County Durham to continue to make a case for the maximum allocation of funding from the UK Shared Prosperity Fund, which at least matches what it would have received under the next EU programme, and that the Fund is allocated on a needs basis, flexible in nature and locally controlled.
 - (iii) Receive further reports as the programme continues as part of the 2021/22 work programme.

Background

- 10 The European Structural and Investment Fund (ESIF) programme for 2014-2020 programme period allocated circa €537 million of funding for the North East LEP area, this includes a ringfenced allocation of €157 million for County Durham as a Transition Region. The ERDF

allocation for Durham is £86m, and the ESF allocation is £69m, this includes an additional £9m to fund the recently approved three-year extension to the YEI (Youth Employment Initiative) DurhamWorks scheme. This gives a notional allocation for County Durham of £155m. In addition to this funding, the County also benefits from a share of £10.5m EAFRD to support rural development in the NELEP area, and has two LEADER programmes worth £4m, delivering capital grants to support businesses, farming, tourism development and services within rural areas of the County.

- 11 Following the referendum in June 2016, the Government announced that it would guarantee EU funding for Structural and Investment Fund projects. Under the terms of the Withdrawal Agreement Bill it confirmed that participation in the 2014-20 EU Programmes will continue as originally planned until 2023. In light of this 'business as usual' position, work has continued with partners to support project applications, extending and supporting project delivery to the end of 2023, in order to maximise this funding opportunity for County Durham.

Current Spend Position

- 12 Significant work has been undertaken to realise this opportunity and commit ESIF funding in County Durham. The tables below show the current ESIF allocation for County Durham by Priority Axis, the value of contracted projects that have been approved and are in delivery, projects within the pipeline that have submitted either full or outline applications, and the balance of allocation remaining to be committed.

ERDF	Innovation	SME Comp	Low Carbon	Climate Change	CLLD	Total
Allocation	18,645,527	42,790,378	19,932,877	3,043,160	1,884,031	86,295,973
Contracted	17,481,228	42,283,556	10,321,518	2,795,501	1,745,003	74,626,806
Pipeline (in assessment/ appraisal)	1,038,197	0	0	0	0	1,038,197
Commitments	18,519,425	42,283,556	9,611,360	2,795,501	1,745,003	75,665,003
Balance	126,102	506,822	10,321,518	247,659	139,028	10,630,970
% remaining	1%	1%	52%	8%	7%	12%

- 13 As of the end of February 2021, a total of £74.6m of ERDF grant has been contracted in County Durham, with a further pipeline of £1.036m in ERDF applications at appraisal stage, this represents an overall commitment of £75.7m, leaving a balance of £10.6m.
- 14 The residual funds have been pooled nationally into a National Reserve Fund. Plans for the Reserve fund have been taken over by the response to Covid-19, with £50m contracted nationally across England to support the wider economy/visitor economy via LEP Growth Hubs and the Reopening High Street Safely Fund via local authorities. The North East LEP area, including Durham has benefitted from c£2.4m to support the wider visitor economy, 289 businesses have been supported to date. A further c£1.7m is supporting the reopening of high streets, of this £469,256 was allocated to Durham County Council, providing 100% funding to support business communities with measures that enable safe trading in public places, particularly focussed on high streets, as well as other public places gearing up to re-open as safe, welcoming spaces. This funding is available until June 2021.
- 15 The residual funds are expected to progress via commissioning and likely to focus on covid-19 response and economy recovery, taking into account high performing projects and emerging government agenda such as green recovery.

ESF Priorities	Allocation (£)	ESF Committed Spend	Pipeline apps in appraisal	Commitments	% Committed (inc Pipeline)
1.1	7,259,987	6,191,968	2,987,214.55	9,179,182.55	126%
1.2	6,612,963	611,111	6,000,000	6,611,111	100%
1.3 (YEI)	15,660,000	21,780,000	0	21,780,000	139%
1.4	8,980,110	6,045,136	£5,117,486	11,162,622	124%
1.5	2,023,086	1,813,796		1,813,796	90%
PA1 Employment Total	£40,536,146	£36,442,011	£14,104,700	£50,546,711	125%
2.1	19,367,618	12,134,478	3,289,761.00	15,424,239	80%
2.2	3,509,711	2,343,385	2,103,027	4,446,412	127%
PA2 Skills Total	22,877,329	14,477,864	5,392,788	19,870,651	87%
ESF Total	63,413,475	50,919,875	19,497,489	70,417,364	111%

- 16 In County Durham, £50.9m of ESF is contracted, this includes projects that have received grant offer letters and Opt Ins that have been agreed at ESIF Sub Committee. There is a further £19.5m in commitments in either full applications or extensions to Opt In contracts that are due to be considered shortly. Due to securing

additional YEI funding this means £70m (111%) is in commitment to projects delivering employment and skills activity in Durham.

- 17 A new Open Call for Youth Employment Initiatives has been launched to respond to the economic impact of Covid-19 and support young unemployed people into education, employment or training. £3.0m has been allocated to County Durham through this open call. The Council is developing an application for this, which will be an extension to its existing DurahmWorks initiative, it would enable a further 1,192 young unemployed people to receive support during the period January 2022 – December 2023. The deadline for submission of applications is 22nd March 2021.
- 18 The ESF Managing Authority has been working with local ESIF Sub Committees to agree how to prioritise the remaining funds in the ESF Reserve Fund for distribution this year, it is expected that calls will be issues before April 2021 focusing on Covid-19 recovery.

Durham County Council Projects

- 19 The County Council has submitted a significant number of applications for ESIF Funding. It has secured extensions to many of the projects, ensuring delivery until the programme closes in 2023, reducing the risk of lack of provision until replacement funding is rolled out. In total the County Council is the lead or a key delivery partner in 21 ESIF projects, worth a grant total of £71.3m and with a total project value of £119m. A list of all DCC approved projects is attached as Appendix 2.
- 20 A list of all ERDF projects that have been approved and delivering activity in County Durham is attached as Appendix 3.

Future Funding post Brexit – UK Shared Prosperity Fund

- 21 The Government intends to replace EU Structural Funds with a new UK wide Shared Prosperity Fund. Few details on the operation of the fund have been published so far, although some were released as part of the 2020 Spending Review and in the recent Budget, March 2021. From this we know that it is proposed the fund will help level up and create opportunity across the UK, targeting those places most in need, such as ex-industrial areas, deprived towns and rural and coastal communities. The Fund will be split into two parts:
 - (i) An employability and skills programme to improve employment outcomes for those in and out of work, in specific cohorts of people who face labour market barriers

- (ii) Place based - targeting areas in greatest need focusing investment in people and skills, communities and place and local business, including support for innovation.
- 22 The Government has committed that the total domestic UK wide funding for SPF will at least match current EU receipts, on average reaching around £1.5 billion a year, although details on how this will be allocated have not yet been announced. It is expected Government will publish an Investment Framework in Spring 2021 and confirm the quantum of SPF funding in the next Spending Review (Sept 2021).
- 23 Recent research shows that had the UK stayed in the EU, County Durham, on the basis of its relative levels of GDP, would have been classified as a 'less developed' region and as such the county's EU structural funding would have more than doubled to at least 300 million euros in investment in the next programme period up to 2027. It is key therefore that the under the proposed UKSPF, that County Durham has a protected allocation of funding, which at least matches what it would have received under the next EU programme. This funding must be in addition to existing national regeneration funding. The UKSPF should also be allocated on need and more flexible than current arrangements, tailored to local priorities and delivered with less bureaucracy, with local control of the funding and responsibility for decisions as close to citizens as possible.
- 24 In the interim, the Government has launched the **UK Community Renewal Fund** which will provide £220 million to spend in 2021-22 to help local areas pilot new approaches and help prepare them for the UK Shared Prosperity Fund when it launches in 2022. Government has identified 100 priority places, including County Durham (based on a new index of economic resilience) where it will prioritise spend. Bids up to the value of £3 million (90% revenue) can be submitted that support investment in skills, local business, communities and place and supporting people back into employment. A 'lead body' for each priority place has been identified (for Durham this is the County Council), it will need to work with local partners to identify and submit a prioritised list of projects to Government, by 18 June 2021. The lead authority for each priority place will receive capacity funding of £20,000 to help with bid coordination and appraisal.
- 25 In the 2021 Budget, the Chancellor also announced details of the new **Levelling Up Fund**, to provide investment in regeneration and growth in places with low productivity and connectivity. County Durham is identified as one the areas of greatest need in the UK (a Tier 1 area) and this should mean priority for funding. Bids will need to ensure effective consultation among public and private stakeholders, including MPs. The deadline for submitting proposals for 2021/22 funding

awards is 18th June, and priority will be given to spend that can deliver on the ground in 2021-22. There will be future opportunities to bid in subsequent rounds for delivery up to 31 March 2024, or exceptionally into 2024-25 for larger schemes.

- 26 The fund for England is £4 billion. Each Local Authority proposal is expected to be up to £20m or exceptionally up to £50m for transport schemes, with each area able to submit one bid for every MP within the local authority area. Local authorities can only have one successful bid for each of their allocated number of bids over the lifecycle of the Fund. There are three main priority areas for the scheme:
- (i) Transport investments - public transport, active travel, bridge repairs, bus priority lanes, local road improvements and major structural maintenance, and accessibility improvements.
 - (ii) Regeneration and town centre investment - upgrade eyesore buildings and dated infrastructure, acquire and regenerate brownfield sites, invest in secure community infrastructure and crime reduction, and bring public services and safe community spaces into town and city centres.
 - (iii) Cultural investment - regenerating, or creatively repurposing museums, galleries, visitor attractions (and associated green spaces) and heritage assets as well as creating new community-owned spaces to support the arts and serve as cultural spaces.
- 27 A summary of the criteria for the Levelling Up Fund and UK Community Renewal Fund is attached as Appendix 4.

Conclusions

- 28 The committee will be aware of the various projects and schemes in the county which are being delivered using EU funds.
- 29 European Funding has provided vital funding, supporting investment in innovation, businesses, skills and employment, creating jobs and growth in the County. Going forward it is important that replacement future replacement funding is secured to meet the needs of Durham, addressing local priorities and at a level which at least matches what Durham currently receives or would have received under the next EU programme.

Background papers

- Levelling Up Fund: Prospectus 3 March 2021
- UK Community Renewal Fund: Prospectus 2021-22, 3 March 2021
- Economy and Enterprise Overview and Scrutiny Committee, EU Funding Update, 10 January 2020

Other useful documents

- None

Contact: Claire Williams

Tel: 03000 261897

Appendix 1: Implications

Legal Implications

There are no legal implications arising out of the report. Any legal implications in relation to specific funds/applications will be considered on a case by case basis.

Finance

Financial implications are considered for individual ESIF applications

Consultation

Not applicable

Equality and Diversity / Public Sector Equality Duty

Not applicable

Climate Change –

20% of Durham's Transition ERDF allocation is ring-fenced to Priority 4: Supporting the shift towards a low carbon economy in all sectors. This funding will support projects that will move the economy towards a low carbon model by reducing the levels of Green House Gas (GHG) emissions, increasing the share of renewable energy, and enhancing the energy efficiency of homes, businesses and transport. A further £3m has been allocated in Durham to Priority 5: Promoting Climate Change Adaptation, Risk Prevention and Management. All ESIF applications also need to consider how the project will respect the principle of sustainable development. In particular, how it will maximise positive environmental impacts or mitigate potential negative impacts.

Human Rights

Not applicable

Crime and Disorder

Not applicable

Staffing

Not applicable

Accommodation

Not applicable

Risk

The revision and implementation of the EU Governance process will mitigate against risks associated with applying for European funding Procurement

Appendix 2: List of Durham County Council ESIF projects

Project Name	Description	ERDF Value	Match Funding	Total Project Cost	End Date
Durham Future Innovation Building	Aims to increase the number of SMEs in County Durham engaged in research and innovation to help them bring new products and processes to market.	£813,803	£542,535 DCC and SME Contributions	£1,356,338	30 June 2023
	Approved PA1 Total	£813,803			
Durham Business Opportunity Programme (DBOP)	Programme of business support to encourage and enable SMEs in County Durham to grow, through engaging the businesses and connecting them to opportunities.	£1,377,171	£1,048,763 DCC and Delivery Partner (CDMEN)	£2,295,285	30 th Nov 2022 with extension
Durham Internships and Collaborative Enterprise (DICE)	DCC is a delivery partner in a Durham University led project. Its element to develop an enterprise incubator, based at Salvus House with an associated accelerator programme of intensive and bespoke support.	£481,877.22	£321,251.48	803,128.70	30 June 2023 With extension
SME Digital Engagement Programme	Support for SMEs to improve their competitiveness through take up of digital technology. Delivered in Partnership with UMi	£4,740,000 with extension	£3,160,000 with extension DCC and SME Contributions	£7,900,000 with extension	30 th September 2020 30 th June 2023 with extension
Community Enterprise Durham 'Durham Sparks'	Countywide project aimed at increases the number of community enterprises in County Durham and support them to grow and thrive by promoting entrepreneurialism.	£525,000	£350,000 DCC, delivered by Finchale Consortium	£875,000	30 th September 2020
County Durham Growth Fund	The County Durham Growth Fund provides grant support to SMEs in County Durham for capital investment projects to stimulate and enable sustainable business growth. Delivered by Business Durham and UMi as delivery Partner	£6,092,446 £10,836,523 with extension	£9,100,000 £16,871,749 with extension SME Contributions	£15,192,446 £27,708,272 with extension	31 March 2022 30 June 2023 with extension

Durham Ambitious Business Start ups	Programme to encourage more high quality start-ups in County Durham, and to support them during the critical first 12 months of trading. Will foster eco-system within County Durham to support the creation of businesses, which have both the ambition and the capacity to grow rapidly from the first twelve months of inception.	£687,082	£458,055 DCC and SME contributions	£1,145,137	31 January 2023
	Approved PA3 Total	£18,647,653			
BEEP	BEEP will provide an intensive package of support for SMEs on energy efficiency, renewable energy and business resilience to reduce greenhouse gas emissions and bottom line costs, enhancing competitiveness and supporting business growth.	£533,887	£356,924 DCC and SME Contributions	£890,811	30 Sept 2019
BEEP2		£1,038,010	£692,007	£1,730,017	30 Sept 2022
SWII	The SWII project has delivered a 'Whole Place' energy efficiency pilot programme in 210 fuel poor homes in two Durham former mining villages of South Moor and Evenwood including: innovative solid wall insulation, 'next phase' domestic smart heating controls and Peer to Peer community energy efficiency advice and support.	£1,506,422	£1,004,282 DCC and Delivery Partner (Durham University)	£2,510,704	31 st July 2019
Low Carbon Depot	This project will deliver an innovative, low carbon, whole place solution for the Morrison Busty Depot, incorporating a range of innovative technologies, comprising of 3MW of Solar PV, Energy Storage Solutions, Air source Heat Pumps installation, Insulation works, Infrared Heating and EV charging infrastructure	£5,005,618	£3,337,080 DCC Invest to save	£8,342,698	30 April 2023
Durham History Centre	Measures to make Durham History Centre as energy efficient as possible, including installation of ground source heat pump, solar photovoltaics and solar thermal collector.	£1,460,850	£973,901 DCC	£2,434,751	30 June 2023
	Approved PA4 Total	£9,544,787			
Chester le Street De-culverting	The Chester-le-Street Flood Alleviation scheme aims to reduce flood risk to the businesses and properties around the Cong Burn River	£2,795,501	£1,880,287 DCC and Environment Agency	£4,675,788	31 st December 2021
	Approved PA5 Total	£2,795,501			

Community Led Local Development	<p>North Durham CLLD Area – the area of Chester-le-Street, Stanley and the western edge of the Derwent valley AAP area</p> <p>South Durham CLLD Area – this includes the areas of Bishop Auckland, Shildon and Spennymoor</p> <p>The priorities for the Programmes are:</p> <ul style="list-style-type: none"> • Sustainable communities • Enhancing economic inclusion • Stimulating entrepreneurialism • Enterprising spaces • Developing growth and enterprise 	£744,202 ERDF and £780,101 ESF	DCC and projects	Total Programme Value:	31 st March 2022
		£986,501 ERDF and £1,019,899 ESF		North: £2,363,309	Awaiting approval to extend delivery until 31 st March 2023
				South: £3,109,118	
	ESIF CLLD Total	£3,530,703		£5,472,427	
National Reserve Fund	Reopening High Streets Safely Fund	£469,256	0	£469,256	
Project Name	Description	ESF Value	Match Funding	Total Project Cost	End Date
DurhamWorks	DurhamWorks is an innovative programme supporting 15-24 year old unemployed residents into employment, education or training through intensive and long-term support.	£21,780,000	£7,260,000	£29,040,000	31 Dec 2021 Extended with an additional £9m.
Durham Advance	This project will offer a comprehensive package of advice, guidance and support to participants targeting those with health conditions and the over 50s.	£1,500,000 £2,600,000 (with extension)	£1,000,000 £1,733,333	£2,500,000 £4,333,333	30 April 2021 31 Dec 2023
L!NKCD	The L!NKCD project will work with 1252 participants in County Durham using a caseworker-led model for delivery, providing a tailored package of support for participants, including those with protected characteristics, workless housing tenants and offenders and ex-offenders.	£2,000,000	£1,333,333	£3,333,333	31 Dec 2021

Durham Directions	DurhamDirections will engage 5129 15-24 year old young people living in County Durham. It is a ground-breaking, partnership solution to preventing young people from becoming NEET and to addressing youth unemployment amongst vulnerable groups in the county.	£6,000,000	£4,000,000 DCC and Delivery Partners	£10,000,000	1 July 2020 – 31 Dec 2023
Durham Enable	DurhamEnable will be delivered by Durham County Council and will support 900 County Durham residents with disabilities to move into or closer to work.	£2,167,486	£1,444,990	£3,612,476	1 July 2020- 31 Dec 2023
	ESIF Total	£71,349,189		£118,928,755	

Appendix 3: List of Approved ERDF Projects

Project	Applicant	Total ERDF	MD	Durham
PA1 Innovation				
North East SME Innovation Programme	North East Business & Innovation Centre Limited	£820,438	£622,799	£197,639
Innovate2Succeed	RTC North Limited	£498,918	£408,116	£90,802
The Innovation Pathway	RTC North Limited	£1,033,631	£818,551	£215,080
Emerging Electronics Manufacturing Centre (EEMaC) at NETPark	Centre for Process Innovation (CPI)	£2,595,800	£218,736	£2,377,064
Northern Accelerator	Newcastle University	£433,864	£274,861	£159,003
Creative Fuse North East	Newcastle University	£801,301	£688,351	£112,950
North East Innovation Supernetwork	North East Business & Innovation Centre Limited	£521,439	£446,433	£75,006
CIF ESM Outreach	Centre for Process Innovation (CPI)	£1,300,351	£402,763	£897,588
Development of a North East Water Hub	Durham University	£344,222	£214,614	£129,609
Collaborative Outreach in Applied Surface Engineering Technologies (COAST)	Centre for Process Innovation (CPI)	£2,709,735	£0	£2,709,735
SME SPOTLIGHT - Photonics and Emerging Technologies for Healthcare SME Support Programme	Centre for Process Innovation (CPI)	£848,784	£0	£848,784
Innovate Durham	Teesside University	£373,844	£0	£373,844
Pathways to Innovation	RTC North Limited	£787,500	£562,500	£225,000
Arrow	Newcastle University	£1,696,186	£1,356,949	£339,237
Sustainable Advanced Manufacturing (SAM)	University of Sunderland	£5,770,513	£3,921,228	£1,849,285
Catalysing innovation in North East clusters	North East Business & Innovation Centre Limited	£1,235,226	£1,049,945	£185,281
Intensive Industrial innovation Programme - North East (IIIP-NE)	Durham University	£3,505,427	£2,513,349	£992,078
Digital Innovation Partnership	The Council of the City of Sunderland	£2,235,191	£1,896,855	£338,336
GX	NewcastleGateshead Initiative	£860,893	£756,636	£104,257
North East SME Innovation Programme 2	North East Business & Innovation Centre Limited	£899,250	£685,500	£213,750
Innovative Materials via Precision Additive Coating Technologies (Project IMPACT)	Centre for Process Innovation (CPI)	£2,536,608	£608,784	£1,927,824
Northern Accelerator II	Newcastle University	£500,770	£315,997	£184,773
Creative Fuse North East	Newcastle University	£1,080,353	£802,250	£278,103
SONNET - Smart cONNected	Centre for Process Innovation (CPI)	£2,010,926	£1,182,685	£828,241
tEchnology innovaTion Programme	Durham County Council	£813,803	£0	£813,803
Durham Future Innovation Building PROSPECT	Centre for Process Innovation (CPI)	£1,419,504	£450,347	£969,157
North East SME Innovation Programme 2 (Parent 25R17P02285)	North East Business & Innovation Centre Ltd (BIC)	£225,000	£180,000	£45,000
PA3: SME Competitiveness				
Project	Applicant	Total ERDF	MD	Durham
Enterprise Support in the North East	North East Enterprise Agency Limited (NEEAL)	£874,937	£518,652	£356,285
North East Business Support Fund (NEBSF3)	Northumberland Business Service Limited (NBSL)	£3,882,148	£2,272,640	£1,609,508
Expanding North East presence in International Markets	North East Worldwide Limited	£2,999,179	£2,228,863	£770,316
Designing Better Business	RTC North Limited	£1,475,338	£1,184,378	£290,960
Advancing the Competitiveness of NE Automotive SMEs (ACE SME)	NE Automotive Alliance	£606,310	£452,074	£154,235

Digital Futures	Generator North East Limited	£706,132	£637,012	£69,120
Sunderland Software City (Phase 3)	The Council of the City of Sunderland	£1,167,182	£1,043,683	£123,499
Creative Industries SME Business Support & Development	Northern Film & Media Limited	£370,740	£358,085	£12,655
Internships and Enterprise	University of Sunderland	£1,897,125	£1,635,300	£261,825
Better off in Business	Prince's Trust	£228,514	£189,152	£39,362
SME Growth via Facilitated Market Access and Energy Management	NEPIC	£387,243	£301,024	£86,219
Durham Business Opportunities Programme	Durham County Council	£1,377,171	£0	£1,377,171
Durham Internships and Collaborative Enterprise (DICE) Project	Durham University	£1,538,087	£0	£1,538,087
Community Enterprise Durham	Durham County Council	£525,000	£0	£525,000
North East Business Support Fund 4 - County Durham (NEBSF4)	Northumberland Business Service Limited (NBSL)	£3,481,121	£0	£3,481,121
Durham SME Digital Engagement Programme	Durham County Council	£4,740,000	£0	£4,740,000
The North East Fund - supported by the European Regional Development Fund	The North East Fund Limited	£53,500,005	£41,730,004	£11,770,001
Scale-Up North East	RTC North Limited	£2,500,000	£1,875,000	£625,000
Internships and Enterprise Phase 3	University of Sunderland	£3,326,399	£2,921,487	£404,912
Supply Chain North East	RTC North Limited	£3,148,515	£2,203,961	£944,554
Enterprise Support in the North East 2	North East Enterprise Agency Limited (NEEAL)	£936,486	£497,854	£438,632
County Durham Growth Fund	Durham County Council	£10,836,523	£0	£10,836,523
Durham Ambitious Business Start-ups (DABS)	Durham County Council	£687,082	£0	£687,082
Scaleup North East - Phase 2	RTC North Limited	£1,888,829	£1,247,340	£641,489
Northern Powerhouse Internationalisation Fund	Department for International Trade (DIT)	£2,300,000	£1,800,000	£500,000
Business Energy Efficiency Project (BEEP)	Durham County Council	£533,887	£0	£533,887
Going Ultra Low North East	North East Combined Authority	£1,519,784	£1,460,432	£59,352
SWli (Solid Wall Insulation Innovation) eGrid	Durham County Council	£1,506,423	£0	£1,506,423
	Offshore Renewable Energy Catapult	£2,842,478	£2,835,259	£7,220
Business Energy Efficiency Project 2 (BEEP2)	Durham County Council	£1,038,010	£0	£1,038,010
Low carbon measures at Durham History Centre - whole building solution	Durham County Council	£1,460,850	£0	£1,460,850
Low Carbon Depot	Durham County Council	£5,005,618	£0	£5,005,618
PA5: Climate Change				
Chester-le-Street Flood Alleviation Scheme	Durham County Council	£2,795,501	£0	£2,795,501
PA8: CLLD				
North Durham CLLD	Durham County Council	£7,150	£0	£7,150
South Durham CLLD	Durham County Council	£7,150	£0	£7,150

Appendix 4: Summary of Levelling-Up Fund and UK Community Renewal Fund Criteria

Criteria	Levelling-Up Fund	UK Community Renewal Fund
Timescales	Delivery to 31 March 2024. Exceptionally into 2024/25 for larger schemes	2021-22
Funding	£4.8bn (£4bn for England)	£220m: Revenue 90% up to 10% capital. Inc. £14m capacity funding for SPF. Must be spent by 31 March 2022 2m for capacity funding to coordinate and appraise
Size of bids	Up to £20m. Transport projects can be above £20m and up to £50m Each local authority can submit proposal up to the number of MPs in the LA area.	Up to £3m
Bidding process	Competitive; projects or packages. £125k capacity funding per area. LAs can only have one successful bid for each of their allocated number of bids over the lifecycle of the Fund	Competitive £20,000 capacity funding for top 100 areas (regardless of whether successful)
Bid deadline	18 June 2021 (successful bids announced in Autumn 2021)	18 June 2021 (successful bids announced in late July)
Themes	<ul style="list-style-type: none"> Local transport projects Town centres / high streets Cultural & heritage assets 	<ul style="list-style-type: none"> Skills Local businesses Communities and places Employment / employability
Assessment criteria	<ul style="list-style-type: none"> Need (recovery, growth, connectivity, regeneration) Deliverability Strategic fit Value for money Leverage; at least 10% of costs 	<ul style="list-style-type: none"> Lead authorities to invite bids from local applicants (inc. Universities) Deliverability Strategic fit Leverage of other funding
Lead department	HMT	MHCLG
Responsible bodies	Local authorities	Local authorities
County Durham status	Category 1 (highest need) of 3	1 of 100 local authorities in UK identified based on need
Spatial focus	UK-wide	
Additional criteria	<ul style="list-style-type: none"> For first round priority will be given to delivery on ground in 2021-22. Government expects bids to be backed by local MPs. Government encourages local authorities to submit joint projects Bids needs to be supported by local stakeholders 	<ul style="list-style-type: none"> Holistic approaches expected that address local issues No ring-fencing for themes Bids should contribute to net zero Interested in bids that support under-represented groups and community-led projects

	<ul style="list-style-type: none"> • Bids should target pockets of deprivation • Bids should contribute to net zero 	<ul style="list-style-type: none"> • Interested in supporting rural and coastal projects • Encourage larger projects (£500k+) where possible
More details	www.gov.uk/government/publications/levelling-up-fund-prospectus	www.gov.uk/government/publications/uk-community-renewal-fund-prospectus
	Further guidance and templates for bid submissions, including criteria and approach for selecting successful projects is due to be published shortly.	

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**Economy and Enterprise Overview and
Scrutiny Committee**

25 March 2021



**Regeneration, Economy and Growth –
Quarter Three: Forecast of Revenue and
Capital Outturn 2020/21**

Report of Corporate Directors

Paul Darby, Corporate Director of Resources (Interim)

**Amy Harhoff, Corporate Director of Regeneration, Economy and
Growth**

Electoral division(s) affected:

Countywide

Purpose of the Report

- 1 To provide details of the forecast outturn position for quarter 3 revenue and capital for Regeneration, Economy and Growth (REG) as at 31 December 2020.

Executive summary

- 2 This report provides an overview of the updated forecast of outturn, based on the position at quarter 3, 2020/21. It provides an analysis of the budgets and forecast outturn for the service areas falling under the remit of this Overview and Scrutiny Committee and complements the reports considered and agreed by Cabinet on a quarterly basis.
- 3 The updated position is that there is a forecast underspend of £1.761 million, against a revised budget of £55.018 million (3.2%).
- 4 In arriving at the cash limit position, Covid-19 related expenditure of £17.227 million, offset by Covid-19 related savings of £6.148 million within REG 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.
- 5 The revised service capital budget is £69.211 million with expenditure to 31 December of £42.097 million.

- 6 Details of the reasons for under and overspending against relevant budget heads are disclosed in the report.

Recommendation(s)

- 7 Economy and Enterprise Overview and Scrutiny Committee is requested to note the contents of this report.

Background

8 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 changes in grant (additions/reductions), budget transfers between service groupings and budget re-profiling between years (in terms of capital). This report covers the financial position for the following budgets of the services within the scope of this committee;

- (a) Revenue Budget - £55.018 million (original £52.770 million)
- (b) Capital Programme – £69.211 million (original £85.434 million)

9 The original service budgets have been revised in year to incorporate a number of budget adjustments as follows:

• Transfer from NCC – CPPMU Team	£0.086m
• Transfer from AHS – Repairs & Maintenance	£0.003m
• Transfer from Resources – Surplus Assets	£0.025m
• Transfer from Resources – Asset Sales (temp position)	£0.018m
• Transfer from Contingencies – Apprenticeship Grades	£0.007m
• Transfer from Contingencies – Wolsingham Sports Hall	£0.052m
• Transfer to Resources – Lease	-£0.095m
• Transfer to Contingencies - NI Reduction	-£0.023m
• Transfer to Contingencies – Concessionary Fares	-£0.518m
• 2020/21 Pay Award	£1.035m
• Net Use of Reserves – Quarters 1 and 2	£1.658m

10 The summary financial statements contained in the report cover the financial year 2020/21 and show: -

- (a) The approved annual budget;
- (b) The actual income and expenditure as recorded in the Council's financial management system;
- (c) The variance between the annual budget and the forecast outturn;
- (d) For the revenue budget, adjustments for items outside of the cash limit (outside of the Service's control) to take into account such items as redundancies met from the strategic reserve, capital charges and use of / or contributions to earmarked reserves.

Forecast Revenue Outturn 2020/21

11 The service is reporting a cash limit underspend of **£1.761 million** against a revised budget of **£55.018 million** (3.2%).

12 The following two tables show the budget analysed by subjective category (type of expense), and then by Head of Service area.

Service Budget – Subjective Analysis £'000

REG	Annual Budget	Forecast Position	Variance	From Earmarked Reserves	Net Covid Adj	Outside the cash limit	Adj. Variance
Subjective Analysis	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Employees	58,799	55,714	(3,084)	(90)	(163)	0	(3,337)
Premises	16,037	15,441	(596)	400	(7)	0	(202)
Transport	1,617	1,340	(277)	0	204	0	(72)
Supplies & Services	19,709	22,638	2,929	(270)	1,636	279	4,573
Agency & Contracted	40,789	37,759	(3,029)	8,722	739	154	6,586
Transfer Payments	0	0	0	0	0	0	0
Central Costs	11,957	11,721	(236)	500	2	0	266
Capital Financing	8,464	8,464	0	0	0	0	0
GROSS EXPENDITURE	157,372	153,078	(4,294)	9,262	2,412	433	7,813
Grants	(20,669)	(31,289)	(10,620)	347	2,006	(280)	(8,547)
Fees & Charges	(34,251)	(23,156)	11,095	727	(16,091)	0	(4,268)
Recharges	(47,434)	(44,876)	2,559	89	594	0	3,242
Income	(102,354)	(99,320)	3,034	1,163	(13,491)	(280)	(9,574)
NET EXPENDITURE	55,018	53,758	(1,260)	10,426	(11,079)	153	(1,761)

Service Budget - Analysis by Head of Service £'000

REG	Annual Budget	Forecast Position	Variance	From Earmarked Reserves	Net Covid Adj	Outside the cash limit	Adj. Variance
Service Analysis	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Culture & Sport	22,884	20,544	(2,340)	8,646	(6,434)	0	(127)
Business Durham	26	(53)	(79)	242	(550)	0	(387)
Transport & CS	2,897	4,138	1,241	(93)	(1,504)	153	(203)
Development & Housing	7,756	7,400	(356)	456	(642)	0	(543)
Corporate Property & Land	118	394	277	1,174	(1,845)	0	(394)
REAL Central Costs	21,142	20,992	(150)	0	0	0	(150)
Corporate Director	195	343	147	0	(104)	0	44
NET EXPENDITURE	55,018	53,758	(1,260)	10,426	(11,079)	153	(1,761)

- 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 Covid-19 additional cost and loss of income in respect of REG are as follows:
- (a) Culture Sport and Tourism – it is forecast that during 2020/21 the service will lose income from leisure centres (£8.706 million) and cultural venues (£2.851 million);
 - (b) Corporate Property and Land – it is forecast that there will be lost income of £1.625 million in Building and Catering Services;
 - (c) Transport and Contracted Services – it is forecast that there will be reduced income from parking services (£1.187 million) and enforcement (£0.255 million);
 - (d) Development and Housing – Income is forecast to be £0.308 million lower from planning and building regulation fees and other income, whilst there are additional costs of £0.434 million for bed and breakfast accommodation and shopping for the vulnerable; and
 - (e) Business Durham – There are projected rental losses of £0.113 million in respect of Business Space and £0.500 million has been included in respect of grant support for businesses. This is to safeguard jobs and facilitate economic recovery.
- 15 The major areas of forecast Covid-19 related savings in respect of REG are as follows:
- (a) Savings due to the closure of leisure facilities (£2.452 million) and cultural facilities (£2.145 million) are forecast;
 - (b) Savings from the closure of facilities operated by Corporate Property and Land are expected to be £0.846 million; and
 - (c) Additional savings across the service of £0.204 million from transport and other operational costs are anticipated.

Cash Limit Outturn – Explanation of Over and Under Spending

16 The main reasons accounting for the outturn position are as follows:

- a) Transport is forecast to be £0.203 million underspent. This is mainly due to an underspend in Traffic due to an increase in enforcement and advertising income (£0.193 million) and other minor variances across the service.
- b) Corporate Property and Land is forecast to be £0.394 million underspent, mainly resulting from an underspend of £0.174 million relating to an insurance claim for fire damage at Dale View Caravan Park, unbudgeted rental income in Assets of £75,000 and overachievement of income of £0.148 million for capital and revenue projects in CPPMU. Building Services construction and repairs / maintenance teams are currently forecasting a break-even position. There were also a number of other minor variances across the service. In order to mitigate workload shortages arising from the Covid-19 pandemic, an additional sum of £1.2 million has been included in the forecast spend in respect repairs and maintenance. The funding for this work is included in the £17.227 million additional costs, and lost income relating to Covid-19 shown above.
- c) Development and Housing is forecast to be underspent by £0.543 million. This is mainly due to underspends in Housing Solutions of £0.454 million and in Planning Development of £0.254 million, offset by a projected overspend in Economic Development of £0.142 million. There were also a number of other minor overspends across the service.
- d) Business Durham is forecast to be £0.387 million underspent. This is mainly as a result of underspending within Business Space, which has an underspend of £0.598 million due to the service achieving higher than budgeted levels of income and savings in Corporate employee costs (£0.106 million) and Innovation and Marketing (£42,000), offset by an overspend in Operations (£0.359 million). An additional sum of £0.500 million has been included in the forecast spend in respect of grant support for businesses. This is to safeguard jobs and facilitate economic recovery. The funding for this work is included in the £17.227 million additional costs, and lost income relating to Covid-19 shown above.
- e) Culture Sport and Tourism is forecast to be underspent by £0.127 million. This is mainly the result of an underspend of £0.481 million

across Locality Delivery offset by an overspend of £0.342 million relating to the former Leisureworks Service There are also a number of other minor variances across the service.

- 17 **Appendix 2** provides a more detailed breakdown of variations across the service area contained within the revenue budget.
- 18 In summary, the service grouping has successfully maintained spending within its cash limit.

Capital Programme

- 19 The capital programme makes a significant contribution to the regeneration ambitions of County Durham. The programme is relatively large and diverse and is managed by project delivery officers throughout the service.
- 20 The capital programme was revised in May for budget re-phased from 2019/20. This increased the 2020/21 original budget, since then further reports to the MOWG detailed further revisions, for grant additions/reductions, budget transfers and budget re-profiling into later years. The revised budget now stands at **£69.211 million**.
- 21 Summary financial performance to the end of December is shown below.

Service	Revised Annual Budget 2020/21 £000	Actual Spend to 31 December £000	Remaining Budget 2020/21 £000
Culture, Sport and Tourism	3,189	1,411	1,778
Development & Housing	18,519	9,783	8,736
Business Durham	6,704	5,573	1,131
Corporate Property & Land	26,967	15,272	11,695
Transport & Contracted Services	13,832	10,058	3,774
Total	69,211	42,097	27,114

- 22 Officers continue to carefully monitor capital expenditure on a monthly basis. Actual spend for the first 9 months amounts to **£42.097 million**. **Appendix 3** provides a more detailed breakdown of spend across the major projects contained within the capital programme.

- 23 The key areas of spend during the year to date are on Major Transport Schemes (£9.010 million), Office Accommodation (£13.402 million) and Industrial Estates (£5.573 million). Other areas of the programme are profiled to be implemented during the remainder of the year and at year end the actual outturn performance will be compared against the revised budgets and service and project managers will need to account for any budget variance.

Background papers

- Cabinet Report (17 March 2021) – Forecast of Revenue and Capital Outturn 2020/21 – Period to 31 December 2020.

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Appendix 1: Implications

Legal Implications

The consideration of regular budgetary control reports is a key component of the Council's Corporate and Financial Governance arrangements. This report shows the forecast spend against budgets agreed by the Council in February 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 alongside details of balance sheet items such as earmarked reserves held by the service grouping to support its priorities.

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: Revenue Budget Variances – Quarter 3 2020-21

Culture Sport and Tourism

	Variance	Explanation
Culture & Sport Management	240	C&S Management £241k over budget - additional posts not budgeted for £44k, (£5k) underspend on supplies and services to offset additional cost of temporary post. MTFP Savings to be achieved pending restructure £202k
Service Development	(221)	Place & Experience (£92k) under budget - mainly due to underspend in Community Arts and Visual Arts.
		Wellbeing (£132k) under budget - due to 2 vacant posts and supplies and services underspends. Staff vacancies to cover Leisure Transformation Manager post in CS&T Mgt
		Growing & Learning (£59k) under budget - Mainly vacant posts within Library, Stock and Distribution and Volunteer and Skills supplies and services underspends offset with additional Bowes payment in year 1 of the five year agreement
		Improvement & Development £70k over budget -primarily overspent on leisure contracts including payments to 1Life and Premises related costs for DLI museum
		Externally Funded (£8k) under budget - surplus on the prison library service
Locality Delivery- Mgt	(4)	Localities Management (£4k) under budget - saving against mileage and supplies and services offset with staff turnover saving
Locality 1	(72)	Locality 1 (£72k) under budget - Mainly a shortfall in income of £254k and a £92k overspend on Agency and Contracted Services offset with savings against Employees of (£168k) Premises (£119K) - primarily utilities and Supplies and Services of (£132k)
Locality 2	(169)	Locality 2 (£169k) under budget - Mainly Leisure Centre income saving of (£705k) due to adjustments in line with 2019/20 final position plus saving on staffing of (£117k), Premises (£66K) - primarily utilities and supplies and services of (£30k) offset with overspend against transport £4k and agency and contracted services of £745k
Locality 3	(236)	Locality 3 (£236k) under budget - Mainly made up of (£199k) underspend staffing, (£255k) saving on Premises Costs offset by underachievement of income of £37k and overspends against transport £1k, supplies and services £82k and agency and contract related services of £98k
Visit County Durham	(7)	VCD (£7k) primarily underspend against employees (£47k) offset with overspend against staff travelling £2k and supplies and services £38k
Derwentside Culture & Sport	342	Derwentside £342k over budget - Employees (£65k), utilities £182k, rates £17k, cleaning £9k and income £460k overspends offset with underspends against insurance (£27k), transport (£6k) and agency and contract related expenditure (£228k)
TOTAL	(127)	

Business Durham

	Variance	Explanation
Operations	359	359k Operations - There is a 46k overspend on employees due to honorarium. Also 1.414m additional Consultancy and Project Management expenditure with a further 3.025m Agency expenditure with the introduction of the UMI contract for Durham SME Digital Programme and County Durham Growth Fund. This is offset by (3.632m) ERDF grant and additional income from DIT KAM contract. The overspend is the match funding for the various programmes which will be met by the over achieved income in Business Space. Premises show a small overspend of 14k and underspend in Transport of (8k). There is 0.500m to be offset by a COVID adjustment for Business Recovery Grant.
Corporate Costs	(106)	(106k) Corporate - (108k) savings on Employee vacancies, (4k) Transport and (8k) Supplies. COVID savings adjustment of 14k.
Innovation & Marketing	(42)	(42k) Innovation & Marketing. Inward Investment shows and underspend of (30k) with a saving on Transport of (26k) and Supplies (4k). Business Growth shows an underspend of (£48k) with savings on Employees (23k), Transport (7k) and Supplies (18k). COVID savings adjustment of 36k.
Business Space	(598)	<p>3k Business Space Mgmt & Admin - Employees underspend of (48k) to offset with the Employee overspend in Operations. 14k overspend on Premises and Supplies and 38k underspend in Premises. Unachieved Income of £3k and an underspend on Transport of (4k).</p> <p>(1k) Business Services - An underspend in employees of (24k) offset by 23k overspend on Supplies and Services.</p> <p>(139k) Business Space South - Underspend on industrial sites of Premises (73k) and over achieved of Income (101k). There is also an overspend in Supplies of 45k for proposed works to units. There is no provision for debt written off at this time giving an additional saving of (10k).</p> <p>41k Business Space Dales - Premises show an overspend of 13k due to rates and cleaning costs which is offset by savings of (18k) in Supplies and Services. Under achieved Income for Dales Centre of 46k.</p> <p>(140k) Business Space North - Overspend on Premises 139k for various programmed repairs. There is an underspend in Supplies of (18k) and no provision for debt written off (12k). Over achieved Income of (491k). Proposed transfer to Reserve of 242k Income for JADE.</p>

		<p>(8k) Business Space Central - An underspend in Employees (9k), Premises (19k) offset by an overspend in Supplies of 13k. Under achieved Income of 12k and no projected debt written off giving a further saving of (5k).</p> <p>(248k) Business Space NETPark - There is over achieved Income of (357k) and an overspend in Premises of 136k with further savings in other areas of (£27k).</p>
		<p>It should be noted that a 10% fall in rental income totalling 400k was projected at Quarter 1, despite the fact that income and occupancy levels were good in the early months of the year. This was considered prudent in light of the potential impact on deferred and future rent yields as the local economy emerges from the effects of the COVID crisis. This was reviewed and revised for Quarter 2 to project a 5% projected fall in rental income of 237k and has been revised further for Quarter 3 to show projected Income losses of 50k, with further adjustments being done for (63k) of COVID related additional costs and a 9k adjustment for savings in transport, supplies, etc. and other adjustments of (2k).</p>
TOTAL	(387)	

Transport and Contracted Services

	Variance	Explanation
Management	(16)	<p>COVID-19 COSTS - None.</p> <p>COVID-19 SAVING £1k - Minor savings on staff travelling, mileage and conference costs.</p> <p>Savings on staff budget (£12k) due to Head of Service leaving and being covered by temporary arrangement and (£5k) underspend on premises costs</p>
Strategic Traffic	(190)	<p>COVID-19 COSTS (£1,563k) - Loss of income estimated at £1,183k related primarily to reduced usage of car parking facilities throughout the county, £254k loss of income related to reduced enforcement activity and an additional cost of £114k related to works in Town Centres to comply with Covid guidance.</p> <p>COVID-19 SAVINGS £52k - Due to (£10k) reduced costs across service in relation to pool car usage, staff travelling & mileage, (£5k) saving on training costs due to lack of available courses, (£12k) saving due to reduced usage of utilities, (£8k) saving on bus stations due to toilet facilities not being in demand, (£15k) reduced costs due to events being cancelled due to pandemic and some other minor savings.</p> <p>Employees - £10k overspend - Staff turnover savings requirement £52k, offset by some savings (£38k) due to staff changes in year and appointments of Apprentices to other permanent posts.</p> <p>Premises - £37k overspend - £71k overspend on rates, offset by (£17k) underspend on utilities costs, (£12k) underspend on Durham Bus Station due to close in January.</p> <p>Transport - £68k overspend - mainly due to £81k overspend on repairs to bus shelters, being offset by savings across mileage/pool cars of (£10k).</p> <p>Supplies and Service - £226k overspend - Additional £35k spend on LCWIPs, £114k overspend in traffic related to works in Town Centres related to COVID activities, plus an additional £37k overspend in Traffic, £13k overspend on Bus Shelters and £26k on providing consultant cover for a post in Highways Development.</p> <p>Third Party Payments - £127k overspend - £118k overspend related to reimbursements from Parking shop, a £107k overspend on Enforcement activities, additional spend due mainly to the costs related to Quarryheads Lane camera, plus a £9k overspend on On & Off Street parking, mainly on reimbursements and £37k overspend on Pennine Way footway maintenance. Overspends partially offset by drawdown of reserve (£28k) to cover Traffic Camera purchases, (£107k) underspend on Park & Ride sites and (£7k) saving on Durham Bus Station due to closure in year.</p> <p>Central charges/Capital - (£25k) underspend - due mainly to underspend in relation to recharge for winter maintenance activities on car parks.</p> <p>Income - £877k under-achievement on income - Mainly due to loss of income related to COVID-19. This includes shortfalls of £1,186 related to on and off street parking, £34k at park and ride sites, excluding fares income covered by CBSSG grant. Offset partially by (£248k) additional income in Enforcement, an additional (£52k) income from bus shelter advertising and (£20k) additional income from recharges in Transport Project.</p>

<p style="text-align: center;">Sustainable Transport</p>	<p style="text-align: center;">18</p>	<p>COVID-19 COSTS - (£108k) - Due to reduced income in Bus & Rail contracts not covered by CBSSG funding.</p> <p>COVID-19 SAVINGS - £125k - Due to reduced contract costs (£115k) in Bus & Rail services for usual road closures, events expenditure. Additional savings (£6k) on transport savings in the service and (£6k) related to training and general Supplies & Services type savings.</p> <p>Employees - (£152k) underspend - (£159k) underspend due to vacancies and reduced hours/days in Adult Fleet staff offsetting some overspends in Integrated Transport main centre for agency staff covering vacant posts.</p> <p>Transport - (£136k) underspend - due mainly to (£130k) underspend in Adult Fleet due to reduced usage as a consequence of COVID-19 and vehicle excess not required.</p> <p>Supplies & Services - £80k overspend - mainly due to extra £150k spend in School & Workplace travel plans (covered by additional grants received) and an additional £50k required for new database payments required in year for Traveline replacement. Being offset by (£29k) underspend on printing, (£23k) underspend on telephone costs, (£48k) underspend on Computer related expenditure and (£24k) reduced spend on DBS checks.</p> <p>Third Party Payments - £543k overspend - mainly due to additional £638k overspend related to Home to School & College travel arrangements (covered by additional specific COVID related income) being offset by (£82k) underspend on regular Bus and Rail contracts. Central Support Services - (£11k) underspend - Due mainly to reduced recharges to Traveline anticipated because of vacant post connected not being filled most of year.</p> <p>Income - (£323k) over-achievement - Mainly due additional specific grants detailed above of (£150k) for travel plans and equipment to assist schools with virtual learning and additional (£638k) Home to School travel arrangements put in place to assist with social distanced travel. Which is offsetting £299k reduced recharges for fleet services (due to underspends detailed above mostly in employees & transport), reduced income of £35k for DBS checks. £14k shortfall on Health transport fees and £111k shortfall on income in Bus & Rail Services.</p>
<p style="text-align: center;">Care Connect</p>	<p style="text-align: center;">(15)</p>	<p>COVID-19 COSTS - (£36k) - Related to extra costs incurred for equipment, uniforms and cleaning materials required in addition to normal levels.</p> <p>COVID-19 SAVINGS - £24k - Due to saving (£14k) on training, due to lack of available options, (£6k) saving on transport costs for staff, mainly due to not using pool cars and (£4k) saving on reduced utilities costs.</p> <p>Employees - £2k overspend - due mainly to vacant posts not being filled offsetting levels of overtime in the service.</p> <p>Premises - (£2k) underspend - due to reduction in electricity charges.</p> <p>Transport - (£7k) underspend - due mainly to reduced usage of pool cars, staff travelling and mileage across service.</p> <p>Supplies & Service - (£19k) underspend - mainly due to (£25k) underspend related to Service Development, due to staff member only starting mid year.</p> <p>Third Party Payments - £25k overspend - due to extension of Baydale contract for additional 6 months.</p> <p>Central costs - £9k overspend - due to writing off of bad debts in year and additional transfer to capital for Call Handling System overspend.</p> <p>Income - (£11k) over-achievement on income - Due mainly to (£65k) drawdown of reserve for income related to Occupational Therapist and NEAS, additional (£28k) income in CCTV budget and (10k) additional income for Home to Hospital scheme. This is being offset by £67k reduced income from SLA's and £28k shortfall on Subsidised client income.</p>
<p style="text-align: center;">TOTAL</p>	<p style="text-align: center;">(203)</p>	

Development and Housing

	Variance	Explanation
Head of Dev & Housing	90	<p>7k Plant Hire for demolition work.</p> <p>2k Advertising New HQ, Milburngate, Junction 61, etc.</p> <p>30k Womble Bond Legal Expenses, various.</p> <p>34k Powered by People, Durham City Film, etc.</p> <p>28k Database & license for housing stock modelling.</p> <p>52k Legal recharge.</p> <p>2k Employees and Transport additional costs.</p> <p>(65k) Projected saving on Other Expenses, etc.</p>
Planning Development	(254)	<p>8k Development Management overspend. Saving on Employees and Transport of net (155k) due to vacancies. Underspend of (21k) on Supplies & Services due to reduced projected spend on consultants, legal and other professional fees and demolition costs. Under achieved fee income of 93k offset by COVID adjustment. Net overspend on Agency and Management of 91k for financial support given to Community Safety re 20% increase in planning fees charges 2018/19 onwards.</p> <p>Nil Net Spend Business Development Support.</p> <p>Nil Net Spend Planning Archiving.</p> <p>(65k) Planning Appeals underspend due to savings in legal and professional fees.</p> <p>(19k) Planning Software underspend on rental maintenance and software costs.</p> <p>(108k) Building Control underspend due to savings on Employees and Transport of (103k) due to delays filling vacancies. Saving on Supplies and Agency of (28k) on equipment, subscriptions, IT costs and advertising. Under achieved income of 23k projected offset by COVID adjustment.</p> <p>36k Dangerous Structures overspend. Additional spend on repairs in Premises of 66k offset by savings in Supplies of (10k) and additional Income of (20k).</p> <p>Net COVID adjustment of (106k) for projected income losses in Planning and Building Control offset by savings elsewhere.</p>
Spatial Policy	27	<p>27k Spatial Policy overspend. Savings of (61k) on Employees and Transport and net overspend of 110k on Supplies and Agency largely on planning inspectors' fees, legal and consultancy costs. Additional grant Income of (40k). Net COVID adjustment of 18k.</p>
Economic Development	142	<p>(16k) Community Econ Dev. Small savings on Transport (4k) and Supplies (13k) offset by COVID saving of 1k.</p>

		<p>126k Durham Employment & Skills. An overspend due in the main to the cessation of various work programmes where the budgeted surplus of 357k from income will not be realised. This is offset by underspends on employees for two vacancies (64k), Transport (14k) and Supplies (28k). An adjustment of (139k) has been made for the under achievement of income caused by the COVID pandemic and a further adjustment of 14k was made for COVID related savings in transport, supplies, etc. Where work contracts have ceased budgets have been re-aligned as far as possible from Quarter 1 to reflect the service's current workload and income expectations.</p> <p>(6k) Economic Development. Expenditure for Sherburn Hill Community Centre worker 29k. Anticipated spend of 150k in professional fees for Stronger Towns plus 732k Section 106 (3 schemes) offset by increased grant income of (912k). The one off additional investment budget of 250k allocated in 2020-21 will not be spent in year and the balance will be transferred to an earmarked reserve. Further small variances in Employees, Transport and Supplies of (7k) and a COVID saving of 3k.</p> <p>Nil Net Spend Employability. All Employee savings in the Core budget offset the Employee expenditure in other programme areas. There is a transfer from reserves to offset over/under spends in Durham Advance and LINKCD.</p>
		<p>37k International Relations. Reduced income figure of 213k offset by reduction in related expenditure of (137k). There are also savings in employees of (15k) and Transport (2k) and a COVID adjustment of (22k).</p>
Physical Development	(109)	<p>Management & Admin - (86k). Underspend of (60k) on employees for vacancies. Saving of (9k) on transport for staff travel and car allowances. Overspend on Supplies of 62k due in the main to Professional fees for Milburngate House. Under recovery on income of 81k. Proposed draw down of reserves for Milburngate House (99k) and ER/VR contribution (72k). COVID savings adjustment of 11k.</p> <p>Durham City Promotions (40k). Saving of (40k) on promotions budget in Agency. Best Bar None event will not be held.</p> <p>Community Led Housing (2k). Surplus due to additional Income of (4k) offset by small savings of 2k in other expenditure.</p> <p>Strategic Housing Delivery nil net spend.</p> <p>Strategic Housing Delivery - Chapter Homes 18k. Overspends on Employees 14k due to honoraria payment and Transport 1k. Underachieved Income from recharges of 3k.</p> <p>Town Centres nil net spend. Overspend of 40k in Supplies on professional fees to be financed from earmarked reserve.</p> <p>Strategic Employment Site nil net spend. Overspend of 12k in Strategic Sites on Supplies, professional fees, to be financed from earmarked reserve.</p>
Housing Solutions	(454)	<p>(25k) Area Based Housing. Overspend on Employees of 33k, Supplies & Services overspend of 34k. Overspend in Agency & Contracted Services of 49k which is offset with (141k) additional Income. The underspend is largely from Warm Homes Fund and Group Repair, which will be carried forward as receipts in advance at year end to fund work next year.</p>

		<p>Nil net balance Housing Improvement. Very little activity within this area, all Expenditure is offset by Income.</p> <p>(213k) Activities. An overspend of 198k in Bed & Breakfast, 18k Out of Hours, 6k miscellaneous other overspends, and a COVID additional costs adjustment of (434k).</p> <p>Nil Net Spend Family Intervention Project. Underspend on Employees (53k) offset by reduced Income 53k.</p> <p>(5k) GRT Sites. Underspend on Employees (3k). A projected underspend on Premises (38k) due mainly to general repairs and minor improvements (the previous quarter projected overspend on utilities has been reduced and is now shown as on budget). Underspend on Supplies (46k) for general expenses. Income has been reduced to show unachieved income of 37k for Housing Benefit payments. The recharge for employees has been increased which results in a further overspend of 45k.</p> <p>156k Housing Initiatives. Prevention Initiatives overspend of 140k to be reduced with drawdown from reserves of (122k) for Welfare Assistance Staff. Homeless Support Grant shows an underspend of (90k) to be transferred to reserve to fund 21/22. New Burdens HRA underspend of (239k) DCLG grant to be transferred to reserves to fund initiatives in 2021/22 and 2022/23. Selective Licensing overspend of £138k for employees and set up costs to be covered from other service underspends.</p> <p>(367k) Core Funded. Employees underspend (268k) re vacancies and MTFP saving to be taken in 2021/22. There is an overspend in Supplies of 76k due mainly to conference and seminar additional expenditure. Transport shows an underspend of (47k) for staff travel. Income is (132k) more than budget due in the main to HIA quarterly recharge of (187k) which will be adjusted to a final figure at year end; therefore all income is projected as actuals. COVID savings adjustment of 4k. In Q3 the DRF budget of 500k will be transferred to a reserve for social housing improvement.</p>
Funding & Programmes	2	Nil net spend and COVID adjustment of 2k.
Strategy & Project Development	13	13k Strategy & Project Dev overspend. Additional Supplies 7k due largely to planning inspector costs this year offsetting other supplies savings. COVID adjustment of 6k.
TOTAL	(543)	

Corporate Property and Land

	Variance	Explanation
Head of CPAL	(12)	Minor variance
Assets	(103)	<p>(£75k) underspend for unbudgeted rental income in Assets General</p> <p>£13k overspend at Murton Resource due to tenant vacating</p> <p>£21k overspend at Horden Offices due to tenant vacating (Acumen)</p> <p>£14k overspend at Beveridge Arcade due to underachieved income</p> <p>(£13k) underspend at North Road Durham, payments due to HCA to be finalised in 20/21 when demolition date is known</p> <p>£15k overspend on Property Surveys for structures</p> <p>£28k overspend on ecological surveys</p> <p>(£14k) underspend at Millennium Square due to unbudgeted rental income</p> <p>£6k overspend at Freemans Reach 1</p> <p>£18k overspend on Freemans Hydro scheme due to repair works</p> <p>£54k overspend at Freemans Reach 2 due to ongoing dispute with tenant</p> <p>(£243k) underspend for Surplus Property which relates to insurance for Dale View Caravan Park fire damage £174k and Utilities £69k</p> <p>£57k overspend at various other buildings</p> <p>£20k addition to reserve for restructure</p>
Buildings & FM	(270)	<p>No variance Construction / R&M - claimed lost income from Covid grant for early part of year</p> <p>(£23k) underspend on Management due to vacant trade union post</p> <p>(£18k) underspend on Business Development due to staff vacancy and supplies</p> <p>£9k overspend on Compliance due to underachieved income being offset by vacant posts</p> <p>£175k addition to reserve for Coram, Concerto and Estimating system upgrades</p> <p>£44k overspend on closed buildings awaiting disposal</p> <p>(£55k) underspend at Seaham due to £44k unbudgeted income</p> <p>(£62k) underspend on rate refunds from 19/20 not processed in time due to Covid</p> <p>(£36k) underspend on staffing due to vacancies</p> <p>(£239k) underspend on utilities across the buildings</p> <p>(£45k) underspend on cleaning materials</p> <p>(£36k) underspend on general supplies</p> <p>(£35k) surpluses made on R&M SLAs</p> <p>£50k addition to reserve for catering review</p>
Building Design	100	£100k added to reserve for CAD development
CPPMU	(108)	<p>£40k overspend on staffing due to honorarium and an additional Senior Project Manager post to cover additional work</p> <p>(£14k) underspend on Transport and Supplies</p> <p>(£134k) over achievement of income £26k on Capital projects and £108k on revenue projects which have increased significantly in the later part of the year</p>
TOTAL	(393)	

Appendix 3: Capital Programme 2020/21

	Revised Annual Budget £000	Profiled Budget £000	Actual Spend to 31 December £000	Remaining Budget £000
General Fund				
Development & Housing				
North Dock, Seaham	72	72	72	0
Town Centres	3,596	1,643	1,146	2,450
Town & Village Centre	826	392	232	594
Minor Schemes	168	126	126	42
Disabled Facilities Grant /FAP	4,616	3,432	3,776	840
Housing Renewal	3,430	1,359	942	2,488
Housing Development	832	488	412	420
Chapter Homes	4,885	2,895	3,075	1,810
Beamish Capital Project	38	7	0	38
Strategy & Programmes Minor Schemes	55	0	0	55
	18,519	10,414	9,783	8,736
Business Durham				
Industrial Estates	6,704	5,430	5,573	1,131
	6,704	5,430	5,573	1,131
Corporate Property and Land				
Structural Capitalised Maintenance	3,592	1,726	1,870	1,722
Office Accommodation	23,375	13,936	13,402	9,973
	26,967	15,662	15,272	11,695
Transport & Contracted Services				
Local Transport Plan	1,902	1,180	1,048	854
Transport Major Schemes	11,773	9,674	9,010	2,763
T&CS Minor Schemes	156	75	1	155
	13,831	10,929	10,059	3,772
Culture, Sport and Tourism				
AAP Schemes	0	0	0	0
Culture and Museums	2,678	1,029	924	1,754
Leisure Centres	357	118	367	(10)
Library	0	0	0	0
Outdoor Sports and Leisure Facilities	154	154	120	34
	3,189	1,301	1,411	1,778
Regeneration Economy and Growth	69,211	43,736	42,097	27,114

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**Economy and Enterprise
Overview and Scrutiny Committee**

25 March 2020

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



Report of Paul Darby, Corporate Director of Resources (Interim)

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 During 2020, a highly infectious coronavirus (SARS-CoV-2) causing the respiratory disease COVID-19 spread rapidly across the world and led to the declaration of a global pandemic¹.
- 3 To contain the virus, minimise deaths and prevent our health and social care systems being overwhelmed, significant restrictions to our normal way of life, travel and business have been put in place.
- 4 Increased local restrictions were introduced in County Durham and six 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. At the beginning of November, we entered a second national lockdown (for four weeks) in response to a second wave of infections. When lockdown was lifted, the North East region moved to the very high alert category of the national three tier system. However, as infection rates rapidly increased due to the emergence of a more transmissible strain of the virus, the three tier system was extended to include a stay at home category – most of the country, including the North East region, was moved to this category. More recently, in January 2021, we entered a third national lockdown.

¹ On 11 March 2020 by the [World Health Organisation](https://www.who.int/)

- 5 There was positive news at the beginning of December when the UK medicines regulator approved the first COVID-19 vaccine and the government started rolling out a [national vaccination programme](#). Two more vaccines were subsequently approved in December.
- 6 The pandemic continues to impact on council services and our ways of working. We are continuing in our public health role and are working in partnership with other agencies on the local resilience forum (covering both County Durham and Darlington) to protect our communities and support those affected by the pandemic. We are also developing plans for future recovery.
- 7 The COVID-19 surveillance dashboard can be accessed [here](#).

Performance Reporting

- 8 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 our [Council Plan](#)². It also includes an overview of the impact of COVID-19 on council services, our staff and residents.

More and Better Jobs

- 9 COVID-19 continues to impact the UK economy. Nationally, between July and September, GDP was 8.6% below pre-pandemic levels³. In addition, 8% of the workforce remained furloughed (partial or full), and both redundancies and unemployment were at an all-time high⁴.
- 10 However, although the impacts of COVID-19 are severe, the UK economy is expected to recover over the next eighteen months and is unlikely to suffer any long-term effects⁵. In contrast, although the UK and EU have now reached a trade agreement, economists warn that the impact of Brexit, expected to emerge slowly and be permanent, will hamper the UK economy for years to come⁵.
- 11 Latest data shows our employment rate to be static. However, with the national redundancy rate continuing to increase and the government continuing to support, across the county, one in nine eligible jobs (furlough) and almost six in ten self-employed people (income support scheme), we are expecting our employment rate to deteriorate. That said, the increase in universal credit claimants we saw in the early part of the year has levelled off, at least temporarily, and suggests that local

² approved by full council October 2020

³ Office of National Statistics: [GDP quarterly national accounts, UK: July to September 2020](#)

⁴ Office of National Statistics: [labour market overview, UK: January 2021](#)

⁵ Analysis by [UK in a Changing Europe](#), a research organisation funded by the UK government

and national support measures are helping to create economic resilience.

- 12 To mitigate against these economic challenges, we are continuing to provide financial support to residents and businesses, are moving forward with significant investment projects which will create new infrastructure and transform our towns and villages, and are helping people back into work particularly through self-employment or by moving into job sectors experiencing increasing demand, e.g. food retail, delivery.

Connected Communities – Sustainable Communities focus

- 13 Fewer households are accessing our Housing Solutions Service and a shortage of suitable accommodation is increasing the length of time households are spending in temporary accommodation. Although the pandemic is impacting on our ability to bring properties back into use, more properties are benefitting from energy efficiency improvements.
- 14 Having reduced since 2012, our road maintenance backlog is now broadly in line with other local authorities – although an issue remains with unclassified roads, the severe winter of 2017/18 resulted in a deteriorating condition which is worse than the national average. A programme of resurfacing works for both footways and street lighting columns which have reached their end of service life is in place.

Risk Management

- 15 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.
- 16 *Failure/inability to respond to and recover from the COVID-19 pandemic, leading to high levels of staff absence, overwhelming pressure on services, and impacts on the safety and wellbeing of the wider community and economy.* 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.

Recommendation

- 17 That Economy and Enterprise Overview and Scrutiny Committee considers the overall position and direction of travel in relation to quarter three 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

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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 Three, 2020/21



MORE AND BETTER JOBS

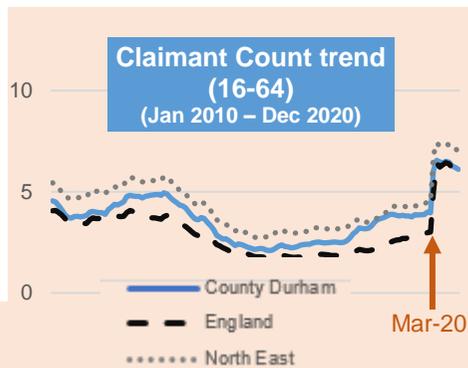
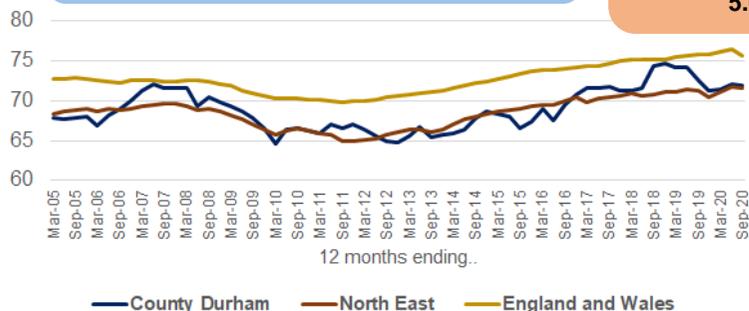
(a) Do residents have good job prospects?

71.6% Employment Rate
(APS Oct-19 – Sep-20)

6.5% Unemployment Rate
(APS - Oct-19 to Sep-20)

5.6% same period last year

5.6% same period last year



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?

Do residents have good job prospects?

- 2 Latest data shows the employment rate across the county has remained static (September 2020) which is in line with both regional and national trends. However, employment rate is reported in arrears so we have produced an experimental estimate using regional data from the Labour Force Survey (LFS) which gives us a more up to date rate. Our estimate for November 2020 is 71.9%, showing the picture continues to be static.
- 3 Although we have yet to see any significant impact of the pandemic on the employment rate, once the government removes its support package (furlough and self-employment income schemes), we expect to see a significant impact on employment.
- 4 Following a significant rise in people claiming employment benefits at the start of the pandemic (March to May), the claimant count has remained relatively static and now stands at 6.1%. This trend is reflected both regionally and nationally.
- 5 It is estimated that 19,400 of the 32,200 self-employed people across the county (60%) are eligible for Self-Employment Income Support which was launched in August (Tranche 2). The main reason for ineligibility is that people have not been self-employed for long enough. Business Durham is continuing to support those not eligible through other business grant schemes, for example local authority discretionary grant.
- 6 Although more people were referred to employment programmes during quarter three, COVID-19 continues to impact programme delivery. People are reluctant to engage due to uncertainty and concerns about the pandemic, diminishing job opportunities which is eroding motivation to actively look for employment, Jobcentre Plus no longer mandating participants to complete job search activity and programmes only being available digitally.
- 7 However, there has been success across the programmes with some participants becoming self-employed or moving into job sectors experiencing increase demand e.g. food retail, delivery drivers.

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	2	+2 ↑
businesses engaged	145	-241
floor space occupied	83%	-3pp
GVA from jobs created or safeguarded (million)	£10.6	+£3.1 ↑

4 businesses supported through Targeted Business Improvement schemes

0 FTEs created / safeguarded (2 to be created post COVID)

55 new businesses supported by Community Economic Development team

3 businesses supported through Town and Village schemes

1 Finance Durham Fund Investment

2 businesses supported through Seaham Townscape schemes

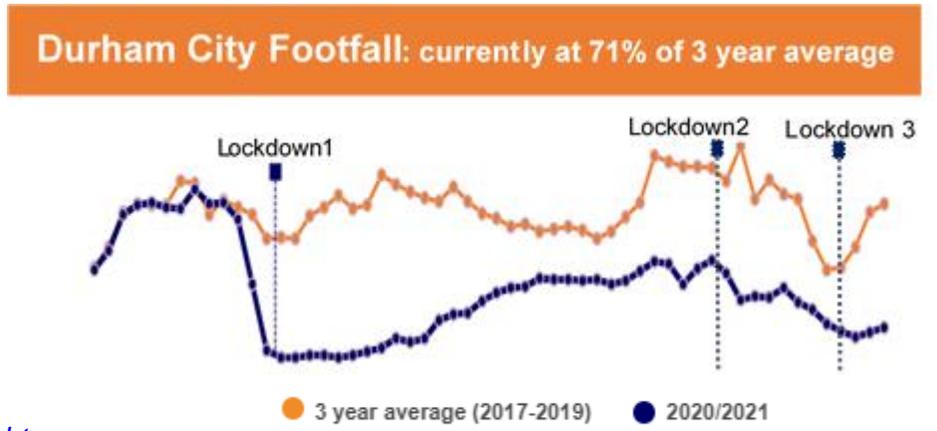
£5 million
Durham Business Recovery Grant

Planning permission approved
Aykley Heads

£20 million
Future High Street Fund
Bishop Auckland

Festival Walk
Spennymoor
Commence on site in Jan-21

Small to Medium Size Business Grant Schemes (Sep-20)*	County Durham	North East	England
Businesses identified by LA	8,924	45,769	960,112
Government Allocation £'million	107	562	12,322
value of grants identified	£100m /93%	£525m /91%	£11,712m /90%
grants paid	100%	98%	95%



*covers three COVID-19 schemes: Small Business Grants Fund: Retail, Hospitality and Leisure Business Grants Fund: Local Authority Discretionary Grants Fund

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

Is County Durham a good place to do business?

- 8 In January, we invested £5 million into the Durham Business Recovery Grant Scheme which will offer business grants of up to £40,000 and pay 75% of recovery plan costs. We expect the scheme will support more than 880 businesses and safeguard more than 1,760 jobs.
- 9 The planning application for the redevelopment of the Aykley Heads site was formally granted by the Planning Authority on the 20 January 2021, as all conditions were met and the application was not called in by the Secretary of State for Housing, Communities and Local Government. The application is now subject to a six week judicial review period.
- 10 Although work continues on the targeted Business Improvement Schemes and the Towns and Villages Programme, there has been some delay due to clients being unable to secure quotes from tradesmen or confirm delivery dates for works, and our staff unable to undertake site visits due to COVID restrictions.
- 11 Bishop Auckland has secured a Future High Streets Fund grant of almost £20 million to improve its transport, hospitality and leisure offer, and to bring vacant properties back into use. Work is expected to commence in April 2021.
- 12 Work to transform Festival Walk, an outdated shopping centre in Spennymoor, is underway and will result in a new, free to use town centre car park, a new larger ALDI store and refurbishment of the remaining units.

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

- 13 Despite the lifting of national restrictions during the summer months, some core tourist attractions did not re-open including Auckland Castle, the Botanic Garden, Killhope Lead Mining Museum, the Oriental Museum and Palace Green library. The attractions which did re-open did so with reduced capacity to ensure social distancing and to meet local tier restrictions introduced in September 2020.
- 14 Although our theatres remain closed as social distancing makes it impossible to operate the venues safely, we have continued our online offer with events such as audio plays and pre-filmed pantomimes during quarter three.
- 15 Durham History Centre was granted Planning and Listed Building Consent in September and was awarded almost £1.5 million of funding from the European Regional Development Fund to install low carbon measures.

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

COVID-19 Impact Survey*



2 October to 31 October
145 responses

60% experienced drop in income of more than 50%

8% increased income

52% fully open, 33% open with reduced hours, 15% closed

79% significantly impacted: mainly from lack of demand and cancellations

85% didnt have many enquiries, 32% said customers booking less than a week ahead

43% have diversified business in some way - 26% will continue

main concerns

59% increased government restrictions

57% business survival

55% lack of demand

45% reduction
in visitors to core attractions

History Centre
Planning permissions granted, and contractor to be appointed Jan-21

Theatres
Closed but with online offer

virtual visits
promoting the visitor offer; videos and online tours; interactive quiz about Durham; encouraging people to plan their next visit to Durham attractions

Explore your door campaign
Aims to encourage residents to explore lesser known 'hidden gem' walks, rides and beauty spots in their local area, while also promoting responsible use of the county's great outdoors

Durham Book Festival
More than 50 online events; producers distributed free copies of the Big Read and Little Read titles focusing particularly on groups in the county hit hardest by the pandemic. 66% of those who engaged online say they are more likely to attend in person in the future, and 74% said they would access online events if these were part of a future Durham Book Festival.

- 16 Durham County Record Office's online exhibition initially launched in May 2020 and has now expanded to four themed exhibitions on its website.⁶ The Record Office also resumed its Third Thursday Talk programme, with more than 100 participants, and family history workshops via Teams in November.

Connected Communities - Sustainability

- 17 The ambition of Connected Communities – Sustainability is linked to the following key questions:
- (a) Do residents have access to decent and affordable housing?
 - (b) Is it easy to travel around the county?

Do residents have access to decent and affordable housing?

- 18 Fewer households are accessing Housing Solutions where homelessness could be prevented, by either keeping someone in their own home or securing alternative accommodation. A shortage of available move on accommodation, potentially exacerbated by the eviction ban and the availability of social housing, is resulting in fewer preventions.
- 19 A shortage of available move on accommodation has also increased the length of time households spend in temporary accommodation. Work to prioritise the type of accommodation needed, such as single person accommodation, is taking place through the County Durham Lettings Agency.
- 20 Fewer properties have been brought back into use as a direct result of the impact of COVID-19 restrictions which state only essential work should take place. However, more properties are benefitting from energy efficiency measures, regeneration initiatives and disabled facilities grants as work in this area can be completed over the telephone.
- 21 Although our proposed Selective Licensing Scheme has been submitted to the Secretary of State for approval, we are aware that the pandemic has caused significant delays to the decision making process. If the scheme is approved, we will be required to place notices advertising the scheme for three months before we can issue licences. As such, it is anticipated that our proposed 'go live' date may be delayed.

⁶ For more details, please visit <http://www.durhamrecordoffice.org.uk/article/23707/Exhibitions>

CONNECTED COMMUNITIES – SUSTAINABILITY

(a) Do residents have access to decent and affordable housing?

Housing advice and support

(Oct–Dec 20, compared to same period last year)

675	properties improved, adapted or brought back into use	↑ 42%
2,996	households accessed Housing Solutions	↓ 12%
260	households helped to move to alternative accommodation	↓ 12%

Eviction Ban

lifted 11 January

More presentations with a s21 notice and court dates

Stop B4U Serve

During quarter three:

- 27 referrals
- 98% of cases due to rent arrears
- 86% success rate

303

households helped to stay in their homes
↑ 18% on last year
(Oct-Dec 20)

96

'new' households placed in temporary accommodation (TA)
↑ 18% on last year
(Oct-Dec 20)

Number of properties brought back into use as a result of LA intervention



No. households supported
under Housing Revenue Account

156
prevention

159
relief
(within 56 days)

13
main duty
to secure
accommodation

Average time household is in temporary accommodation (days)



Selective Licensing

- Business case submitted to Secretary of State in December 2020.
- Covers 42% of the private rented stock in the county.
- Proposed go live date June 2021

Is it easy to travel around the county?

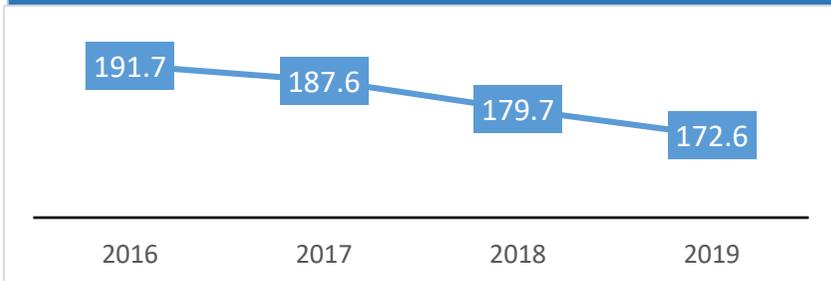
- 22 Having reduced since 2012, our highways maintenance backlog (carriageways, footways and streetlighting) is now broadly in line with other local authorities⁷. Key issues remain with unclassified roads, the severe winter in 2017/18 resulted in deteriorating condition which is worse than the national average. We have put in place a programme of resurfacing works both footways and street lighting columns which have reached their end of service life.

⁷ based on Annual Local Authority Road Maintenance Survey (ALARM) 2020

CONNECTED COMMUNITIES – SUSTAINABILITY

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

Maintenance Backlog (£million)



Percentage of roads where maintenance is required

	2016	2017	2018	2019	National Average	
A roads	4.1%	2.6%	2.6%	3.0% ↑	3.4%	★
B roads	5.3%	4.7%	4.7%	3.3% ↓	4.6%	★
C roads	3.6%	3.7%	3.7%	2.3% ↓	4.6%	★
Unclassified Roads	20.0%	20.0%	21.0%	21.3% ↑	15.1%	★

traffic levels are generally **60-70%*** pre-COVID levels.

compared to 30-40% during the first lockdown in March 2020.

(*measured 5 to 11 January)



National Highways and Transport Survey (NHT) 2020 Satisfaction with...

Good park and ride schemes

57% (2020)

41% (North East)

★ 45% (National)

Travel less by car

36% (2020)

40% (North East)

★ 40% (National)

Walk, cycle or use public transport more

42% (2020)

45% (North East)

★ 45% (National)

Bridge Stock Condition

	2017	2018	2019
Principal roads	80.0	80.7	80.7*
Non-Principal roads	81.0	79.9	79.9*

*last year's data has been used due to issues with obtaining current values

Key Performance Indicators – Data Tables

Page 108

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 2020/21 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	71.9	Oct 2019-Sept 2020	73	72.5	75.7	71.5	74.1		Yes
				RED	AMBER	RED	GREEN	RED		
2	Per capita household disposable income (£)	16,542	2018	Tracker	15,875	21,609	16,995			No
				N/a	GREEN	RED	RED			
3	Number of gross jobs created or safeguarded as a result of Business Durham activity	361	Oct-Dec 2020	Tracker	257					Yes
				N/a	GREEN					
4	% of 16 to 17 year olds in an apprenticeship	4.6	as at Dec 2020	Tracker	6.7	3.3	4.8	4.7		Yes
				N/a	RED	GREEN	AMBER	AMBER		

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	16,388	29,356	20,554			No
				N/a	GREEN	RED	RED			
6	Number of registered businesses in County Durham	14,105	Mar 2020	Tracker	13,795					No
				N/a	GREEN					
Page 7 of 101	Value (£M) of new contracts secured	839,017	Oct-Dec 2020	Tracker	683,439					Yes
				N/a	N/a					

MORE AND BETTER JOBS

County Durham a good place to do business?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
8	Value (£M) of GVA growth from jobs created	10.6	Oct-Dec 2020	12 RED	7.5 GREEN					Yes
9	Number of Inward Investments secured	2	Oct-Dec 2020	2 GREEN	0 GREEN					Yes
10	% of Business Durham business floor space that is occupied	82.8	Oct-Dec 2020	Tracker N/a	85.7 RED					Yes

MORE AND BETTER JOBS

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
11	Number of visitors to County Durham (million)	20.13	2019	Tracker N/a	19.71 GREEN					No
12	Number of jobs supported by the visitor economy	12,133	2019	Tracker N/a	11,998 GREEN					No
13	Amount (£ million) generated by the visitor economy	955	2019	Tracker N/a	914 GREEN					No

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	675	Oct-Dec 2020	Tracker	474					Yes
				N/a	GREEN					
104	Number of empty properties brought back into use as a result of local authority intervention	35	Oct-Dec 2020	50	48					Yes
				RED	RED					
105	Number of net homes completed	424	Oct-Dec 2020	Tracker	425					Yes
				N/a	RED					
106	Number of affordable homes delivered	628	2019/20	300	532					No
				GREEN	GREEN					
107	Number of households accessing the Housing Solutions Service	2,996	Oct-Dec 2020	Tracker	3,417					Yes
				N/a	RED					
108	Number of households helped to stay in their home	303	Oct-Dec 2020	Tracker	368					Yes
				N/a	RED					
109	Number of households helped to move to alternative accommodation	260	Oct-Dec 2020	Tracker	295					Yes
				N/a	RED					

CONNECTED COMMUNITIES – SUSTAINABILITY

Page 104 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	3.0	2019	Tracker	2.6	3.38	1.92		2019	Yes
				N/a	RED	GREEN	GREEN			
111	% of B roads where maintenance is recommended	3.3	2019	Tracker	4.7	4.57	2.83		2019	Yes
				N/a	GREEN	GREEN	GREEN			
112	% of C roads where maintenance is recommended	4.3	2019	Tracker	3.7	4.57	2.83		2019	Yes
				N/a	RED	GREEN	GREEN			
113	% of unclassified roads where maintenance is recommended	21.3	2019	Tracker	21.0	15.08	16.25		2019	Yes
				N/a	AMBER	RED	RED			
114	Highways maintenance backlog (£millions)	172.6	2019	Tracker	179.7					Yes
				N/a	GREEN					
115	Bridge Stock Condition – Principal Roads*	80.7**	2019	Tracker	80.7					Yes
				N/a	GREEN					
116	Bridge Stock Condition – Non-Principal Roads*	79.9**	2019	Tracker	79.9					Yes
				N/a	GREEN					

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

** last year's data has been used due to issues with obtaining current values

Other Additional Relevant Indicators

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	
15	Average point score per A level entry of state-funded school students	39.9	2019/20 (academic year)	Tracker	Not comparable	39.5	38.3			Yes
				N/a	N/a	GREEN	GREEN			
17	% of 16 to 17 year olds who are not in education, employment or training (NEET)	5.0	Oct-Dec 2020	Tracker	4.4	2.5	4.2			Yes
				N/a	GREEN	RED	RED			

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	
73	% of care leavers aged 17-18 in education, employment or training (EET)	72	as at Dec 2020	Tracker	60	64	63	65	2019/20	Yes
				N/a	GREEN	GREEN	GREEN	GREEN		
74	% of care leavers aged 19-21 in education, employment or training (EET)	63	as at Dec 2020	Tracker	68	53	52	53	2019/20	Yes
				N/a	RED	GREEN	GREEN	GREEN		

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**Economy and Enterprise Overview
and Scrutiny Committee**

25 March 2021

**Refresh of the Work Programme
2021/22**



Report of Paul Darby, Corporate Director of Resources (Interim)

Electoral division(s) affected:

None

Purpose of the Report

- 1 To provide the Economy and Enterprise Overview and Scrutiny Committee (E&E OSC) with the opportunity to review and refresh the work programme for 2021/2022.

Executive summary

- 2 The E&E OSC reviews its work programme each year to reflect the objectives and associated outcomes and actions identified within the Council Plan and is set in the context of the County Durham Vision 2035 which has been developed with partners around the three strategic ambitions of:
 - More and Better Jobs
 - People Live Long and Independent Lives; and
 - Connected Communities.
- 3 The report (paragraphs 10-13) provides information for members to note activity undertaken by the committee during 2020/21 and enables discussion to suggest areas for review activity or agenda items to be included in the committee's work programme for 2021/2022.

Recommendations

- 4 The E&E OSC is recommended to:
 - a) Note the proposed E&E OSC work programme in relation to the current Council Plan 2020 – 2023 (copy attached at appendix 2).
 - b) Note that a further report detailing the E&E OSC work programme for 2021/2022 will be submitted at its first meeting of the 2021/22 municipal year.

Background

- 5 The current overview and scrutiny committees' work programmes focus on the priority areas identified within the context of the:
 - Council Plan
 - Cabinet's Notice of Key Decisions
 - County Durham Vision for 2035
 - Partnership plans and strategies
 - Performance and budgetary control data
 - Changes in government legislation

- 6 In October 2019, public, private and voluntary sector bodies that make up the County Durham Partnership jointly agreed a Vision for County Durham 2035. This vision was based on a strategic assessment of need using our intelligence platform Durham Insight and was developed following extensive consultation with the public. The vision document that was agreed sets out our strategic direction and what we would like to achieve over the next 15 years and is written around three broad ambitions for the people of County Durham:
 - More and better jobs
 - People live long and independent lives
 - Connected communities

- 7 As well as being of key importance to local people's long-term priorities, they remain key strategic ambitions in our response to the COVID-19 crisis, where key impacts relate to employment, health and wellbeing, and communities.

Council Plan 2020 - 2023

- 8 The Council Plan is the primary corporate planning document for the county council and details Durham County Council's contribution towards achieving the objectives set out in the Vision for County Durham 2035 together with its own change agenda. It aims to provide a readable and accessible summary for Members, partners and the public of our priorities for the county and the main programmes of work that we will undertake over the coming three years to help achieve these priorities.

- 9 Both the Vision for County Durham and the Council Plan are structured around three ambitions which are mentioned above. An additional ambition of an excellent council has been developed for the Council Plan to capture the corporate initiatives that the council has identified and that it wants to undertake to transform its operations and enable achievement of the ambitions within the vision.

a) More and Better Jobs

- Delivery of a range of accessible employment sites across the county
- A strong, competitive economy where County Durham will be a premier place in the North East to do business
- A broader experience for residents and visitors to the County
- Young people will have access to good quality education, training and employment
- Helping all people into rewarding work
- Fewer People will be affected by poverty and deprivation within the County

b) Connected Communities

- Standards will be maintained or improved across County Durham's housing stock
- Our towns and villages will be vibrant, well used, clean, attractive and safe
- People will have good access to workplaces, services, retail and leisure opportunities
- Delivery new high-quality housing which is accessible and meets the needs and aspirations of our residents

Current Work Programme

- 10 During 2020/21, the E&E OSC had to prioritise items to come to a reduced number of formal meetings and items to be electronically circulated as briefing reports due to the Coronavirus. However, although there was a reduced number of formal meetings linked to priorities within the County Durham Vision, Council Plan and COVID response, the committee has undertaken budgetary and performance monitoring and considered overview presentations:

Overview Activity

Delivery of a range of accessible employment sites across the county

- Strategic employment sites in the county – Briefing Report
- Business Durham - Meeting

A strong, competitive economy where County Durham will be a premier place in the North East to do business

- Digital Durham – Briefing Report
- Regional and local transport activity – Briefing report

A broader experience for residents and visitors to the County

- Visit County Durham - Meeting

Young people will have access to good quality education, training and employment and

- DurhamWorks Programme – Meeting

Helping all people into rewarding work

- NE Skills Advisory Panel – Briefing Report
- DurhamWorks Programme – Meeting

Fewer People will be affected by Poverty and deprivation in the County

- Homelessness Strategy – Meeting

Standards will be maintained or improved across County Durham's housing stock

- Housing Solutions Service - Meeting
- Selective Licensing Scheme - Meeting
- Housing Strategy – Meeting
- DCC's House Building Delivery Programme – Briefing report

Our towns and villages will be vibrant, well used, clean, attractive and safe

- Masterplans – Briefing Report

People will have good access to workplaces, services, retail and leisure opportunities

- Regional and local transport activity – Briefing Report

We will deliver new high-quality housing which is accessible and meets the needs and aspirations of our residents

- Housing Solutions Service – Meeting
- Selective Licensing Scheme – Meeting
- Housing Strategy – Meeting
- DCC's House Building Delivery Programme – Briefing Report

Performance Monitoring

- 11 The committee has considered and commented on quarterly budget and performance reports for the Regeneration, Economy and Growth Service Grouping.

Cross Cutting Areas

12 The E&E OSC has also considered the following areas which cut across all objectives within the Council Plan:

- County Durham Plan – Briefing Report
- County Durham Economic Partnership – Briefing Report
- EU and regional funding – Meeting
- Town and Village Centres Programme -Meeting
- Minerals and Waste Development Plan Document and the Parking and Accessibility Supplementary Planning Document – Briefing report
- Impact of COVID 19 on the Regeneration, Economy and Growth Service Grouping - Meeting
- North East COVID 19 Response Group – Briefing report

13 The E&E OSC has also considered the following areas which cut across objectives within the Council Plan or cut across the remit of other Overview and Scrutiny Committees:

- Response of Neighbourhoods and Climate Change to the pandemic – invite to Environment and Sustainable Communities Overview and Scrutiny Committee on 3 September 2020 and 25 March 2021
- Fuel Poverty – invite to Environment and Sustainable Communities Overview and Scrutiny Committee on 12 February 2021
- Highways Management - invite to Environment and Sustainable Communities Overview and Scrutiny Committee on 12 February 2021
- Carbon Emergency Response Plan – invite to Environment and Sustainable Communities Overview and Scrutiny Committee on 25 March 2021
- Management of DCC Fleet – Environment and Sustainable Communities Overview and Scrutiny Committee – Briefing report
- Heritage coast and the tourism offer – Environment and Sustainable Communities Overview and Scrutiny Committee Briefing report
- Stockton and Darlington Railway Bicentennial Celebrations - Environment and Sustainable Communities Overview and Scrutiny Committee - Briefing report
- Gala Theatre - Environment and Sustainable Communities Overview and Scrutiny Committee - Briefing report
- Libraries and Museums - Environment and Sustainable Communities Overview and Scrutiny Committee - Briefing report
- Leisure Centres Transformation – Environment and Sustainable Communities Overview and Scrutiny Committee – Briefing report

- 14 Paragraphs 10 – 13 of this report identifies the activity undertaken by the committee during 2020/21. The committee has identified a number of these areas for further progress updates and will need be included in the committee's work programme for 2021/2022.
- 15 With regard to review activity members are invited to suggest potential topics for future review activity for 2021/2022.
- 16 The committee will receive a further report at its first meeting within the 2021/22 municipal year detailing the proposed work programme for 2021/2022 and subject to both meeting and service capacity will be asked to agree a topic for future review activity.

Conclusion

- 17 The report and attached appendices provide information for members to note and comment on activity undertaken during 2020/21 and request members to identify areas to consider for potential review activity or agenda items for inclusion within its work programme for 2021/22.

Background papers

- None

Contact:	Diane Close	Tel:03000 268141
	Stephen Gwilym	Tel:03000 268140

Appendix 1: Implications

Legal Implications

Not Applicable

Finance

Not Applicable

Consultation

Not Applicable

Equality and Diversity / Public Sector Equality Duty

Not Applicable

Human Rights

Not Applicable

Climate Change

Not Applicable

Crime and Disorder

Not applicable.

Staffing

Not Applicable

Accommodation

Not Applicable

Risk

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

Procurement

Not Applicable

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Durham County Council Council Plan

2020-2023



Executive Summary

County Durham is a dynamic place, used to overcoming challenges and reinventing itself. Recently, the council and partners agreed a vision for County Durham for 2035 following extensive consultation with our residents. Over 30,000 responses helped shape a vision that people recognise. This is to **create more and better jobs, help people live long and independent lives and support communities to be well connected and supportive of each other**. Our purpose holds to deliver on these ambitions against a context of COVID-19. This plan sets out how we will achieve this.

We want to create **more and better jobs** by supporting businesses emerging from lockdown back to stability and help to rebuild our economy. We are developing a pipeline of projects and investment plans; our roadmap to help stimulate economic recovery. We will create major employment sites across the county, cementing our position as a premier place in the region to do business. Employability support programmes will be developed to help people back into employment or to start their own business. As young people return to our schools and colleges, we will ensure that they receive a good education and training to equip them with the skills they need to access opportunities of today and the future. We will help our tourism and hospitality sector to recover as a great visitor destination with a cultural offer which will help stimulate the local economy.

We want our residents to **live long and independent lives** and remain in good health for many years to come. Surveillance, early identification and outbreak management are vital in controlling the virus, the most immediate threat to the health of our residents. We want to tackle some of the mental health challenges that have been exacerbated by the pandemic. There have been positive impacts on the environment since lockdown began. The council is committed to becoming carbon neutral by 2050 and making our county more conducive to physical exercise to benefit the environment and our health. We have a strong track record of health and social care integration in Durham. We want to build on the financial and practical support we have provided to the care sector during the pandemic by ensuring we have a high-quality care market that is sustainable in the future.

We want our **communities to be well connected and supportive of each other**. As town and village centres reopen, we will help them to be vibrant and accessible places that are well used, clean, attractive and safe. We will support the most vulnerable in our communities, particularly those socially isolating, shielding or adversely affected financially.

These ambitions will be supported by a well-run council with a good grip on its performance and finances and which makes best use of our workforce and technology to provide the best possible service we can for our residents.

Our ambitions are fully supported by a delivery plan at the end of this document.



Leader of the Council, Councillor Simon Henig
and Chief Executive, John Hewitt

A Vision for County Durham

In October 2019, public, private and voluntary sector bodies that make up the County Durham Partnership jointly agreed a [Vision for County Durham 2035](#). This vision was based on a strategic assessment of need using our intelligence platform [Durham Insight](#) and was developed following extensive consultation with the public. Residents, businesses and specific interest groups such as children and young people and people with a disability were asked what they would like to see in a new vision for the county and their views were incorporated into our final vision. The vision document that was agreed sets out our strategic direction and what we would like to achieve over the next 15 years and is written around three broad ambitions for the people of County Durham:

More and better jobs

People live long and independent lives

Connected communities

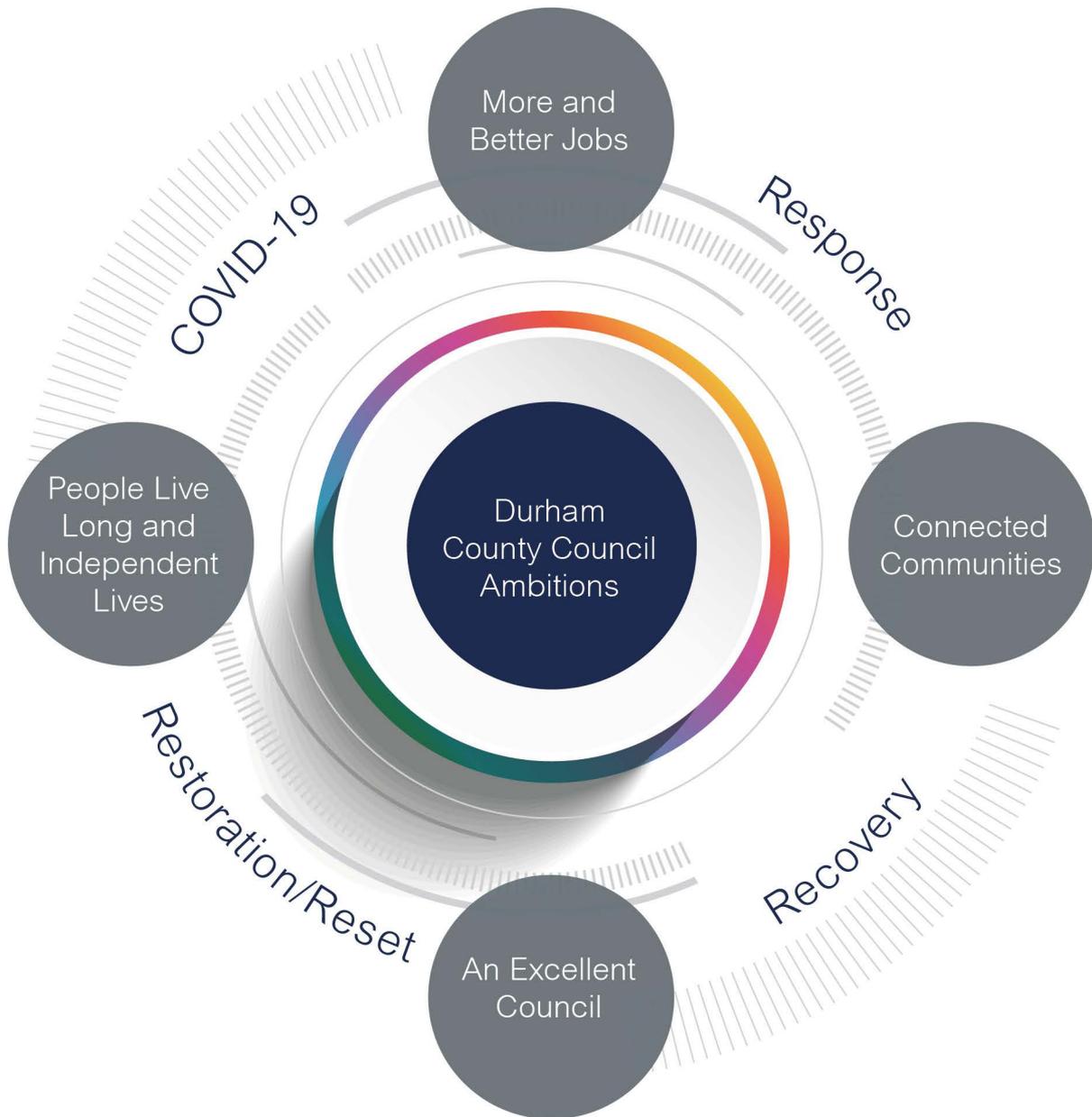
These three themes were developed following extensive public consultation with almost 30,000 pieces of consultation evidence having fed into the development of the vision. As well as being of key importance to local people's long-term priorities, they remain key strategic ambitions in our response to the COVID-19 crisis, where key impacts relate to employment, health and wellbeing, and communities. This document sets out the contributions that Durham County Council will make over the next three years to help achieve those ambitions.

Durham County Council has already delivered £242 million of savings and lost just under 3,000 posts since the introduction of the Government's austerity programme in 2011 and these savings are forecast to exceed £280 million by 2024/25. Despite this, we will continue to aspire to work with partners to achieve our shared Vision for County Durham, which reflects the views of our residents and communities. The unprecedented financial challenges that we face, and uncertain times ahead mean that like many public sector bodies, we will have to consider delivering some services differently if we are to continue providing them at all. Therefore, in addition to the three ambitions set out in the Vision for County Durham, this plan contains a fourth ambition capturing our own organisational transformation agenda and this ambition is to be an excellent council.

This Council Plan aligns to both the council's Medium-Term Financial Plan which sets out how our priorities will be resourced and the County Durham Plan which is the spatial representation of our ambitions contained within the Council Plan around housing, jobs and the environment as well as the transport, schools and healthcare to support it.

Durham County Council Ambitions

This document sets out the strategic framework for all of our plans and strategies. It sets out the council's contribution to achieving the Vision for County Durham as well as our own improvement agenda and the major programmes of work that Durham County Council will be undertaking over the medium-term to recover from COVID-19.



Planning Assumptions

A whole range of factors will directly influence the delivery of this plan. The major issues are identified here.

Clearly, the ongoing coronavirus pandemic (COVID-19) will dominate the planning and delivery of our services over the lifetime of this plan and frame everything that we do to support our recovery in County Durham and achieve our vision. Our ongoing response to the global COVID-19 outbreak, how we support recovery of business and the economy and our communities and the restoration of council services features strongly during the period covered by this plan. It affects our local economy, the health and wellbeing of our residents, our communities and the delivery of services by the council. The council is playing a key role in coordinating the response to the pandemic through its public health function and as a first responder under the Civil Contingencies Act 2004. We want to ensure that the most vulnerable in our communities such as older people and those with pre-existing conditions receive support and are best protected. We also want to ensure that we continue to provide essential services in the event of a local outbreak and deliver a range of programmes to help support business and individuals financially affected by the crisis.

Durham is a large and diverse county with a very dispersed settlement pattern which creates specific issues. A large proportion of the county, particularly to the west of the A68 is rural and has some of the sparsest population densities in the country. It is important to people that rural communities remain sustainable whilst maintaining those characteristics that make them distinctive. The particular challenges of rural communities are referenced throughout this Council Plan and rural proofing will be a major consideration in any policies that we develop.

Climate change is one of the most important issues facing humankind today. Whilst it is a global issue, there is a lot that can be done locally to respond to this challenge. Durham County Council declared a climate emergency in 2019. Our targets are to reduce carbon emissions as an organisation by 80% (from a 2008/09 baseline) by 2030 and contribute towards and work with others to achieve a carbon neutral county by 2050. These targets and the need to mitigate against the effects of climate change through a commitment to a low carbon future and a challenging action plan underpin the assumptions made in this document.

Everyone is justifiably proud of our beautiful countryside and coast. A large part of the county is of significant landscape value including the North Pennines Area of Outstanding Natural Beauty (also a designated UNESCO Global Geopark) and the Durham Heritage Coast. Some parts of our county support unique combinations of plant and animal species. Our natural environment contributes significantly to our wellbeing and quality of life. Many feel that we need to commit to protecting this for future generations. These views have been incorporated into our plans.

The pace of change is accelerating. New technologies such as artificial intelligence and developing new insights from data have the potential to transform the global economy and business models across many sectors, automating processes, achieving efficiencies, enhancing service user experience and driving better decision-making. The county is well placed to develop new business opportunities in this area. The council is also looking to provide more effective services using technology whilst having regard to the ethical issues that they pose.

The UK's exit from the European Union (EU) will affect the whole country over the lifetime of this plan. County Durham benefits significantly from EU funding which is used to develop infrastructure and services, support economic and social cohesion, businesses, agriculture and the environment. The Government has announced a UK Shared Prosperity Fund which will replace farming subsidies and EU structural funding after Brexit. However, neither the terms of our future trading relationship with the EU or details of how the Shared Prosperity Fund will operate are known. This plan does not reflect any potential effects from the changing relationship with the EU or new government funding through the Shared Prosperity Fund. Our plans may need to be revised in the event of any changes having a significant impact on our future work programmes. There are a number of uncertainties around local government finance with a Comprehensive Spending Review which will set the quantum of funding available to local government and the Fair Funding Review which will affect the distribution of grant funding between local authorities and business rates retention. Assumptions around these uncertainties are built into our Medium-Term Financial Plan.

Equality Objectives

It was apparent during the consultation on the County's Vision that residents have a tremendous sense of belonging and are rightly proud of their communities and the county. Whilst many visitors to the county have commented on the friendliness of its people, there have been a small number of examples where people have been less welcoming. More integrated communities where everyone can feel safe and included, regardless of their background or characteristics, was seen as important and in the tradition of tolerance and acceptance of the North East people and this thinking has helped shape our plans. Local authorities have a duty to eliminate discrimination, harassment and victimisation, advance equality of opportunity and promote good working relations between people. Following further consultation on our vision with a number of groups, the following equality objectives have been developed to help us achieve our vision and comply with our duties.

We will improve employment opportunities for disabled people

As a Disability Confident Leader, we will improve recruitment and retention rates of disabled people within the council and work with businesses locally to improve disability employment rates countywide and through our approach to procurement.

We will build inclusive communities

To connect our communities and improve levels of tolerance and integration for our diverse communities we will support better partnership working on equality. This work will support a series of events that foster good relations between groups.

We will build an inclusive and welcoming employee culture

Through our transformation programme we will develop our culture to be welcoming and accepting of all, improving our staff engagement and support through the development of staff networks and improving how we collect, monitor, analyse and utilise staff diversity data.

Monitoring

We will continue to monitor council performance against a comprehensive set of performance indicators to Cabinet and scrutiny committees on a quarterly basis. Key performance indicators are included within this plan for illustrative purposes. Progress against key programmes of work included in this plan will be reported every six months. The plan will be subject to an annual review process.

Council Plan Ambitions and Objectives

COVID-19: Response, Restoration/Reset, Recovery

More and Better Jobs

- Delivery of a range of employment sites across the county
- A strong, competitive economy where County Durham is a premier place in the North East to do business
- A broader experience for residents and visitors to the county
- Young people will have access to good quality education, training and employment
- Helping all people into rewarding work
- Fewer people will be affected by poverty and deprivation within the county

People Live Long and Independent Lives

- Children and young people will enjoy the best start in life, good health and emotional wellbeing
- Children and young people with special educational needs and disabilities will achieve the best possible outcomes
- A physical environment that will contribute to good health
- Promotion of positive behaviours
- Better integration of health and social care services
- People will be supported to live independently for as long as possible by delivering more homes to meet the needs of older and disabled people
- We will tackle the stigma and discrimination of poor mental health and building resilient communities

Connected Communities

- All children and young people will have a safe childhood
- Standards will be maintained or improved across County Durham's housing stock
- Our towns and villages will be vibrant, well-used, clean, attractive and safe
- People will have good access to workplaces, services, retail and leisure opportunities
- Communities will come together and support each other
- Delivery of new high-quality housing which is accessible and meets the needs of our residents

An Excellent Council

- Our resources will be managed effectively
- We will create a workforce for the future
- We will design our services with service users
- We will use data and technology more effectively
- We will actively performance manage our services

Context: COVID-19 Response, Restoration/Reset and Recovery

The council's approach to the COVID-19 pandemic is threefold around response, restoration and recovery. As lockdown was announced, then a rapid response was required to support businesses and communities through the immediate crisis and to communicate public health messages to the people of County Durham.

The principles by which we will manage our response, restoration and recovery approach will be:

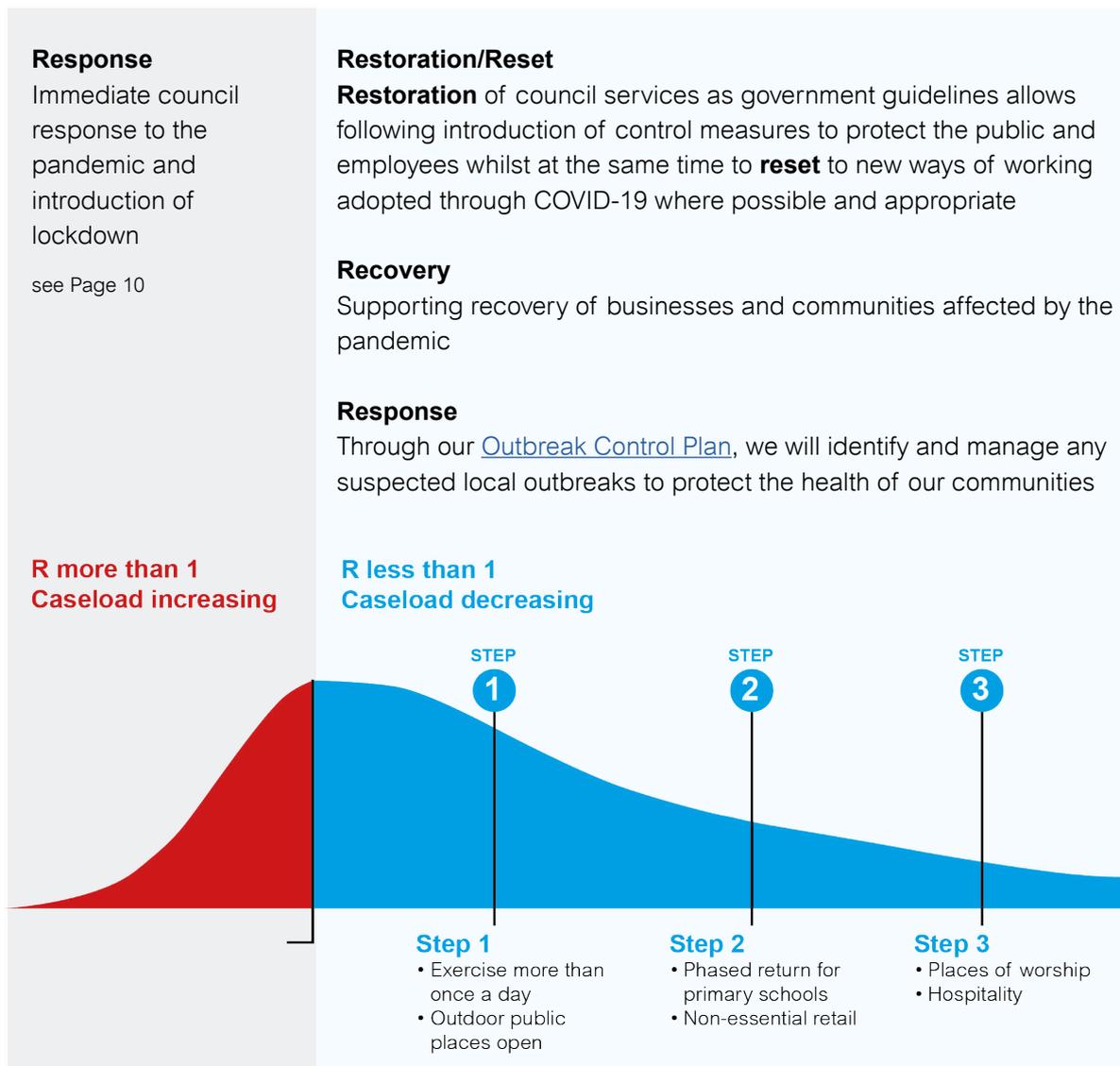
1. Close surveillance and management of the COVID-19 pandemic in County Durham;
2. Being responsive to where we are in our journey to recovery;
3. Taking a dynamic response to control the virus and to support businesses and communities;
4. Working in partnership with other statutory agencies on our Local Resilience Forum to coordinate our efforts.

As lockdown measures are relaxed, then it is anticipated that there will be an increase in cases of COVID-19. Together with partners, we have developed a COVID-19 Outbreak Control Plan which sets out how a local outbreak of the virus will be identified and managed jointly by the council and Public Health England's North East Health Protection Team.

As the country takes a phased approach to the lifting of lockdown regulations, the council will follow government guidelines and restore council services that were previously restricted or suspended whilst at the same time reset some services to new ways of working adopted through the pandemic where possible and appropriate. Service restoration and the reopening of buildings will follow specific government guidance, a thorough assessment of risk and the introduction of necessary control measures to help protect the public and our employees. Innovative approaches to service provision that have either been developed in response to or enhanced because of the pandemic, such as online services, will be considered to see how they can transform our offer and culture of working in the future and reduce our environmental impact.

The pandemic will impact on businesses. We will need to closely monitor the economy and coordinate local, regional and national interventions to best support the business sector. Understanding the impact of the pandemic on our rural, urban and more deprived areas will be a core part of the council's recovery work and will inform the council's Poverty Action Strategy and how related council services respond. We will reshape our services to vulnerable groups such as older people and those suffering from poor mental health and those that are feeling lonely and isolated.

COVID-19 Strategy: Response, Restoration/Reset and Recovery



COVID-19: Council Response So Far



Provided over **18,000** households with an additional **£3.6 million** of support through our Council Tax Hardship Fund



Through smart use of ICT, enabled remote working for **5,000 staff**. Redeployed over **500 staff** into priority service areas



Allocated over **2,700 laptops** to disadvantaged children



Allocated an extra **£100,000** to each of our **14 Area Action Partnerships and an extra £100,000** for countywide projects to help community and voluntary groups adversely affected by the pandemic



Continue to be one of the few authorities in the country that offer up to **100 per cent discount** on council tax bills



Applied business rates reductions to over **2,400 businesses** totalling nearly **£51 million**



Suspended debt recovery for individuals in arrears and offered **three-month rent referrals** to business tenants



Supported over **9,600 businesses** with total COVID-19 related grant payments of around **£104 million**



Developed a virtual hub, County Durham Together, helping over **10,000 vulnerable residents** with access to essential services



Invested an **extra £1 million** in our Welfare Assistance Scheme providing short-term support to people in crisis



Over **£15m additional funding** given to adult social care providers and over 2 million items of PPE provided to care and primary health sector organisations



Continued to provide a range of services remotely such as employability sessions and our Library Online service

COVID-19 Plan: Response, Restoration/Reset and Recovery

Our COVID-19 plan sets out how the council's future plan to manage restoration of council services and recovery of daily life in the county whilst helping us achieve our long-term vision set against national recovery strategy, government guidelines and our public health duty to protect our residents.

Response Response to the COVID-19 pandemic and outbreak control	Restoration/Reset Restart services and reset to new ways of working adopted through COVID-19 where possible and appropriate	Recovery Recovery of business and communities in County Durham
Coordinate the public health response to the COVID-19 pandemic	Review the approach to care home commissioning, taking into account changes as a result of the COVID-19 pandemic to ensure a sustainable and high-quality care market	Assess the economic implications of the pandemic and assist businesses to restart and grow the economy in County Durham
Protect the health of local residents from COVID-19 and reduce any onwards transmission from the disease	Development of the County Durham Together community hub to promote and enable easier access to preventative services available in local communities	Provide employability support schemes and a programme to help alleviate financial hardship suffered by residents
	Assess risks, protect and support public and employees	Support mental health and wellbeing of residents
	Restoration of council services that have been interrupted by the pandemic	Provide additional support to community groups adversely affected
		Deliver a programme to support individuals, households and communities
Develop data and intelligence sharing and reporting arrangements to focus effort on restoration, recovery and response		

County Vision

- More and Better Jobs
- Long and Independent Lives
- Connected Communities
- An Excellent Council

Ambition: More and Better Jobs

We will continue our economic renaissance and ensure that people can enjoy a thriving economy with **more and better jobs**, and reduced levels of poverty and deprivation. We will build on our existing portfolio of businesses and will support the use of low carbon technologies and renewable energy.

Our county has some of the most beautiful countryside and coastal landscapes in Britain, a fascinating history, a wealth of attractions and a regular events programme. We have made great strides to improve our tourist economy. Our aim is to have Durham widely recognised as a leading centre for culture and the arts, with a range of experiences that match and exceed the best offered in the country.

Several of our villages were developed around collieries and homes which were built to house the population boom at the peak of coal production. Some of these communities have suffered a decline following the demise of these industries. We want to work with communities to address the underlying causes of deprivation and poverty.

Achievements

- The employment rate in County Durham has steadily improved since a mid-recession low point in 2015 when it stood at 66.6% and rose to 74.1% in June 2019, just 1.6 percentage points behind the national average.
- Outstanding success in attracting county-wide private and public investment in enterprise and tourism.
- £25 million invested on the Jade Enterprise Zone and junction.
- £178 million invested by Citrus on Integra 61 warehousing facility at Bowburn, including facilitating internet giant, Amazon and £5 million junction works.
- £271 million has been invested in one of Europe's leading technology parks at NETPark, Sedgefield delivered by Business Durham.
- £14 million has been invested at Forrest Park in Aycliffe preparing for further investment of over £140 million.
- £90 million spent in Barnard Castle by Glaxo Smith Kline on a new manufacturing facility.
- Almost £1.5 billion in Durham City, £750 million by the University and over £240 million on the Riverside and other projects.
- The first two phases of the development of the Aykley Heads strategic employment site have the potential to create 4,000 jobs with an estimated 1,800 jobs being supported in the construction of the park.
- £100 million invested through Project Genesis in Consett.
- £17 million spent at Beamish Museum on the 1950s town, upland farm and Georgian coaching inn.
- Lumiere in Durham, the biggest light festival in Europe, celebrated its 10th anniversary with 37 separate artworks attracting thousands of visitors and boosting the local economy in Durham City.
- Successful food festivals held at Bishop Auckland and Seaham.

Ambition: More and Better Jobs

Issues to address

- The lockdown will adversely affect both local businesses and residents financially.
- Increased uncertainty and lower confidence make the size and duration of an economic downturn unpredictable.
- Businesses and individuals have relied on support arrangements put in place to limit financial impact, but these are only for the short-term and will be phased out.
- The ability of businesses to respond quickly to changes in demand may be limited in the short-term.
- Around 64,000 employments in County Durham have been furloughed and 14,000 of self-employed people have made claims under the Self-Employed Income Support Scheme.
- A weaker global economy will reduce export demand and disrupt international supply chains.
- Income levels are low in County Durham. The county is the 42nd most income deprived out of 151 local authorities nationally. Gross disposable household income per head of population in Durham is 77% of the national average.
- The gap between the employment rate for people with a disability compared with those who are not disabled stands at 29 percentage points (June 2020) which is one of the highest differences in the country.
- GCSE results as measured through the average attainment 8 score for the county are below the regional and national average.
- As at October 2020, only 64% of secondary schools in County Durham are rated as good or outstanding.
- 1 in 4 of our school children are on free school meals as at January 2020, which is an indicator of the level of child poverty within the county.
- As at September 2020, 5.8% of 16-17 year olds within County Durham are not in education, employment or training which is above the regional and national average.
- According to the latest figures (2018), an estimated 9.8% of households are in fuel poverty. This is defined as where the householder, after paying fuel costs, would be left with a disposable income which is below the poverty line.
- Day visitors to our county spend an average of £22.07 in the local economy per day whilst overnight visitors will spend an average of £190.27 per trip. Only 8% of visitors will stop overnight within the county.
- Uncertainties around the United Kingdom's exit from the European Union, whether the government will secure a favourable trade agreement with the EU and whether the UK ends up leaving on a no deal Brexit is impacting on the national and local economy.

Ambition: More and Better Jobs

Approach

The national restrictions introduced as part of the COVID-19 pandemic has led to temporary business closures and employees being furloughed. Priorities for the council are to protect businesses and jobs and to alleviate financial hardship suffered by our residents. The council has introduced a range of measures to support local businesses in the current crisis. The council has also worked hard to ease the pressure on residents suffering financial hardship.

We have developed a COVID-19 Economic Recovery Plan to help support businesses being released from lockdown, manage the transition to stabilisation and to rebuild and grow our places, services and industries. We have developed a pipeline of projects which will serve as a roadmap to recovery and deliver investment plans to help rebuild our economy.

We recognise that there will be job losses and that these are anticipated to affect older people and the lower paid, which disproportionately impacts on women and young people. We will monitor changes in employment throughout the county and develop and deliver employability support programmes to help those who have lost their jobs back into employment.

Increasing employment in the county has a significant multiplier effect in terms of its contribution to a range of other quality of life issues such as improving mental and physical health and reducing crime. Our ambition is to create more jobs for our residents. Wages levels in the county lag behind the national average and the gap is widening. We need to address this by attracting high-quality jobs to the area. We want to create the ideal environment for businesses to thrive in the county through ensuring that our workforce and our young people entering the jobs market are equipped with the necessary skills to access the jobs of today and the future. The pipeline of investment projects in the county has never been so high and we want to build on this by further developing our strategic employment sites and supporting key employment sectors.

We will continue to deliver a range of programmes to help people into rewarding work who are finding it difficult to access the jobs market including reskilling our labour force. Our plans will support rural growth whilst preserving the quality of what makes these areas distinctive. Our county has a rich historic and cultural heritage, some enviable world class attractions and beautiful countryside.

We want to continue to develop the visitor economy for County Durham. The historic collapse of heavy industry and the impact that this has had on residents and communities is apparent when we look at some of our communities which have some of the worst indicators of deprivation in the country.

We want to address the gaps in inequality across our county and make sure that no one is left behind and that the benefits of a resurgent economy can be enjoyed by all residents. Further detail of the programmes we plan to implement to ensure that we create **more and better jobs** are provided in our delivery plan.

Ambition: People Live Long and Independent Lives

Good health is central to people's happiness and has a significant impact on demand for services. Health is determined by several factors including the community we live in, access to a good natural and built environment, high-quality education and jobs and our network of friends and family. Both life expectancy and the number of years a person remains in good health are lower in Durham than in other parts of the country.

The proportion of people with long-term limiting conditions is also higher than national levels. An ageing society will create different demands for products and services including new care technologies and housing models. Central to our plans is to provide a more joined up service for health and social care. We also want to do everything we can with partner organisations to improve the mental health and wellbeing of our residents and prevent mental illness and suicide.

We want all people to lead independent and fulfilling lives and continue to contribute to society.

Achievements

- Life expectancy has increased by three years for men and two years for women since 2001-02.
- 20,000 fewer people smoke now than in 2012.
- Teenage pregnancies have halved since 2012.
- Effective discharge planning and joint working between health and social care services means that County Durham is one of the best performing areas in the country at delayed transfers of care from hospital.
- We have excellent levels of satisfaction from clients in receipt of adult social care services compared to national figures.
- To date (September 2020), we have turned around the lives of over 5,100 families through our Stronger Families Programme.
- 100% of our maintained nursery education providers are rated as good or outstanding by Ofsted.
- The tonnage of carbon emissions from council operations has been reduced by 51% since 2008-09.
- The Council has actively worked to eliminate single use plastics from all its operations encouraging over 200 organisations to sign up to our plastics pledge and work to eradicate unnecessary plastics from their business.
- Less than 5% of the household waste that we collect now goes to landfill compared to over 60% in 2008.
- To facilitate greater investment, over 18,000 council houses were transferred to the social housing sector in 2015, one of the largest housing transfers in the country.

Ambition: People Live Long and Independent Lives

Issues to address

- The COVID-19 pandemic has led to challenges regarding sustainability within the care home sector.
- The risk of further waves of the virus or a local outbreak which will have major health impacts on vulnerable people and possibly result in the introduction of further restrictions.
- The virus has led to changes in demand for social care services.
- COVID-19 affects more severely those in poor health, those living with excess weight, those who are older, those less economically advantaged and those from black, Asian and minority ethnic communities.
- Some environmental improvements in carbon emissions in air quality have occurred during lockdown.
- Life expectancy at birth is 1.4 years lower for males and 1.7 years for females in County Durham compared with the average for England.
- Healthy life expectancy, the number of years a person lives in good health, is around five years lower than national figures and there is a 10-year difference in healthy life expectancy between the most and least deprived communities in County Durham.
- A quarter of the population in the county will be aged 65+ by 2032.
- One in four children are overweight in reception year rising to over one in three at Year 6 and to two in three in adulthood. These figures are above national levels.
- Levels of women who are still smoking in pregnancy in County Durham is significantly higher than the national average. The rate in Durham Dales, Easington and Sedgfield area is one of the highest in the country.
- Breastfeeding prevalence rates amongst new mothers remain nearly 17 percentage points behind national figures.
- Increased responsibilities, changing needs and reducing government funding are placing greater pressure on our ability to support children and young people with special educational needs and disabilities.
- The Council has declared a climate emergency and has set an ambitious 80% reduction in carbon emissions from the 2008-09 baseline by 2030 and become carbon neutral by 2050.
- Mental health is a priority. Indicators for hospital admissions for self-harm, suicide rates and patients registered with depression are high.
- We need to diversify the range of older persons' housing provision to meet growing demand from an ageing population and free up larger family accommodation.

Ambition: People Live Long and Independent Lives

Approach

A critical issue for the lifetime of this plan is to mitigate the consequences of the COVID-19 outbreak and how it affects our communities and residents. We want to develop our County Durham Together community hub to promote and enable easier access to preventative services available in local communities. The COVID-19 pandemic has led to challenges regarding sustainability within the care home sector. We also need to review the approach to care home commissioning, taking into account changes as a result of the COVID-19 pandemic, with the aim of ensuring a sustainable and high-quality care market.

The county has a legacy of heavy industry and suffers from poor health across a range of measures. We intend to tackle this inequality through a number of programmes across the life course. We aim to support mothers to address tobacco dependency in pregnancy and increase breastfeeding initiation for newborn babies. We will implement a range of measures to tackle oral health inequality in children across the county and improve health protection by increasing take-up of vaccinations in children. We have a range of measures to support children with special educational needs and disabilities to achieve the best possible outcomes.

It is important that our environment is conducive to good physical health. Poor air quality is a major contributor towards early deaths globally. Levels of pollutants are low in the county but there are some hot spots where government standards are exceeded at certain times and we have a plan to reduce these. Climate change caused by carbon emissions is a threat to health and wellbeing. Through the council's Climate Emergency, we plan to become carbon neutral as an organisation by 2050 with an interim target to reduce our carbon emissions by 75% from a 2008-09 baseline by 2025. We recognise that we need to mitigate the effects of climate change that we are already experiencing and have a series of planned flood mitigation works in place. We want to encourage physical exercise in our residents and reduce unnecessary journeys by car. We will promote positive behaviours through becoming a smoke free county and reducing dependency on, and deaths caused by drug and alcohol addiction. We want to improve the mental health of young and old alike and tackle the stigma of mental health. We will provide a more integrated health and social care model and both specialist housing and assistive technologies for older and disabled people to allow people to live more independent lives into their old age.

Further detail of the programmes we plan to implement to ensure that **people live long and independent lives** are provided in our delivery plan.

Ambition: Connected Communities

Approach

Our residents are rightly proud of their county. We want to have caring and welcoming communities where everyone is valued, and can help and support each other. We want a county that gives everyone the opportunity to realise their potential.

People want a range and choice of housing which is accessible, well designed and meets their future needs. Our high streets and town centres retain an important place in our society, but they need to adapt to ensure that they remain vibrant, safe and attractive social hubs that people want to use.

People also expect local travel to be convenient, with good-quality direct links between centres of population, to employment locations such as business parks and leisure opportunities. Communities therefore need to be connected by appropriate transport and technological infrastructures.

Achievements

- Significant investment in increasing workforce capacity both at a managerial and social worker level and effective workforce planning has led to reduced caseloads, better quality and timeliness in children's social care.
- Investment in new IT systems has transformed children's social care performance information available and management oversight has improved compliance in most areas of performance.
- Since 2016, the council in collaboration with a range of partner organisations has played its part in the UK's commitment to support some of the world's most vulnerable refugees and has been recognised nationally as best practice for its resettlement programme.
- A local lettings agency has been established to help secure suitable housing for homeless people and people who find it difficult to access the housing market.
- Durham County Council is only one of two local authorities in the country to achieve the maximum under the Department for Transport's incentive fund in recognition of its efficiency rating and has managed to prioritise and increase investment in its highways.
- The Council invests £3.7 million per year on town centre regeneration, purchasing derelict buildings and land and environmental improvements.
- Over the last 10 years, our Area Action Partnerships have completed over 7,000 community projects, benefiting over 30,000 people and helping to secure over £100 million funding.

Ambition: Connected Communities

Issues to address

- One of the biggest impacts on our communities is the COVID-19 pandemic and the range of restrictions that have been introduced by the Government to control the spread of the virus and minimise its impact on health and social care services.
- There has been an increased demand for services provided by voluntary and community sector organisations, just as the sector loses a significant proportion of its revenue.
- County Durham follows the national trend in seeing large increases in demand for children's social care, whilst at the same time, suffering budget cuts in this area.
- Children's social care services in Durham County Council have been judged as 'requires improvement' by Ofsted, although they have recognised that the local authority has taken swift and decisive action to strengthen services. Pace has increased and solid improvements can be seen in many service areas including at the front door and for children in care. They have acknowledged that firm foundations are in place to sustain and build on the improvements made.
- Low house prices have resulted in a high proportion of privately rented accommodation in the county and a need for greater regulation to ensure more consistent standards.
- The national issue of high street decline with the growth of online shopping and major retailers closing stores has affected our town centres.
- Internet sales as a percentage of total retail sales has risen nationally from 2.5% in December 2006 to 26.1% in September 2020. This poses increasing competition to high street shops leading to major changes in our high streets and town centres, the most visible effects are store closures, empty shops and fewer shoppers.
- The highly dispersed settlement pattern in County Durham with over 300 recognised settlements, 21 of which have a population of 5,000 or more, presents a challenge for the provision of transport and public services, particularly in rural areas.
- The county has good north-south transport links with the A1(M) and East Coast Mainline but east-west links are seen as an opportunity for development.

Ambition: Connected Communities

Approach

We want people in our communities to feel connected to, and supportive of each other. We want to build on the indomitable spirit of our people and ensure that the most vulnerable in our communities are supported. Whether this be children in need of support, victims of crime, people with a disability or different communities of identity.

The Council has teamed up with charities, local groups and volunteers to help with a range of requests for help through County Durham Together, a virtual hub to help those most at risk from coronavirus and has provided an additional £1.5 million funding to Area Action Partnerships to help residents and businesses adversely affected by the COVID-19 pandemic.

We are developing plans to further integrate health, social and welfare support in a preventative way to help our local communities. This means looking more closely at individuals' and community needs to see where we can improve people's wellbeing and reduce inequalities in our county. We are undertaking a programme to improve social care services provided to children and young people and a range of initiatives to tackle antisocial behaviour in our communities in partnership with the police and others.

Some communities have been blighted by poor housing management practice, so we have plans to raise housing standards in the private rented housing sector and help improve these communities. We want to provide a range of new housing to meet the needs and aspirations of our residents. The design of new development in rural areas will be sympathetic to the environment and reflect local distinctiveness. We aim to deliver more affordable housing. We expect all homes to be connected digitally and for speed and capacity to keep pace with the latest developments. This is the aim of our Digital Durham programme. These issues are particularly acute in our rural areas.

High streets have seen some decline nationally and County Durham is no exception to this. We have developed a programme to regenerate our towns and villages and improve their use, making them a more attractive proposition to visit and spend time in. This includes a range of approaches varying from introduction of free WiFi, changing the mix of retail, leisure and residential use, making our centres more attractive and tackling community safety concerns. Residents and visitors need to be able to travel around our county and get to and from our towns and villages. We have therefore developed a pipeline of infrastructure projects and transport plans to improve accessibility.

Further detail of the programmes we plan to implement to ensure that **our communities are connected and supportive of each other** are provided in our delivery plan.

Ambition: An Excellent Council

The government's programme of austerity has led to unprecedented reductions in public spending. Technology has also been developing at pace and residents have come to expect that our services will be provided digitally and on a 24/7 basis. This required us to rethink the way in which many of our services are delivered. There is a history of good partnership working in County Durham. In a time when resources are scarce, it is even more important that organisations work more collaboratively and that our efforts are focused on the right things. Working more seamlessly across organisational boundaries and delivering services differently that are designed with residents is at the heart of our ambitions. We need to equip ourselves with the skills to be able to achieve this and develop a workforce for the future. Delivering existing services in different ways and developing new services for the benefit of our residents is both challenging and exciting and something that we need to excel at in order to become recognised as an **excellent council**.

Achievements

- Durham County Council has delivered £242 million of savings and lost just under 3,000 posts since the introduction of the Government's austerity programme in 2011.
- Durham County Council leads on Digital Durham, a £35 million initiative to transform broadband speeds for residents and business across the North East which has already provided access to fibre broadband to over 105,000 properties.
- Over 100 council services are available digitally and more than half of residents access our services this way.
- The Council has had almost 850 apprenticeship starts since 2017-18. We have 268 people employed in apprenticeship posts and 233 existing staff are accessing the apprenticeship levy to increase their skills.
- The Council holds gold status in the Better Health at Work Award, which recognises the efforts of employers regionally in helping to address health issues of its workforce. We also work with local companies and other organisations to help them achieve the award.
- The Council has 200 trained mental health first aiders and 82 'Time To Change' (mental health) champions.
- The Council has been awarded the Disability Confident Leader status by the Department for Work and Pensions in recognition of its commitment to be a good employer of people with a disability and will support local businesses to become Disability Confident.

Ambition: An Excellent Council

Issues to address

- Financial effects of the pandemic on the council in terms of additional expenditure pressures and loss of income are forecast to be around £75 million.
- There have been several changes to the delivery of frontline council services to comply with government regulations and to prioritise essential services. This has included the introduction or expansion of online service delivery.
- It is expected that the council will lose a further £10 million of funding as a result of the Fair Funding Review and that this will be transitioned over a five-year period from 2022/23.
- Anticipated changes to the public health grant apportionment methodology as part of the Fair Funding Review is forecast to result in a loss of £18 million (37%) of the council's public health funding from 2022/23
- Major redeployment of 1,850 staff working at Durham County Hall to the new headquarters in Durham City (1,000 staff) and other strategic sites throughout the county (850 staff)
- Superfast broadband and the national rollout of 5G networks will enable greater digital connectivity for our residents and offer opportunities for new digital services.
- Durham County Council has an ageing workforce with 42% of its staff at the end of 2020-21 being over the age of 50 which has an impact on sickness absence rates and requires effective workforce planning.
- Society is experiencing a technological revolution where progress is accelerating, and innovations can be identified and rapidly deployed making it difficult to keep pace and ensure that the skills of our staff are up to date.
- The Council should seek to maximise the value of every pound it spends and seek to deliver social value outcomes. Social, economic and environmental outcomes should be delivered for the local community by adopting a strategic approach during its commissioning, procurement, development and planning projects.
- The Council needs to recognise the data we hold is an asset and manage it more efficiently to better understand service users, generating benefits such as predicting and managing demand, providing the services that residents want and supporting better decision-making.

Age Profile of Durham County Council workforce

Percentage of staff under 25	2019-2020 Q2 7.28%	2020-2021 Q2 7.14%
Percentage of staff over 50	2019-2020 Q2 41.64%	2020-2021 Q2 42.29%

Ambition: An Excellent Council

Approach

The current COVID-19 national crisis has required the council to adapt working practices to continue to deliver services safely. We have had to close a number of our buildings such as leisure centres, theatres and libraries. Our ICT infrastructure is allowing many of our employees to work remotely. Many of our staff who cannot work in their substantive role have also been redeployed in priority areas. Several services have now moved online. In the immediate aftermath of lockdown, the council temporarily postponed the delivery of certain services while we ensured that the correct safeguards were in place to protect the public and our employees and ensure that our priority services were not affected. The pandemic has had a significant financial impact in terms of additional expenditure incurred and loss of income. However, there have been some unintended benefits such as reductions in carbon emissions. The council will look to build on this and use technology to reduce our impact on the environment.

The Council has faced significant cuts to its funding through austerity over the last 10 years. Uncertainties with future local government funding make financial planning extremely difficult. We still await both the government's Comprehensive Spending Review and Fair Funding Review which will determine our future funding. This means that we have been unable to plan for the long-term with most of our financial planning being limited to only one year of certainty. Key actions for us will be to assess the implications of these reviews when they are published and to amend our Medium-Term Financial Plan accordingly.

We want our workforce to be fit for any future challenges and so we need to ensure that our future plans recognise and address any risks such as skills shortages, ageing workforce, recruitment difficulties and changes in service user behaviour and demand. The health and welfare of our workforce is important, and we have a range of actions we plan to implement to support the physical and mental health and wellbeing of employees and ensure that we have an inclusive staff culture.

Expectations of our residents are changing. People expect to be able to transact business with the council on a 24/7 basis and would like self-serve online. Our services should be co-designed with service users and we plan to improve our engagement mechanisms, particularly with children and young people. Managers need access to real-time data to support good decision-making and we have a programme to develop our business intelligence capability and provide better analysis to help understand our performance and facilitate better planning and service delivery. Some of our services are delivered in partnership with other agencies and we have plans to further join up our delivery to offer a more seamless approach for the benefit of our residents.

Further detail of the programmes we plan to implement to be **an excellent council** are provided in our delivery plan.

Council Plan Key Performance Indicators



More and Better Jobs

- Employment rate
- Jobs created
- Business space created
- Occupancy rates of strategic employment sites
- Productivity rates
- Gross value added
- Superfast broadband coverage
- Visitor economy numbers
- Educational attainment rates
- Inequality gap in educational attainment
- Secondary school Ofsted ratings
- Disability employment rate
- Average income levels
- Deprivation indices
- Child poverty rate
- Fuel poverty rate
- Benefit processing times



People Live Long and Independent Lives

- Life and healthy life expectancy
- Smoking at the time of delivery
- Breastfeeding prevalence
- Childhood obesity rates
- Early years foundation stage
- Early years and childcare Ofsted ratings
- Primary school Ofsted ratings
- Key Stage 1 and 2 attainment
- Education and healthcare planning for SEND
- Attainment rates for children with SEND
- Adult obesity rate
- Mortality rates
- Smoking prevalence
- Drug and alcohol treatment rates
- Suicide rate
- Self-reported life satisfaction
- Older persons housing
- 80% reduction in carbon emissions (from 2009 levels) by 2030 and carbon neutrality by 2050

Council Plan Key Performance Indicators



Connected Communities

- Ofsted rating for children's services
- Children's social care assessment times
- Children's social care demand measures
- Care leaver progression
- Looked after children attainment and health assessments
- Youth offending rates
- Low housing demand
- Town centre vacancy rates
- Travel times
- Overall crime rate and sub-analysis
- Anti-social behaviour
- Hate crime rates
- New housing completions
- Affordable housing completions



An Excellent Council

- Collection rates
- MTFP targets achieved
- Audit opinion
- Employee absence rates
- Employee satisfaction
- Service response rates
- Satisfaction levels
- Complaints
- Channel shift
- Self-service rates
- Transformation programme progress reporting

Delivery Plan: More and Better Jobs

Key programmes of work

Employment sites

- Preparation of the County Durham Plan (2020)
- Developing key locations for business including Aykley Heads, Forrest Park, Jade Enterprise Zone, NETPark Phase 3, Merchant Park, Peterlee Industrial Estate, Low Copelaw and Station Place (2023)
- Relocate council headquarters to facilitate development of Aykley Heads strategic employment site (2021)
- Development and delivery of pipeline of major transport infrastructure projects to support employment sites (2023)
- Develop key locations for business attraction and growth (2023)
- Deliver sites within Business Durham remit and enhance Business Durham Property Portfolio (2023)

Competitive economy

- Support business to achieve growth through the County Durham Growth Fund, Finance Durham, Business Durham key account management programme and enterprise and start up offers (2023)
- Develop an Economic Strategy for County Durham that integrates with national, regional, sub-regional and local strategies (2020)
- Support local businesses with regulatory issues associated with the exit of the UK from the European Union (2020)
- Develop online licensing products and further services under the 'Better Business for All' initiative to help reduce the burden of regulation on local businesses (2023)
- Assess and address the economic implications of the pandemic and provide assistance to business needs to restart and grow the economy in County Durham (2020-23)

Visitor experience

- Review the County Durham Tourism Management Plan (2021)
- Bring together the history and heritage of the county into the Durham History Centre (2023)
- Review the programme of events and festivals and prepare for lottery submissions for 2022-2026
- Support the delivery of a new visitor offer across County Durham (2023)

Delivery Plan: More and Better Jobs

Key programmes of work



Education, training and employment

- Implement an Inclusion Strategy following development of a new approach to inclusion and use of alternative provision in County Durham (2022)
- Ensure the effective delivery of the DurhamWorks programme to support 10,000 young people (2021)
- Support more young people with vulnerable characteristics into employment, including young people who are looked after, care leavers, young people who have SEND and young people supervised by the Youth Justice Service (2023)
- Support care leavers to achieve good education and employment opportunities, including work experience and apprenticeships (2023)
- Continuously review school organisation and the education estate across the county and develop options to help address school provision in areas where unsustainable financial issues are being experienced (2020-23)



Helping people into work

- Deliver employability programmes that help people access and sustain regular employment (2022)
- Focus on closing the gap in employment opportunities for those with a long-term health condition or disability, through the development of supported employment and the rollout of a pilot with learning disability day services to support people into volunteering and employment (2022)
- Support carers to gain and maintain employment across work sectors, through Job Centre Plus and the Adult Learning and Skills service (2023)
- Increase the number of businesses in the county achieving the North East Better Health at Work Award (2022)
- Increase the number of organisations involved in career development related to mental health (2022)
- Improve access to high-quality and impartial careers education, information, advice and guidance in schools and further education settings to ensure young people are clear about progression pathways, including apprenticeship opportunities (2022)
- Through commissioned services, write into every contract that providers will commit to improving the health and wellbeing of their workforce, either through 'Thriving at Work' standards or by achieving the Better Health at Work Award (2022)

Delivery Plan: More and Better Jobs

Key programmes of work



Reducing
deprivation and
poverty

- Review the Poverty Action Plan Steering Group and coordinate delivery of the work programme (2020)
- Deliver initiatives that support rough sleepers, ex-offenders and other vulnerable people into accommodation (2021)
- Delivery of a range of initiatives to alleviate fuel poverty (2021)
- Increase income levels for the most vulnerable through greater awareness of and access to benefit eligibility (2022)
- Development of reducing parental conflict multi-agency working group, planning tool, training programme, County Durham Local Family offer and Reducing Parental Conflict Plan on Page (2021)
- Provide a programme to help alleviate financial hardship suffered by residents (2021)
- Implementation of Earned Autonomy Plan to help families achieve significant and sustained change as described in County Durham Family Outcomes as per Stronger Families programme (2021)

Delivery Plan: People Live Long and Independent Lives

Key programmes of work



Best start in life

- Improve health protection for children and young people and reduce inequality by increasing immunisation levels (e.g. flu vaccine uptake) (2023)
- Introduce a healthy schools programme and health standards into early years and schools (2023). Reduce unintentional injuries in the 0-19 population, through the County Durham Prevention of Unintentional Injuries Framework (2022) Consider a range of population approaches to improve children's oral health (2023)
- Improve mental health support for children and young people through the implementation of the Mental Health, Emotional Wellbeing and Resilience Local Transformation Plan (2023)
- Complete a Health Needs Assessment of further education, with a focus on 16 to 18 year-olds (2021)
- Develop a Sexual Health Strategy for County Durham, to ensure equitable access to services and focus on good contraceptive health (2023)
- Support women to achieve a smoke-free pregnancy through whole system change and tackling tobacco dependency in pregnancy as an addiction, not a lifestyle choice (2023)
- Increase the percentage of women who initiate breastfeeding and continue at 6-8 weeks, through the County Durham 'Call to Action' to change the culture of breastfeeding in the county (2023)
- Ensure children and young people residing in Aycliffe Secure Centre have access to high-quality emotional and mental health support, drug and alcohol services, physical health care and specialist health interventions (2020)



Special educational needs and disabilities

- Co-produce a revised SEND Strategy for County Durham (2020)
- Embed and maintain a joint commissioning cycle that improves access to integrated support in Education Health and Care Plans (2020)
- Increase speech, language and communication skills in the early years to ensure that children are ready to learn at two and ready for school at five by improving access to local speech enrichment services across each locality, according to identified need (2023)
- Introduce a County Durham approach to improving the ability of young people with SEND to travel independently to access education, employment and training opportunities (2020)
- Develop and deliver a post local area SEND re-inspection plan (2021)
- Implement the High Needs Block Sustainability Plan (2020-23)

Delivery Plan: People Live Long and Independent Lives

Key programmes of work



Physical environment

- Implement the local Air Quality Action Plan and improve air quality within Durham City to meet the standards set within the National Air Quality Strategy (2021)
- We will review our Local Flood Risk Management Strategy and Surface Water Management Plan and deliver flood prevention schemes (2021)
- We will implement our Climate Change Emergency Response Plan (2023)
- We will develop a countywide strategy for woodland and trees (2022)
- Develop a countywide offer around physical activity and good nutrition, specifically targeting vulnerable communities (2022)
- Increase the use of active travel to encourage physical activity (including cycling and walking) to reduce traffic emissions related to respiratory illness and carbon emissions (2023)
- Work with a range of partners to increase physical activity by promoting Active 30 in schools (2022)
- Delivery of transport infrastructure projects to encourage more sustainable transport choices (2023)
- Deliver flood risk mitigation schemes (2021)
- Re-procure our waste contracts (2023)
- Coordinate the public health response to the COVID-19 pandemic (2020)



Positive behaviours

- To support the ambition to reduce smoking in County Durham to 5% by 2025, ensure that the redesigned Stop Smoking Service is effectively reaching people in our local communities (2023)
- Encourage people to reduce the amount of alcohol they drink through targeted campaigns for council staff and our local communities and by promoting and supporting Dry January and National Alcohol Awareness Week (2023)
- Deliver Making Every Contact Count training to staff, enabling every contact to be a health contact (2022)
- Complete a sector led improvement peer review on drug-related deaths, to inform service delivery (2022)

Delivery Plan: People Live Long and Independent Lives

Key programmes of work

Mental health

- Improve children and young people's emotional wellbeing and resilience by delivering the Durham Resilience Programme to schools and increasing the uptake of the Youth Aware of Mental Health (YAM) Initiative (2021)
- Develop and implement a strategy to support and sustain the Voluntary and Community Sector in County Durham, enabling resilience of our wider communities (2023)
- Deliver the key components of the 'Time to Change' programme and increase the number of mental health champions within the council, to encourage open conversations about mental health and signpost employees (2021)
- Support schools to develop their ability to promote the mental health and wellbeing of staff and pupils (2020)
- Support mental health and wellbeing of residents following COVID-19 pandemic (2021)

Health and social care integration

- Implement an Integrated Strategic Commissioning Function for the county, to ensure more effective management of resources, joint contract monitoring and improved quality of service provision (2023)
- Further develop the Trusted Assessor model to facilitate smooth transfers of care between primary and social care and improve service users' and carers' experiences of these services (2022)
- Work with Primary Care Networks to ensure that social prescribing provides new opportunities for support within the community and the Voluntary and Community Sector (2023)
- Support providers through the changing, complex health and social care system to ensure that they are equipped to deliver the volume and standards of care required (2022)
- Identify gaps across the county regarding communities yet to become dementia friendly and provide support to help them achieve dementia friendly status (2023)
- Provide training and resources to staff in frontline services, to enable them to make reasonable adjustments for those with social, communication and sensory needs relating to autism (2021)
- People of all ages with autism are given inclusive access to initiatives such as the Wellbeing for Life Service and the Active Durham Partnership (2021)

Delivery Plan: People Live Long and Independent Lives

Key programmes of work



Homes for older
and disabled
people

- Deliver homes to meet the needs of older people within our communities and support people to live independently for as long as possible (2023)
- Work with partners and providers to reduce the incidence of falls and fractures in older people, through training and assistive / digital technologies (2023)
- Provide equipment to support reablement, progression and sustainable outcomes, including community equipment and provision in care homes (2023)
- Change our social care model and ensure that people have access to robust advice and information to enable them to live healthy and independent lives in their community, preventing delaying the need for formal service provision (2022)
- Engage with stakeholders to develop, test and deliver future provider / partner / service user portals for better information-sharing and to streamline processes (2023)
- Develop the Personal Assistants market for direct payment users (2022)
- Review the approach to care home commissioning, taking into account changes as a result of the COVID-19 pandemic, with the aim of ensuring a sustainable and high-quality care market (2023)

Delivery Plan: Connected Communities

Key programmes of work



A safe childhood

- Deliver our Children's Social Care Improvement Plan to ensure we provide good and outstanding social care services to children, young people and their families who need social care support (2023)
- Improve support to children and families across our early help and social care services through the continued implementation and embedding of strength-based and relationship focused practice (Signs of Safety) (2021)
- Continue to recruit, develop and support a skilled, experienced and confident social care workforce (2023)
- Implement and embed a Quality Assurance Framework across our early help and social care services to ensure we provide high-quality practice (2021)
- Continue to promote the role and responsibility of the council as a corporate parent ensuring we are committed and ambitious for all our children in care and care leavers (2023)
- Target our resources on those young people committing the most offences (2023)
- Put victims, especially young victims and restorative justice at the heart of everything we do (2023)
- Develop and deliver a post Ofsted inspection of local authority children's services improvement plan (2021)
- Work in partnership with external providers to develop and shape the market to ensure the most appropriate, local and value for money placements are available which meet the needs of our children and young people who are looked after (2023)



Housing standards

- Raise standards across the private rented-sector through seeking greater licensing powers in order to tackle poor landlords as well as continuous engagement with landlords and the extension of the Private Landlord Accreditation Scheme for responsible landlords (2021)
- Deliver a range of targeted interventions to improve housing and living standards (2021)
- Work with those communities most affected by long-term empty properties including working with property owners and landlords with the aim of bringing empty properties back into use wherever possible (2023)

Delivery Plan: Connected Communities

Key programmes of work



Towns and villages

- Deliver a programme of regeneration within town centres and wider towns and villages by encouraging new town centre business, establishing a network of town centre WiFi systems, facilitating the reoccupation/re-use or clearance of vacant and vulnerable property (2022)
- Deliver the Auckland Castle, Bishop Auckland Heritage Action Zone, Future High Street Fund and Stronger Towns Fund (2023)
- Review and transform leisure facilities in line with the needs of our residents (2020)
- Review and transform library services in line with the needs of our residents (2020)
- Develop and deliver in collaboration with partners a programme of area- based initiatives to improve local environments and community safety (2021)



Access to services

- Construction of new bus station in Durham City (2021)
- Development of North East Strategic Transport Plan and supporting County Durham delivery plans (2020)
- Development and delivery of pipeline of major transport infrastructure projects to improve connectivity across the County (2023)
- Development of the County Durham Together community hub to promote and enable easier access to preventative services available in local communities (2022)



Community cohesion

- Extend the wellbeing approach across the council and within commissioned services (2023)
- Develop and deliver in partnership with other agencies a model to prevent and manage antisocial behaviour across the county (2021)
- Establish a multi-agency task force to deliver a local problem-solving approach within our most deprived are-as and through integrated working and community engagement restore cultural norms and build cohesive communities (2021)
- Provide additional support to community groups adversely affected by the pandemic (2021)
- Develop and deliver a programme to help manage individuals, households and communities through recovery from the pandemic

Delivery Plan: Connected Communities

Key programmes of work



- Maximise opportunities for North East One Public Estate Partnership to realise estates savings and delivery of shared objectives (2022)
- Delivery of the Chapter Homes Business Plan (2020)
- Delivery of the Housing Strategy (2023)
- Supplying Seaham Garden Village development with geothermal heat from mine water treatment scheme (2023)
- Manage and deliver the Housing Infrastructure Fund Newton Aycliffe Housing Growth Programme (2021)
- Maximise the delivery of affordable homes, both by securing developer contributions as part of new housing development and through close partnership with registered providers and Homes England (2023)
- Deliver community housing schemes through the Town and Village Centres Programme (see above) (2022)

Delivery Plan: An Excellent Council

Key programmes of work

Resource management

- Review implications of anticipated legislation for the long-term reform of the social care system (2021)
- Support teams to develop smarter ways of working in preparation for the move to transformed strategic sites and new headquarters (2021)
- Complete the Polling Place Review (2021)
- Review the implications of the government's Fair Funding Review (2023)

A workforce for the future

- Extend the mental health workforce development programme across the council, to increase awareness and support available for staff (2023)
- Achieve the Better Health at Work Award 'Continuing Excellence' status for the council (2022)
- Develop a strategy for employee health and wellbeing (2022)
- Support our staff to work flexibly by developing plans for modern ways of working (2021)
- Assess risks, protect and support public and employees during COVID-19 pandemic and through the restoration of services (2021)

Services designed with service users

- Work towards the sharing of information about a person's assessments, treatment and care through the Great North Care Record, to ensure that staff, patients and service users can make informed decisions about services (2022)
- Review the assistive technologies offer for adult care and develop a new Assistive Technology Strategy (2023)
- Prepare to relocate the registration service to Mount Oswald whilst maintaining service delivery and income generation (2021)
- Increase self-service of performance data by developing business intelligence dashboards (2023)
- Produce a scope and outline plan for delivering the integrated service user service model (2021)
- Continue to deliver the digital transformation programme at a service level (2023)
- Further develop specific engagement mechanisms with children and young people to understand the voice of the child in service provision including development of a Youth Council (2022)
- Restoration of council services that have been interrupted by the pandemic as government guidelines allow (2021)
- Plan and deliver effective communications to build trust, support and keep stakeholders informed and promote safety messages (2020-23)

Delivery Plan: An Excellent Council

Key programmes of work



Use of data and technology

- Implement and realise the benefits for staff and managers of a new adult care case management system (2021)
- Maximise the use of existing technology and trial new technologies to improve efficiency (2023)
- Work with NHS partners to roll out Health Call in care homes, to improve the transfer of information to health professionals (2022)
- Develop a strategy for a 'smart city' type infrastructure (2020)
- Develop a digital skills programme and invest in new ways of working (2023)
- Expand automation and self-service to employees (2023)
- Develop a road map for the comprehensive rollout of business intelligence capability across all services and systems within the council (2021)
- Develop a broadband services business plan (2021)
- Implementation of modern electronic systems and mobile technologies to help deliver operational efficiencies and high-quality services (2021)



Performance management

- Implement a new management framework for Adult and Health Services, to enable more timely analysis of data, improved business intelligence and real time presentation of data (2022)
- Further develop the performance management framework for children and young people's services linked to the new case recording system to improve managers' grip on all areas of performance (2022)
- Develop a well-managed strategic planning framework (2020)
- Review performance management arrangements to focus on restoration and recovery from the pandemic (2020)

Glossary of Terms

5G

Fifth generation or latest iteration of telecommunications networks which is designed to greatly increase the speed and responsiveness of wireless networks

Attainment 8 score

A measure of the average attainment of pupils in up to eight qualifications at KS4

Better Health at Work Award

An award recognising the efforts of employers in the North East and Cumbria in addressing health issues within the workplace

Bishop Auckland Heritage Action Zone

A regeneration area in Bishop Auckland's conservation area that has been agreed by Historic England and has been created to improve the town's historic centre and bring it back to be a vibrant market town for both locals and visitors

Brexit

The withdrawal of the United Kingdom from the European Union

Channel shift

The degree to which residents are moving to dealing with the council through digital means from more traditional methods such as face-to-face and telephone

Council Tax Hardship Fund

A reduction of £300 on your Council Tax bill awarded to people who have been significantly financially impacted by COVID-19

County Durham Together

A virtual hub developed to help support people to stay in their own home and protect them from contracting the coronavirus by putting them in touch with people who can support with access to food and essential supplies, medicines, financial help and social interaction for those experiencing loneliness and isolation

COVID-19

Coronavirus Disease 2019, the respiratory disease caused by the new strain of the coronavirus

Deprivation indices

Widely used datasets used to classify the relative deprivation of an area. The latest Index of Multiple Deprivation (2019) measures relative deprivation for small areas or neighbourhoods and ranks every area from the most deprived to the least deprived in England

Disability Confident

A government scheme designed to encourage employers to recruit and retain disabled people and those with health conditions. Level 3 or highest level of the Disability Confident scheme which recognises the commitment towards disabled staff and acting as a champion for Disability Confident within local and business communities

Education and Health Care Plan

A legal document that describes a child or young person's special educational needs, the support they need and the outcomes that they would like to achieve

Furlough

Coronavirus Job Retention Scheme operated by HMRC. All UK employers will be able to access support to continue paying part of their employee's salary for those employees that would otherwise be laid off during the COVID-19 crisis

GCSEs

General Certificate of Secondary Education

Great North Care Record

An initiative to allow healthcare practitioners from emergency departments, mental health, 111 services, ambulance and out of hours services access information from a patient's GP record

Hate crime

A range of criminal behaviour where the perpetrator is motivated by hostility or demonstrates hostility towards the victim's disability, race, religion, sexual orientation or transgender identity

Healthy life expectancy

The proportion of life spent in good health or free from a limiting illness or disability

HMRC

Her Majesty's Customs and Revenue

Homes England

A non-departmental public body that funds new affordable housing in England

MTFP

Medium-Term Financial Plan. This is a three-year plan which sets out the council's funding outlook, spending priorities and planned efficiencies over the medium-term

Ofsted

The Office of Standards in Education, Children's Services and Skills. The organisation responsible for inspecting services providing education and skills for learners of all ages and inspection and regulation of services that care for children and young people

Ofsted rating

The rating scale that Ofsted use in their inspections of education providers such as schools and children's social care providers such as the council. There are four grades:

1. Outstanding; 2. Good; 3. Requires Improvement and; 4. Inadequate

R number

The reproduction number is the average number of secondary infections produced by a single infected person. An R number of 1 means that on average, every person who is infected will infect one other person meaning that the number of infections is stable. If R is greater than 1 then the epidemic is growing. If R is less than 1 then the epidemic is shrinking.

Reablement

Services for people with poor physical or mental health to help them accommodate their illness by learning or relearning the skills necessary for daily living

SARS-CoV-2

Severe acute respiratory syndrome coronavirus 2 is the strain of coronavirus that causes COVID-19, the respiratory illness responsible for the COVID-19 pandemic

SATs

Standard Assessment Test

SEND

Special Educational Needs and Disability

Signs of Safety

A strength-based and safety-focused approach to child protection casework originally developed in Australia and now adopted and used by local authorities in many other countries including the UK

Trusted assessor model

Trusted Assessor schemes are a national initiative designed to reduce delays when people are ready for discharge from hospital.

Welfare Assistance Scheme

Short-term support for people in crisis. There are two types; daily living expenses for up to seven days when your circumstances change unexpectedly and settlement grants to help you stay at home or move back into housing

WiFi

A wireless network allowing computers, tablets, smartphones and other devices to connect to the Internet or communicate with one another wirelessly within an area

Youth Aware of Mental Health (YAM) Initiative

A programme for helping teenagers explore how to protect their own mental health and support those around them. YAM shows promising results. Groups that have completed the programme show with significantly reduced levels of moderate to extreme depression, and reductions in suicide attempts and ideation

Durham County Council Strategic Planning Framework

