



Corporate Overview and Scrutiny Management Board

Date	Tuesday 20 April 2021
Time	9.30 am
Venue	Remote Meeting - This meeting is being held remotely via Microsoft Teams

Business

Part A

**Items during which the Press and Public are welcome to attend.
Members of the Public can ask questions with the Chair's agreement.**

1. Apologies for Absence
2. Substitute Members
3. Minutes of the meetings held on 22 January and 11 February 2021 (Pages 3 - 18)
4. Declarations of Interest
5. Quarter Three, 2020/21 Performance Management Report - Report of the Interim Corporate Director of Resources (Pages 19 - 98)
6. Resources - Quarter 3 December 2020: Forecast of Revenue and Capital Outturn 2020/21 - Report of the Interim Corporate Director of Resources (Pages 99 - 112)
7. Notice of Key Decisions - Report of Head of Legal and Democratic Services (Pages 113 - 122)
8. Refresh of the Work Programme - Report of the Interim Corporate Director of Resources (Pages 123 - 134)
9. 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
12 April 2021

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

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

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

Contact: Lucy Gladders

Tel: 03000 269 712

DURHAM COUNTY COUNCIL

At a Meeting of **Corporate Overview and Scrutiny Management Board** held remotely via Microsoft Teams on **Friday 22 January 2021 at 9.30 am**

Present:

Councillor R Crute (Chair)

Members of the Committee:

Councillors A Batey (Vice-Chair), E Adam, R Bell, D Boyes, M Clarke, A Hopgood, B Kellett, H Liddle, L Maddison, R Manchester, C Martin, O Milburn, C Potts, J Rowlandson, A Savory, H Smith, F Tinsley, J Turnbull, M Wilkes and A Willis

1 Apologies

Apologies for absence were received from Councillors J Chaplow, P Jopling, J Makepeace, J Robinson and A Shield.

2 Substitute Members

There were no substitute Members in attendance.

3 Minutes

The minutes of the meeting held on 17 December 2020 were agreed as a correct record to be signed by the Chair.

Matters Arising

The Head of Strategy responded to a question from Councillor Turnbull regarding Members being informed of staff having left due to ill health or having passed away. The Head of Legal and Democratic Services had advised that Members should be informed of senior officers or those working closely with members who had left or passed away and the information would normally be given to group leaders by Corporate Directors or Heads of Service.

With regards to Councillor Hopgood's query about the consultation on leisure services not showing in key decisions, the Head of Strategy confirmed that the decision that proceeded the consultation was a key decision, however once it had been taken it did not need to be retained on the forward plan.

There was no need for fresh notice if it was a decision that gave effect to a previous decision.

4 Declarations of Interest

There were no declarations of interest.

5 Workplace Transformation: Enabling Smarter Working

The Board considered a report of the Interim Corporate Director of Resources which provided an overview and update on workplace transformation and the enablement of smarter worker approaches together with a joint presentation by the Head of People & Talent Management and Head of Digital & Customer Services (for copies see file of minutes).

The Chair commented that the Council had been well prepared for the pandemic due to the transformation programme leading up to it and this had assisted in providing business as usual, despite some challenges.

Councillor Wilkes thanked officers for their work but noted that there were still some basic services that could not be applied for online and one example of this was a parking permit. The parking shop was closed due to COVID-19 and there was no ability to submit a form online, although the form was available to print. He suggested that this service should be available online, particularly during the pandemic, but also to ensure the Council was operating as efficiently as possible.

Councillor Wilkes then referred to CRM reports which he said were not always submitted using the system as it was easier for Members to send an email with photographs attached to the helpdesk. In his experience the photographs did not always make their way to the relevant officer and he asked when the Council would be in a position when issues such as these were fully rectified.

The Head of Digital and Customer Services confirmed that the Council had a significant digital transformation programme which included process reviews and the digitisation of those processes would take place over a period of two years. Some of the work had been impacted as a result of COVID-19 which had changed prioritisation. There were some processes that were not digitised due to the incompatibility of legacy systems or that they were a lower priority after taking into account customer feedback.

As part of the response to COVID-19 the Council were reprofiling and reprioritising work for example evidence required by DWP for benefit claims was now all digitalised. She confirmed that she would report Councillor Wilkes' comments regarding parking permits to the service.

Finally the Head of Digital & Customer Services confirmed that everything would eventually be digitised but if the service knew that an application was due to be upgraded, there would be no need to digitise the service until the new application was in use.

In response to the issue Councillor Wilkes had been having with the CRM, she confirmed that photographs should be forwarded by the helpdesk and asked him to report any instances that this was not happening, and she would ensure that it was investigated.

Councillor Wilkes confirmed that he was aware that the Council had inherited hundreds of pieces of software on local government reorganisation and asked whether it would be appropriate to outsource some of the work if this type of investment would speed up the process and be more cost effective. Household waste sites had recently been subject to increased costs due to traffic management and he was aware that there was an ongoing piece of work to create a booking process, but this had been an issue since April 2020. He suggested that if it was more cost effective to outsource work then this should be considered.

The Head of Digital & Customer Services confirmed that as new or changing pressures emerged, a range of options were considered to tackle issues and provide the best resources cost effectively. As part of the reprioritisation process, this would include considering whether additional resources were needed in terms of redeployment or the recruitment of additional staff. With the significant change in customer needs that had been seen over the previous ten months the priorities could change significantly and the service was trying to find the right balance between the high priority pressures and the ongoing programme of work.

Councillor Tinsley also credited the staff who had been working over the previous ten months and he advised that compared to other government bodies the Council had more flexibility over access to systems when considering customer needs. One example of this was Universal Credit, which was only available online. He referred to the biggest challenge which had been homeworking and for some people was more productive and he believed that it was here to stay. He confirmed that HMRC were offering up to £6 per week tax relief for people who were working from home as a result of COVID-19 and asked whether the Council's 8000 staff were aware of the ability to claim this to cover increasing bills at home.

The Head of People & Talent Management confirmed that the information had been communicated to staff a number of times via the intranet and there had been a large take up in terms of accessing support, whether it be financial or for those with caring responsibilities.

Councillor Hopgood confirmed that there was a quick assessment for claiming the tax relief available on the government website. She thanked both the Head of People & Talent Management and the Head of Digital & Customer Services for the way in which the staff had been able to adapt to the new ways of working so well. She was pleased to see staff welfare was being considered but she was conscious of staff working more hours than they would normally and asked whether this working was being monitored.

The Head of People & Talent Management confirmed that the Council were outcome focused and recognised the constraints of working in a home environment. They gave people the flexibility to work their own preferred hours, which assisted those with young children at home. Managers were continuing one to one meetings with staff and were in regular contact to ensure staff were aware they could reprioritise work to take some of the pressure off.

The Head of Digital & Customer Services confirmed that MyAnalytics was a Microsoft tool that allowed staff to manage their time effectively and although it was anonymised data, the team were looking across the organisation to identify what hours people were working and how many people were working out of hours.

Councillor Adam confirmed that the way that he operated as a Councillor had transformed completely and he appreciated the work that had been done to ensure the transition to home working was seamless. He referred to the feedback focused on positive outcomes, but there were some negative aspects around staff wellbeing and resilience that needed analysis. He asked whether there were any informal meetings for staff to feedback information on how they were feeling as 35% of employees and 48% of managers had indicated that their mental health had been worse during the period.

The Head of People & Talent Management confirmed that they were trying to collate the responses from staff and management surveys to identify the key themes. A lot of work had been done with managers who wanted to support staff and recognised that this had been a difficult time. There was a lot of additional support, managers had been trained remotely, around 80% had attended Managing Mental Health and Wellbeing, recognising the signs. There had not been an increase in the Employee Assistance Programme, although she acknowledged that not everyone wanted to speak to someone on the phone about issues.

The Head of People & Talent Management commented there were a large number of mental health champions across the organisation and staff could contact them ,HR or the Trade Unions. She felt there was a more open

culture around mental health issues and the Council was trying to be as flexible as possible. Isolation has been an issue so managers are being encouraged to do as much as possible through MS Teams.

Councillor Martin asked whether there were enough ICT staff to deal with the level of work that was ongoing. The Head of Digital and Customer Services confirmed that there was sufficient staffing capacity providing that the service was efficiently prioritising work. There had been some reprofiling of work in order to carry out high priority work.

Councillor Kellett queried the process of distributing a thousand laptops allocated for pupils and given that demand was high, what would the Council do if they needed to allocate additional devices.

The Head of Digital and Customer Services confirmed that the scheme was operated by the schools and DfE and the first phase was to give out devices to disadvantaged children. The team assisted with support in installation and getting the devices sent out to schools but the scheme was administered between the schools and DfE.

Councillor Maddison also thanked staff and said that she was often frustrated when ringing an officer who was unable to answer the call. She asked whether there was a simple way of sending a message to the person calling to explain they were in a meeting. It was agreed the Head of Digital and Customer Services would contact Cllr Maddison directly to discuss her concerns.

Councillor Maddison asked how reports that had been submitted multiple times were coordinated. The Chair confirmed that performance indicators showed over 80% of calls were answered in the set time.

He thanked both Heads of Service for their reports and response to questions.

Resolved:

That the information and presentation be noted.

6 Poverty Issues

The Board considered a report of the Corporate Director of Resources which provided an update on the most recent welfare, economic and poverty indicators for the County. The report also set out the progress of the Council and Partners' efforts to address and alleviate poverty, including a summary of the actions to respond to the negative financial impacts experienced by

residents as a result of the COVID-19 pandemic, and the poverty action strategy and plan (for copy see file of minutes). The Head of Transformation stated that government announcements, policy and guidance was updated daily as the position with COVID-19 changed rapidly and some information contained in the report had been superseded. He referred to the announcement made the day previously by the DWP to extend the DurhamWorks programme.

Both the Health and Wellbeing Board and Councillor Surtees, Portfolio Holder for Social Inclusion had written to the Government to press home the importance of the Universal Credit £20 uplift to residents in County Durham and request a continuation of the uplift.

The Chair commented that there had been various changes since the report had been written and an awful lot of information to take in.

Councillor Wilkes had requested figures with regards to Universal Credit and been advised that 13 months ago there were 30000 claims and that had increased to 52000. The Government had failed to commit to whether the Universal Credit uplift would continue which put people in a position of worry. It was accepted that a lot of taxpayers' money had been spent by the Government to get through the pandemic, but they had failed to recognise how serious an impact it had been for some. He was concerned that there was not going to be the level of support needed on 3 March to get the County through the next 12 months and the Council should be lobbying the Government to continue the £20 uplift.

Councillor Wilkes continued that there was a lot of pressure on officers but due to online systems and some being under the control of other organisations, the length of time claims were taking was not being reported to Members making it difficult to identify and rectify problems and he asked whether any information was available.

With regards to the letter being sent to Government, the Chair advised that in his opinion, the £20 uplift should not just be extended, but made permanent. In addition to allowing families in need to put food on the table and heat their homes, it was also putting money back into the local economy. Councillor Wilkes confirmed that the uplift equated to £1m per week going back into the local economy and advised that it would be disastrous for it to be taken away.

The Head of Transformation confirmed there was momentum to lobby the Government on this issue and confirmed that both the Portfolio Holder of Social Inclusion and Health and Wellbeing Board had asked for similar communication to be sent to Government on their behalf.

With regards the pressure on staff to process benefits in a timely way, the Head of Transformation confirmed that the Revenue and Benefits team had been working with the social care sector to prioritise work dealing with an increase in welfare assistance and council tax claims and the ban on evictions. He referred to the County Durham Hub and confirmed that community hub staff had been allowed a level of discretion to provide emergency food parcels on weekends when welfare rights staff were unavailable.

With regards to the increase in Universal Credit claims, he was not able to give any detail on how claims were handled, but he was aware that a significant part of the increase was from people under the age of 24 and therefore much of the employment support had been directed to that age group. Staff were under strain and additional resources had been put in, but also the service were pragmatic and used resources where they were most needed.

Councillor Bell referred to Free School Meal vouchers that had been issued during lockdown and asked whether the school were still receiving funding for those children despite been given vouchers to provide meals at home during term time. The Head of Transformation advised that he believed funding for FSM was retrospective and therefore there was no element of double funding. Some schools did not participate in the voucher scheme, particularly those that were in rural areas that did not have access to eligible supermarkets and would therefore be likely to provide their own meals for collection or delivery. He did not believe there was a was any financial incentive for schools to provide their own meals but he confirmed that he would refer the query to the FSM team for a response.

The Chair suggested that the information be submitted to the Children and Young Peoples Overview and Scrutiny Committee who were investigating take up of FSM as part of a wider issue.

Councillor Adam commented that the Universal Credit uplift needed to be maintained and he was of the opinion it should be increased to support the local economic recovery following the pandemic. With regards to the self-employed income support scheme, despite the huge amount of money that had been paid out to support businesses, Councillor Adam referred to specific businesses that had received very little. Two examples were hairdressers and tattooists that had been given no income yet still had a huge amount of expenditure. People were finding this extremely difficult and he asked whether the Council were aware of the number of businesses that were affected and the effects this had had on them, and also the impact that this was having on the local economy. He asked whether this would have an impact on council tax as this would impact the Councils income and ability to support the community.

The Head of Transformation confirmed that all of the schemes had criteria attached and gaps had been identified in the scheme for self-employed payments which were based on a three year rolling average income, therefore even if parents had taken maternity leave, payments were reduced. There was also a difference between businesses closing because of COVID-19 and closing because there was no work available due to COVID-19.

With regards to the rise in Universal Credit, the Head of Transformation confirmed that self-employment was one of the reasons behind the rise in figures, although he was unable to confirm the numbers. The Council and other organisations were acutely aware of the impact on the economy should the various schemes end at the same time, and he believed most organisations in the Country would be lobbying for the phasing out of those benefits as the economy opened up and recovered. Business Durham were in regular contact with businesses and whilst retail and hospitality sectors had been severely impacted, there were logistical opportunities as more goods and services were distributed online. He added that both Amazon and Morrisons had opened in the east of the County providing 350 jobs when most needed and this partially offset some of the economic shock.

Councillor Hopgood confirmed that businesses that worked out of someone else's premises were unable to claim anything as she had found with a none profit business she was involved with providing before and after school care. Since they had to keep the business open by law for key worker children, not everyone could be furloughed despite income having dropped by 95%, and no ability to get any funding to stay open.

The Chair referred to businesses that were unable to claim any financial benefits if they did not have a property to operate from. The Head of Transformation confirmed that although national schemes were welcome, there were some that were falling through the gap and he would liaise with Business Durham to see what advice could be offered to those affected.

Resolved:

That the report be noted.

7 County Durham Partnership update

The Board received a report of the Director of Neighbourhood Services and Climate Change which provided an update on issues being addressed by the County Durham Partnership (CDP). The report also includes updates on other key initiatives being carried out in partnership across the county (for copy see file of minutes).

Councillor Hopgood confirmed that this was a good report highlighting many positives and she was a huge advocate for AAP's but a lot of the report focused on projects that had already been done and some of the work that was equally important, went unseen. There was an area that facilitated and connected groups, making a huge difference in the community. An example in Durham, was of a group that were making and donating visors and a deaf group that required visors to lip read. This cost nothing, it did not involve a project, but two groups were linked together and it had a massive impact and should be promoted.

Resolved:

That the report be noted.

8 Notice of Key Decisions

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

Councillor Hopgood suggested that there was no time to input by the time this document was able to be considered as it included information regarding decisions that had already been made. She asked for the Chair to consider a working group to look at how this document could be adapted to a useful tool for the Board to consider decisions prior to them being made. Councillor Bell commented that this should not require any additional work as the information would be available to the Corporate Management Team.

The Chair confirmed that the document was a legal requirement and the Head of Strategy advised that the notice reflected the legal requirement and the timescales that were required to publish information ahead of the executive decisions. She advised that the Scrutiny Team did consider the document and referred to the final column at Appendix 2 where scrutiny involvement was detailed. The Chair confirmed that it did flag up issues that were coming up for scrutiny but was essentially a formal legal document.

Resolved:

That the report be noted.

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DURHAM COUNTY COUNCIL

At a Remote Meeting of **Corporate Overview and Scrutiny Management Board** held via Microsoft Teams on **Thursday 11 February 2021 at 9.30 am**

Present:

Councillor R Crute (Chair)

Members of the Committee:

Councillors A Batey (Vice-Chair), E Adam, R Bell, D Boyes, M Clarke, A Hopgood, P Jopling, B Kellett, H Liddle, C Martin, O Milburn, C Potts, A Savory, A Shield, H Smith, F Tinsley, J Turnbull, M Wilkes and A Willis

1 Apologies for Absence

There were no apologies for absence.

2 Substitute Members

There were no substitutes.

3 Declarations of Interest

There were no declarations of interest.

4 Medium Term Financial Plan 2021/22 to 2024/25 and Revenue and Capital Budget 2021/22

The Board considered a report of the Interim Corporate Director of Resources which provided an update on the Medium Term Financial Plan (MTFP) 2021/22 to 2024/25 and capital programme for consideration and comment prior to consideration by full Council on 24 February 2021 (for copy see file of Minutes).

The Head of Corporate Finance and Commercial Services provided a detailed update to the Board which provided information regarding ongoing budget pressures and uncertainty regarding government short term funding settlements. Details were also reported in respect of additional pressures faced as result of the Coronavirus pandemic, alongside the unquantified impact of the UK exit from the European Union.

The Head of Corporate Finance and Commercial Services provided a detailed update to the Board which provided information regarding ongoing budget pressures and uncertainty regarding future government funding settlements. Details were also reported in respect of additional pressures faced as result of the Coronavirus pandemic, alongside the unquantified impact of the UK exit from the European Union.

Regarding the finance settlement, the Head of Corporate Finance and Commercial Services explained that this had been an extremely complex process this year. The lateness of receiving the settlement had placed additional pressures in terms of financial planning and he asked that his thanks and recognition of the work undertaken in developing the MTFP be noted.

Councillor Bell in referencing paragraph 102 of the report asked how the county was coping funding the demographic pressures upon children's social care services. In response the Head of Corporate Finance and Commercial Services advised that the Adult Social Care precept could be utilised to fund other areas where there were major pressures so an element of this funding would support the shortfall in children's social care funding as well as utilising additional social care grant funding.

Councillor Hopgood noted the funding allocated to the Towns and Villages project and expressed the need for this funding to be available to all areas, suggesting that each divisional area in the county should be consulted and given the opportunity to bid for the funding. The Head of Corporate Finance and Commercial Services advised that the comments made would be fed back to the Head of Partnerships and Community Engagement.

Further comments were then made regarding the timing of the information being made available to scrutiny and that some members felt that the late timing of the meeting gave little opportunity for scrutiny to feed back into the budget setting process.

Councillor Clarke made reference to paragraph 6 of the report which highlighted the national deficit following the coronavirus pandemic and the potential impact this may have upon local government, given that this was significantly higher than the deficit seen in 2008 which was followed by 10 years of austerity. He welcomed investment plans, including in libraries, towns and villages and other areas. He added that he wished to thank Councillor Napier, Deputy Leader and Portfolio Holder for Finance for his management of the council's budget and finances during this period. He did however note that it would be good to see some more stability in longer term funding and the fair funding settlement and noted that the government needed to be pushed on these matters.

The Head of Corporate Finance and Commercial Services highlighted that during the previous round of austerity, that 80% of the national deficit of £170 billion was recovered via savings from public sector cuts. He added that it was possible that this time round, recovery may need to rely more heavily on taxation and the outcome of the budget in March would be interesting.

Councillor Boyes added that he wished to congratulate the finance team as each year a balanced budget was presented, with a fully costed capital programme. He further noted that the council's holding of reserves had proved to be the right thing to do as many other councils now faced financial difficulty due to their lack of reserves. He raised a query regarding public health funding and the impact the proposed changes to this funding would have on drug and alcohol rehabilitation programmes and crime. In response the Head of Corporate Finance and Commercial Services added that despite the prospect of the future loss of public health funding it would be massively important to continue the work to address health inequalities.

Councillor Tinsley commented that he too supported the council's approach and shared the feeling that austerity would come back along with the added impact of Brexit. He went on to note that the Core Spending Power in Durham was equal to £180 per household less than the national average which was alarming when compared with other areas of the country and it would be important to continue to lobby government on a fair funding review. He further added that he felt that the Council Tax proposal for County Durham was a triumph due to prudent financial management. He did note that there was still a number of areas where funding from government was uncertain, and made specific reference to additional costs due to the coronavirus pandemic to be incurred for the upcoming elections.

In response the Head of Corporate Finance and Commercial Services advised there was to be an additional £90 million of funding to be made available by government, however it was unknown at this stage what the county's allocation would be, however the council would incur any costs over and above the funding received to ensure staff and public safety.

With regard to cash limits and the council's reserves policy, Councillor Martin noted that all departments were under increasing pressures and he queried whether the council was unintentionally causing more pressures by diverting funds to other areas. In response the Head of Corporate Finance and Commercial Services advised that the council would receive additional COVID funding of £15 million although it was impossible to say at this point if this funding would suffice. The council however would incur any costs over and above the funding received to ensure staff and public safety.

Councillor Wilkes added his thanks to the Head of Corporate Finance and Commercial Services and his team for their work on the budget. He went on

to raise a query regarding schools' maintenance, noting that £5.4 million would be received from government, but the council did not have any additional funding allocated to support these works. He added that this caused concern given the backlog of repairs needed across the county and therefore suggested that in his view cabinet should be asked to review this and allocate an appropriate sum.

Councillor Wilkes went on to make reference to the Adult Social Care aspect of council tax and asked that if this portion of the council tax could be allocated to other budget areas why the council was then saying that they needed additional funding. He suggested therefore that the council could have deferred the 1% increase imposed until next year. In response the Head of Corporate Finance and Commercial Services advised that he felt the budget position presented was a balanced one.

Councillor Jopling asked if it known when furlough payments would be received from government and where this was reflected in the budget. The Head of Corporate Finance and Commercial Services commented that in year there was a forecast £10 to20 million shortfall in government funding in relation to the pandemic .

In summing up the Head of Strategy noted the Boards comments and general support of the MTFP assumptions which would be forwarded to Cabinet for their consideration, which included:

- Concerns regarding Fair Funding Review.
- Public Health funding and the potential impact on drug and alcohol services.
- Investment into Towns and Villages programme should ensure that every community had the opportunity to bid, and that all divisions should be consulted. Including, a focus on need (further work to be undertaken by the Economy and Enterprise Overview and Scrutiny Committee)
- Concerns regarding delays and the timing of government announcements impacting upon scrutiny timing.
- Impacts of receiving short term settlements and concerns regarding ongoing austerity, base budget pressures in relation to adult and childrens social care, and the need to lobby government on the core spending power aspect of government funding.
- Welcoming of investment plans, but concern about lack of long-term certainty regarding funding settlements.
- Uncertainty regarding funding allocation for upcoming elections and the importance of extra investment to ensure local elections are conducted safely.
- Concerns regarding school maintenance funding and the level of local funding allocated.

Resolved:

That the Board consider and note the contents of the report and that comments received be forwarded to Council for consideration at its meeting on 24 February 2021.

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**Corporate Overview and Scrutiny
Management Board**

20 April 2020

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

Ordinary Decision



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 Due to the economic situation, we remain concerned about poverty pressures across the county, the increasing number of children eligible for free school meals and, although educational attainment is broadly in line with performance across the country, the longer-term impacts of COVID-19 on the future of our young people.
- 13 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.

Long and Independent Lives

- 14 Latest data (pre-COVID) shows that across the county people are living longer. Improved working conditions, reduced smoking rates and improved healthcare have all contributed to increasing life expectancy from generation to generation – our residents are now living on average three years longer than 20 years ago with the gap between men and women narrowing.
- 15 However, although healthy life expectancy (years lived in good health) for men across the county has increased over the last ten years, albeit at a slower rate than overall life expectancy, the opposite is true for women. The steady decline of healthy life expectancy for women across the county means that although women are living longer than men, they live fewer years in good health. In addition, with the exception of male healthy life expectancy, the gap in life expectancies between County Durham and England is widening.
- 16 We are continuing to support people to live longer healthy lives. Focused activity across mental and physical well-being, physical activity for children, smoking quitters (particularly pregnant women and new mothers) and breastfeeding is continuing to make a difference to the lives of our residents. A lower proportion of mothers are smoking at time of delivery and a greater percentage breastfeeding compared to the same period last year.
- 17 Throughout quarter three, we continued to successfully improve outcomes for vulnerable children and their families with joined-up services responsive to their needs. As at the end of December 2020, we had achieved our March 2021 target, and since the start of the

programme have achieved 'significant and sustained outcomes' for more than 5,200 families as part of our stronger families programme.

- 18 However, COVID-19 continues to impact on all our daily lives. The emergence of a more transmissible strain of virus and the tighter restrictions put in place to slow its transmission are affecting both the physical and mental health of people of all ages.
- 19 The consequences of the worsening economic situation means that poverty pressures remain a major issue and we expect the situation to deteriorate over the coming months. Although household spending has broadly dropped and savings increased for many, rises in basic living costs and additional expenditure incurred due to school closures (meals, heating and equipping children for online learning) has hit those with little disposable income hard - especially as their normal coping strategies are no longer available to them, e.g. eating at friends and families, accessing the internet at their local library, buying clothes at charity shops. To help mitigate food poverty pressures, we have invested more than £2 million to support the increasing number of families reliant on free school meals and our programme of holiday activities with food.
- 20 The detrimental impact on mental well-being of these financial stresses, as well as increasing isolation and loneliness as people continue to stay at home, is causing great concern and has led to more people (across all age groups) to seek support through primary and secondary mental health services.
- 21 However, a positive picture is starting to emerge from our health services. Across our care homes, 3,594 residents (90%) and 4,812 staff (81%) have now been vaccinated against COVID-19 and despite the second winter wave of COVID-19, the local NHS system has reduced the GP referral backlog for inpatient and outpatient care.

Connected Communities – Safer focus

- 22 Although overall crime has fallen, 'violence against the person' offences, hate crimes and anti-social behaviour have all increased. Although much of the increase is COVID-related, we have noted an increasing trend in alcohol related domestic violence (although overall domestic violence has returned to pre-COVID levels following increases between April and September).
- 23 In relation to keeping children and young people safe, there are many positives across this area. We continue to perform well in relation to the timeliness of processing statutory referrals (first contact) and single assessments (and are carrying out audits to ensure quality of assessments remains consistently high).

- 24 However, we are continuing to experience budget and placement pressures as demand for children's social care remains high, with a comparatively high number of children on a child protection plan and the highest recorded number of children looked after (CLA). Safeguarding referrals remain lower than expected, which reflects the national picture.
- 25 During quarter three, to ensure our staff can build and maintain effective relationships with children and their families by having a reduced caseload, we recruited more than 30 newly qualified social workers whilst extending agency social worker contracts to support caseloads. We also introduced information sharing systems between social care and the education system to identify children who are particularly vulnerable.

Connected Communities – Sustainable Communities focus

- 26 Overall environmental cleanliness levels remain good (based on a sample survey) and reflect the targeted initiatives put in place to improve our local environment. Although fly-tipping incidents increased during the first national lockdown when our Household Waste Recycling Centres were closed, levels have now returned to pre-COVID-19 levels.
- 27 Throughout the 12 months ending 30 September 2020, due to people spending more time in their homes, we collected more than 7,000 additional tonnes of household waste compared to the previous year. However, the proportion recycled has reduced. This is in part due to the closure of the recycling markets, which have now reopened, earlier in the year and we expect recycling levels will soon return to normal.
- 28 We are progressing towards becoming carbon neutral by 2050 with carbon levels that are now almost half the 2008 baseline. We are expecting a further significant reduction for 2020/21, partly due to the impact of the COVID-19 restrictions which closed businesses, reduced levels of road traffic and encouraged more people to stay at home.
- 29 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.
- 30 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.

An Excellent Council

- 31 Since the start of the pandemic, we have continually adapted our service provision and ways of working to help slow the spread of COVID-19, prevent our health and social care systems being overwhelmed, and protect our residents and staff.
- 32 To safeguard our employees, all staff continue to work from home where possible, and we continue to manage and control transmission risks for those essential employees who need to attend the workplace. Recent assurance audits, predominately focusing on premise-control measures, have returned an overall compliance rate of 96%.
- 33 We remain concerned about employee health and well-being, both physical and mental. Flu jabs have been offered to all employees and COVID-19 vaccinations are being rolled out to eligible employee cohorts. We continue to communicate support channels available to help staff look after their mental health and emotional resilience, from all levels of the organisation, and are working with other organisations to identify further supportive actions. Our efforts were recognised in December when we attained [Better Health at Work's](#) Continuing Excellence status, with assessors highlighting our proactive response to the rapid and enforced change in working conditions.
- 34 Despite the pandemic, sickness levels have fallen with four in five employees recording less than 5 days sickness over the latest 12-month period (almost 70% of staff have recorded no sickness over the same period). Since 2017, we have invested £6 million in apprenticeships, both new starts and upskilling of existing employees, and our work to create apprenticeship opportunities was recognised with a place in the government's top 100 apprenticeship employers list.
- 35 Although some non-essential services remain closed or are being delivered remotely, we are continuing to deliver essential services, with further expansion of our online alternatives to face-to-face contact which are encouraging more customers to liaise with us digitally.
- 36 Our community support hub remains in place to help those who are clinically vulnerable, experiencing hardship or who need help when self-isolating, and we continue to provide financial assistance to both residents and businesses.
- 37 Although we continue to face significant financial pressure resulting from the pandemic, latest forecasts have improved since quarter two, with additional costs incurred and loss of income forecast to be around £70 million. Although the impact is being supported by the government, at this stage there is a forecast shortfall in funding of around £15 million. However, the 2020/21 impact of collection fund loss from reductions in

council tax and business rate income can be reduced by spreading over three years (2021/22 to 2023/24). We, alongside all local government representative bodies, are continuing to lobby government for additional financial support.

Risk Management

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

Recommendation

39 That Corporate Overview and Scrutiny Management Board 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.

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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



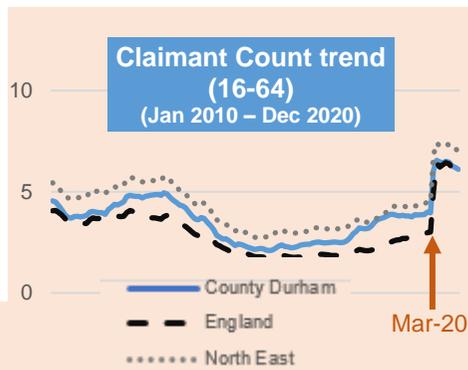
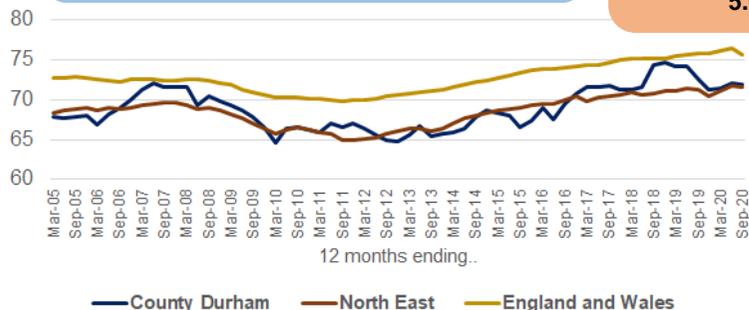
MORE AND BETTER JOBS

a) Do residents have good job prospects?

Page 28

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



More and Better Jobs

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

Do residents have good job prospects?

- 2 Latest data 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?

Page 30

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

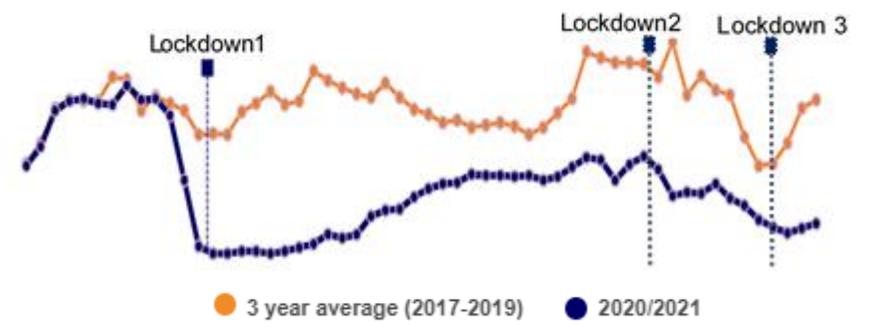
Planning permission approved
Aykley Heads

£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%

Durham City Footfall: currently at 71% of 3 year average



*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.

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

- 17 The Early Years Foundation Stage Profile was not undertaken at primary school level and no standard assessment tasks have been given nationally to assess pupil progress. The summer phonics tests, taken by children in year one to identify those not meeting the required standard, have also been cancelled. Although data from the autumn check will not be used for accountability purposes nationally or at local authority level, it will be used by schools. Provisional rates (with four schools yet to submit their data) show almost 80% of year two pupils are working at the expected level, in line with national data.
- 18 GCSE grading (key stage four) for 2020 was determined through Centre Assessed Grades (CAGs) which although are not comparable to previous years can be compared both regionally and nationally. Although our cohort performed favourably regionally, it remains below national outcomes. The performance of the disadvantaged cohort follows a similar pattern meaning that the gap between our pupils and their non-disadvantaged peers is smaller than regionally, but larger than the gap seen nationally.
- 19 A-level grading (key stage five) was originally assessed through an algorithm but was then changed to a Centre Assessed Grade (CAG). Consequently, some young people were awarded lower grades initially and failed to gain entry to their first-choice university. This data is also not comparable with previous years, but our average point score per A level entry remains in line with national data and is above regional levels.
- 20 The monitoring of early years settings and schools by Ofsted continues to be a changing picture. Although regulatory visits within early years settings are continuing, assurance visits have been paused until after the February half-term. Schools identified as vulnerable and requiring additional support are given extra time.
- 21 We continue to support all schools through leadership adviser visits – all of our maintained schools receive at least one supportive meeting, and the vast majority receive two. Most vulnerable schools receive an on-site school visit.

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

MORE AND BETTER JOBS

d) do our young people have access to good quality education and training?

Educational Attainment 2019/20 academic year

■ County Durham performance is better
 ■ County Durham performance is worse

Average attainment 8 score

Average point score per A level entry of state-funded school students

Gap between average Attainment 8 score of Durham disadvantaged pupils and non-disadvantaged pupils nationally (KS4)

County Durham

48.8

39.9

-14.4

North East

48.4

38.3

-15.1

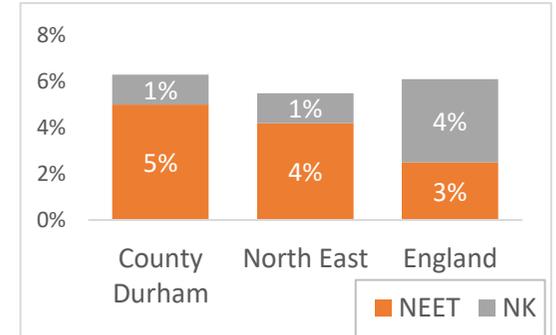
National

53.1

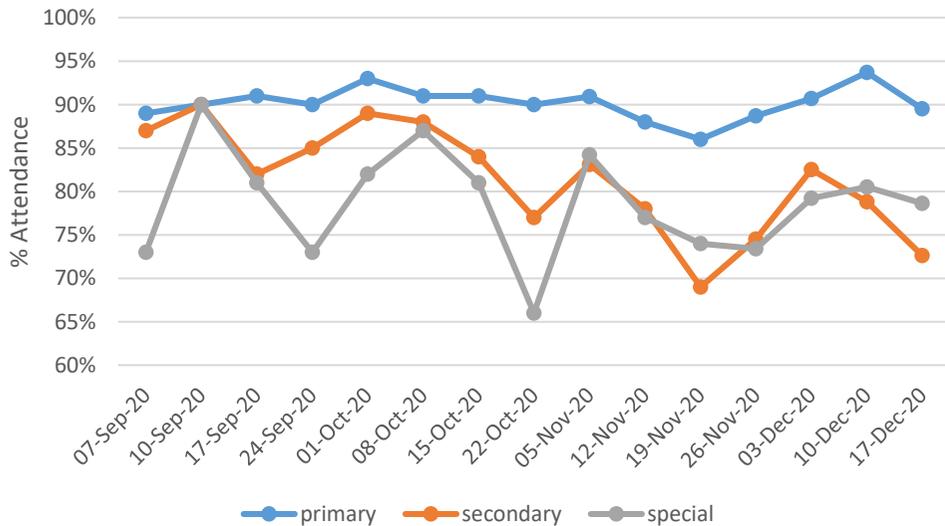
39.5

-13.5

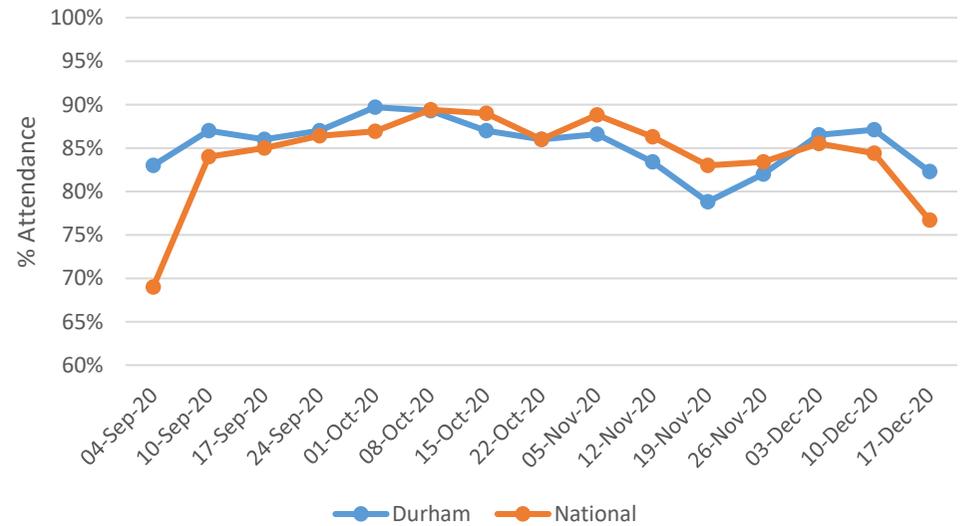
% of 16-17 year olds Not in Education, Employment (NEET) or Training / known (NK) (December 2020)



% school attendance all CYP - by school type



% school attendance all CYP compared to national



- 22 Personal education planning, extended to children looked after who were accessing their nursery education entitlement during the autumn term, will continue to be an area of focus during quarter four.
- 23 During quarter three, 365 groups of pupils were moved to remote learning due to COVID-19 cases in schools. 149 schools had to move some bubbles to remote learning over the same period.
- 24 More bubble closures during November led to local and national dips in school attendance. However, by December, rates of attendance had largely recovered with local attendance rates rising to levels above national comparators. Attendance rates for vulnerable children, i.e. those with a social worker or an Education Health Care Plan, followed the same pattern.
- 25 On 28 January 2021, 15.2% of pupils were in attendance at school in County Durham overall, compared to 14.8% nationally. There were 24% in primary, 3% in secondary and 24% in special schools. For vulnerable groups, this is 42% for those children with a social worker, compared to 43% nationally and 28% for pupils with an EHCP compared to 37% nationally.
- 26 To support remote learning and facilitate contact between vulnerable children and professionals, the Department for Education has provided both chrome books and wi-fi routers. 1,400 chrome books and 170 wi-fi routers were given to care leavers and children with a social worker across the county, 270 devices and 110 routers were provided to disadvantaged children in year 10 to support their education and almost 5,000 devices have been allocated to local schools to help children with online learning.
- 27 During quarter three, local Elective Home Education (EHE) numbers stabilised to 0.6% of the school aged population. We are considering the options to support those wishing to return to school and how we can prevent future increases. We continue to support EHE young people through a multi-agency EHE group, safe and well calls and other checks. During quarter three, we facilitated virtual events for both primary and secondary EHE pupils.
- 28 Our Behaviour and Inclusion Panels continue to address high rates of exclusion through early identification and a proactive approach to pupil support. Throughout quarter three, 14 pupils at risk of exclusion were supported by the primary panel (none were permanently excluded) and the secondary panel supported 95 pupils (three were permanently excluded). No pupils from special schools were permanently excluded.
- 29 The impacts of the pandemic have resulted in a shift, with more 16-17 year olds opting to continue with full-time education or training as opposed to being able to secure jobs with nationally accredited training (including apprenticeships). We

have continued to offer virtual support to all NEET young people to assist their journey to access education, employment or training, prioritising the most vulnerable for support and contact, particularly during the lockdown periods. We will continue to work with learning providers to engage all NEET young people into appropriate programmes of learning or re-engagement both now and when COVID restrictions begin to ease.

- 30 During quarter three, we launched DurhamEnable, new programme to help individuals who have learning, physical and mental health barriers progress into / move closer to employment. The programme will also provide personalised support to local employers, to encourage and enable them to provide opportunities for DurhamEnable participants.

Long and Independent Lives

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

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

- 32 Having gained additional funding until March 2022, our Stronger Families Programme, which helps families make 'significant and sustained outcomes' in areas such as worklessness, school attendance and domestic abuse, will continue for another year.

LONG AND INDEPENDENT LIVES

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



885
families achieved significant & sustained outcomes (Apr-Dec 2020)



2,060
workless families progress to work following intervention



2,496
families reported reduced mental health issues following intervention



940
families reported reduced substance misuse following intervention

5,245 families turned around between 2015 and December 2020

1,618
cases open to One Point (as at 31 Dec 2020)

99%
Early Help assessments completed within 45 working days (Oct-Dec 2020)

Durham (Dec-20)
58%

Healthy Start Vouchers (% take up)

North East - **59%** National - **51%**

Children in receipt of free school meals

26% 2020

23% 2019

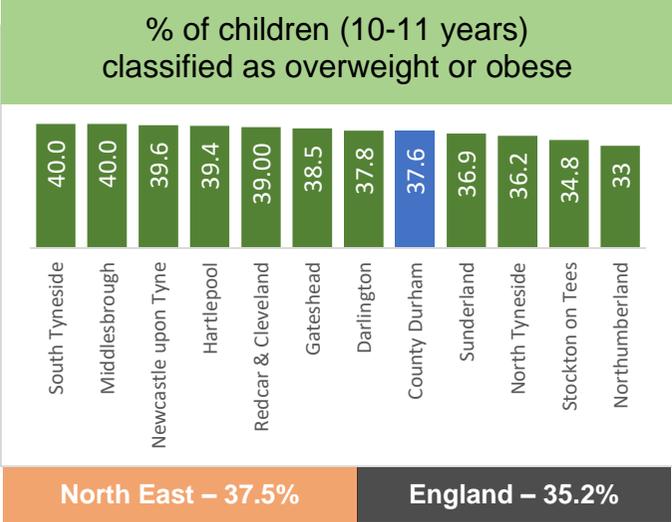
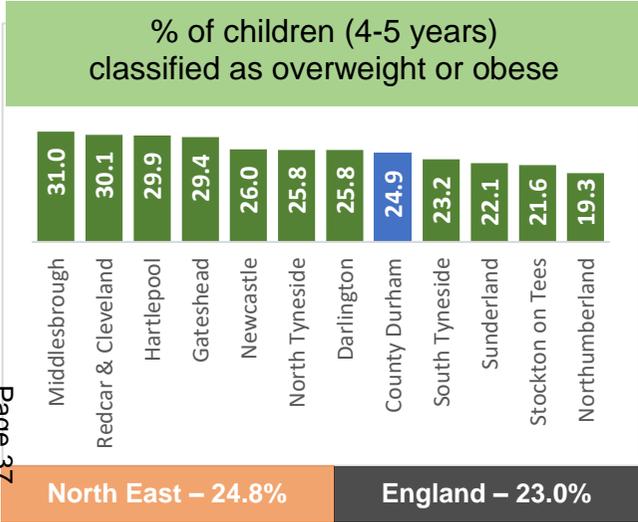
% EHCP completed within 20 week time period

Durham (2020) **58%** ▼

Durham (2019) **70%**

North East (2019) **70%** ▼

England (2019) **60%** ▼



- 33 The programme successfully turned round 885 families in the first nine months of 2020/21 – more than the government agreed target of 730 (the original target was 1,050 families but was reduced to 730 due to the impact of COVID-19). To maintain our focus, we have replaced the government target with the more stretching local target of turning around 1,100 families by March 2021 (80% achieved).
- 34 Early Help Conversations, a multi-agency group supporting professionals who have concerns about families, has now been operating for a year with positive feedback – therefore a One Year on review is being drafted.
- 35 Our early help provision, such as the Young Adult Support Café (YASC), continues to operate online alongside existing online support (such as Rollercoaster and Kooth).
- 36 Challenges faced by young people accessing YASCs included financial problems over the Christmas period, difficulty adapting to home learning, missing day to day engagement with peers and family members and being frustrated with people not adhering to government guidance thereby putting themselves and others at an unnecessary risk. Some young people have arranged to see friends and family despite restrictions being in place due to being vulnerable and struggling with their mental health.
- 37 In November 2020, following a successful funding bid to the National Lottery, we launched a third YASC project in the east of the county (complementing projects already delivering in the north and south). However, although some young people have expressed an interest in accessing YASC provision, they are not comfortable engaging online.
- 38 Performance of Education, Health and Care Plans (EHCPs) has been impacted by COVID, and the delays that national lockdown had on all services contributing to the formation of the document over the 20 week period. More than 58% of all cases were completed in 20 weeks. The Department of Education counting rules make allowances for significant disruption to the assessment process. In this instance one of the allowances is when a school is closed for a period of four weeks or more during the advice gathering stage of the assessment. Given the disruption to schools across the country this has been considered for all EHCP assessments that have been impacted by the periods of national lockdown. Compliance with the 20 week target with the exceptions removed is 73%.

- 39 The uptake of [Healthy Start Vouchers](#), which eligible⁷ families can spend on specific food types⁸, remains low. To help increase take-up, we are promoting and raising awareness of the programme with both families and partners. Bitesize training sessions for practitioners have been developed to raise awareness of the programme (with more than 400 staff trained so far) and we are working with partners on a communication and engagement plan.

Are our services improving the health of our residents?

- 40 During quarter three, we continued to promote breastfeeding and provide advice and support to parents on infant feeding related issues and concerns. We have strengthened the breastfeeding champions role so they are now supporting families, alongside their community breastfeeding peer supporter.
- 41 Changes made to the Specialist Stop Smoking Service to support remote working, including telephone consultations with clients, have helped reduce the number of people lost to follow-up. An automated referral of smokers to the service, launched in November 2020, is supporting clinical staff to identify and treat tobacco dependency on admission, ensuring a seamless pathway to specialist community advisors on discharge.
- 42 Brief intervention training packages on stopping smoking were developed and rolled out to stakeholders, including early years practitioners, school nurses, health trainers, midwives and cancer support workers, during quarter three. We also implemented new ways of working with midwives which includes providing routine feedback to referrers where women do not engage. Monitoring and auditing smoking cessation delivery from maternity support workers is now routine.
- 43 To protect residents and staff we promoted flu vaccination across the county and highlighted the dual risk of catching flu and COVID-19. Almost 4,300 council staff accepted our offer of a free flu jab, and across our care homes, more than 3,000 residents and 2,000 staff were vaccinated by the end of quarter three.
- 44 Research has shown that restrictions put in place to reduce the transmission of COVID-19 have impacted detrimentally on both mental and physical well-being. Throughout quarter three, we supported World Mental Health Day (October) and International Stress Awareness Week (November) to highlight the issue, have been encouraging staff to 'check in' with each other, enhanced and promoted our Employee Assistance Programme and provided awareness training for managers.

⁷ Low-income families eligible for Healthy Start Vouchers

⁸ milk - fresh, frozen and tinned fruit and vegetables – fresh, dried and tinned pulses – infant formula milk

- 45 In conjunction with partners, we have developed a 'Framework for good workforce mental health and well-being in County Durham businesses' to help tackle mental health stigma and discrimination in the workplace, improve mental health awareness and promote the importance of good mental health. Alongside Business Durham, we are supporting local businesses as they move into the recovery phase of COVID-19.

LONG AND INDEPENDENT LIVES

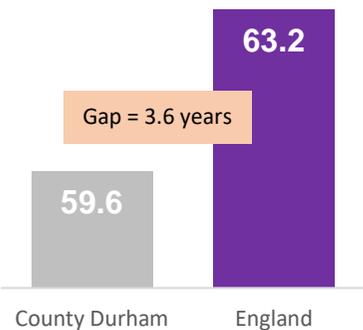
(c) Are our services improving the health of our residents?

Life expectancy at birth (2017-19)

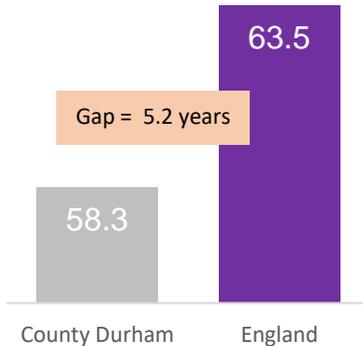
Male Life Expectancy
78.3 years

Female Life Expectancy
81.8 years

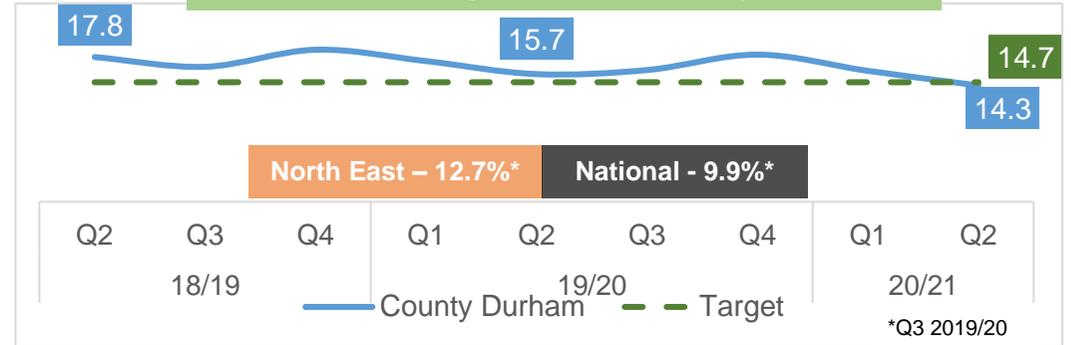
Male healthy life expectancy at birth



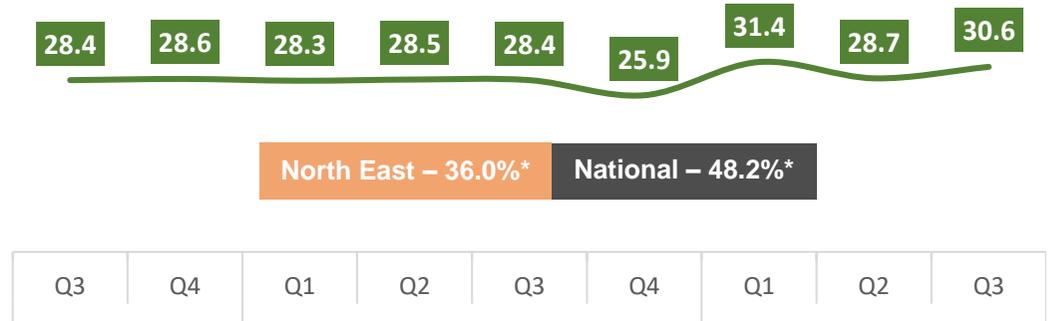
Female healthy life expectancy at birth



Mothers Smoking at Time of Delivery (SATOD)

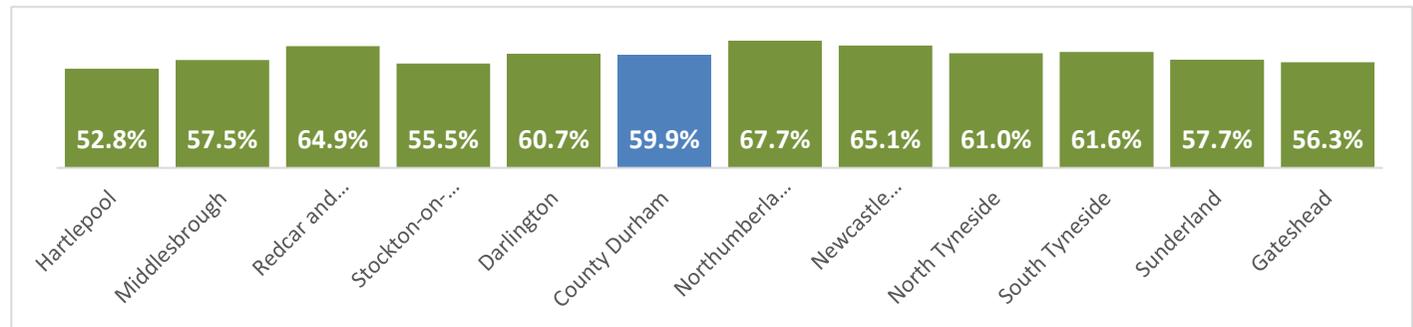


Prevalence of breastfeeding at 6-8 weeks from birth



% Active (150+ mins a week) participation in sport and physical activity (May 2019-2020)

National average – 62.8%



- 46 During quarter three, the Suicide Prevention Alliance action plan was refreshed to reflect new guidance received from Public Health England. This includes a focus on self-harm to reflect the government recommendation. Rates of suspected suicide in County Durham have not escalated during the pandemic.
- 47 Public Health has also been involved in a research project examining the link between suicide and debt, as part of a regional sector led improvement scheme. This demonstrated a clear link and County Durham was highlighted in the final report as an example of best practice due to the work between the Citizens Advice Bureau and mental health services.
- 48 Consultation with partners identified a number of key themes for the Healthy Weight Alliance in 2021 (including communication and marketing, COVID-19, partnerships, food, nutrition and physical activity), Our task and finish groups are now focusing on these key areas for the action plan.
- 49 Latest data from the Active Lives Survey shows a decrease in adult active participation⁹ in sport and physical activity in County Durham. It should be noted that the latest data also covers the first national lockdown period (23 March to mid-May).
- 50 The Active 30 Durham Campaign aims to help schools and parents in County Durham to support young people to participate in 30 minutes of moderate to vigorous intensity activity every day at school and at home. Our [Active 30 hub](#) was launched in October 2020 and now contains a range of resources to encourage physical activity at home during the pandemic.
- 51 Throughout the pandemic, we have supported informal carers with training and support events, including a virtual 'Making Sense of Caring' course held by Durham County Carers Support.

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

- 52 County Durham continues to perform well in relation to overall satisfaction of those receiving care and support¹⁰, with increasing satisfaction levels currently more than five percentage points above national data. The survey also shows continued high performance relating to having enough choice over the services received.

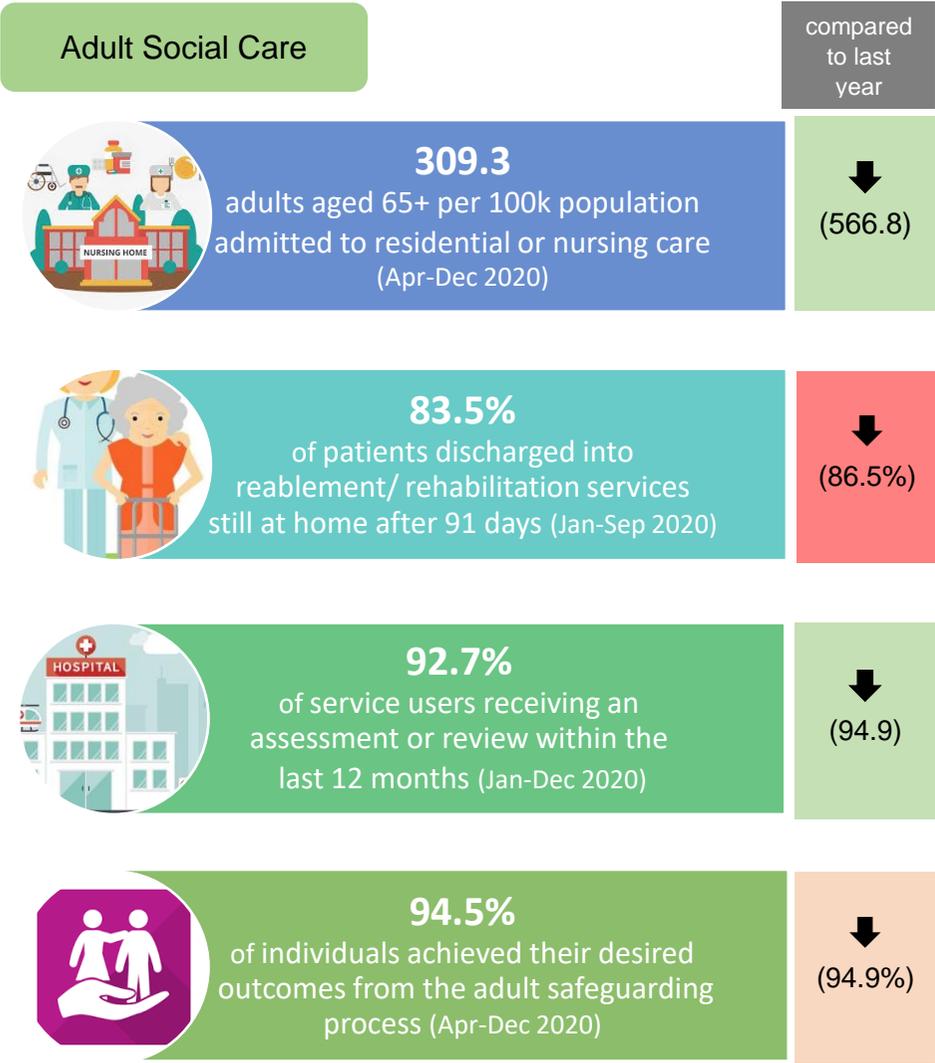
⁹ Sport England define active participation is 150+ minutes a week moderate sport and physical activity.

¹⁰ Adult Social Care Survey

- 53 Permanent admissions to residential and nursing care continue to be lower than in previous years. Admission rates for the period April to December 2020 are just over half the number for the same period last year.
- 54 At the end of December, our Operational Pressures Escalation Levels (OPEL) tracker showed that most of our older people care homes had no significant issues with either COVID-19 infection, PPE or staffing. We are, however, facing the significant challenge of a further wave of COVID-19 infections nationally at the start of 2021.
- 55 Given the ongoing pressures on systems, NHS England and NHS Improvement have agreed that formal Better Care Fund plans will not have to be submitted to NHS England and NHS Improvement for approval in 2020/21. Therefore, current performance indicators will continue to be monitored without set targets

LONG AND INDEPENDENT LIVES

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



Overall Satisfaction of people who use services with their care and support (Adult Social Care Survey)

69.6% ↑
County Durham

64.2%
National

67.5%
North East

66.2%
nearest statistical neighbour

★ County Durham performance is better than all comparators

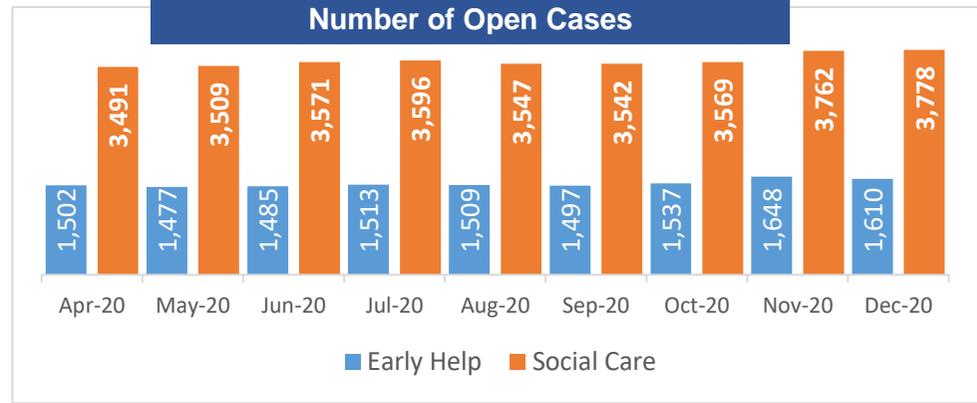
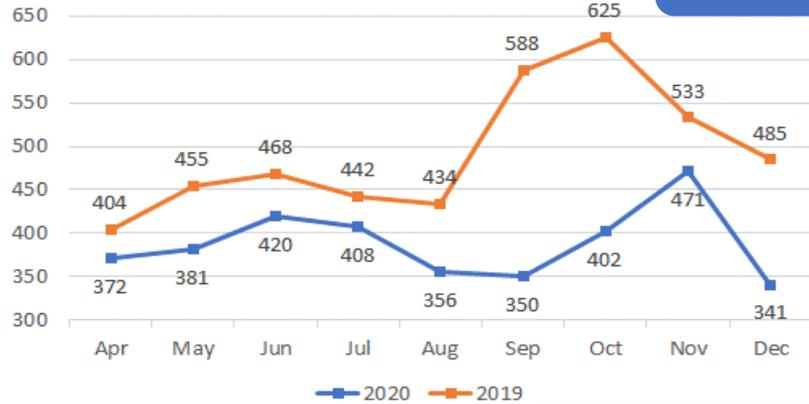
CONNECTED COMMUNITIES – SAFER

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

Journey of a child

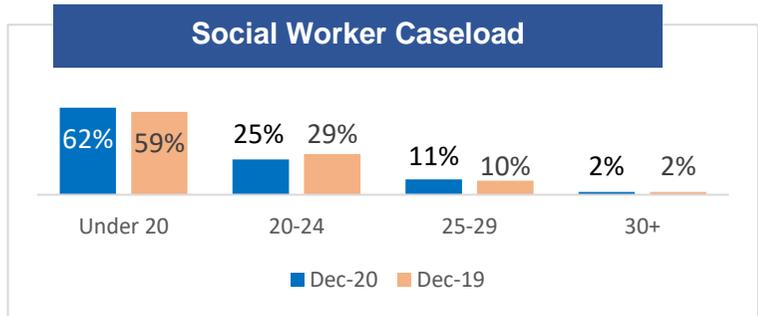
2020 Referrals (Apr to Dec)
compared to same period last year

↓ 21%
(-931)

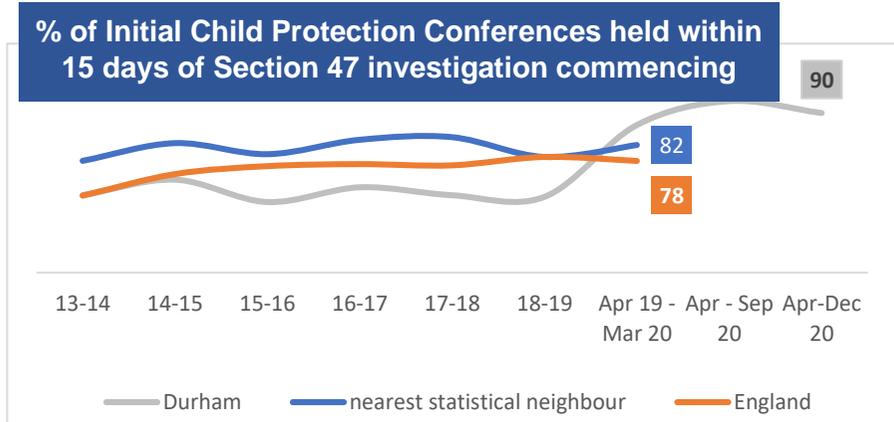


87% social work assessments completed within 45 working days (Apr-Dec 20)

Quality of case work
collaborative audits (Oct-Dec 20)
95%
case files given a scaling score of 6 or above



Number of children on a Child Protection Plan



Connected Communities - Safer

56 The ambition of Connected Communities – Safer is linked to the following key questions:

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

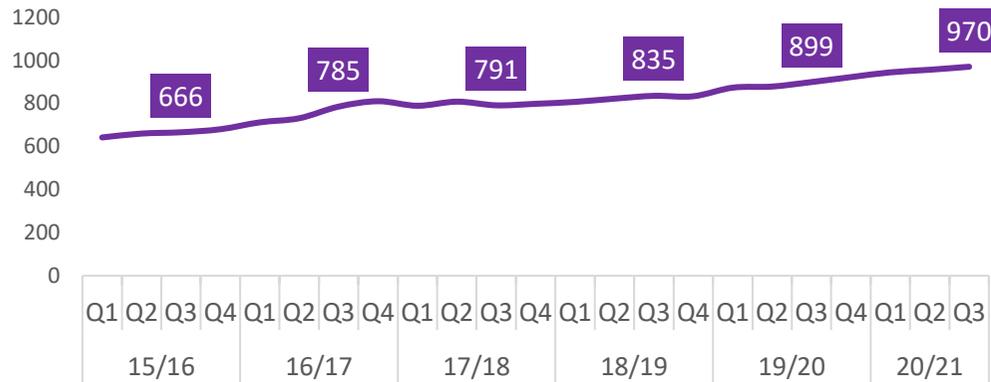
Are children, young people and families in receipt of social work services appropriately supported and safeguarded?

- 57 COVID-19 has significantly impacted children's services with safeguarding referrals remaining lower than we would expect (although they have increased since the first lockdown). However, more children are open to social care as we've been unable to close some cases due to not being able to complete actions identified on children's plans e.g. attendance at a domestic abuse perpetrator course as the course is not running.
- 58 During quarter three, to help identify children who are particularly vulnerable, we developed, and incorporated into our standard operating model, information sharing systems between social care and the education sector. Protocols are in place so any child not attending school, and where there is concern about their welfare, is visited. Where there is a specific safeguarding concern and we are unable to access a household, we have a protocol which ensures a joint response with police colleagues.
- 59 To ensure our staff are able to build and maintain effective relationships with children and their families we have recruited more than 30 newly qualified social workers, whilst extending agency social worker contracts to support caseloads.
- 60 We have commissioned Strengthening Practice to provide additional reflective space for our staff. Senior managers are maintaining regular virtual contact with staff – at recent practitioner briefings more than 400 staff from across children's social care and early help attended.

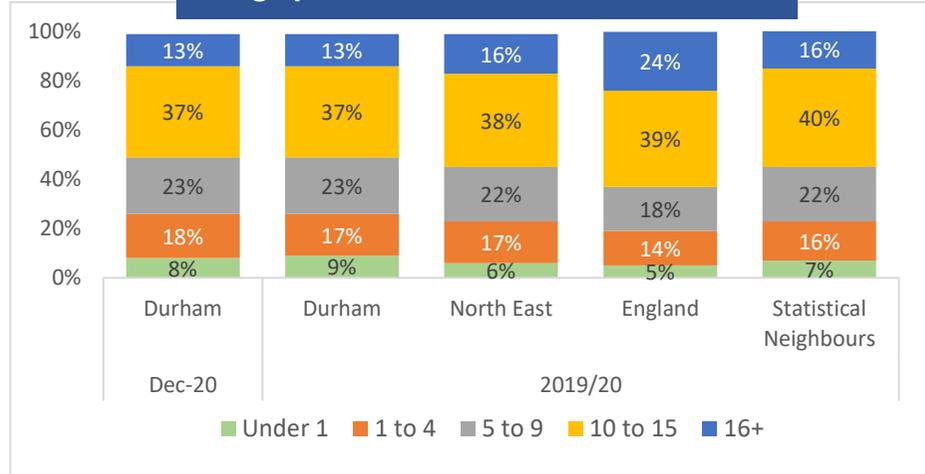
CONNECTED COMMUNITIES – SAFER

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

Children Looked After



Age profile for Children Looked After



Care Leavers

	In education, employment or training		In suitable accommodation	
	Aged 17-18	Aged 19-21	Aged 17-18	Aged 19-21
County Durham	72%	63%	85%	95%
North East	63%	52%	94%	91%
England	64%	53%	90%	85%

(as at December 2020)

Where our children in care live

In-house foster care	42%
Friends and family	18%
Independent Fostering Agency	16%
Placed with parents	7%
External residential (incl. children's homes and res school)	5%
Placed for adoption	5%
Independent living (incl. supported lodgings)	4%
In-house residential (incl. children's homes)	3%
Secure (incl. YOI and prisons)	<0.5%
NHS / Health Trust	<0.5%



(as at 16 December 2020)

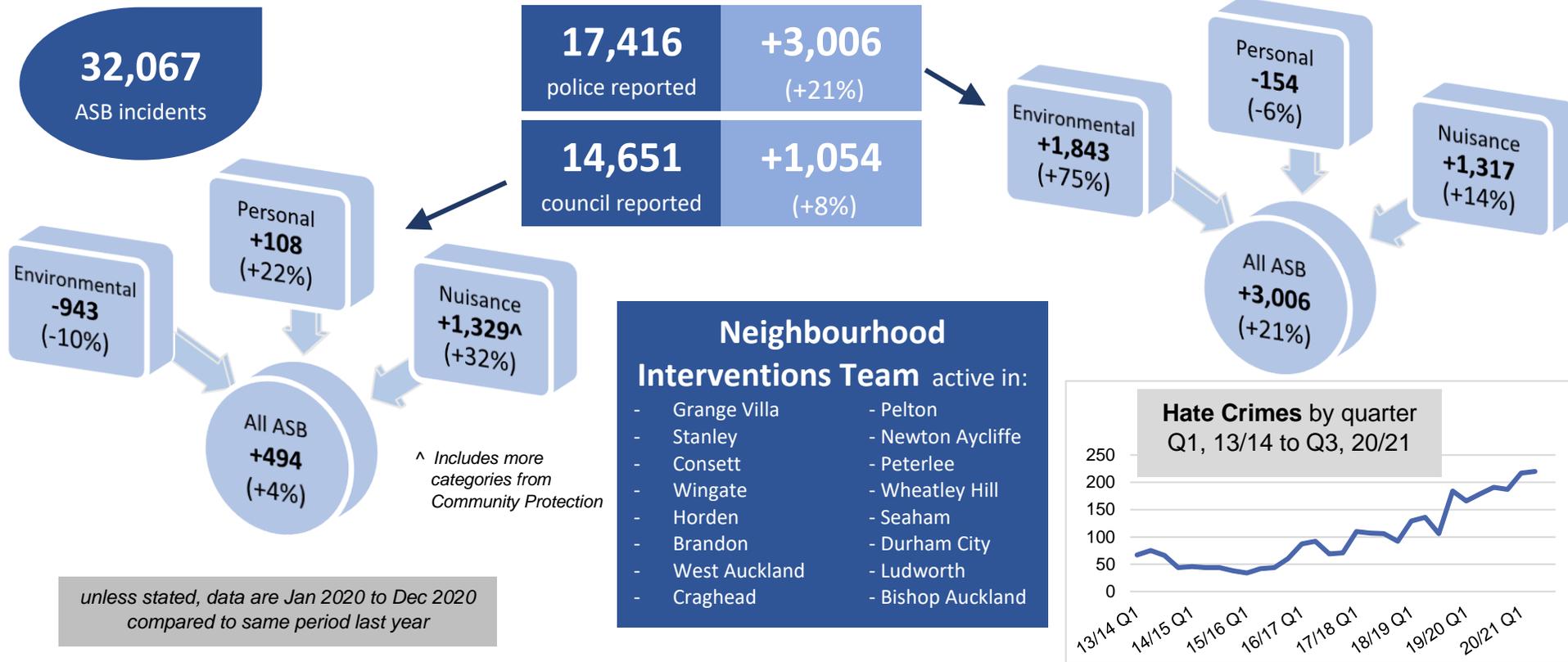
Are we being a good corporate parent to Children Looked After (CLA)?

- 61 Although there are more Children Looked After (CLA) than ever across the county, it remains the third lowest rate¹¹ in the North East. National research has linked these increases to areas with higher levels of deprivation, COVID-19 and the closure of family courts during lockdown. However, we are now starting to see movement through the courts and the number of delayed care proceedings is reducing.
- 62 The increase in CLA is causing placement and budget pressures, which is reflected both regionally and nationally. Although our in-house foster care capacity has reduced, due to some carers de-registering or taking a break due to COVID-19, we have seen an increase in children being looked after by friends and family.
- 63 We continue to work towards building enough capacity to meet the needs of all CLA. A new three bedroomed residential property, built to accommodate the increasingly complex needs of some of the young people that we care for, is now open.
- 64 Where possible, we are continuing with face to face family time sessions with birth parents and are trying to ensure all children have at least one face to face session a week where this is in line with their care plan.
- 65 All children looked after had their statutory Personal Education Plan (PEP) meeting during the Autumn term, via Teams. 85% of the 621 meetings were quality assured as “Green” (high quality) – the remaining 15% was rated as “Amber”, there were no “Red” PEPs.
- 66 Reviews for CLA have continued virtually, alongside visits to our CLA and care leavers, and are within timescales. Positives to this approach include more young people attending their review and more discussions being held between the Independent Reviewing Officer, the child or young person and their families.
- 67 Durham’s Children in Care Council (CICC) continues to develop remote support for children and young people and is keeping connected with all of its members through different social media platforms. There has been a continued growth in numbers at online meetings.

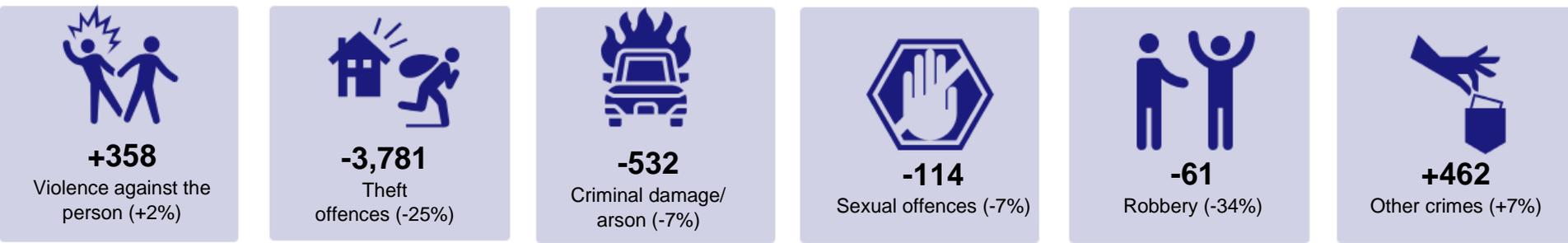
¹¹ Children in care per 10,000 population aged 0-17

CONNECTED COMMUNITIES – SAFER

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



49,979 crimes **↓ 3,472 (-7%)** **90.5** per 1,000 population



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

- 68 The overall increase in Anti-Social Behaviour (ASB) reported to the police over the last 12 months can be attributed to an increase in COVID-19 related incidents early in the pandemic. The number of reported incidents is now broadly in line with pre-COVID levels.
- 69 Council reported ASB is showing a similar trend with the number of reports returning to nearer pre-COVID levels.

How well do we reduce misuse of drugs and alcohol?

- 70 Following significant increases during the first half of 2020, police reported alcohol related ASB has significantly fallen to below pre-COVID levels. This was most noticeable in November and December.
- 71 Although domestic related violence against the person offences which are alcohol related has reduced compared to the previous quarters there continues to be an increase in the longer term trend.

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

- 72 Following increases between April and September, levels of domestic violence incidents reported to the police decreased during quarter three and are now comparable to the same period last year.
- 73 The domestic abuse triage system for incidents continues with daily multi-agency screening of all incidents. This is undertaken by children's services, child health and police staff from within the multi-agency safeguarding hub (MASH). The benefit of using this operational model is the multi-agency oversight of all domestic abuse incidents in County Durham, sharing of information and decision making on a daily basis which will ultimately reduce any delay for children who need to be safeguarded.

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

- 74 Results from the 2020 National Highways and Transport Survey (NHT) indicate the satisfaction in relation to highways continues to exceed national levels.
- 75 Due to the pandemic and lockdown, traffic levels reduced across the county, however as expected, as traffic levels returned to close to normal through the Summer and Autumn, the number of traffic collisions and injury on our roads have returned to pre-COVID levels. There is no particular pattern to these incidents.

CONNECTED COMMUNITIES – SAFER

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

10.4%
ASB* alcohol related
↓ 5.0% compared to the same period last year

1.0%
ASB* drug related
↓ 0.2% compared to the same period last year

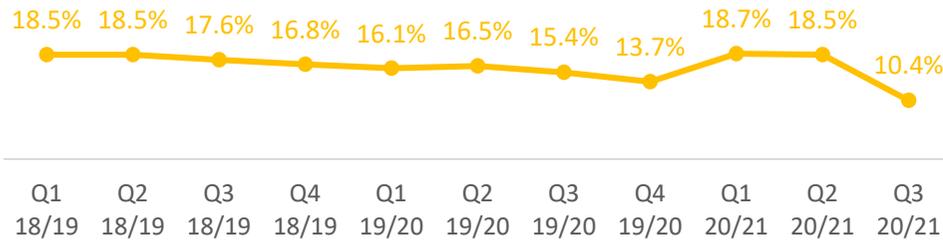
31.3%
alcohol related violent crime
↓ 0.5% compared to the same period last year

*police figures only

ONS drug related deaths statistics for deaths registered in England and Wales in 2019 (published 14 Oct 2020)

		Per 100,000
Drug poisoning	County Durham	10.6
	England	7.1
	North East	13.1
Drug misuse	County Durham	7.4
	England	4.7
	North East	9.1

Alcohol related ASB



Domestic Violence
(Oct-Dec 2020)

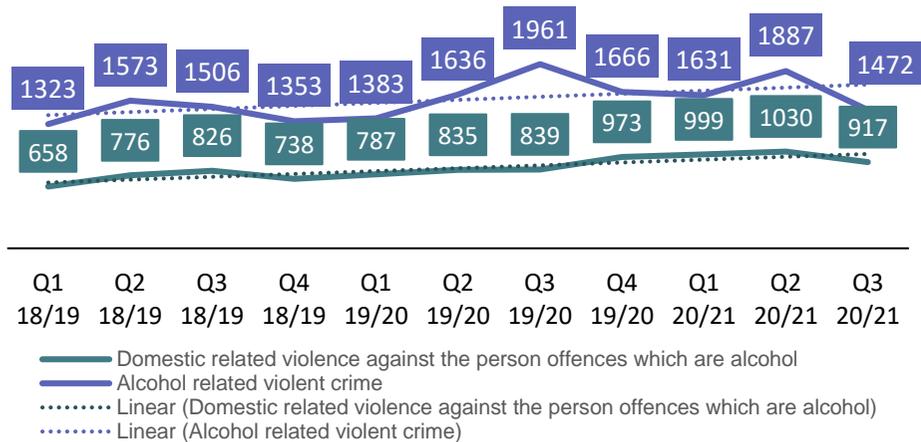
↓ **1%**
in incidents

↓ **1.6 pp**
in DV incidents classified as crimes

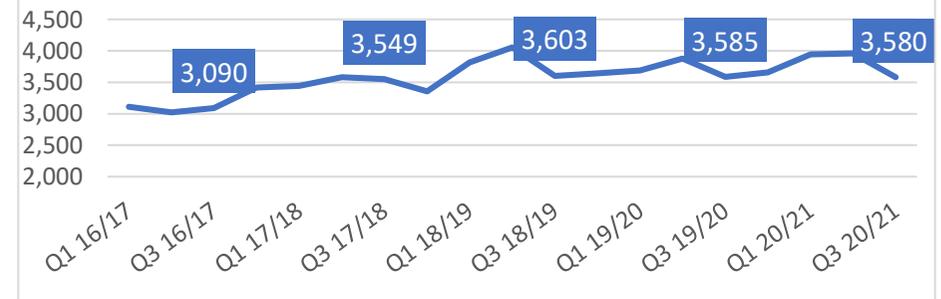
↑ **5.1 pp**
in incidents involving alcohol

↓ **1.4 pp**
of DV referrals received high risk

Alcohol related DV and violent crime



Domestic abuse incidents reported directly to the Police



- 76 Although the school crossing patrol service re-commenced in September alongside cycling and bikeability programmes, these have again been suspended due to the current lockdown. Online road safety resources have been made available for staff within Children and Young People's Service.
- 77 Additional activity has been undertaken through the winter maintenance programme to ensure safe access to the COVID Mobile Testing Units and Vaccination sites.

CONNECTED COMMUNITIES – SAFER

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

Road traffic accidents	All casualties Q3 20/21 (Q3 19/20)	Children Q3 20/21 (Q3 19/20)
Killed	4 (6)	0 (0)
Seriously injured	39 (52)	3 (4)
Slightly injured	91 (185)	10 (14)



National Highways and Transport Survey (NHT) 2020

Satisfaction with...

Road Safety overall
54%

Safety of walking

59%
(2020)

63% (North East)

61% (National)

Safety of cycling

50% (2020)

51% (North East)

48% (National)



Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3
17 17 17 17 18 18 18 18 19 19 19 19 20 20 20

Time taken to complete roadworks	Cold weather gritting	Highway enforcement /obstructions	Condition of road surfaces	Dealing with potholes and damaged roads
37% (2020)	53% (2020)	47% (2020)	43% (2020)	41% (2020)
32% (North East)	55% (North East)	46% (North East)	37% (North East)	36% (North East)
31% (National)	58% (National)	45% (National)	37% (National)	35% (National)

Connected Communities - Sustainability

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

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

How clean and tidy is my local environment?

- 79 Although the number of fly-tipping incidents in 2020 was 12% higher than in 2019, most of the increase occurred between April and June when Household Waste Recycling Centres were closed due to COVID-19 restrictions. The number of incidents returned to pre-COVID-19 levels between October and December. To deter fly-tipping during 2020, almost 2,000 further investigations were completed, which resulted in 38 Fixed Penalty Notices and the seizure of 15 vehicles.
- 80 During quarter three, our Find and Fix Teams were active across 34 sites undertaking work such as pruning, removing and planting of trees and shrubs, removing graffiti, painting benches and play equipment, replacing/repairing bins, repairing/removing/replacing fencing, repairing steps, and clearing general vegetation and weeds.
- 81 During the same period, our Community Action Team was working in Horden looking at housing standards, management of privately rented properties, empty properties, rubbish accumulations and anti-social behaviour. 366 issues of concern were identified and the team served 311 legal notices. Works will continue in the area through the Make Every Adult Matter and Safer Streets projects.

CONNECTED COMMUNITIES – SUSTAINABILITY

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

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



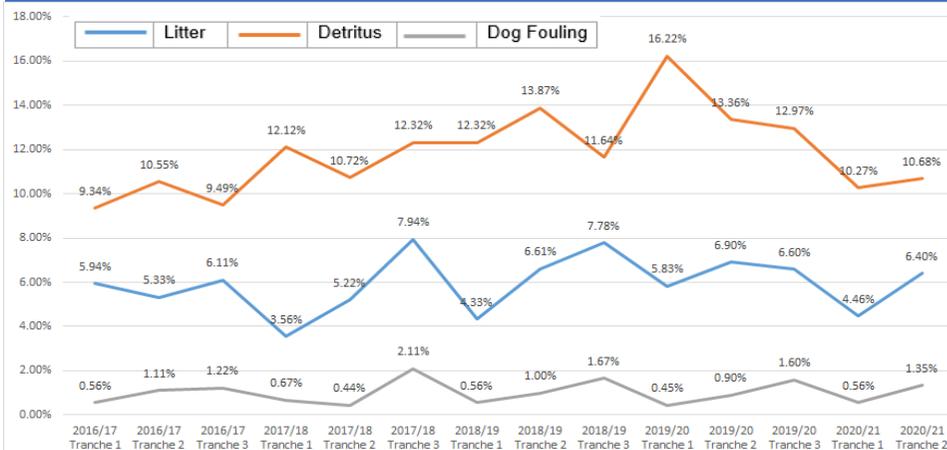
Hotspots

- Bishop Auckland
- Shildon
- Craghead
- South Moor

Mostly household waste

Environmental Cleanliness

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



visual survey 3 times a year (3 tranches) - each tranche involves surveying 900 50m transects of varying land types across the county

During quarter 3

7 cameras deployed

0 incidents caught on CCTV

475 further investigations

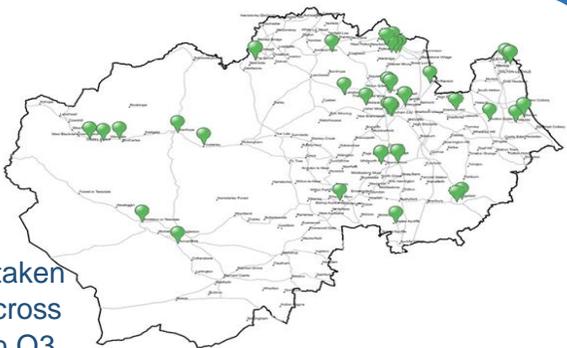
2 prosecutions
13 FPNs
5 vehicle seizures

Community Action Team

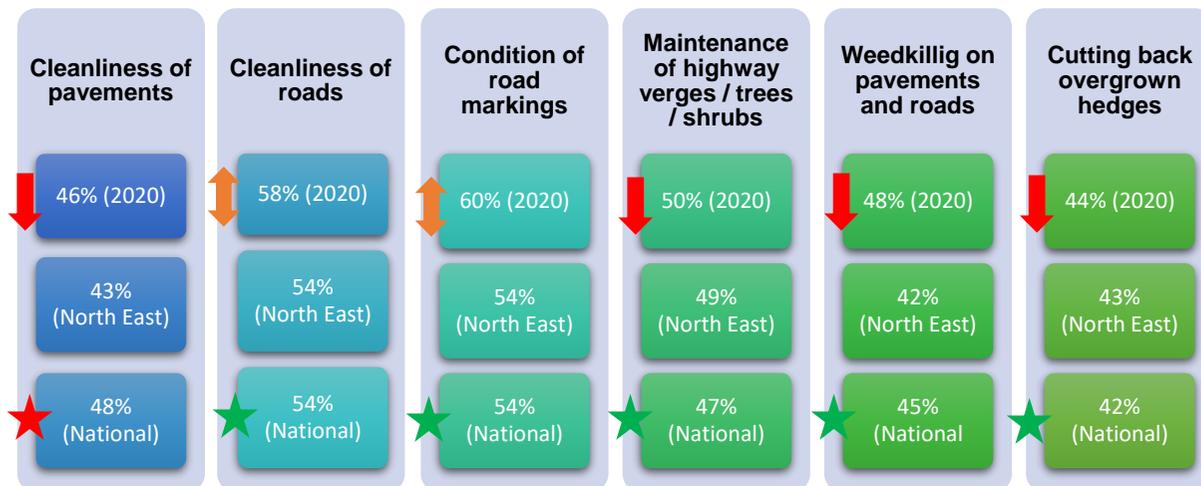
- Horden – 366 issues of concern identified
- Shildon - next focus



Find & Fix works undertaken at 34 sites across the county in Q3



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



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

On-Street Residential Charge Point Scheme (ORCS)

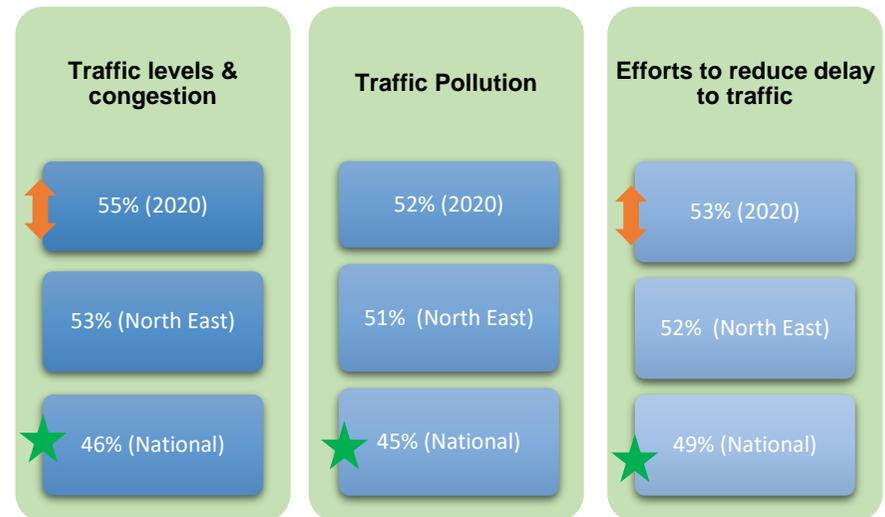
- 37 vehicle charging points installed in Chester-le-Street, Consett, Seaham and Stanley.
- 10 more to be installed in Stanhope
- A further 50 will be delivered across the county working in partnership with parish councils.



Scaling On-Street Charging Infrastructure Project (SOSCI) 100 charge point locations have been requested by residents across the county in partnership with Innovate UK.

National Highways and Transport Survey (NHT) 2020

Satisfaction with...



Phase 1 of EV charging infrastructure completed at DCC sites. Phase 2 to be developed to reflect forecasted fleet requirements

85.7% of all fleet and hire vehicles meet Euro 6 emission standards
Proportion of EV in fleet has increased to 1.3%

Business Energy Efficiency Project (BEEP2)
(Oct-Dec)

- 26 businesses engaged
- 10 grant offers accepted (28 to date)
- 239.5 tonnes CO₂ saved by installing a mixture of LED lighting, energy efficient heating and compressors in the premises

Are we reducing carbon emissions and adapting to climate change?

- 82 We have successfully reduced carbon emissions by 47% from the 2008 baseline and are now working towards a 70% reduction by 2024/25¹². A further significant reduction is expected for 2020/21, partly due to COVID-19 restrictions, the details of which will be included in the year-end report.
- 83 During quarter three, we completed the LED lighting replacement programme (phase one), installed LED stage lights at the Gala Theatre and replaced an oil boiler with an air source heat pump at Annfield Plain Waste Transfer Station.
- 84 We also completed phase one of the electric vehicle charging infrastructure programme at DCC sites. Phase two is to be developed in line with forecasted fleet requirements.
- 85 Having achieved silver accreditation in the Investors in the Environment scheme, we are now putting in place a new Environmental Management system and policy.
- 86 During quarter three, we shortlisted 25 entries to the 2020 Environment Awards. The event, which is scheduled to take place virtually on 19 February, will be broadcast on the Council's YouTube site.
- 87 We have provided funding to help revitalise local green spaces and combat climate change through tree planting. Community groups, parish councils, schools and individuals can apply for a grant (up to £150) until February 2021.
- 88 21 applicants had received a combined total just over £2,500 (86% of the budget) as at 31 December.

¹² For more details on targets can be found at <https://www.durham.gov.uk/article/4487/The-council-s-carbon-footprint>

CONNECTED COMMUNITIES – SUSTAINABILITY

Page 58

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

39.0% household waste reused, recycled or composted*

↓ **2.0pp** on same period last year

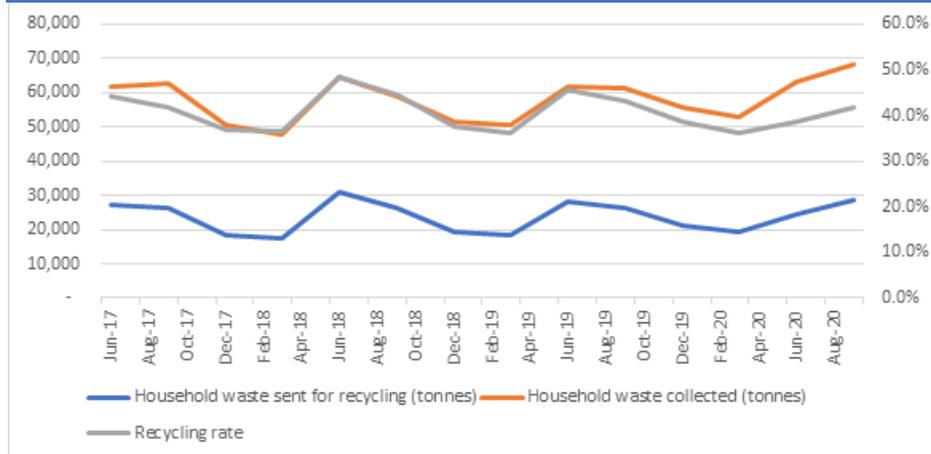
93.5% diverted from landfill*

↓ **2.7pp** on same period last year

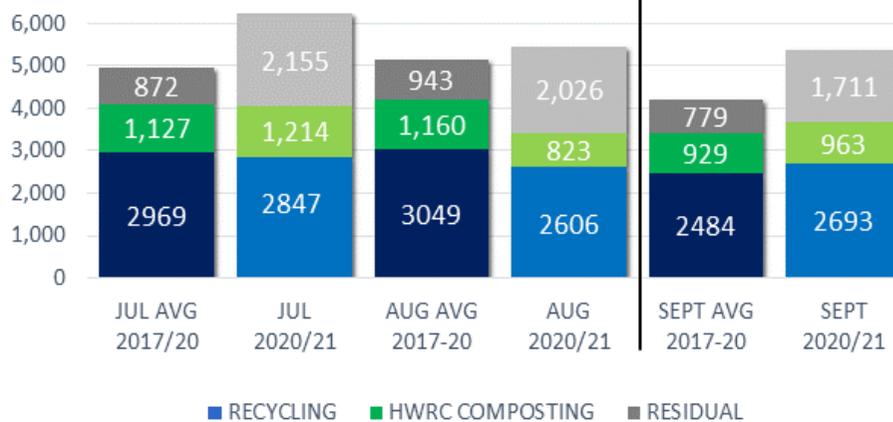
% of waste collected for recycling identified as contaminated (12 months ending)*



Household waste collected and sent for recycling (tonnes)



Household Waste Recycling Centre Tonnages (average 3 years) Q2 data Jul-Sep 2017-20 vs Jul-Sep 2020-21



65,328

garden waste sign ups
(Jan-Dec 2020)
6% increase on last year

20,133

bulky waste collections
(Apr-Dec 2020),
3% increase on last year

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

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

- 89 In January 2021, Stainton Grove Household Waste Recycling Centre (HWRC) achieved national recognition at the Awards For Excellence in Recycling and Waste Management. Judges were impressed with the innovation and creativity of the newly refurbished site which boasts a trade waste facility and a re-use shop. The site, alongside our Single Use Plastic project, was shortlisted for an award. The awards took place in January and Stainton Grove HWRC was 'highly commended' in the Recycling Facility of the Year category.
- 90 The quantity and type of household waste collected from kerbside continues to be impacted by COVID-19 restrictions. Latest data (July-September 2020) shows a 15% increase in tonnages against the 3-year average for that time of year. The increase coincides with COVID-19 restrictions which encourage people to stay at home.
- 91 Although more household waste has been collected and a greater tonnage has been sent for recycling, the proportion of household waste recycled has reduced by two percentage points compared to the same period last year. However, glass tonnage sent for recycling continues to surpass the three-year average with latest data showing a 27% increase.
- 92 Although there has been an improvement in the HWRC's landfill diversion rate following the re-opening of recyclable markets and increased capacity within the refuse system, it remains below the 3-year average of 89%, with a rate of 76%.
- 93 Challenges within the market and resource issues, caused by COVID-19, has resulted in our waste contracts being extended. MRF and haulage contracts have been extended to March 2022 and the HWRC contract to March 2023. The residual contract, which is in partnership with seven other North East local authorities, is progressing well and procurement is expected to be completed by January 2022

CONNECTED COMMUNITIES – SUSTAINABILITY

d) 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

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

Do residents have access to decent and affordable housing?

- 94 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.
- 95 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.
- 96 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.
- 97 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.

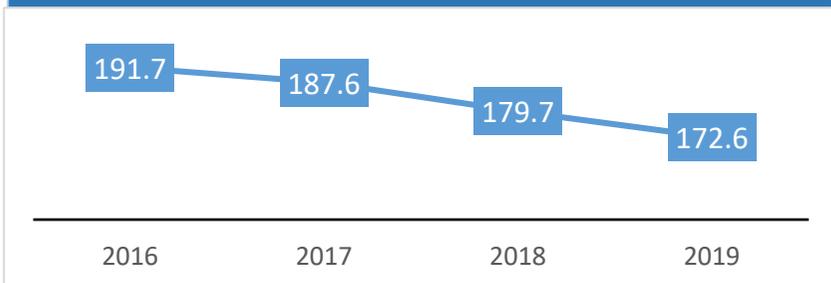
Is it easy to travel around the county?

- 98 Having reduced since 2012, our highways maintenance backlog (carriageways, footways and streetlighting) is now broadly in line with other local authorities¹³. 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.

¹³ based on Annual Local Authority Road Maintenance Survey (ALARM) 2020

e) is it easy to travel around the county?

Maintenance Backlog (£million)



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)

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%	★

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

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)

AN EXCELLENT COUNCIL

(a) How well do we look after our people?

Staff Turnover (excl. school staff)

↑ 7%
Jan - Dec-19

6.6%
Jan - Dec-20

587 days taken as
compassionate leave

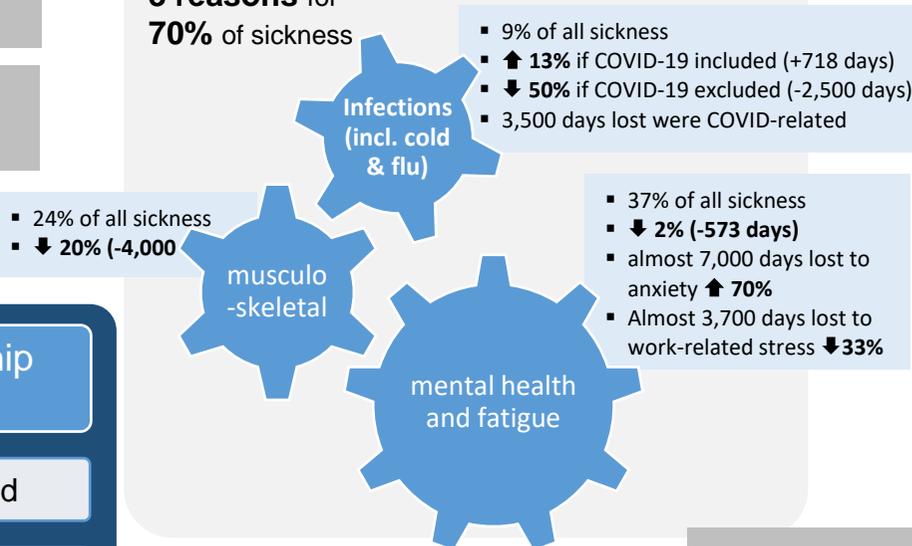
821 days taken as
bereavement leave

Days lost to sickness (12 months trend to 30 December)



Q3	Q3	Q3	Q3
2017/18	2018/19	2019/20	2020/21

3 reasons for 70% of sickness



apprenticeship standards

592 approved

78 in development

Apprenticeships – 2017 to date

	started	completed	in progress	retention rate
New	458	210	248	82%
Upskilling	460	241	219	
Total	918	451	467	

All data is Jan - Dec 2020 compared to previous year

worse than last year

better than last year

similar to last year

Not comparable

66,490 days lost to sickness (↓10%)

9.71 days per FTE (↓0.94 days)

10.7%
short-term
(5 days or less)

15.1%
medium-term
(6 to 19 days)

74.1%*
long term
(20 days or more)

68%
staff with no
sickness

14%
staff with 1 to 5
days sickness

18%
staff with more
than 5 days sickness

352

Calls to Employee Assistance Programme

*of 23 people absent for 6-12 months (Jan-21) 8 have been dismissed

195

Telephone structured counselling sessions

108

'Face to Face' counselling sessions

418

physiotherapy sessions

COVID-19 activity

(via Occ. Health – Q3 only)

467 queries

339 screening for testing

Mental Health & Well-being Training (to date)

989 Mental Health Awareness (69% of managers)

343 Zero Suicide (e-learning)

614 Mental Health for life (e-learning)

745 MECC training

181

Mental Health First Aiders

82

Time to Change Champions

62

Health advocates

An Excellent Council

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

How well do we look after our people?

- 100 During quarter three, we were awarded [Better Health at Work's Continuing Excellence Award](#) in recognition of our continued commitment to address and improve workplace health and well-being. Our assessor stated that it is apparent we have been proactive in our response to the rapid and enforced change to working conditions that have presented multiple challenges for all organisations but have been a particular challenge for local authorities.
- 101 Throughout this period, we maintained our focus on the health and wellbeing of our employees. Communication from our leadership and management teams continued to highlight support channels available to help staff look after their mental well-being and develop emotional resilience. This included our [employee well-being guide](#), our [Employee Assistance Programme](#) and a range of flexible working arrangements to aid those employees working from home with children due to school closures.
- 102 We also continued to provide tailored support to staff through regular online catch ups and structured one to one/supervision meetings. And although Performance and Development Reviews (PDRs) remain on hold, existing PDRs can be updated.
- 103 Actions that protect our employees and reduce the risk of COVID-19 transmission continued to be implemented. Assurance audits carried out during quarter three, predominantly focusing on premise-related control measures such as one-way systems, sneeze guards and signage, resulted in an overall compliance rate of 96%. In addition, having captured the views of our essential workers during quarter two, we are now looking at actions that could potentially improve experiences and increase resilience going forward.
- 104 Almost 4,300¹⁴ employees have accepted our offer of a free flu jab and we are now identifying employee cohorts eligible for the COVID-19 vaccine.

¹⁴ As at 25 January 2021. 3,969 vaccinations through the pharmacy voucher scheme and 299 through our onsite occupational health clinics

- 105 We are also supporting employees recovering from COVID-19, who have been shielding or have been unable to exercise as much due to lockdown to access specialist services which will help with their recovery and return to fitness.
- 106 Also, during quarter three, to improve the pre-employment experience of newly appointed staff, we developed a new employee onboarding module for roll-out later this year.
- 107 Although recruitment freezes, disruption to training and difficulties inducting and supporting our apprentices in a virtual environment have resulted in fewer apprentice starts this year, our apprenticeship programme remains an integral part of workforce development¹⁵. During quarter three, our work to create apprenticeship opportunities was recognised with a place in the government's [top 100 apprenticeship employers list](#).
- 108 We continue to promote upskilling across our workforce, and have mapped all suitable apprenticeship standards (including at degree level) to different occupational areas and made the information available through our learning and development system.
- 109 New starters can now attend our corporate Meet and Greet sessions. During the virtual session, new starters are welcomed by the Chief Executive and given key information to help in their new role by the Head of People and Talent Management.
- 110 21 people expressed interest in our disability and LGBT+ allies staff networks – the purpose of which is to provide support, be a conduit for raising issues with senior leadership, drive equality, and act as a sounding board for recovery work and new ways of working. Moving forward, we will connect these networks with other established networks such as the carers network and Black and Asian staff network.
- 111 Throughout the pandemic Equality Impact Assessments were carried out to identify impact of the furlough scheme, these showed no disproportionate impacts on our staff. The furlough scheme may have positive impact on some staff as it allowed them to undertake care responsibilities/ home schooling. Furlough affects sport, culture and leisure staff. Our flexible working and parental leave policies are well established and have been available to all staff for some time and data does show a reasonable take up so we would hope that this trend continues.
- 112 During quarter three, we identified 91 job placements, and submitted a bid to fund them, as part of the government's kickstart scheme. If approved, the six-month

¹⁵ £6 million invested via the apprenticeship levy since May 2017 - £89,000 expired (i.e. not used within 24 months of entering our digital account) so was transferred to central government to fund apprenticeships for small employers – equates to 1.5% of our total fund.

job placements will give young people (aged 16-24) the opportunity to build their confidence and skills in the workplace, and to gain experience that will increase their likelihood of going on to find long-term, sustainable work. We will provide additional funding to ensure all kickstart participants receive the Durham Living Wage.

- 113 Interviews for the placements are scheduled to take place in February/March 2021. The scheme will continue until December 2021; therefore, a second intake of job placements could be considered.

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

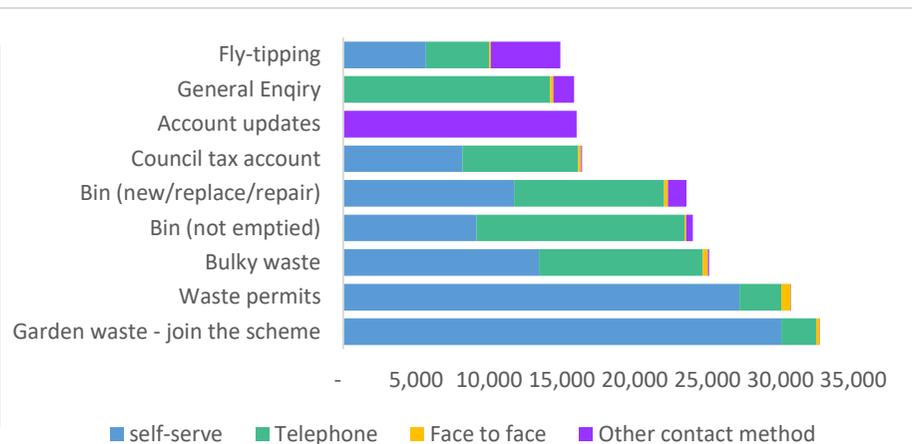
- 114 Although our ability to deliver services continues to be impacted by the pandemic and some non-essential services remain closed or are being delivered remotely, we did reinstate more services during quarter three.
- 115 This included elements of the Durham Works Programme, audit services to Durham Constabulary, essential HR visits to schools, restoration of The Waves¹⁶, Area Action Partnership visits and photo shoots¹⁷, supporting Amazon recruitment by Durham Employment and Skills, support groups for children and young people who have experienced domestic abuse, group sessions (outdoors) for young victims of crime, pick and deliver contactless service for prisons, preparing and selling properties, additional admin resource for Extra Care Schemes.
- 116 In addition to our own services, we opened our children's centres to the NHS so children who missed their immunisation in school could receive their vaccinations.
- 117 Tightening of COVID-19 restrictions during quarter three also meant we had to delay our plans to reopen some services, for example Wolsingham Pool, the management of which was recently transferred to ourselves.

¹⁶ a short-term off-site placement where children at risk of permanent exclusion access various activities which help them address the social and emotional aspects of learning. Provided by council staff in partnership with schools.

¹⁷ In line with COVID secure guidance

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

Top Service Requests by channel



Data is Jan-Dec 2020, compared to previous year,
 * Face to Face, data is not comparable, as CAPs were only open until 1st national lockdown in March 2020.

Non Service Request Contact

We responded to more than **399,000** non-service requests by:

- providing general policy advice
- signposting
- transferring calls
- booking appointments
- providing updates



'Do it online' self-service portal

240K
(16%)

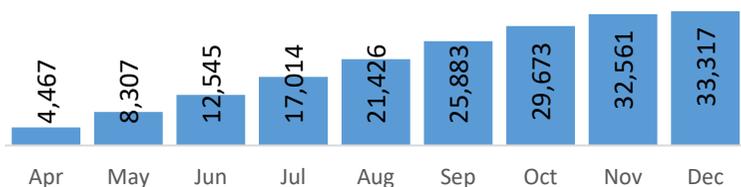


200k
accounts

used for **50%**
of all service
requests

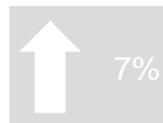
represents
26% of all
contact

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



Telephone

1.18m
(78%)



Customer Services (ACD lines)

487,950 calls
98% answered
 (93% within 3 minutes)

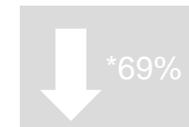
Other (ACD lines)

696,895 calls
91% answered
 (88% within 3 minutes)



Face-to-Face

36k*
(2%)



Top 5
requests Q3

3,038
document
receipts

1,385
CT/HB
appointments

670
waste permits

362
bulky waste
collections

262
bin replace,
repair

- 118 Service suspensions/closures have resulted in some of our employees being either furloughed or stood down¹⁸. Three quarters of those furloughed (290 of 385) returned to work during quarter three, and of the 95 employees who remained on furlough, 21 continued to work some of their hours (flexible furlough)¹⁹.
- 119 Employees stood down continue to support delivery of other service areas, where they have the necessary skills. As at 27 October, 101 employees had been redeployed. Other actions taken to maintain service delivery includes short term contracts for ex-employees or students across specific areas, for example social work, sourcing additional staff to support frontline care services, maintaining a pool of casual staff.
- 120 Throughout quarter three, we continued to standardise, harmonise and unitise our first point of contact (FPOC) customer service offer (our integrated customer services initiative).
- 121 Further expansion of our online service delivery and alternatives to face-to-face contact are continuing to encourage more customers to liaise with us digitally. Almost 200,000 residents now have an online account and during quarter three, almost 2,500 customers accessed service support and advice through webchat.
- 122 However, we are aware that some people are reluctant to use our online services and to help us understand why, we have invited residents to take part in a [survey about digital services](#). An update will be provided in the year-end report.
- 123 Migrating telephone lines is an important element of our integrated customer services initiative, as we can only view demand and performance statistics (and thereby identify opportunities to improve the customer experience) for calls received through our Automated Call Distribution (ACD) system²⁰.
- 124 We have extremely limited data for calls received outside the ACD system. Therefore, when viewing our telephone statistics, it is important to remember that they only include data from our ACD system. As we migrate lines from non-ACD sources, not only does the overall call volume increase, but as there is no back data associated with the transferred lines, any comparisons with previous time

¹⁸ It is not possible to access the furlough scheme to subsidise pay for employee groups not deemed to be commercial activities/income generating, e.g. library services, school crossing patrols, school-based employees etc.

¹⁹ According to a recent [LGA survey](#) 24% of councils reported that they had furloughed at least one member of staff. In total, responding authorities reported there were 3,150 staff furloughed in the week ending 11 December 2020, which was 0.7 per cent of the current workforce.

²⁰ Broadly speaking, we receive telephone calls either through our Automatic Call Distribution (ACD) system, which routes calls to groups of agents in line with 'first-in-first-answered' criteria, or directly to a telephone extension (non-ACD).

- periods can be misleading as it appears as if telephone calls to the council are increasing.
- 125 Although latest data shows overall contact via telephone has increased, detailed analysis carried out during quarter three shows there has been a reduction in telephone contact – but this has been masked by the additional call volume from lines transferred to the ACD system over the last 21 months. We estimate that overall call volume is at least 25% lower than we would have expected.
- 126 However, some reductions in call volume are due to digital advancements. Our general enquiries team is handling fewer calls due to more customers using our virtual Interactive Voice Recognition (IVR) system to self-serve. During 2020, more than 12,000 customers were automatically transferred to the required service, and kept informed by our time bot of their position in the queue and when their call will be answered. 13% of customers are offered a text message with links to the information they need via our IVR – 60% of these customers accept the offer rather than staying on the line, and the remaining 40% have the link to use at a later date.
- 127 To enable us to gather the views of our residents on a wide range of issues, we moved our Area Action Partnership (AAP) consultation meetings online. More than 600 people attended the 14 events and we received almost 1,400 comments. Feedback from the events is currently being collated but early indications are positive.
- 128 We are also engaging with our communities through our 63 [COVID Community Champions](#). Their role is dual-purpose; to help reduce the spread of COVID-19 in our communities by sharing the latest information and guidance, and to let us know what our communities are thinking.
- 129 For example, during December our champions shared information relating to self-isolation and Christmas bubbles, and fed back that the public were confused by local tier rules – which gave us the opportunity to provide further clarification.
- 130 During quarter three, we agreed to extend our council tax reduction scheme into 2021/22. The scheme provides a safety net for our most disadvantaged households and we are among a small number of authorities nationally, and the only one in the North East, to offer up to 100 per cent exemption from paying council tax. We project that total awards will be £5 million higher in 2020/21 than 2019/20.
- 131 Those in arrears with their council tax and business rate accounts will be receiving formal reminders in quarter four; however, in line with our ongoing support approach, we will continue to offer financial assistance and deferred payment arrangements. Between July and October, we encouraged residents

and businesses struggling financially to engage with us to access support mechanisms, for example, potential discounts and exemptions, benefit checks and signposting to debt advice.

- 132 We continue to support families during school holidays. Using the Government's COVID winter grant funding, we worked with health visitors and educational providers to make direct awards of food vouchers to parents and carers of children eligible for free school meals. The scheme provided one £40 voucher per child. 21,118 vouchers were redeemed over the Christmas period (80% of total) and the scheme will run again over the February half term, offering one £20 voucher per child.
- 133 More than 15,000 children²¹ benefited from our holiday activities with healthy food programme, which although universally accessible is targeted at vulnerable children on free school meals over the four school holiday periods of Easter, May half term, Summer and October half term. This scheme will continue over February half-term 2020/21.
- 134 We have also provided funding for The Bread and Butter Thing (TBBT), a charity that redistributes surplus food. The first hub opened in Horden in November and the scheme is being rolled out to locations with the greatest need. Users receive £35 of groceries for £7.50.

How good are our services to customers and the public?

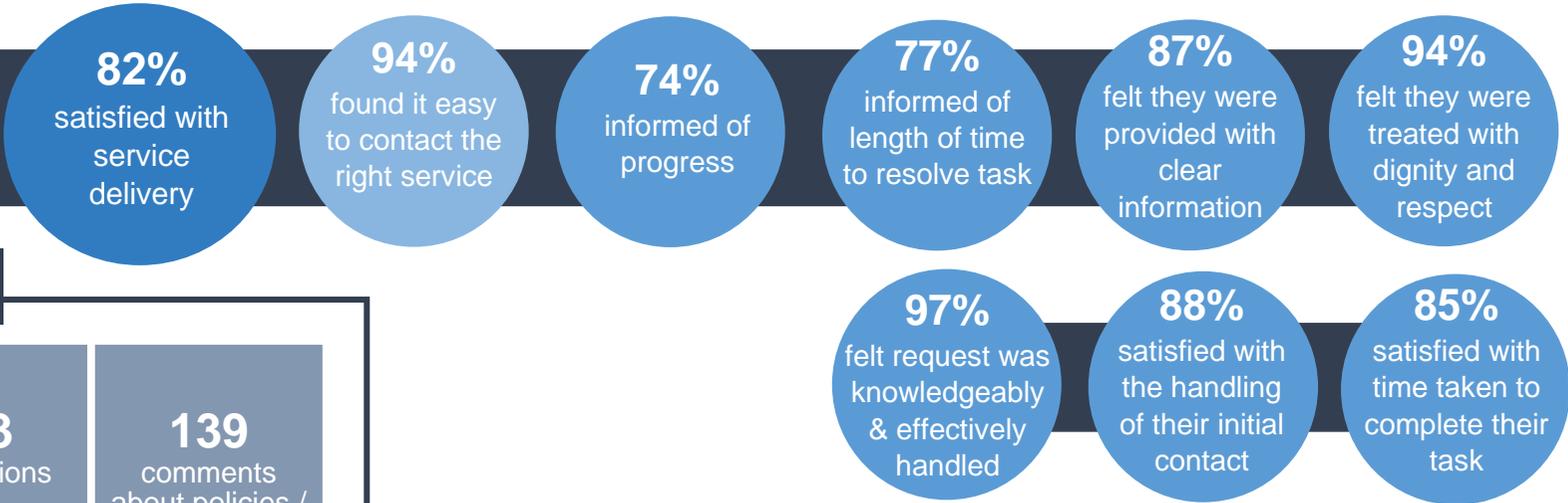
- 135 Customers can now provide feedback in relation to 111 different service requests (via automated customer satisfaction surveys at CRM closure), 20 more than at 30 September.
- 136 Over the last 12 months, we received just over 11,000 responses to our automated customer satisfaction survey (from the CRM closure process), which we acknowledge is a relatively small proportion of overall service delivery. We continue to explore options to increase the response rate (including improved capture of email addresses and exploration of other contact channels) to expand the range of customer feedback and insight received.
- 137 Of those who did respond, the main reason for dissatisfaction with service delivery continues to be not resolving the issue long-term.
- 138 In line with previous reports, half of all corporate complaints received during quarter two related to our waste collection service, predominantly missed collections (although there are more than 13 million collections each year) and correspondence issues surrounding contaminated bins. Less than 1% of the

²¹ From 115 of the 185 projects allocated funding - some project examples and feedback can be seen in the YouTube clip. <https://www.youtube.com/watch?v=xilXRtZs&feature=youtu.be>

9,200 contamination letters issued in the 12 months ending 31 December were disputed by the recipient – those upheld mainly arose from difficulties identifying the house to which the bin belonged, which is most noticeable in back streets.

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

Customer Satisfaction:
from the CRM closure process
(based on 11,030 responses)



Customer Feedback

<p>1,134 compliments (+245)</p>	<p>623 suggestions (-20)</p>	<p>139 comments about policies / procedures (-17)</p>
<p>59 objections to our decisions (-3)</p>	<p>90 dissatisfied with fees and charges (-29)</p>	<p>2,333 corporate complaints (-47)</p>
<p>112 statutory complaints (-18)</p>	<p>186 independent investigation requests</p>	<p>79 Ombudsman decisions</p>

Corporate Complaints



Key Performance Indicators – Data Tables

There are two types of performance indicators throughout this document:

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

A guide is available which provides full details of indicator definitions and data sources for the 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					
7	Value (£M) of new contracts secured	839,017	Oct-Dec 2020	Tracker	683,439					Yes
				N/a	N/a					

MORE AND BETTER JOBS

Is County Durham a good place to do business?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
8	Value (£M) of GVA growth from jobs created	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

MORE AND BETTER JOBS

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

Page 76 Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
14	Average Attainment 8 score	48.8	2019/20 (academic year)	Tracker	Not comparable	53.1	48.4			Yes
				N/a	N/a	RED	GREEN			
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			
16	% of pupils achieving the expected standard in Reading, Writing and Maths (KS2)**	65	2018/19 (academic year)	Tracker	67	65	67	61		No
				N/a	RED	GREEN	RED	GREEN		
17	% of 16 to 17 year olds who are not in education, employment or training (NEET)	5.0	Oct-Dec 2020	Tracker	4.4	2.5	4.2			Yes
				N/a	GREEN	RED	RED			
18	Gap between average Attainment 8 score of Durham disadvantaged pupils and non-disadvantaged pupils nationally (KS4)	-14.4	2019/20 (academic year)	Tracker	Not comparable	-13.5	-15.1			Yes
				N/a	N/a	RED	GREEN			
19	% of children in the Early Years Foundation Stage achieving a Good Level of Development**	71.8	2018/19 (academic year)	64	72.8	71.8	71.8			No
				GREEN	AMBER	GREEN	GREEN			
20	Gap between % of Durham disadvantaged pupils and % of non-disadvantaged pupils nationally who achieve expected standard in reading, writing and maths (KS2)**	-19.8	2018/19 (academic year)	Tracker	-15.1	-20	-18			No
				N/a	RED	GREEN	RED			
21	Ofsted % of Primary schools judged good or better	89	as at 31 Dec 2020	Tracker	91	87	91			No
				N/a	RED	GREEN	RED			
22	Ofsted % of secondary schools judged good or better	64	as at 31 Dec 2020	Tracker	61	76	60			No
				N/a	GREEN	RED	GREEN			

**not reporting for 2019/20

MORE AND BETTER JOBS

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
23	Exclusion from school of all Durham children - percentage of children with at least one fixed exclusion**	2.2	2018/19 (academic year)	Tracker	2.1	2.44	2.78	2.86		No
				N/a	GREEN	GREEN	GREEN	GREEN		

**not reporting for 2019/20

LONG AND INDEPENDENT LIVES

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
24	% of free school meals (FSM) eligible pupils taking FSM	75.8	Jan 2020	Tracker	79.4	78.7	78.7			No
				N/a	RED	RED	RED			
25	Under-18 conception rate per 1,000 girls aged 15 to 17	26.4	2018	Tracker	23.7	16.7	24.9	25.0		No
				N/a	RED	RED	RED	RED		
26	% of five year old children free from dental decay	73.2	2019	Tracker	74.2	76.6	76.7	71.7		No
				N/a	AMBER	RED	RED	GREEN		
27	Alcohol specific hospital admissions for under 18s (rate per 100,000)^	54.7	2016/17-2018/19	Tracker	53.1	31.6	60.0	46.8		No
				N/a	RED	RED	GREEN	RED		
28	Young people aged 10-24 admitted to hospital as a result of self-harm (rate per 100,000)^	354.3	2018/19	Tracker	350.1	444.0	536.5	589.9		No
				N/a	AMBER	GREEN	GREEN	GREEN		

^next update due quarter four

LONG AND INDEPENDENT LIVES

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
29	% of children aged 4 to 5 years classified as overweight or obese**	24.9	2019/20	Tracker	24.0	23.0	24.8	25.0		Yes
				N/a	RED	RED	AMBER	GREEN		
30	% of children aged 10 to 11 years classified as overweight or obese**	37.6	2019/20	Tracker	37.7	35.2	37.5	37.2		Yes
				N/a	GREEN	RED	AMBER	AMBER		
31	% of Education Health and Care Plans completed in the statutory 20 week time period (excl. exceptions)	73	2020	Tracker	70.2	60.4	69.8	68.9	2019	Yes
				N/a	GREEN	GREEN	GREEN	GREEN		

** The National Child Measurement Programme collection ended in March 2020 when schools closed in response to the COVID-19 pandemic. Comparisons to North East and Nearest Statistical Neighbour local authorities should be treated with caution as some of the authorities did not submit all of their measurements.

LONG AND INDEPENDENT LIVES

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
32	% of successful interventions (families turned around) via the Stronger Families Programme (Phase 2) [number]	121.23% [885/730]	Apr-Dec 2020	730*	N/a					Yes
				N/a	N/a					
33	% of children aged 0-2 years in the top 30% IMD registered with a Family Centre and having sustained contact	88.3	Apr-Dec 2020	80	89.8					Yes

*target is for March 2021

LONG AND INDEPENDENT LIVES

Are our services improving the health of our residents?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
34	% of mothers smoking at time of delivery	14.3	Jul-Sep 2020	14.7	15.8	9.9	12.7	13.4		Yes
				GREEN	GREEN	RED	RED	RED		
35	Four week smoking quitters per 100,000 smoking population [number of quitters]	600 [376]	Apr-Jun 2020	Tracker	771 [504]	320	433	586		Yes
				N/a	RED	GREEN	GREEN	GREEN		
36	Male life expectancy at birth (years)	78.3	2017-19	Tracker	78.2	79.8	78.0	78.3		Yes
				N/a	GREEN	AMBER	GREEN	GREEN		
37	Female life expectancy at birth (years)	81.8	2017-19	Tracker	81.5	83.4	81.8	82.0		Yes
				N/a	GREEN	RED	GREEN	AMBER		
38	Female healthy life expectancy at birth (years)	58.3	2017-19	Tracker	58.4	63.5	59.0	61.0		Yes
				N/a	AMBER	RED	AMBER	RED		
39	Male healthy life expectancy at birth (years)	59.6	2017-19	Tracker	59.3	63.2	59.4	60.5		Yes
				N/a	GREEN	RED	GREEN	AMBER		
40	Excess weight in adults (Proportion of adults classified as overweight or obese)	63.3	2018/19	Tracker	66.7	62.3	64.9	67.3		No
				N/a	GREEN	AMBER	GREEN	AMBER		
41	Suicide rate (deaths from suicide and injury of undetermined intent) per 100,000 population	13.4	2017-19	Tracker	12.8	10.1	11.6	12.3		No
				N/a	RED	RED	RED	RED		
42	Prevalence of breastfeeding at 6-8 weeks from birth (%)	30.6	Oct-Dec 2020	31.8	28.4	48.2	36.0	34	Q3 2019/20	Yes
				AMBER	GREEN	RED	RED	RED		
43	Estimated smoking prevalence of persons aged 18 and over	17.0	2019	Tracker	15.0	13.9	15.3	15.2		No
				N/a	RED	RED	RED	RED		

LONG AND INDEPENDENT LIVES

Are our services improving the health of our residents?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
44	Self-reported well-being - people with a low happiness score	9.5	2018/19	Tracker	8.9	7.8	9.7	9.5		No
				N/a	RED	RED	GREEN	GREEN		
45	Participation in Sport and Physical Activity: active	58.1	May 2019/ May 2020	Tracker	61.4	62.8	60.1			Yes
				N/a	RED	RED	RED			
46	Participation in Sport and Physical Activity: inactive	30.6	May 2019/ May2020	Tracker	28.2	25.5	28.9			Yes
				N/a	RED	RED	RED			

LONG AND INDEPENDENT LIVES

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
47	Adults aged 65+ per 100,000 population admitted on a permanent basis in the year to residential or nursing care	309.3	Apr-Dec 2020	N/a	566.8					Yes
				N/a	GREEN					
48	% of older people who were still at home 91 days after discharge from hospital into reablement/ rehabilitation services	83.5	Jan-Sept 2020	N/a	86.5	82.0	83.5	80.3*	2019/20	Yes
				N/a	RED	Not comparable	Not comparable	Not comparable		
49	% of individuals who achieved their desired outcomes from the adult safeguarding process	94.5	Apr-Dec 2020	Tracker	94.9	92.2	85.4	92.1*	2019/20	Yes
				N/a	AMBER	Not comparable	Not comparable	Not comparable		

LONG AND INDEPENDENT LIVES

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
50	% of service users receiving an assessment or review within the last 12 months	92.7	Jan-Dec 2020	Tracker	86.8					Yes
				N/a	GREEN					
51	Overall satisfaction of people who use services with their care and support	69.6	2019/20	Tracker	67.8	64.2	67.5	66.2*		Yes
				N/a	GREEN	GREEN	GREEN	GREEN		
52	Overall satisfaction of carers with the support and services they receive (Biennial survey)	51.2	2018/19	Tracker	43.3**	38.6	47.2	41.8*		No
				N/a	GREEN	GREEN	GREEN	GREEN		
53	Daily delayed transfers of care beds, all, per 100,000 population age 18+	2.9	Feb 2020	Tracker	1.5	11.0	7.0	11.0*		No
				N/a	RED	GREEN	GREEN	GREEN		
54	% of adult social care service users who report they have enough choice over the care and support services they receive	77.6	2019/20	Tracker	75.1	66.6	73.0	69.2*		Yes
				N/a	GREEN	GREEN	GREEN	GREEN		

*unitary authorities

** results from 2016/17 survey

CONNECTED COMMUNITIES – SAFER

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
55	% of statutory referrals received by the First Contact Team or Emergency Duty Team processed within 1 working day	97 [2,478]	Apr-Dec 2020	Tracker	94.8 [4,319]					Yes
				N/a	AMBER					
56	% of statutory children in need referrals occurring within 12 months of a previous referral	24 [830]	Apr-Dec 2020	Tracker	31.8 [904]	23	22	20	2019/20	Yes
				N/a	GREEN	RED	RED	RED		
57	% of single assessments completed within 45 working days	87 [3,097]	Apr-Dec 2020	Tracker	94.1 [4,702]	84	89	87	2019/20	Yes
				N/a	RED	GREEN	RED	GREEN		
58	Rate of children subject to a child protection plan per 10,000 population aged under 18 [number of children]	45.65 [459]	as at Dec 2020	Tracker	41.6 [420]	43	70	58	as at 31 Mar 20	Yes
				N/a	N/a	N/a	N/a	N/a		
59	Rate of children in need per 10,000 population aged under 18 (statutory L4 open cases) [number of children]	378.56 [3,806]	as at Dec 2020	Tracker	363.8 [3,676]	324	463	414	as at 31 Mar 20	Yes
				N/a	N/a	N/a	N/a	N/a		
60	Rate of children at level 2 or 3 per 10,000 population aged under 18 (One Point open cases) [number of children]	158.8 [1,605]	as at Dec 2020	Tracker	182.8 [1,847]					Yes
				N/a	N/a					
61	% of strategy meetings initiated which led to an initial child protection conference being held within 15 working days	90 [515 of 575]	Apr-Dec 2020	75	89 [508]	78	83	82	2019/20	Yes
				GREEN	GREEN	GREEN	GREEN	GREEN		
62	% of Social Workers with fewer than 20 cases	62	as at Dec 2020	Tracker	59					Yes
				N/a	GREEN					
63	% of Statutory Case File Audits which are given a scaling score of 6 or above	94.9 [37 of 39]	Oct-Dec 2020	80	85.7					Yes
				GREEN	GREEN					

CONNECTED COMMUNITIES – SAFER

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
64	Rate of children looked after per 10,000 population aged under 18 [number of children]	96.58 [970]	as at Dec 2020	Tracker	89 [899]	67	108	99	as at 31 Mar 20	Yes
				N/a	N/a	N/a	N/a	N/a		
65	% of children adopted from care (as % of total children leaving care) [number of children]	18.2 [53 of 291]	Apr-Dec 2020	Tracker	16 [43/274]	12	12	18	2019/20	Yes
				N/a	GREEN	GREEN	GREEN	GREEN		
66	% of CLA who are fostered incl. friends and family	74 [716]	as at 6-Jan-21	Tracker	78 [703]	72	74	73	2019/20	Yes
				N/a	N/a	N/a	N/a	N/a		
67	% of external residential placements	5 [52]	as at 6-Jan-21	Tracker	4 [36]					Yes
				N/a	N/A					
68	% of children looked after continuously for 12 months or more who had a dental check	27	as at Dec 2020	Tracker	74	90	86	86	2019/20	Yes
				N/a	RED	RED	RED	RED		
69	% of children looked after continuously for 12 months or more who have had the required number of health assessments	88	as at Dec 2020	Tracker	84	90	92	93	2019/20	Yes
				N/a	GREEN	Red	RED	RED		
70	Emotional and behavioural health of children looked after continuously for 12 months or more (score between 0 to 40)	13.5	2019/20	Tracker	15.5	14.2	14.1	14.0	2018/19	No
				N/a	GREEN	GREEN	GREEN	GREEN		
71	Average Attainment 8 score of Children Looked After	25.6	2018/19	Tracker	24.8	19.2	20.6	20.5		No
				N/a	N/a	GREEN	GREEN	GREEN		

CONNECTED COMMUNITIES - SAFER

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
72	% of CLA achieving the expected standard in Reading, Writing and Maths (at KS2)	55	2018/19	Tracker	39.5	36	47			No
				N/a	GREEN	GREEN	GREEN			
73	% of care leavers aged 17-18 in education, employment or training (EET)	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		
75	% of care leavers aged 17-18 in suitable accommodation	85	as at Dec 2020	Tracker	95	90	94	100	2019/20	Yes
				N/a	RED	RED	RED	RED		
76	% of care leavers aged 19-21 in suitable accommodation	95	as at Dec 2020	Tracker	100	85	91	90	2019/20	Yes
				N/a	RED	GREEN	GREEN	GREEN		

*provisional data

CONNECTED COMMUNITIES – SAFER

How effective are we at tackling crime and disorder?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
77	First time entrants to the youth justice system aged 10 to 17 (per 100,000 population aged 10 to 17)	176	Apr 19-Mar 20	Tracker	262	220	303	231		Yes
				N/a	GREEN	GREEN	GREEN	GREEN		
78	Overall crime rate per 1,000 population	21.18	Oct-Dec 2020	Tracker	23.63					Yes
				N/a	GREEN					

CONNECTED COMMUNITIES – SAFER

How effective are we at tackling crime and disorder?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
79	Rate of theft offences per 1,000 population	4.9	Oct-Dec 2020	Tracker	7.2					Yes
				N/a	GREEN					
80	Proportion of all offenders who re-offend in a 12 month period (%)	30.6	Apr-Jun 2019	Tracker	30.8	31.7	35.7	30.0	2016/17	No
				N/a	GREEN	GREEN	GREEN	RED		
81	Proven re-offending by young people (who offend) in a 12 month period (%)	51.9	2017/18	Tracker	41.4	38.4	41.8			No
				N/a	RED	RED	RED			

CONNECTED COMMUNITIES – SAFER

How effective are we at tackling anti-social behaviour?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
82	Satisfaction with the way that the council and police are dealing with local concerns about ASB and crime issues in your area.	56.4	Mar 2020	Tracker	50.1			53.7	Jun 2019	No
				N/a	RED			RED		
83	Number of police reported incidents of anti-social behaviour	17,416	2020	Tracker	14,410					Yes
				N/a	RED					
84	Number of council reported incidents of anti-social behaviour	14,651*	2020	Tracker	14,157					Yes
				N/a	N/a					

*includes other nuisance categories which were not previously included, therefore is not comparable

CONNECTED COMMUNITIES – SAFER

How well do we reduce misuse of drugs and alcohol?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
85	% of successful completions of those in alcohol treatment	33.9	Jul 2019-Jun 2020*	Tracker	28.7	35.9	31.2			Yes
				N/a	RED	AMBER	AMBER			
86	% of successful completions of those in drug treatment - opiates	5.1	Jul 2019-Jun 2020*	Tracker	5.6	5.0	3.9			Yes
				N/a	GREEN	AMBER	AMBER			
87	% of successful completions of those in drug treatment - non-opiates	33.9	Jul 2019-Jun 2020*	Tracker	27.8	32.6	27.3			Yes
				N/a	RED	AMBER	RED			
88	% of anti-social behaviour incidents that are alcohol related	10.4	Oct-Dec 2020	Tracker	15.4					Yes
				N/a	GREEN					
89	% of violent crime that is alcohol related	31.3	Oct-Dec 2020	Tracker	31.8					Yes
				N/a	GREEN					
90	Alcohol seizures	194**	Apr-Jun 2018	Tracker	398					No
				N/a	GREEN					

*with rep to June 2020

**under review

CONNECTED COMMUNITIES – SAFER

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
91	Building resilience to terrorism (self-assessment). Score - level 1(low) to 5(high)	3*	2017/18	Tracker N/a	3 GREEN					No
92	No of individuals with a referral for 1:1 CSE Support from Supporting Solutions Team**	37	Oct-Dec 2020	Tracker N/a	New** N/a					Yes

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

CONNECTED COMMUNITIES – SAFER

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
93	Number of people killed or seriously injured in road traffic accidents - Number of fatalities - Number of seriously injured	168 18 150	2020	Tracker N/a	247 GREEN 19 228					Yes
94	Number of children killed or seriously injured in road traffic accidents - Number of fatalities - Number of seriously injured	15 1 14	2020	Tracker N/a	36 GREEN 0 36					Yes

CONNECTED COMMUNITIES – SUSTAINABILITY

How clean and tidy is my local environment?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
95	% of relevant land and highways assessed as having deposits of litter that fall below an acceptable level	6.4	Sep-Nov 2020	Tracker	6.9					Yes
				N/a	GREEN					
96	% of relevant land and highways assessed as having deposits of detritus that fall below an acceptable level	10.68	Sep-Nov 2020	Tracker	13.36					Yes
				N/a	GREEN					
97	% of relevant land and highways assessed as having deposits of dog fouling that fall below an acceptable level	1.35	Sep-Nov 2020	Tracker	0.9					Yes
				N/a	GREEN					
98	Number of fly-tipping incidents	7,541	2020	Tracker	6,713					Yes
				N/a	RED					

*not directly comparable

CONNECTED COMMUNITIES – SUSTAINABILITY

Are we reducing carbon emissions and adapting to climate change?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
99	% reduction in CO ₂ emissions in County Durham (carbon neutral by 2050)	55.2	2018	Tracker	54					No
				N/a	GREEN					
100	% reduction in CO ₂ emissions from local authority operations compared to the 2008/09 baseline, 70% by 2025	51	2019/20	Tracker	47					No
				N/a	GREEN					

CONNECTED COMMUNITIES – SUSTAINABILITY

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
101	% of municipal waste diverted from landfill	93.5	Oct 2019-Sept 2020	95	96.2	89.2	92.9		2018/19	Yes
				RED	RED	GREEN	GREEN			
102	% of household waste that is re-used, recycled or composted	39.0	Oct 2019-Sept 2020	Tracker	41.0	42.7	35.1		2018/19	Yes
				N/a	RED	RED	GREEN			

CONNECTED COMMUNITIES – SUSTAINABILITY

Do residents have access to decent and affordable housing?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
103	Number of properties improved, adapted or brought back into use	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					

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	
108	Number of households helped to stay in their home	303	Oct-Dec 2020	Tracker N/a	368 RED					Yes
109	Number of households helped to move to alternative accommodation	260	Oct-Dec 2020	Tracker N/a	295 RED					Yes

CONNECTED COMMUNITIES – SUSTAINABILITY

Is it easy to travel around the county?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
110	% of A roads where maintenance is recommended	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

EXCELLENT COUNCIL

How well do we look after our people?

Page 92 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	
117	% of performance appraisals completed on current posts in rolling year period (excluding schools)***	N/a*	N/a	N/a	N/a					No
118	Days / shifts lost to sickness absence (all services excluding schools)	9.71	2020	11.20 GREEN	10.65 GREEN	9.2** RED			2017/18	Yes
119	% posts with no absence in rolling year (excluding schools)	68.57	2020	Tracker N/a	57.42 GREEN					Yes
120	% of sickness absence which is short term	10.7	Oct-Dec 2020	Tracker N/a	17.86 N/a					Yes
121	% of sickness absence which is medium term	15.19	Oct-Dec 2020	Tracker N/a	14.04 N/a					Yes
122	% of sickness absence which is long term	74.11	Oct-Dec 2020	Tracker N/a	76.76 N/a					Yes
123	% of employees having five days or less sickness per 12 month period	82.1	2020	Tracker N/a	78.38 GREEN					Yes

*Due to new system introduction

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

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

EXCELLENT COUNCIL

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

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
124	% of council tax collected in-year	80.5	Apr-Dec 2020	Not Set	83.7					Yes
				N/a	RED					
125	% of business rates collected in-year	79.1	Apr-Dec 2020	Not Set	83.3					Yes
				N/a	RED					

EXCELLENT COUNCIL

How good are our services to customers and the public?

Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
126	% of Freedom of Information and Environmental Information Regulations requests responded to within 20 working days	80	Oct-Dec 2020	90	87					Yes
				RED	RED					
127	Customer contacts: telephone	1,184,845	2020	Tracker	1,106,342*					Yes
				N/a	N/a					
128	Customer contacts: face to face	35,633	2020	Tracker	114,026**					Yes
				N/a	N/a					
Page 29 of 93	Customer contacts: web forms	239,260	2020	Tracker	155,039					Yes
				N/a	N/a					

EXCELLENT COUNCIL

How good are our services to customers and the public?

Page 94 Ref	Description	Latest data	Period covered	Comparison to						Data updated this quarter
				Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	
130	Customer contacts: emails	53,197	2020	Tracker	46,457					Yes
				N/a	N/a					
131	Customer contacts: social media	5,589	2020	Tracker	2,920					Yes
				N/a	N/a					
132	% of calls answered	94	2020	Tracker	95*					Yes
				N/a	N/a					
133	% of calls answered within 3 minutes	90	2020	Tracker	92*					Yes
				N/a	N/a					

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

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

Appendix 3: Risk Management

1. Effective risk management is a vital component of the Council's challenging improvement agenda, so that any risks to successful delivery can be identified and minimised. The council's risk management process therefore sits alongside service improvement work and is integrated into all significant change and improvement projects.
2. The key risks to successfully achieving the objectives of each corporate ambition are detailed against each ambition in the relevant sections of the report. These risks have been identified using the following criteria:
 - a) Net impact is critical, and the net likelihood is highly probable, probable or possible.
 - b) Net impact is major, and the net likelihood is highly probable or probable.
 - c) Net impact is moderate, and the net likelihood is highly probable.
3. On 31 December 2020, there were 29 risks on the corporate strategic risk register, one less than on 30 September 2020. During this period one risk was removed and none were added. The following matrix categorises the strategic risks according to their net risk evaluation as at 31 December 2020. The number of risks as at 30 September 2020 is shown in brackets.

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

4. Key strategic risks to the Council, with their respective net risk evaluations shown in brackets, are:

- (a) 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 (Critical / Possible);
- (b) If timely and comprehensive savings plans are not in place across the council, required savings may not be achieved, necessitating extensive utilisation of reserves, which may have been depleted during the COVID-19 outbreak, to balance future years budgets (Critical / Possible);
- (c) There is significant uncertainty in relation to future funding settlements from government, which will be impacted by the upcoming Comprehensive Spending Review and the Fair Funding Review (Critical / Highly Probable);
- (d) Risk that the Council fails, in its role as a community leader, to help partners, local businesses and communities make the necessary adaptations and mitigations in pursuit of the target of being a carbon-neutral County by 2050 (Major / Probable);
- (e) Failure to protect a child from death or serious harm where service failure is a factor or issue (Critical / Possible);
- (f) Failure to protect a vulnerable adult from death or serious harm where service failure is a factor or issue (Critical / Possible).

5. EU Exit

Potential adverse effects of "EU Exit" on the economy, safety and welfare of the County.

Although this is not a key risk, the impacts are far-reaching. Following the new trade agreement between the United Kingdom and European Union, which came into effect on 1 January 2021, a re-assessment concluded that the net risk evaluation is a moderate impact with a possible likelihood.

- 6. The implementation of additional mitigation on several risks has enabled the Council to improve performance, decision-making and governance.

More and Better Jobs: Overview

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

Long and Independent Lives: Overview

The key risk to successfully delivering this ambition is:

- a. *Risk that the Council fails, in its role as a community leader, to help partners, local businesses and communities make the necessary adaptations and mitigations in pursuit of the target of being a carbon-neutral County by 2050.* One of the key mitigations is the Climate Emergency Response Plan 2020-2022, incorporating over 100 projects. The scale, duration and complexity of the programme means that sustained oversight, monitoring and review are essential. Environment and Sustainable Communities Overview and Scrutiny Committee will review performance against the plan and make recommendations for the revision of targets.
- b. *Failure to protect a vulnerable adult from death or serious harm (where service failure is a factor or issue).* As the statutory body, the multi-agency Safeguarding Adults Board has a Business Plan in place for taking forward actions to safeguard vulnerable adults including a comprehensive training programme for staff and regular supervision takes place. Procedures are reviewed on a regular basis. Following allegations of abuse at Whorlton Hall Hospital, an independent review the Council's safeguarding adults processes has been commissioned. Any learning will inform actions to reframe and develop practice.

Connected Communities: Overview

The key risks to successfully delivering this ambition are:

- c. *Failure to protect a child from death or serious harm (where service failure is a factor or issue).* Durham Safeguarding Children Partnership has been established in line with the statutory requirements set out in 'Working Together 2018'. Partnership learning through scrutiny mechanisms and learning reviews underpins training for front line staff and regular staff supervision takes place. A review of the partnership arrangements is in progress.

Excellent Council: Overview

The key risks to successfully delivering this ambition are:

- a. *'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.
- b. *If timely and comprehensive savings plans are not in place across the council, required savings may not be achieved, necessitating extensive utilisation of reserves, which may have been depleted during the COVID-19 outbreak, to balance future years budgets.* The Delivery plan implementation will be monitored by CMT and Cabinet. This will be a significant risk for at least the next 4 years.
- c. *There is significant uncertainty in relation to future funding settlements from government, which will be impacted by the upcoming Comprehensive Spending Review and the Fair Funding Review.* Management consider it highly probable that this risk could occur, and to mitigate the risk, sound financial forecasting is in place based on thorough examination of the Government's "red book" plans. This will also be a significant risk for at least the next 4 years.

**Corporate Overview and Scrutiny
Management Board**

20 April 2021



**Resources – Quarter 3 December 2020:
Forecast of Revenue and Capital
Outturn 2020/21**

Ordinary Decision

Report of Paul Darby, Corporate Director Resources (Interim)

Electoral division(s) affected:

Countywide

Purpose of the Report

- 1 To provide details of the forecast revenue and capital outturn budget position for the Resources Service Grouping, highlighting major variances in comparison with the budget based on the position to the end of December 2020.

Executive summary

- 2 The updated quarter 3 forecast position shows that the service is forecasting a cash limit variance (underspend) of £0.963 million against a revised budget of £27.205 million.
- 3 The revised Resources capital budget is £3.610 million for 2020/21, with a total expenditure to 31 December 2020 of £2.480 million (68.7%). The profiled budget for this period is £2.978 million, therefore expenditure is below profiled / expected spend in the year to date.
- 4 In arriving at the Resources cash limit position, Covid-19 related expenditure of £4.560 million, offset by Covid-19 related savings of £0.789 million within Resources have been excluded from the forecasts. Covid-19 related costs are being treated corporately and offset by Government funding so far as is possible, though forecast net costs currently exceed the grant that has been made available.

Recommendation(s)

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

Background

6 County Council approved the Revenue and Capital budgets for 2020/21 at its meeting on 26 February 2020. These budgets have subsequently been revised to account for grant additions/reductions, corporate savings/adjustments, budget transfers between service groupings and budget profiling between years. This report covers the financial position for the following major accounts maintained by the Resources service grouping:

- Revenue Budget - £27.205 million (original £25.705 million)
- Capital Programme - £3.610 million (original £8.206 million)

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

	<u>£,000s</u>
Transfer to N&CC – Policy Officers	(71)
Transfer from CYPS (Education) – Research Post	94
Apprentice pay award	57
LCTSS Grant shortfall	1
Change in Employers NI contributions	(41)
Transfer to Business Support Reserve	(153)
Transfer from MTFP ER/VR Reserve	56
Transfer to ICT Reserve	(100)
Transfer from Legal Services Reserve	32
Transfer to Human Resources Reserve	(70)
Transfer to Residents Research Reserve	(45)
Transfer to Transformation Reserve	(128)
Transfer from iBCF Reserve	50
Transfer from Resources Cash Limit Reserve	152
Transfer from Commercial Reserve	38
Transfer from Insurance Reserve	6
Transfer from Revenues & Benefits Reserve	52
Transfer to Welfare Reforms New Burdens Reserve	(248)
Transfer from Microsoft Office 365 Reserve	59
Transfer from Procurement Development Reserve	26
Transfer from Resources Cash Limit Reserve	58
Transfer from Corporate Contingencies – Pay Award	1,675
TOTAL	<hr/> 1,500 <hr/>

The revised General Fund Budget for Resources is £27.205 million

- 8 The summary financial statements contained in the report cover the financial year 2020/21 and show:
- The approved annual budget;
 - The actual income and expenditure as recorded in the Council's financial management system;
 - The variance between the annual budget and the forecast outturn;
 - For the Resources revenue budget, adjustments for items outside of the cash limit to take into account such items as redundancies met from the strategic reserve, capital charges not controlled by services and use of / or contributions to earmarked reserves.
- 9 The service is forecasting a cash limit variance (underspend) of £0.963 million against a revised budget of £27.205 million.
- 10 The tables below compare the actual expenditure with the budget. The first table is analysed by Subjective Analysis (i.e. type of expense), and the second by Head of Service.

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

	2020/21 Budget £000	YTD Actual £000	QTR3 Forecast of outturn £000	Variance (under) / over spend £000	Items Outside Cash Limit £000	COVID- 19 Outside Cash Limit £000	Cash Limit Variance £000	Memo Item: Q2 Cash Limit Variance £000
Employees	66,439	47,720	64,981	(1,458)	804	(51)	(705)	(383)
Premises	20,432	196	20,439	7	-	-	7	(16)
Transport	814	161	390	(424)	(2)	381	(45)	1
Supplies and Services	16,810	13,258	17,092	282	95	(142)	235	(59)
Third Party Payments	50	27	30	(20)	-	-	(20)	(8)
Transfer Payments	-	11,647	22,875	22,875	-	-	22,875	-
Central Support and Capital	25,221	328	25,519	298	-	-	298	322
Gross Expenditure	129,766	73,337	151,326	21,560	897	188	22,645	(143)
Income	(103,061)	(38,378)	(123,187)	(20,126)	477	(3,959)	(23,608)	(231)
Net Expenditure	26,705	34,959	28,139	1,434	1,374	(3,771)	(963)	(374)
HB Transfer payments	115,739	91,672	116,263	524	-	-	524	524
HB Central Support and Capital	300	0	300	0	-	-	-	-
HB Income	(115,539)	(820)	(116,063)	(524)	-	-	(524)	(524)
HB Net Expenditure	500	90,852	500	-	-	-	-	-
Total Net Exp	27,205	125,811	28,639	1,434	1,374	(3,771)	(963)	(374)

By Head of Service (£000's)

	2020/21 Budget £000	YTD Actual £000	QTR3 Forecast of outturn £000	Variance (under) / over spend £000	Items Outside Cash Limit £000	COVID- 19 Outside Cash Limit £000	Cash Limit Variance £000	Memo Item Cash Limit Variance Q2 £000
Central Establishment Recharges	(7,403)	-	(7,403)	-	-	-	-	-
Corporate Finance & Commercial Services	3,497	2,921	2,995	(502)	354	20	(128)	25
Financial & Transactional Services	10,370	(2,414)	11,840	1,470	62	(2,036)	(504)	(499)
Digital & Customer Services	17,016	11,466	18,111	1,095	65	(1,135)	25	202
Internal Audit and Insurance	1,081	824	1,060	(21)	-	(29)	(50)	(61)
Legal & Democratic Services	7,226	6,477	7,610	384	(5)	(620)	(241)	(5)
Service Management / Central Charges	(26,071)	459	(26,068)	3	-	-	3	-
People & Talent Management	2,287	1,633	2,240	(47)	38	(5)	(14)	(20)
Business Support	15,102	11,207	14,239	(863)	821	42	-	-
Transformation	1,858	1,179	1,781	(77)	39	(12)	(50)	(34)
Strategy	1,742	1,207	1,734	(8)	-	4	(4)	18
Net Expenditure Excluding HB	26,705	34,959	28,139	1,434	1,374	(3,771)	(963)	(374)
Housing Benefit	500	90,852	500	-	-	-	-	-
Net Expenditure	27,205	125,811	28,639	1,434	1,374	(3,771)	(963)	(374)

11 The table below provides a brief commentary on the variances against the revised budget analysed by Head of Service. The table identifies variances in the core budget only and excludes items outside of the

cash limit (e.g. redundancy costs) and technical accounting adjustments (e.g. capital charges):

Head of Service	Service Area	Description	Year End (under) / overbudget £000s	Year End (under) / overbudget £000s
Central Establishment Recharges	Central Establishment Recharges	No material variances	0	0
Corporate Finance & Commercial Services	Management	£1,000 underbudget on supplies & services	(1)	
	Financial Systems	£17,000 underbudget on employees. £5,000 overbudget on supplies & services.	(12)	
	Procurement	No material variances.	0	
	Pensions	No material variances.	0	
	Strategic Finance	£33,000 underbudget on employees. £2,000 underbudget on supplies & services.	(35)	
	Occupational Health	£4,000 overbudget on employees. £19,000 underbudget on supplies & services. £12,000 underbudget on agency & contracted services £55,000 underachievement on income.	28	
	Health and Safety	£15,000 underbudget on employees. £6,000 overbudget on supplies & services. £99,000 additional income.	(108)	
				(128)
People & Talent Management	People & Talent Management	£36,000 underbudget on employees. £35,000 overbudget on supplies & services. £13,000 additional Inc.	(14)	(14)

Head of Service	Service Area	Description	Year End (under) / overbudget £000s	Year End (under) / overbudget £000s
Finance & Transactional Services	Management	£1,000 underbudget on employees	(1)	(504)
	Payroll & Employee Services	£87,000 overbudget on employees. £10,000 underbudget on supplies & services. £50,000 underachieved income.	127	
	Financial Management	£27,000 underbudget on employees. £3,000 underbudget on supplies & services £70,000 underachieved income.	40	
	Revenues and Benefits	£332,000 underbudget on employees. £1,000 underbudget on supplies & services. £337,000 additional income.	(670)	
Digital and Customer Services	Digital and Customer Services	£364,000 underbudget on employees. £41,000 underbudget on transport. £100,000 overbudget on supplies & services. £296,000 overbudget on central expenses (including £300,000 Direct Revenue Funding for three capital schemes) £34,000 underachieved income.	25	25
Internal Audit and Risk	Insurance and Risk	£5,000 overbudget on employees. £7,000 underbudget on supplies & services.	(2)	
	Internal Audit	£34,000 underbudget on employees.	(75)	

Head of Service	Service Area	Description	Year End (under) / overbudget £000s	Year End (under) / overbudget £000s
		£6,000 underbudget on supplies & services. £35,000 additional income.		
	Corporate Fraud	£25,000 overbudget on employees. £18,000 overbudget on supplies & services. £16,000 additional income.	27	(50)
Legal and Democratic Services	Corporate and Democratic Core	£34,000 underbudget on employees. £50,000 underbudget on supplies & services. £10,000 additional income.	(94)	
	Legal and Other Services	£41,000 underbudget on employees. £10,000 overbudget on premises. £168,000 overbudget on supplies & services. £284,000 overachieved on income.	(147)	(241)
Service Management	Service Management	£3,000 overbudget on supplies & services.	3	3
Strategy		£4,000 overbudget on employees. £8,000 underbudget on supplies & services.	(4)	(4)
Transformation		£70,000 overbudget on employees. £120,000 additional Inc.	(50)	(50)
Business Support		No significant variances.	0	0
Benefits Payments and Subsidy	Benefits	No material variances reported in quarter 3	0	0
TOTAL				(963)

- 12 In summary, the service grouping is on track to maintain spending within its cash limit.
- 13 The council has faced significant additional costs in relation to the Covid-19 outbreak and significant loss of income. In many areas the costs and loss of income for the first quarter are known. The likely impact over the remainder of the year however is much more uncertain. All additional costs and loss of income, net of Covid-19 related underspending, is being treated corporately and is therefore excluded from the cash limit.
- 14 The major areas of forecast additional cost and loss of income in respect of Resources are as follows:
- (a) £0.582 million lost income in respect of the Registration Service;
 - (b) £1.488 million shortfall in income in respect of court fees;
 - (c) £0.349 million lost income in respect of Design & Print Services;
 - (d) £0.699 million lost income in respect of traded ICT services;
 - (e) £0.707 million lost income in respect of the new In-House Enforcement Service; and
 - (f) £0.175 million additional ICT costs.
- 15 The major areas of forecast Covid-19 related savings in respect of Resources are as follows:
- (a) £0.108 million in respect of employee related costs;
 - (b) £0.387 million in respect of vehicles and staff travelling;
 - (c) £51,000 in respect of Members' activities;
 - (d) £0.185 million in respect of office printing, postages and Stationery; and
 - (e) £20,000 in respect of court costs.

Capital Programme

- 16 The original Resources capital programme was £8.206 million, and this has been revised for additions/reductions, budget transfers and budget profiling. The revised budget now stands at £3.610 million.

- 17 Summary financial performance to the end of December 2020 is shown below:

	Original Annual Budget 2020/21	Revised Annual Budget 2020/21	Profiled Budget 2020/21	Actual Spend 31/12/2020	Remaining Budget 2020/21
	£000	£000	£000	£000	£000
Digital & Customer Services	7,124	3,346	2,745	2,255	1,091
Corporate Finance & Commercial Services and Finance & Transactional Services	82	57	41	45	12
Durham History Centre	1,000	207	192	180	27
Total	8,206	3,610	2,978	2,480	1,130

- 18 The revised Resources capital budget is £3.610 million with a total expenditure to 31 December 2020 of £2.480 million (68.7%). The profiled budget for this period is £2.978 million, therefore spend is below profiled / expected spend in the year to date. A full breakdown of schemes and actual expenditure to 31 December 2020 is given in Appendix 2.
- 19 At year end the actual outturn performance will be compared against the revised budgets and at that time service and project managers will need to account for any budget variance.

Background papers

- County Council Report (26 February 2020) – Medium Term Financial Plan 2020/21 to 2023/24 and Revenue and Capital Budget 2020/21.
- Cabinet Report (16 September 2020) - Forecast of Revenue and Capital Outturn – Period to 30 June 2020
- Cabinet Report (18 November 2020) - Forecast of Revenue and Capital Outturn – Period to 30 September 2020
- Cabinet Report (17 March 2021) - Forecast of Revenue and Capital Outturn – Period to 31 December 2020

Other useful documents

- None

Author(s)

Ian Herberson

Tel: 03000 261861

Appendix 1: Implications

Legal Implications

The consideration of regular budgetary control reports is a key component of the Council's Corporate and Financial Governance arrangements. This report shows the forecast spend against budgets agreed by the Council in February 2020 in relation to the 2020/21 financial year.

Finance

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

Consultation

Not applicable.

Equality and Diversity / Public Sector Equality Duty

Not applicable.

Climate Change

Not applicable.

Human Rights

Not applicable.

Crime and Disorder

Not applicable.

Staffing

Not applicable.

Accommodation

Not applicable.

Risk

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

Procurement

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

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

Resources	Revised Annual Budget	Profiled Budget	Actual Spend	Remaining Budget
	2020/21	2020/21	31/12/20	2020/21
	£000	£000	£000	£000
Big Data	122	40	41	81
Broadband / Digital Durham	571	553	553	18
Code of Connection Compliance	160	160	176	(16)
Corporate Mail Fulfilment	55	22	22	33
Homeworking	92	68	52	40
ICT Business Continuity	13	13	13	-
Mobile Device Management	184	132	-	184
Ongoing Server replacement	411	411	301	110
Replacement of Desktop ICT Equipment	1,007	795	637	370
Sharepoint Architecture	-	-	-	-
Tanfield Datacentre LAN Switching Replacement	-	-	-	-
Applications and Development	9	9	9	-
Customer Relation Management System	8	8	8	-
Switch Replacement -Hardware	27	6	-	27
Middleware Software - Enterprise Application Integration	35	-	5	30
Integrated Customer Service Prog.	55	33	59	(4)
End Device Patching	152	50	-	152
ICT Performance Management	-	-	-	-
Technical Services	385	385	379	6
ICT Service Desk Replacement	60	60	-	60
ICT Services Include Design and Print Total	3,346	2,745	2,255	1,091
Civica Pension Fund Administration System	-	-	-	-
Migration of HR/Payroll Functionality	57	41	45	12
Financing Resources Total	57	41	45	12
Durham History Centre	207	192	180	27
Durham History Centre Total	207	192	180	27
RES Total	3,610	2,978	2,480	1,130

**Corporate Overview and
Scrutiny Management Board**



20 April 2021

Notice of Key Decisions

Report of Corporate Management Team

Helen Lynch, Head of Legal and Democratic Services

Electoral division(s) affected:

Countywide.

Purpose of the Report

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

Recommendation(s)

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

Background

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

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

Current Notice of Key Decisions

- 7 The notice of key decisions that is attached to the report at Appendix 2, is the latest to be published prior to the papers for the Board being dispatched to members. The notice complies with the requirements for Cabinet to be able to take key decisions at the meeting on 21 April 2021. It also contained information on those key decisions that are currently scheduled to be considered by the Executive up to 31 July 2021.

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

Appendix 1: Implications

Legal Implications

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

Finance

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

Consultation

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

Equality and Diversity / Public Sector Equality Duty

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

Climate Change

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

Human Rights

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

Crime and Disorder

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

Staffing

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

Accommodation

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

Risk

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

Procurement

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

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SECTION ONE - CORPORATE

Ref. No.	Date of Decision (i.e. date of Cabinet meeting)	Description of Decision to be Made	Background Documents	Lead Cabinet Member	Main Consultees & Means of Consultation	Contact details for further information
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SECTION TWO - CHILDREN AND YOUNG PEOPLE'S SERVICES

Ref. No.	Date of Decision (i.e. date of Cabinet meeting)	Description of Decision to be Made	Background Documents	Lead Cabinet Member	Main Consultees & Means of Consultation	Contact details for further information	Scrutiny Involvement
CYPS/07/2020	21 Apr 2021	Proposal to amalgamate Ox Close Primary and Oxclose Nursery Schools into one primary school in a replacement new build on the Durham Road site of the former Tudhoe Grange Comprehensive School from 1 September 2024		Portfolio Holder for Children and Young People's Services		Graeme Plews School Places and Admissions Manager Tel: 03000 265777	n/a

SECTION THREE - ADULT AND HEALTH SERVICES

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

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

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

20 April 2021

**Refresh of the Work
Programme**



Report of Paul Darby Interim Corporate Director of Resources

Electoral division(s) affected:

None

Purpose of the Report

- 1 To provide the Corporate Overview and Scrutiny Management Board (COSMB) with the opportunity to review and refresh the work programme for 2021/2022.

Executive summary

- 2 COSMB review their work programme each year to reflect the objectives and associated outcomes and actions identified within the Council Plan and in the context of the County Durham Vision 2035.
- 3 The proposed COSMB work programme has been framed around COVID-19 and in the context of the new shared County Durham Vision 2035 based on the three strategic ambitions of 'more and better jobs', 'long and independent lives' and 'connected communities'. COSMB's work programme also reflects the fourth ambition which captures our organisational transformation agenda and the ambition to be an excellent council.
- 4 This report provides information for members to note activity undertaken by the committee during 2020/21 and enable discussion to suggest areas for review activity or agenda items to be included in the committee's work programme for 2021/2022.

Recommendations

- 5 COSMB is recommended to:

- a) Note and comment on the proposed COSMB work programme in relation to the Council Plan 2020 – 2023 (copy attached at appendix 2).
- b) Note that a further report to agree the COSMB work programme for 2021/2022 will be submitted to the 18 June 2021 meeting.

Background

- 6 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
 - Local priorities
- 7 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
- 8 These remain the 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

- 9 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.

- 10 Both the Vision for County Durham and the Council Plan are structured around the 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 wants to undertake to transform its operations and enable achievement of the ambitions within the vision.

An excellent council

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

Current Work Programme

- 11 During 2020/2021, COSMB prioritised items to be considered at a reduced number of formal meetings due to the coronavirus pandemic. Reports on other items were then circulated via email to members. However, although there was a reduced number of formal meetings the committee has undertaken budgetary and performance monitoring, scrutiny review work and overview presentations.

In depth and light touch scrutiny reviews including updates were:

- Budget and MTFP process

Overview Activity

- Regulation of Investigatory Powers Act 2000
- Customer Feedback: Complaints, Compliments and Suggestions Reports
- Overview of partnership work including the County Durham Partnership and Area Action Partnerships

- Transformation Programme
 - Digital Strategy and Current ICT and Digital Developments (Jan 2020)
 - Integrated Customer Service Programme (Dec 2020)
 - Workplace Transformation: Enabling Smarter Working (Jan 21)

Budgetary and performance monitoring:

- Quarterly budgetary monitoring for Resources and the former Transformation and Partnerships service grouping.
- Quarterly corporate performance monitoring overview for the whole Council.

COSMB also considered a comprehensive COVID-19 planning and response report summarising the actions the council had taken working with partners to respond to the pandemic and its framework for recovery planning.

Areas for consideration in the Corporate Overview and Scrutiny Management Board Work Programme

- 12 Paragraph 11 of this report identifies the activity undertaken by the committee during 2020/21. The committee is asked to consider areas for further progress updates and review topics to be included in the work programme for 2021/2022 in light of the current Council Plan and the Vision for County Durham 2035. Appendix 2 of this report sets out a draft work programme for consideration.
- 13 The committee will receive a further report to its meeting on 18 June 2021 where members will be asked to discuss and finalise its work programme and will be asked to agree a topic for review activity.

Background papers

- [Council Plan 2020 - 2023](#)
- [A Vision for County Durham 2035](#)

Contact: Jenny Haworth

Tel :03000 268071

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<p>Overview and Scrutiny Draft Work Programme 2021/22</p> <p>Corporate Overview and Scrutiny Management Board (COSMB)</p> <p>Lead officer: Jenny Haworth</p> <p>Key service contact: Jeff Garfoot</p> <ul style="list-style-type: none"> • More and better jobs • People live long and independent lives • Connected communities • Excellent council 	<p>Note:</p> <p>Overview and Scrutiny Review – A systematic six monthly review of progress against recommendations/action plan</p> <p>Scrutiny/Working Group – In-depth review/light touch review</p> <p>Overview/progress – Information on an issue; opportunity to comment, shape, influence, progress with a scrutiny review</p> <p>Performance/Budget – Ongoing quarterly monitoring performance reports/budgets</p>
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Item	When (subject to confirmation of OSC meeting arrangements)	Approach during COVID-19 response period	Who	Outcome	Comment
O/S Review		<ul style="list-style-type: none"> • report to COSMB • circulate to COSMB members via email 			
Scrutiny/Working Group (light touch / in-depth review)					
Budget and MTFP process	Autumn 2021 Jan 2022 Feb 2022	Report to COSMB	Jeff Garfoot/ Andy Palmer	To enable scrutiny members to comment and feed into the MTFP and budget setting process.	To look at any issues and or reviews linked to achieving savings within the MTFP

Item	When (subject to confirmation of OSC meeting arrangements)	Approach during COVID-19 response period <ul style="list-style-type: none"> report to COSMB circulate to COSMB members via email 	Who	Outcome	Comment
					Update reports considered by COSMB
Overview/Progress					
Transformation Programme, including: <ul style="list-style-type: none"> Transformation of office environment and mixed model of working location Digital Strategy and Digital Inclusion Workforce Strategy Delivery Systemic review of CRM - update Business support services 		Report to COSMB Site visit combined with meeting when considering transformation of office environment and mixed model of working location	<ul style="list-style-type: none"> Andy Palmer/Vicki Murray/ Alison Lazazzera Vicki Murray Alison Lazazzera Vicki Murray Andy Palmer/Sarah Armstrong 	To update members on the Transformation Programme. HR policies and practices have been reviewed Staff expectations clarified in terms of working smarter Managers responsibilities and training in place Large numbers of staff currently home working using ICT OD – Strategy & delivery plan in place with projects being taken forward including:	Members' information

Item	When (subject to confirmation of OSC meeting arrangements)	Approach during COVID-19 response period <ul style="list-style-type: none"> report to COSMB circulate to COSMB members via email 	Who	Outcome	Comment
				Management and leadership development Corporate and service workforce development New ways of working and expectations Values and behaviours being embedded across the workforce	
Regulation of Investigatory Powers quarterly report	Quarter 4 2020/21 Sept 2021 Quarter 1 2021/22 Oct 2021 Quarter 2 Dec 2021 Quarter 3 Feb 2022	Report to COSMB	Kamila Coulson-Patel	To inform members of the Council's use of powers under the Regulation of Investigatory Powers Act 2000 (RIPA) on a quarterly basis.	Members' information

Item	When (subject to confirmation of OSC meeting arrangements)	Approach during COVID-19 response period <ul style="list-style-type: none"> report to COSMB circulate to COSMB members via email 	Who	Outcome	Comment
Regulation of Investigatory Powers annual report	Oct 2021	Report to COSMB	Kamila Coulson-Patel	To inform members of the Council's use of powers under the Regulation of Investigatory Powers Act 2000 (RIPA).	Members' information
Customer Feedback – Compliments, Complaints and Suggestions quarterly report	Q4 2020/21 and Q1 2021/22 Sept 2021 Q2 Dec 2021 Q3 Mar 2022	Circulate via email	Vicki Murray	To inform Members of the Customer Feedback report on a quarterly basis. To present key messages in relation to the management and handling of statutory representations for Children and Adults Social Services.	Members' information
Overview and Scrutiny Annual Report and six monthly report to Council	June 2021 Oct/Dec 2021	Report to COSMB	Andy Palmer	Members to sign off the Overview and Scrutiny Annual Report before submission to Council.	Members' information, and circulated widely
Notice of Key Decisions	At each COSMB	Report to Committee	Jackie Graham	To keep members informed of any additions or amendments.	Members' information
Performance/Budget					

Item	When (subject to confirmation of OSC meeting arrangements)	Approach during COVID-19 response period <ul style="list-style-type: none"> report to COSMB circulate to COSMB members via email 	Who	Outcome	Comment
Performance Quarterly reporting	Q4 2020/21 and Q1 2021/22 Sept 2021 Q2 Dec 2021 Q3 Mar 2022	Report to COSMB	Andy Palmer/Tom Gorman	To provide members with progress towards achieving the key outcomes of the council's corporate performance framework.	Standing item
Budget Outturn Report Quarterly reporting - Resources	Q4 2020/21 and Q1 2021/22 Sept 2021 Q2 Dec 2021 Q3 Mar 2022	Report to COSMB	Ian Herberson	To provide Members with details of the forecast outturn budget position for service groupings.	Standing item
Periodic updates					
Implications of government policy programme	Cabinet report	Report to COSMB	Andy Palmer	To keep members informed of the implications of relevant government policies.	As and when
Welfare reform and poverty action plan updates	Cabinet report	Report to COSMB	Andy Palmer/Emma Gardner	To keep members informed of the progress being made by the council and its partners in	For information

Item	When (subject to confirmation of OSC meeting arrangements)	Approach during COVID-19 response period <ul style="list-style-type: none"> report to COSMB circulate to COSMB members via email 	Who	Outcome	Comment
				addressing welfare reform and the wider poverty issues in the county.	
County Durham Partnership update	Cabinet report	Report to COSMB	Julie Bradbrook	To keep members informed of issues being addressed by the County Durham Partnership and other key initiatives being carried out in partnership across the county.	For information
Chairs' updates	At each COSMB	Circulate via email	Chair	To keep members informed of scrutiny activity.	For information
Petitions updates Quarterly	June 2021 Sept 2021 Dec 2021 Mar 2022	Circulate via email	Jackie Graham	To keep members informed of the status of petitions received by the Authority.	For information
NECA and JTC Overview and Scrutiny work programmes and minutes of meetings	(meetings dates tbc)	Circulate via email	Stephen Gwilym	To keep members informed of work ongoing by the NECA O&S and JTC O&S committees.	For information