



Corporate Overview and Scrutiny Management Board

Date **Thursday 31 March 2022**
Time **9.30 am**
Venue **Committee Room 2, County Hall, Durham**

Business

Part A

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

1. Apologies for Absence
2. Substitute Members
3. Minutes of the meeting held on 10 February 2022 (Pages 3 - 12)
4. Declarations of Interest
5. Report on the Council's use of powers under the Regulation of Investigatory Powers Act 2000 - Quarter 3 - 2021/2022 - Report of Head of Legal and Democratic Services (Pages 13 - 16)
6. Resources - Quarter 3 December 2021: Forecast of Revenue and Capital Outturn 2021/22 - Report of Corporate Director of Resources (Pages 17 - 32)
7. Quarter Three, 2021/22 - Performance Management Report - Report of Corporate Director of Resources (Pages 33 - 110)
8. Customer Feedback Report, Quarter Three, 2021/22 - Report of Corporate Director of Resources (Pages 111 - 140)
9. Review of the Durham Light Infantry (DLI) Collection and Archive - Feasibility Study Outcomes - Report of the Corporate Director of Resources (Pages 141 - 182)

10. Update in relation to Petitions - Report of Head of Legal and Democratic Services (Pages 183 - 196)
11. Notice of Key Decisions - Report of Head of Legal and Democratic Services (Pages 197 - 206)
12. Information Update from the Chairs of the Overview and Scrutiny Committees - Report of Corporate Director of Resources (Pages 207 - 214)
13. Such other business as, in the opinion of the Chair of the meeting, is of sufficient urgency to warrant consideration

Helen Lynch

Head of Legal and Democratic Services

County Hall
Durham
23 March 2022

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

Councillor C Martin (Chair)
Councillor C Lines (Vice-Chair)

Councillors E Adam, A Batey, R Charlton-Lainé, J Charlton, J Cosslett, B Coult, R Crute, J Elmer, D Freeman, O Gunn, P Heaviside, C Hood, L Hovvells, J Howey, A Jackson, P Jopling, R Manchester, C Marshall, B Moist, K Shaw, M Stead, A Surtees and M Wilson

Contact: Jackie Graham

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DURHAM COUNTY COUNCIL

At a Meeting of **Corporate Overview and Scrutiny Management Board** held in Council Chamber, County Hall, Durham on **Thursday 10 February 2022 at 9.30 am**

Present:

Councillor C Martin (Chair)

Members of the Committee:

Councillors E Adam, A Batey, J Charlton, B Coult, R Crute, J Elmer, D Freeman, P Heaviside, C Hood, L Hovvels, J Howey, P Jopling, C Lines (Vice-Chair), R Manchester, C Marshall, B Moist, I Roberts (Substitute), M Stead, A Surtees and M Wilson

1 Apologies for Absence

Apologies of absence were received from Councillors Cosslet, Gunn and Shaw

2 Substitute Members

Councillor I Roberts for Councillor Shaw.

3 Minutes

The minutes of the meeting held on 21 January 2022 were agreed as a correct record and were signed by the Chair, with the following amendment:

Page 13 referring to Storm Arwen – Councillor Batey mentioned a call for a public inquiry be amended to read Councillor Batey requested the call for a public enquiry.

Matters arising:

The Corporate Scrutiny & Strategy Manager reported the following – Under item 5 - Update on the development of MTFP 12, analysis of CSR and MTFP 12 and details of provisional settlement - page 5 of the minutes Councillor Crute had asked that the Board be allowed the opportunity to respond to the Fair Funding Review. To confirm, this would be developed as part of the timetable for development of MTFP (13).

On the same page, a question was asked about the car parking strategy review – discussions on this are continuing and the service hoped to be able to confirm the timeline for the strategy review in the next couple of months. Members would see that a summary of comments made by the Board at the last meeting on the two Cabinet reports covering the development of the MTFP 12, the Comprehensive Spending Review and the provisional local government settlement was included at paragraph 90 on page 46 of the Cabinet report, the Board was considering on 10 February 2022 and which was taken to Cabinet on 9 February 2022.

4 Declarations of Interest

There were no declarations of interest.

5 Medium Term Financial Plan 2022/23 to 2025/26 and Revenue and Capital Budget 2022/23

The Board considered a report of the Corporate Director of Resources which provided an update on the Medium Term Financial Plan (MTFP) 2022/23 to 2025/26 and Revenue and Capital Budget 2022/23 capital programme for consideration and comment prior to consideration by full Council on 23 February 2022 (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.

Regarding the finance settlement, the Head of Corporate Finance and Commercial Services explained that this had been received late on Monday 7 February 2022 and had shown no significant change from what had been reported earlier, and therefore the budget position would not change. He went on to explain the additional one-off funding that had been received for the Council in the sum of £8.8 million and assumed that this would potentially be lost in 2023/24 as a result of the Fair Funding review outcomes and that £1.9 million related to a new burden in relation to Adult Market Sustainability.

The Head of Corporate Finance and Commercial Services highlighted in detail information from the Cabinet report which provides including:

- Local Government Finance Settlement
- Covid-19 Grant Support
- High needs Dedicated Schools Grant
- Negative RSG
- Core Spending Power
- Comprehensive Spending Review, and the Fair Funding Review
- Shared Prosperity Fund/Community Renewal Fund/Levelling Up

- Consultation
- AAP Feedback
- PCC and Durham and Darlington Constabulary
- Scrutiny Committee Feedback
- MTFP Strategy
 - Revenue Budget for 2022/23
 - Base Budget Provisions 2022/23
 - Additional Front Line Service Investments
 - MTFP (12) Savings
- 2022/23 Net Budget Requirement and Council Tax
- How the MTFP 12 2022/23 to 2025/26 has been developed
- Financial Reserves
- Capital Budget 2021/22 to 2024/25
 - Capital considerations in the MTFP (12) process
 - Available Capital Financing – Capital Grants
 - Capital Receipt Forecast
- One- Off Revenue Funding
- Prudential Borrowing
- Approval of Additional Capital Schemes
- 2022/23 Savings Proposals
- Equality Impact Assessment of MTFP
 - Neighbourhoods and Climate Change, Regeneration, Economy and Growth, Resources
 - Cumulative Impacts
 - Key Findings and Next Steps
- Workforce considerations and Pay Policy
- Risk Assessment
- Dedicated Schools Grant and School Funding 2022/23
- Prudential Code, Treasury Management and Property Investment

Referring to page 37 of the report stating that services should remain deliverable net year, Councillor Crute expressed his concerns about the risk to service delivery and the holes within the budget. He asked what options were available to the Council to offset budget pressures. With reference to page 100 of the report, Councillor Crute went on to talk about the possible risk of losing out from the Fair Funding Review and not receiving the one-off funding totalling £8.8 million and the significant impact of this from 2022/23. He asked if the Public Health grant had been missed out of that assumption, and asked for an accurate estimate of where the Council stood financially after this year.

In response the Head of Corporate Finance and Commercial Services said that he was uncertain about it and to take an accurate view would be impossible. The Council were prudent in their assumptions in the past and

added 25% on top of contingency planning. He assured Members that planning for MTFP13 would commence next week and part of that process was to look at ways to identify savings to meet the £16.6 million shortfall in 2023/24. Members and officers would look at this in great detail over the next 6-9 months and put options on the table. He added that as the Fair Funding Review outcome was unknown there would still be significant pressures in the 2023/24 budget and reserves would be used to fund any shortfall. He said that option to identify increases in income and reduce costs would also be looked at. If necessary a full consultation would take place. He explained about the Fair Funding Review being linked to Council Tax Equalisation with an 85% assumption that underpins it. With reference to the Public Health Grant he explained that this was built into the plan and would stay as a specific grant. Public Health had been hit hard by the pandemic and the life expectancy figure in the North and North East were increasing. Overall the Council expected to lose the £10 million PH grant but were now likely to lose the £8.8 million one-off funding so the position was balanced.

Councillor Crute was concerned about the government not knowing the boundaries, losing out on the one-off funding of £8.8 million service grants and had serious concerns about the Fair Funding Review. He said that there was a huge hole in the budgets and the limited option we had to backfill. There were also capacity issues in future to address pressures in the budget for the years ahead.

Councillor Jopling said that we needed to be realistic with our aspirations following the covid pandemic but believed we had a good budget and were doing well. She was pleased to see the investments being made and asked if we could bring in more income by looking at our assets. She asked what councillors could do to feed into the process, how they could suggest services that need enhancing and how to bring in more revenue.

In response the Head of Corporate Finance and Commercial Services explained that there was a process in place for identifying savings since re-organisation in 2009/10 of £25 million which rolled into the austerity period. He assured Members that early decisions made previously would identify effectiveness and made it clear where we should disinvest from services that were not a priority for members and officers. The Council looked at the impact of services, income generated by charging for services and finding any efficiency savings. Members were part of that process by taking part in scrutiny discussions. With regards to assets and any proposed selling of buildings or land would result in a capital receipt and would be re-invested in the capital programme, not the revenue budget. Any rental from buildings and land would generate revenue. He said that he would be stunned if the Council could create any efficiencies in the budget beyond £3 million but suggested that any Member could speak to the Finance team, Head of

Service or Corporate Director with any suggestions they have. With having to tackle the £16.6 million shortfall every service would be asked to look at where they could make savings.

The Chair advised Members that he had lobbied Cabinet Members so that any big budget decisions in the future to cut services should come to COSMB so that we could get involved and suggest alternatives. He added that it was important for all members to have a say on any major budgetary decisions.

Councillor Surtees thanked the team for the hard work in preparing the budget and asked if she could have a full list of earmarked reserves from last year and this year so she could see the comparisons. The Head of Corporate Finance and Commercial Services advised that this would be included in the Quarter Three Outturn report to Cabinet in March. Councillor Surtees asked for sight of this earlier than March and it was agreed that the information would be circulate to COSMB.

With reference to potential future savings Councillor Elmer commented that significant capital investment was made on the unclassified roads network. He added that any new roads built were a burden for the Council to maintain. He would like to see a planned strategy to encourage people to use public transport, to walk and cycle which would also help with carbon targets. He believed that the opposite was being done by investing big money into roads and transport. The Head of Corporate Finance and Commercial Services explained that in the short term all investments were to the current network and so no expansions were planned in that time. He believed that Toft Hill Bypass was the only expansion which was part of the levelling up bid. Going forward he advised that if savings could be made on highways spend that this would be a saving in the capital budget.

Councillor Marshall commented that there was a lot of uncertainty around the MTFP and the decision in future years of £40 million cuts. He was concerned about the running costs of County Hall as savings had been built into the MTFP. With regards to the new building at the Sands and subject to the review which should come out over the next few months, he asked for an explanation around any mitigations in the budget to staff staying in County Hall. He went on to say that should Durham University Business School purchase the new build for £100 million that money would go back into the capital programme. He believed that there would be revenue implications with the increase in energy prices and maintaining County Hall so that it was safe for staff to return to work. He added that the Judicial Review from the Parish Council would need to be accounted for which he understood to be in the region of £1.7 million. He asked for clarity around the budget and the costs implications from the capital receipt.

In response the Head of Corporate Finance and Commercial Services said that details for the headquarters would be reported to a future Cabinet meeting as part of the review but any capital gained from the sale of the new build would move into the capital programme. There would be £275,000 revenue savings in all buildings running costs and the savings sat in the 2023/24 budget, shown in Appendix 6 of the report. He referred Members to the original Cabinet report and explained that the running costs would be met from general reserves. The Cabinet report this Spring would cover the possible capital costs and likely capital receipt if sold, the running costs and the firm re-assessment of the revenue impact. He added that if savings were greater than £250,000 there would be less pressure. With regards to the HQ issue he referenced paragraph 109 of the report. All options would come out in the report to Cabinet.

Councillor Marshall asked what income could be expected from fees and charges next year. The Head of Corporate Finance and Commercial Services referred to Appendices 4 and 5 of the report and advised that each service management team looked at their own fees and charges and that there was an expectation to increase by 3%. Services could carry forward any underspend but they would review based on demand. Councillor Marshall said that it would be helpful to see the total expected income from fees and charges.

Councillor Marshall referred to EU funding of £300 million that would have been received had we remained in the EU, and that the government had said they would honour. He was concerned about the uncertainty of streaming funds for County Durham and asked how many staff were currently employed using this funding and how many were at risk. He was aware that we had staff from the Carbon team, Durham Works, Innovation and Business Support, and that there was a huge risk if funding was top sliced. He said that this would be dependent on whether we did stay in the building at County Hall but those options would come out in the report to Cabinet. The Head of Corporate Finance and Commercial Services made reference to Paragraph 74(d) of the report which identified CSR and shared prosperity funding but that we had very little detail about this at the current time. If there was a bidding process this would have significant risk to the Council. With regards to EU funding he was aware that staff from the Low Carbon Team were funded from the base budget but he would enquire with Regeneration colleagues and report back about the number of posts that would be at risk. He added that there would also be impact to the staff that worked on the capital programme.

Referring to page 111 of the report, Councillor Adam welcomed the frontline service investments being made. He asked if any additional funding had been factored into the budget should the Ecological Emergency be approved at the Environment and Sustainable Communities Overview and Scrutiny

Committee on Monday 14 February 2022. He stated that no investment was referenced in this area looking at the MTFP from 2023 to 2026 and asked if this was being considered. The Head of Corporate Finance and Commercial Services said that there was nothing in the budget report to reflect this as it would be for the Council to adopt as a strategy in the same way they had for Climate Change. He said that decisions would need to be made on capital and revenue investments and priorities. He referred to the cost of making the Council's fleet of vehicles electric and this would have a budget pressure of £8 million. He advised that a fully costed plan would need to be prepared to show what the financial liability the decision we were committing to. Choices would need to be made to invest in services but with decisions on where to find the savings would also need to be made.

Again looking at page 111 of the report, Councillor Adam referenced Councillor Jopling's comments at the last meeting around funding and the answer given that this service would be free to certain people. He had recently seen an article that stated the pest control service would be free to all in our community. He asked if there was a costing associated with that and referenced the income from domestic pest control treatment of £10,000. The Head of Corporate Finance and Commercial Services was not aware of this so would look into it and report back. He added that not all decisions needed to come through the budget reports as Heads of Service would make decisions that affected their service.

Councillor Howey referred to investment in pest control, roads and footpaths and asked if it would be better to invest earlier to save money in the long run. The Head of Corporate Finance and Commercial Services advised that in the short term the aim was to find savings. He explained that the highways maintenance and winter maintenance budgets were not cut, and this was something that had been agreed through AAP consultations previously and was a protected service area. With regards to pathways/roadways the Council were maintaining at the level we could afford to so and that there was still a £180 million backlog of works to be carried out.

Councillor Jopling clarified her earlier point in that her suggestion was not to increase fees for services we provided but to add value to what we were already providing. She asked who was responsible for pest control if the property was social housing. She added that she was pleased that Councillor Marshall had highlighted that the Council could receive £100 million for the new build in Durham as the public would be delighted to hear that. The Head of Corporate Finance and Commercial Services commented that that the current HQ was not built or set up for modern ways of working. He responded to the point about pest control and said that the Council transferred its housing stock to social housing 4-5 years ago and that pest control would be their responsibility and would be bound by a legal

agreement. He added that he would be happy for Members to make suggestions about adding value to the services we provided.

Councillor Coult asked if we were receiving best value for money from contractors on the work carried out on unclassified roads as not always carried out to appropriate standards. In response the Head of Corporate Finance and Commercial Services said that he would seek clarification from Highways and feedback about the quality checking of works carried out. He added that the Council carried out the majority of works in house however there were occasions when this area of work was out-sourced to the private sector as the core workforce from within the Council could not be increased.

Councillor Moist referring to the comment made about hybrid working arrangements in the new HQ, and said that since the COVID pandemic the Council had been educated in new ways of working and said that we needed a new HQ or to embrace working from home. He added that we needed to bite the bullet in terms of accepting the massive costs that come with climate change and make those decisions. He referred to the 999 year lease at Durham County Cricket Club and the £1 per year received for that and asked if we could look to increase the revenue. With regards to EU funding he added that this was time limited funding and asked if appropriate measures had been in place for the end of the grant. Finally he said that we needed a smaller HQ as did not need a massive building.

The Chair confirmed that this would be looked at when we received the feasibility study from Cabinet.

The Head of Corporate Finance and Commercial Services made a suggestion that Members should look at the original decision reports relating to the new headquarters as they contained a full financial breakdown on capital savings. The new HQ was built on a desk ratio of 5.5:10 staff working on a hybrid model. A recent decision had been taken which meant that staff would return to work for 3 days per week from 28 February 2022, as it was felt that working from home full time was an inefficient way of working for most teams. With regards to the Cricket Club he advised that the decision on the rent was made 20-30 years previously and had afforded the club to break even. All funding had been paid back to the Council and should the club start to make profits then this would be a consideration in the future. Moving on the EU funding, he added that lots of funding was time limited so involved short term contracts. Durham Works contracts had rolled over for the last 5-6 years and they did include substantive posts that were reliant in the funding we currently had.

Councillor Hovvels queried to costs of the demolition of buildings and asked if this could be a cost to the business rather than affecting residents. The Head of Corporate Finance and Commercial Services would ask colleagues

in Property and Land to discuss this with Councillor Hovvells outside of the meeting. He advised that all demolition work was outsourced.

Councillor Stead commented that a lot of work had been put into the budget and it looked good and balanced. He asked if we could look at the money coming in and increase incomes and that we needed to be ambitious. He asked what income could be generated should the Council build it's own bungalows, and that this would ease pressure in areas where people were living in big houses and unable to move as there was no availability for a bungalow. He also asked what the furniture fit out was going to be for the new HQ. He agreed with the 0% base council tax which was fantastic for residents and agreed that the 3% precept on adult social care was necessary.

In response the Head of Corporate Finance and Commercial Services said that the Council were ambitious in their commercial approach and were one of the first Council's to set up their own housing company, Chapter Homes. A decision had recently been taken to re-open the Housing Revenue account to build 500 houses which would cost in the region of £12.5 million. The expectation that bungalows would be built was built into the housing strategy. In response to the question about the cost of furniture, which also included the cost of equipment, this totalled £1.5 million and was being held in the budget for any new building.

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 23 February 2022.

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**Corporate Overview and Scrutiny
Management Board**

31 March 2022



**Report on the Council's use of powers
under the Regulation of Investigatory
Powers Act 2000 - Quarter 3 - 2021/2022**

Report of Helen Lynch, Head of Legal and Democratic Services

Purpose of the Report

1. To inform members about the Council's use of powers under the Regulation of Investigatory Powers Act 2000 ('RIPA') during the period 1 October 2021 and 31 December 2021 (quarter 3) to ensure that it is being used consistently with the Council's policy and that the policy remains fit for purpose.

Executive summary

2. This report provides an update of the activity for quarter 3 of 2021/22 for Durham County Council in exercising its use of powers under RIPA for Directed Surveillance (DS) and Covert Human Intelligence Surveillance (CHIS).
3. The Council's Senior Responsible Officer is satisfied that the Council's use of its powers under RIPA during quarter 3 is consistent with the Council's policy and that the policy remains fit for purpose.

Recommendation

4. It is recommended that Members:
 - i. Receive the quarterly report on the Council's use of RIPA for the period covering quarter 3 2021/22.
 - ii. Resolve that the powers are being used consistently with the Council's policy and that the policy remains fit for purpose.

Background

5. The Regulation of Investigatory Powers Act 2000 (RIPA) enables local authorities to carry out certain types of surveillance activity provided that specified procedures are followed.
6. Directed surveillance is covert surveillance that is not intrusive and is carried out in relation to a specific investigation or operation in such a manner as is likely to result in the obtaining of private information about any person (other than by way of an immediate response to events or circumstances such that it is not reasonably practicable to seek authorisation under the 2000 Act).
7. The Local Authority is able to rely upon the information obtained from those surveillance activities within court proceedings.
8. This report gives details of RIPA applications that have been authorised during the quarter 3.

Quarter 3 Activity

- 9 During quarter 3 there was one directed surveillance and two CHIS applications presented to the Court, which related to two separate operations.
- 10 The directed surveillance and one CHIS were part of a single operation relating to the sale and supply of illicit tobacco products. The single CHIS related to the sale of counterfeit goods via a social media platform.
- 11 The authorisations relate to ongoing investigations and the outcome of these will be reported at a future meeting of Corporate Overview and Scrutiny Management Board.

Comparison Quarter 3 2020/21

- 12 For information the comparison of authorisations granted for the previous year in quarter 3, there were no authorisations for directed surveillance or CHIS authorisations.

Background papers

- None.

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Appendix 1 - Implications

Legal Implications

The Council's objective is to make lawful and appropriate use of surveillance techniques where required whilst complying with the provisions of the Human Rights Act 1998, in particular the provisions of Article 8 of the ECHR securing respect for an individual's (qualified) right to privacy. Quarterly oversight by the board helps secure this objective.

Finance

Not applicable.

Consultation

Not applicable.

Equality and Diversity / Public Sector Equality Duty

Not applicable.

Climate Change

Not applicable.

Human Rights

Use of investigatory powers potentially engages the Human Rights Act 1998 and in particular the qualified right to private and family life under article 8 of the European Convention. This right may only be interfered with in circumstances where it is necessary and proportionate to do so in pursuit of the public interest. Oversight by the Board of the Council's RIPA operations is designed to facilitate compliance with the Human Rights Act.

Crime and Disorder

The appropriate use of an oversight of RIPA powers will enable the Council to provide evidence to support appropriate prosecutions and tackle crime.

Staffing

Not applicable.

Accommodation

Not applicable.

Risk

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

Procurement

Not applicable.

**Corporate Overview and Scrutiny
Management Board**

31 March 2022



**Resources – Quarter 3 December 2021:
Forecast of Revenue and Capital
Outturn 2021/22**

Ordinary Decision

Report of Paul Darby, Corporate Director of Resources

Electoral division(s) affected:

Countywide

Purpose of the Report

- 1 To provide details of the forecast revenue and capital outturn budget position for the Resources service grouping, highlighting major variances in comparison with the budget based on the position to the end of December 2021.

Executive summary

- 2 The quarter 3 forecast position shows that the service is forecasting a cash limit underspend of £0.761 million against a revised budget of £27.552 million.
- 3 The Resources Cash Limit balance carried forward at 31 March 2022 is forecast to be £1.442 million. Other earmarked reserves under the direct control of RMT are forecast to total £13.481 million at 31 March 2022.
- 4 The revised Resources capital budget is £9.330 million for 2021/22, with a total expenditure to 31 December 2021 of £3.760 million (40.3%). The profiled budget for this period is £7.643 million, therefore expenditure is below profiled / expected spend in the year to date.
- 5 In arriving at the forecast outturn position, the service is declaring £1.886 million of additional costs, and lost income and relating to Covid-19 and £1.238 million of Covid-19 related underspends. The net Covid-19 impact is therefore £0.648 million, and this will be covered corporately by utilising Central Government grants wherever possible.

Recommendation(s)

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

Background

7 County Council approved the Revenue and Capital budgets for 2021/22 at its meeting on 24 February 2021. 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:

- a) Revenue Budget - £27.552 million (original £21.425 million)
- b) Capital Programme - £9.330 million (original £16.805 million)

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

	<u>£,000s</u>
Transfer from Contingencies - Web Development Group	117
Transfer from Contingencies - Coroners Budget Pressures	192
Transfer from Contingencies - RC Lost SLA Income	103
Transfer to Interest Payable & similar Charges-Leasing	(9)
Transfer from CYPS - Business Support Post	23
Transfer to REG - Business Support Post	(26)
Transfer from AHS - Centralisation of First Aid Budgets	4
Transfer from CYPS - Centralisation of First Aid Budgets	5
Transfer from REG - Centralisation of First Aid Budgets	3
Transfer from Corporate ER/VR Reserve	33
Transfer from Office Accommodation Capital Reserve	66
Transfer from Commercialisation Support Reserve	2
Transfer from Business Support Reserve	50
Transfer from Human Resources Reserve	207
Transfer from Legal Expenses Reserve	30
Transfer from Benefit Take Up Reserve	198
Transfer from Digital Workforce Transformation Reserve	28
Transfer from Test & Trace Support Scheme Reserve	245
Transfer from Additional Restrictions Grant Reserve	4,237
Transfer from Archives Project Reserve	32
Transfer from Residents Research & Consultation Reserve	108
Transfer to Transformation Programme Reserve	(327)

Transfer from Resources Cash Limit Reserve	69
Transfer to Contingencies - Coroners Forecast Underspend	(38)
Transfer to REG – Additional Business Support Post	(29)
Transfer from CEO – Service Management	270
Transfer from Oracle Development Reserve	45
Transfer from Internal Audit & Fraud Reserve	41
Transfer from ICT Reserve	79
Transfer to Microsoft Office 365 Reserve	(14)
Transfer from Elections Reserve	598
Transfer from Corporate Procurement Reserve	70
Transfer to New Burdens Reserve	(251)
Transfer to Welfare Assistance Scheme Reserve	(191)
Transfer from Resources Cash Limit Reserve	65
Transfer from Contingencies – funding to support admin costs in relation to Additional Restrictions Grant (COVID19)	92
TOTAL	6,127

The revised General Fund Budget for Resources is £27.552 million

- 9 The summary financial statements contained in the report cover the financial year 2021/22 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.
- 10 The service is forecasting a cash limit underspend of £0.761 million (2.76%) against a revised budget of £27.552 million. This compares to the previous forecast, reported at quarter 2 of a cash limit underspend of £0.588 million and is therefore an increase in the underspend of £0.173 million across the two forecasts.

- 11 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)

	2021/22 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	68,585	49,133	66,638	(1,947)	(494)	(68)	(2,509)	(800)
Premises	7,912	221	7,822	(90)	(4)	(12)	(106)	(36)
Transport	769	316	484	(285)	(2)	316	29	10
Supplies and Services	17,763	16,624	19,568	1,805	(109)	761	2,457	707
Third Party Payments	51	1,811	4,707	4,656	-	-	4,656	-
Transfer Payments	4,329	37,312	43,373	39,044	-	(39,044)	-	-
Central Support and Capital	27,477	79	28,515	1,038	70	-	1,108	528
Gross Expenditure	126,886	105,496	171,107	44,221	(539)	(38,048)	5,634	409
Income	(99,642)	(50,456)	(144,101)	(44,459)	664	37,400	(6,395)	(997)
Net Expenditure	27,243	55,041	27,005	(238)	125	(648)	(761)	(588)
HB Transfer payments	115,558	85,169	116,662	1,104	309	-	1,412	1,412
HB Central Support and Capital	300	-	300	-	-	-	-	-
HB Income	(115,549)	(766)	(116,962)	(1,412)	-	-	(1,412)	(1,412)
HB Net Expenditure	309	84,403	-	(309)	309	-	-	-
Total Net Exp	27,552	139,444	27,005	(547)	434	(648)	(761)	(588)

By Head of Service (£000's)

	2021/22 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	(27,556)	-	(27,556)	-	-	-	-	-
Corporate Finance & Commercial Services	2,822	2,663	2,613	(209)	(65)	24	(250)	(69)
Financial & Transactional Services	14,737	14,983	14,728	(9)	16	(836)	(829)	(440)
Digital & Customer Services	17,284	13,074	17,669	385	162	(13)	534	(33)
Internal Audit and Insurance	1,127	770	1,036	(90)	70	20	-	2
Legal & Democratic Services	9,130	7,318	9,290	160	(137)	(159)	(136)	(72)
Service Management / Central Charges	(11,275)	162	(11,315)	(40)	-	3	(37)	(37)
People & Talent Management	2,764	2,032	2,725	(39)	101	22	84	80
Procurement Sales & Business Services	15,699	12,325	15,368	(331)	(22)	271	(82)	(6)
Transformation	871	528	764	(107)	-	8	(99)	(72)
Strategy	1,640	1,186	1,682	42	-	12	54	59
Net Expenditure Excluding HB	27,243	55,041	27,005	(238)	125	(648)	(761)	(588)
Housing Benefit	309	84,403	-	(309)	309	-	-	-
Net Expenditure	27,552	139,444	27,005	(547)	434	(648)	(761)	(588)

- 12 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 £000	Year End (under) / overbudget £000
Central Establishment Recharges	Central Establishment Recharges	No material variances.	0	0
Corporate Finance & Commercial Services	Management	£5,000 overbudget on supplies & services £2,000 overbudget on central expenses	7	(250)
	Financial Systems	£5,000 underbudget on employees.	(5)	
	Pensions	No material variances.	0	
	Strategic Finance	£110,000 underbudget on employees. £39,000 additional income	(149)	
	Occupational Health	£52,000 underbudget on employees. £26,000 underbudget on supplies & services. £67,000 underachieved income.	(11)	
	Health and Safety	£2,000 underbudget on employees. £5,000 overbudget on supplies & services. £95,000 additional income.	(92)	
Procurement Sales & Business Services	Procurement	£13,000 overbudget on employees. £31,000 underbudget on supplies & services. £64,000 additional income	(82)	(82)

Head of Service	Service Area	Description	Year End (under) / overbudget £000	Year End (under) / overbudget £000
People & Talent Management	People & Talent Management	£127,000 overbudget on employees. £9,000 overbudget on supplies & services. £26,000 overbudget on central expenses (recharge of staff) £78,000 additional income.	84	84
Finance & Transactional Services	Management	£18,000 underbudget on employees. £2,000 overbudget on supplies & services. £16,000 additional income.	(32)	
	Service Management	£17,000 overbudget on employees £4,000 overbudget on supplies & services.	21	
	Management Priority	£39,000 underbudget on supplies & services.	(39)	
	Payroll & Employee Services	£45,000 overbudget on employees. £3,000 overbudget on supplies & services. £41,000 underachieved income.	89	
	Financial Management	£57,000 overbudget on employees. £503,000 overbudget on supplies & services (including £470,000 relating to NECA) £83,000 overbudget on central expenses (including £55,000 staff recharge relating to NECA) £596,000 additional income (including £430,000 relating to NECA).	47	
	Revenues and Benefits	£593,000 underbudget on employees. £113,000 overbudget on supplies & services. £435,000 additional income.	(915)	

Head of Service	Service Area	Description	Year End (under) / overbudget £000	Year End (under) / overbudget £000
Digital and Customer Services	Digital and Customer Services	<p>£663,000 underbudget on employees.</p> <p>£85,000 underbudget on premises.</p> <p>£19,000 overbudget on transport.</p> <p>£1,458,000 overbudget on supplies & services (which includes an overbudget of £535,000 relating to Oracle software licencing as a result of dual licencing costs in 2021/22 as the saving will not be realised until 2022/23).</p> <p>In addition, £200,000 has been set aside in an earmarked reserve to cover increased licence costs for Resourcelink</p> <p>£143,000 overbudget on central expenses (Direct Revenue Funding for capital scheme).</p> <p>£338,000 additional income.</p>	534	534
Internal Audit and Risk	Insurance and Risk	<p>£1,000 overbudget on employees.</p> <p>£12,000 underbudget on supplies & services.</p> <p>£15,000 under-achieved income.</p>	4	0
	Internal Audit	<p>£6,000 overbudget on employees.</p> <p>£3,000 overbudget on supplies & services.</p>	9	
	Corporate Fraud	<p>£36,000 underbudget on employees.</p> <p>£72,000 overbudget on central expenses.</p> <p>£49,000 additional income.</p>	(13)	

Head of Service	Service Area	Description	Year End (under) / overbudget £000	Year End (under) / overbudget £000
Legal and Democratic Services	Corporate and Democratic Core	£87,000 underbudget on employees. £3,000 underbudget on premises. £2,000 overbudget on supplies & services £17,000 additional income.	(105)	(136)
	Legal and Other Services	£379,000 underbudget on employees. £23,000 underbudget on premises. £6,000 overbudget on transport. £475,000 overbudget on supplies & services. £12,000 underbudget on central expenses. £98,000 additional income.	(31)	
Resources Management & Central	Service Management	£37,000 additional income (NECA).	(37)	(37)
Strategy		£35,000 overbudget on employees. £3,000 underbudget on supplies & services. £20,000 overbudget on central expenses. £2,000 under-achieved income.	54	54
Transformation		£86,000 underbudget on employees. £17,000 underbudget on supplies & services. £4,000 overbudget on central expenses (Unison branch).	(99)	(99)
Benefits Payments and Subsidy	Benefits	No material variances	0	0
TOTAL				(761)

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

- 14 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 three quarters 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.
- 15 The major areas of forecast additional cost and loss of income in respect of Resources are as follows:
- a) £0.231 million lost income in respect of the Registration Service;
 - b) £0.268 million shortfall in income in respect of court fees;
 - c) £0.276 million lost income in respect of Design & Print Services;
 - d) £84,000 lost income in respect of traded ICT services;
 - e) £0.777 million lost income in respect of the new In-House Enforcement Service;
- 16 The major areas of forecast Covid-19 related savings in respect of Resources are as follows:
- a) £0.286 million in respect of vehicles and staff travelling;
 - b) £0.242 million in respect of postages;
 - c) £0.199 million in respect of computer hardware;
 - d) £0.154 million in respect of office printing;
 - e) £94,597 in respect of other hired and contacted services;
 - f) £29,170 in respect of court costs;
 - g) £70,348 in respect of stationery; and
 - h) £46,116 in respect of training.

Capital Programme

- 17 The original Resources capital programme was £16.805 million, and this has been revised for additions/reductions, budget transfers and budget profiling. The revised budget now stands at £9.330 million.

- 18 Summary financial performance to the end of December 2021 is shown below:

	Original Annual Budget 2021/22	Revised Annual Budget 2021/22	Profiled Budget 2021/22	Actual Spend 31/12/2021	Remaining Budget
	£000	£000	£000	£000	£000
Digital & Customer Services	16,780	9,305	7,621	3,742	5,563
Corporate Finance & Commercial Services and Finance & Transactional Services	25	25	22	18	7
Total	16,805	9,330	7,643	3,760	5,570

- 19 The revised Resources capital budget is £9.330 million with a total expenditure to 31 December 2021 of £3.760 million (40.3%). The profiled budget for this period is £7.643 million, therefore spend is below profiled / expected spend in the year to date. A full breakdown of schemes and actual expenditure to 31 December 2021 is given in Appendix 2.
- 20 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

- a) County Council Report (24 February 2021) – Medium Term Financial Plan 2021/22 to 2024/25 and Revenue and Capital Budget 2021/22.
- b) Cabinet Report (15 September 2021) – Forecast of Revenue and Capital Outturn – Period to 30 June 2021.
- c) Cabinet Report (17 November 2021) – Forecast of Revenue and Capital Outturn – Period to 30 September 2021.
- d) Cabinet Report (16 March 2022) – Forecast of Revenue and Capital Outturn – Period to 31 December 2021.

Other useful documents

- a) None

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Appendix 1: Implications

Legal Implications

The consideration of regular budgetary control reports is a key component of the Council's Corporate and Financial Governance arrangements. This report shows the forecast spend against budgets agreed by the Council in February 2021 in relation to the 2021/22 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 2021/22 – Detailed Monitoring Statement to 31 December 2021

Resources	Revised Annual Budget	Profiled Budget	Actual Spend	Remaining Budget
	2021/22	2021/22	31-Dec-21	2021/22
	£000	£000	£000	£000
Applications and Development	11	11	11	-
Design and Print	33	24	25	8
Head of Service	54	54	54	-
Technical Services	3,498	1,961	2,174	1,324
Customer Relations	9	9	9	-
Digital Durham	5,665	5,562	1,467	4,198
Digital Engagement	35	-	2	33
ICT Services Include Design and Print Total	9,305	7,621	3,742	5,563
Migration of HR/Payroll Functionality	25	22	18	7
Financing Resources Total	25	22	18	7
RES Total	9,330	7,643	3,760	5,570

**Corporate Overview and Scrutiny
Management Board**

31 March 2022

**Quarter Three, 2021/22
Performance Management Report**

Ordinary Decision



Report of Paul Darby, Corporate Director of Resources

Electoral division(s) affected:

Countywide.

Purpose of the Report

- 1 To present an overview of progress towards achieving the key outcomes of the council's corporate performance framework and highlight key messages to inform strategic priorities and work programmes.
- 2 The report covers performance in and to the end of quarter three, October to December 2021.

Performance Reporting

- 3 The performance report is structured around the three components.
 - (a) High level state of the County indicators to highlight areas of strategic significance. These are structured around the [County Durham Vision 2035](#).
 - (b) Council initiatives of note against the ambitions contained within the vision alongside a fourth 'excellent council' theme contained within our [Council Plan](#)¹.
 - (c) A long list of key performance indicators against the themes of the Council Plan.
- 4 It also includes an overview of the continuing impact of COVID-19 on council services, our staff, and residents.

¹ approved by full council October 2020

More and Better Jobs

- 5 Latest data (September 2021) shows a static estimated employment rate (71.5%) and a declining claimant count (5.4%). Both are in line with national trends.
- 6 Further analysis shows the highest claimant rate to be in Easington (for both the 16-64 and 18-24 age groups) and across the 30-34 age group (6.4%). If we compare the latest position with that of March 2020 (pre-COVID), we can see that, North Durham and Durham City show the greatest difference across the 16-64 age group, and all areas now have lower rates or have remained static across the 18-24 age group.
- 7 Over the last 12 months, council led strategic employment sites were 95% occupied (NETPark is 100% occupied for the first time), one inward investment was secured and more than £13 million of GVA growth created.
- 8 Although our tourism and cultural sector was particularly hard hit by the pandemic, respondents to the latest survey by Visit County Durham are reporting increases in enquiries and bookings – albeit with short booking periods. Lumiere, the biggest outdoor event in the North East since lockdown, attracted an estimated 180,000 visitors over four days in November – a more detailed analysis of its impact will be available in the year-end performance report.
- 9 To mitigate against our economic challenges, we are continuing to move forward with significant investment and regeneration projects which will create new infrastructure, transform our towns and villages, and boost the visitor economy. We also continue to provide assistance to businesses to help them survive the impact of the pandemic and protect their long-term future, and help people into employment.
- 10 In relation to our children and young people during quarter three. School attendance decreased slightly as the prevalence of omicron variant increased, of the 11 schools inspected by Ofsted, five maintained their rating, four improved and two deteriorated, and 526 young people aged 16-17 (from a cohort of 11,200) were not in employment, education or training.

Long and Independent Lives

- 11 Poverty pressures continue to be a major issue and we expect the situation to deteriorate as basic living costs continue to rise, the energy price cap is revised, and National Insurance is increased. Those with little disposable income will be hit hard. We are aware that around one in every four children eligible for free school meals are not claiming them.

- 12 We continue to support people suffering financial hardship and during quarter three, experienced significant increases in demand across welfare assistance, household support and test and trace payments.
- 13 Latest data shows that across the North East almost 29% of reception age children and more than 44% of children in year six of primary school are overweight or obese. This is significantly higher than last year.
- 14 Gym membership at our leisure centres currently stands at around 16,309, a reduction of around 4,500 since the start of the pandemic. In addition, attendances have dipped to just over 850,000, a reduction of a third on pre-pandemic numbers. We expect both gym memberships and attendances to recover by March 2023.
- 15 We are continuing to invest in walking and cycling infrastructure, work to tackle food poverty, provide focused activity across mental and physical well-being, and support smoking quitters. Our new MOVE programme is encouraging both adults and children to get moving and keep moving as part of their everyday life - and in addition to advice, guidance and one-to-one tailored support has provided almost 800 free gym or swim memberships using the limited government funding.
- 16 During quarter three, requests for assessment for education, health and care plans for children and young people with Special Educational Needs and Disabilities increased by 28%, mainly at Key Stage 2. During this period, we continued to improve outcomes for vulnerable children and their families and remain on track to achieve 'significant and sustained outcomes' for around 6,000 families as part of our stronger families programme.
- 17 Across adult social care, there is a decreasing trend in permanent admissions to residential and nursing care. Multiple factors associated with activity, practice and the continuing impact of the pandemic are responsible for this reduction. The proportion of older people remaining at home 91 days after discharge from hospital into reablement services is at its highest point for more than three years, and almost 93% of individuals achieved their desired outcomes from the adult safeguarding process.
- 18 However, only 70.1% of service users were assessed or reviewed within the last 12 months. This is reflective of operational pressures while coming out of the pandemic resulting in the need to prioritise more pressing work, the bedding in of a new case management system which was introduced in June 2021, alongside the need to increase confidence in reporting mechanisms. We are considering additional resource to improve performance and are revising our approach to social care annual reviews. We expect that performance will return to pre-pandemic levels in 2023.

- 19 Financial support to the adult social care market is continuing, with over £68 million provided during the pandemic. Domiciliary care providers have also received a 10% uplift to support with recruitment and staff retention pressures.

Connected Communities

- 20 Crime remains comparatively low, driven by noticeable reductions in theft-related offences. However, recorded anti-social behaviour incidents are around 5% higher than pre-COVID levels (more noise incidents and littering) and fly-tipping around 5% higher.
- 21 We are continuing to collect household waste in greater volumes. This, combined with planned maintenance at the energy from waste plant, means a smaller proportion of waste was diverted from landfill – 90% compared to the 93% for the same period last year. In addition, contamination of kerbside recycling bins continues to increase and is currently 35% (from a pre-COVID rate of 29%).
- 22 We are investing heavily in our town centres. During quarter three, we completed eight public realm schemes and having developed a suite of new masterplans started the process of gathering our residents views on the proposals. We are also continuing to undertake actions and campaigns which focus on environmental improvements, better quality housing, road safety and water safety.
- 23 Our Selective Licensing Scheme which covers 42% of the private rented sector in County Durham has now been approved in full, and will come into operation on 1 April 2022.
- 24 The overall condition of A, B and C principal roads has improved over recent years and is a reflection of prioritising budgets to those elements of the road network with the highest vehicle usage. However, the condition of unclassified roads, which have deteriorated slightly over the past year, and footways remain key issues. We are creating a bus service improvement board to drive improvements across our public transport services.
- 25 The complexity of referrals to children’s social care continues to impact on the caseloads of our social worker teams. Just over 3,800 children and young people are open to statutory social care teams, with domestic abuse being the most common reason for referral.
- 26 We continue to experience significant placement pressures, a situation reflected both regionally and nationally, and are working to recruit and retain more foster carers as well as develop new council-run residential homes for children.

An Excellent Council

- 27 The council continues to face significant financial pressure resulting from the pandemic. The additional costs incurred and loss of income are presently forecast to be around £23 million this year, offset by COVID-19 related underspends (relating to closure of facilities and disruption to normal service activity as a result of the pandemic) of £7.2 million – a net overspend of £15.7 million, which is presently within the forecast circa £18.2 million the council expects to receive from the government to cover the financial impact of the pandemic.
- 28 During quarter three, England moved to ‘Plan B’ due to the rapid rise of Omicron cases. This meant our teams reverted back to home-working where possible and our plans for a return to the workplace were put on hold.
- 29 The pandemic continued to impact our frontline service provision with many staff working additional hours and cancelling annual leave to cover for absent colleagues. Casual and agency staff were called upon, and eight employees worked (in addition to their substantive posts) in alternative service areas to keep frontline services going.
- 30 Although our Customer Access Points re-opened at the end of September, low demand meant we could temporarily re-close them in December and redeploy staff to relieve workload pressures arising from significant increases in demand across welfare assistance, household support and test and trace payments.
- 31 We are continuing to invest in our workforce. Our apprenticeship programme has allowed more than 1,200 employees to develop new skills. We will be undertaking a baselining exercise in March 2022 to understand the level of digital skills currently in place across our workforce, and inform our new digital skills programme going forward.
- 32 However, workforce instability is increasing and the care sector is being impacted significantly. Local and national skills shortages are being made worse by fewer European workers, people changing careers or not returning to the jobs market after furlough and more being able to take up positions further afield due to remote working. To ensure we continue to attract the best candidates in a market weighted in favour of the job seeker, we are reviewing our ‘Recruitment and Resourcing’ and ‘Apprentice’ strategies, and considering developing graduate employment opportunities.
- 33 As restrictions have eased, both health and safety incidents and days lost to sickness have increased. Our sickness rate for the last 12 months has broadly returned to pre-COVID levels, at 10.85 days per Full Time Equivalent (FTE), with circa 78% of employees recording less than five

days sickness and 62% recording no sickness. If we adjust for COVID-related sickness, our rate remains comparatively low at 9.84 days per FTE.

- 34 We have reinstated our Performance Development Review process on a phased top down approach (leaders, managers then core employees). The process is now complete for 100% of leaders, and has been rolled out to managers for completion by 31 March 2022.
- 35 Almost half of service requests processed during the 12 months ending 31 December were assessed against a performance standard. The performance standard was met in 68% of cases, which is equal to performance the previous year. However, it should be noted that over the same period, service requests increased by 11%.
- 36 A detailed review of the performance standards applied to all service requests within our CRM system, and led to a range of service improvements linked to systems, data and reporting, training, and member experience. We also identified a further eight processes where we could apply a performance standard and are working with service areas to resolve these.

The impact of COVID-19

- 37 The COVID-19 pandemic has caused an unprecedented health emergency across the globe. [Restrictions](#) to contain the virus, minimise deaths and prevent health and social care systems being overwhelmed remain in place, and are continuing to impact our everyday lives, our health, and the economy.
- 38 However, roll-out of the UK's vaccination programme, which has reduced both hospital admissions and deaths, allowed the government to implement plans for a [gradual and phased route out of lockdown](#).
- 39 Working with government organisations and within the context of national developments, we continue to protect our communities, support those affected by the pandemic, and develop plans for future recovery.
- 40 The COVID-19 surveillance dashboard can be accessed [here](#).

Risk Management

- 41 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. The latest report can be found [here](#).

Recommendation

- 42 That Corporate Overview and Scrutiny Management Board notes 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.



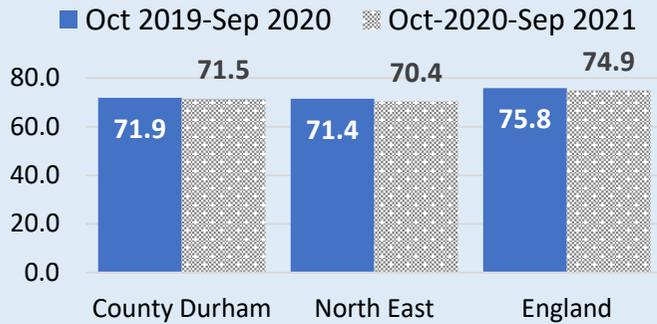
Durham County Council Performance Management Report

Quarter Three, 2021/22



MORE AND BETTER JOBS

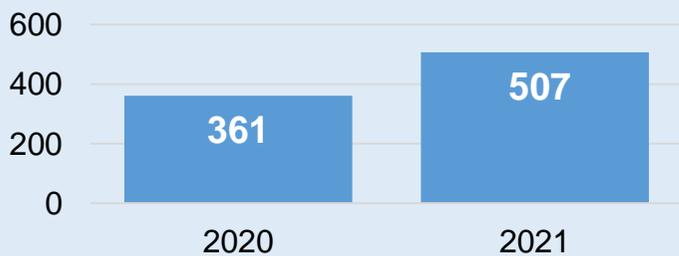
Employment Rate



Unemployment Rate



Jobs created/safeguarded by Business Durham (Oct-Dec)



Support Schemes

Co. Durham

North East

England

Job Retention (furlough)
(as at 30 September)

4%

4%

4%

Self-employed income support
(as at 30 September)

35%

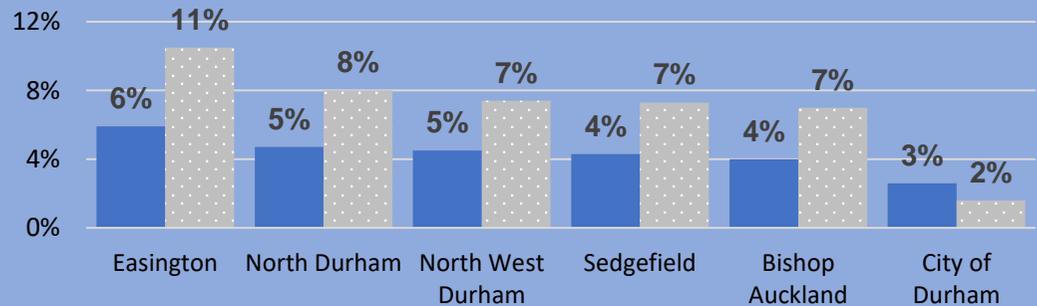
37%

38%

7,600 jobs furloughed

6,900 claims for SEISS

Claimant Count (as at December 2021)



More and Better Jobs

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

National, Regional and Local Picture

- 2 Latest data (September 2021) shows the employment rate has remained static, in line with England and regional trends, and is within the confidence level for this data. Although the government removed its support packages (furlough and self-employment income schemes) at the end of September, we have yet to see any impact on the employment rate.
- 3 The unemployment rate fell to 4.5% in the 12 months to September from 6.6% in the previous period. Although the change is outside of the confidence level for this with the national rate but below the regional rate.
- 4 Easington has the highest rate of claimants within both the 16-64 and 18-24 age groups.
- 5 In relation to the 16-64 year olds cohort, all areas are slightly higher than at March 2020 but at a level generally in line with the change seen in the overall county position. North Durham and Durham City are showing the largest difference between the latest position and March 2020, at 0.5pp and 0.4pp respectively and therefore are the furthest away from returning to their pre-COVID position.
- 6 However, in relation to the 18-24 year olds cohort, all areas are showing rates that are lower or in line with the March 2020 position, particularly Bishop Auckland which at 7% is 1.6pp lower than March 2020.
- 7 The age group population with the highest proportion of claimants is the 30-34 year olds at 6.4%, 1pp above the pre-COVID (March 2020) position. Although, it is the 35-39 year old (5.6%) and 40-44 year old (5%) cohorts that shown the largest gap between the latest position and March 2020, 1.1pp and 1.2 pp respectively.

- 8 Nationally there were around 1.2 million vacancies between October and December, a record high and an increase of 462,000 from the pre-pandemic January to March 2020 position. Although vacancies are still increasing, the rate of growth has fallen over the consecutive past two quarters from its peak of 43.3% in May to July to 11.4% this quarter.
- 9 The eviction ban was completely lifted from 1 October 2021 with all notice periods returning to their pre-pandemic position and landlords able to progress their possession claims through the courts. Court orders can now be enforced by bailiffs unless anyone living in the property has COVID symptoms or is self-isolating. Landlords and tenants are encouraged to resolve disputes without going to court wherever possible.
- 10 Just under half of respondents to the latest COVID impact survey by Visit County Durham reported receiving many enquiries and bookings. Of these, most had a short booking period of less than a month. Therefore, although accommodation forward bookings for October 2021 to February 2022 remain below average, these could increase nearer the time. Just over 40% of respondents reported an increase in national visitors. The most frequently reported challenge was recruitment, closely followed by supply chain issues and the lack of demand. There were also concerns over a further wave of the pandemic in the next six months.

Council Services

Delivery of a range of employment sites across the county

- 11 Due to the revised delivery programme and procurement of a development partner, the completion of soft market testing for Aykley Heads site has been pushed back to December 2022, from April 2022.
- 12 Detailed design work is underway on NETPark Phase 3, with planning application granted so works expected to start on site September 2022 with the first buildings completed from September 2023.
- 13 The construction of the industrial units at Station Place, Merchant Park are progressing well with construction due to be complete by spring 2023.
- 14 Following its inclusion in the Bishop Auckland Stronger Towns Fund, a scheme to develop small industrial units at South Church Enterprise Park is in the early design stage. It is expected the scheme will be submitted for final approval from June 2022.
- 15 Latest data shows an increase in the Business Durham portfolio occupancy rates, with increases at Salvus House, the Durham Dales Centre and NETPark, which is

100% full for the first time. Terms were also agreed to let the final unit at Jade Business Park.

	Business Durham activity		
	Oct-Dec 2021	Compared to last year	
Floor space occupied	95%	+12pp	↑

A strong competitive economy and premier place to do business

- 16 In December Cabinet approved the Economic Statement which sets out an interim economic position in response to the extensive review of the county's economy undertaken earlier this year. Approval was also given for the go ahead for a three-month conversation aimed at allowing people and businesses to contribute to the development of an Inclusive Economic Strategy.
- 17 One inward investment was secured during quarter three. Bensons Beds announced a new distribution centre at Tursdale employing 24 people to support its expanded retail offer in the North East. Since April, Business Durham have secured 11 inward investments, exceeding the annual target of 10 for 2021/22.
- 18 In addition to the impact of COVID restrictions preventing businesses from engaging in and attending network events, Business Durham's ability to engage businesses has been further impacted by staff shortages and training of newly appointed staff.
- 19 Although there were no businesses intensively assisted by Business Durham, the target for the year was exceeded at the end of quarter two, as a result of the number of businesses that were assisted through the Durham Business Recovery Grant.
- 20 Durham Ambitious Start-ups (DABS) now has 190 businesses and individuals, (115 pre-start clients and 75 newly started SMEs) qualified for and signed up to the programme; 161 more than last quarter.
- 21 The County Durham Growth Fund has awarded a further £1.2 million to support 10 SMEs, bringing the total awarded to date to £6.9 million out of the £8.9 million fund. 219 jobs have been created and private sector contributions have exceeded £9.7 million.
- 22 Finance Durham had a very strong quarter with £1.2 million of investments completing in three businesses. There are also four projects in the pipeline which are expected to complete next quarter. Work is ongoing to re-procure the contract for management of Finance Durham scheme as the first five-year term ends in March 2022.

	Business Durham activity		
	Oct-Dec 2021	Compared to last year	
Inward investments secured	1	-1	↓
Businesses engaged	63	-82	↓
GVA from jobs created or safeguarded (£'million)	£13.6	+£2.9	↑

23 During quarter three, 30 businesses were supported as a result of countywide Targeted Business Improvement funding (TBIs), and 59 FTE jobs created. Four businesses were supported through the Towns and Villages Programme and three FTEs created. Additionally, one business was supported via Seaham Townscape Heritage Business Improvement funding.

Helping all people into rewarding work

24 Referrals to Employability Durham has remained steady as both Job Centre Plus (JCP) and our delivery partners have started meeting clients face-to-face. However, numbers are still lower than pre-covid levels, but we expect these to recover in the coming months as more JCP claimants are encouraged to participate in employment related activity.

25 Between July and September, the number of participants progressing into employment, education or training decreased. This is due to fewer clients being registered onto our programmes or looking for employment over the summer holiday period due to childcare issues. With some sectors having increased vacancies, some people have also found jobs themselves. Issues continue with people being willing to engage in employability activity as it is not presently being mandated by JCP.

26 The developing County Durham Inclusive Economic Strategy includes reference to skills and employment and acknowledging that sectors such as health and social care, logistics and retail and hospitality have recruitment issues. These pressures are being experienced nationally and a set of measures have been implemented, including specific measures to support more rapid HGV training.

27 At a local level, the council's care academy project is seeking to increase the numbers of entrants to that sector and to reduce vacancies. In the retail and hospitality sector, the immediate pressures in the run up to Christmas were exacerbated by staff absence and isolations. In conjunction with Durham BID plans are underway to hold a retail and hospitality jobs fair during quarter four. Routeway activity continues to be delivered by Durham Employment and Skills

(DES) to support residents upskilling directly into defined vacancies in conjunction with Amazon and Pride Valley Foods.

- 28 Working with Durham University, we have developed an international student outreach programme and a programme for those studying modern languages. In October we launched Durham Global Alliance, which bring together partners from Durham University, Culture Durham, Durham Youth Council, Durham Sport, Business Durham and schools and colleges.
- 29 The Alliance aims to develop a range of activities for young people in County Durham and to build on existing relationships between educational, cultural, sporting and business organisations. During quarter three, the project involved 350 schools from 19 countries and engaged more than 11,000 young people in virtual learning activities.
- 30 An apprenticeship programme has been introduced in conjunction with our sport and leisure service. The programme involves 'team member' apprentices working in our pool sites and being trained as lifeguards, swim teachers, gym instructors and coaches, as well as 'community sport and health officers' working within our Wellbeing Team to support walking, running, cycling and community cases alongside our children and young people programme.
- 31 The programme is for 15 apprentices, and to date nine 'team member' apprentices have been engaged across our pool sites and four 'community sport and health officers' within our Wellbeing team. Two 'team member' positions, funded through the Weardale AAP for our sites at Peterlee and Wolsingham, will be advertised in the next few months. Apprenticeships run for an 18-month period with opportunities for employment within the service once the apprenticeship is completed.

A broader experience for residents and visitors to the county

- 32 Lumiere took place in November, the biggest outdoor event in the north east since lockdown with an estimated 180,000 visitors attending the four day event. The learning and participation programme worked with 685 individuals across 25 schools and six BRILLIANT artists. The new county programme, Marks in the Landscape, was very well received across the six locations (Raby Castle, Peterlee Apollo, Seaham Harbour), Ushaw College, Finchale Abbey and Penshaw Monument) with estimated attendance at Raby, Finchale and Ushaw over the four nights being around 12,500.
- 33 Completion of the History Centre has been delayed from October 2022, with new timescales currently being reviewed. This delay is due to unforeseen issues with the listed building which resulted in additional works to the stonework and roof.

This will also impact on the date which the archive can be transferred from County Hall.

- 34 Visitors to Hardwick and Wharton Parks over the last 12 months have exceeded 600,000.
- 35 With the reduction in COVID-19 restrictions our volunteers have been able to get back to supporting our services. During the last quarter, six volunteers provided over 570 hours support to historic environment projects including the Historic Environment Record and over 100 volunteers provided more than 2,800 hours of support to the Countryside and Parks service.

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

- 36 Of the nine primary schools inspected by Ofsted during quarter three; five maintained a 'good' rating, two improved and moved from 'requires improvement' to 'good', and two deteriorated with one moving from 'outstanding' to 'good' and one from 'good' to 'requires improvement'.
- 37 During the same period, Ofsted also inspected one secondary school and one special school, both of which improved and moved from 'requires improvement' to 'good'.
- 38 In 2021, GCSE and A level results were awarded according to teacher assessed grades rather than the centre assessed system used last year. Schools submitted samples to validate their quality assurance process. However, caution should be exercised in relation to the data.
- 39 The increase in Attainment 8 is slightly above the increases recorded at both a national level and regional level, with most schools having assessed performance in line with expectations. Entry to all five [EBacc](#) subject areas remains as expected from previous years, and continues to be used nationally as a measure of an ambitious curriculum. A level average point scores also show an increase slightly above the national trend.
- 40 English and maths measures continued their positive trajectory in 2021 following the bigger increase from centre assessed grades in 2020. However, the impact of COVID-19 on school attendance has led to headteachers reporting concerns for outcomes in 2022. As yet, we do not know what impact absence will have, including for those who are absent at the time of the exam.
- 41 For disadvantaged children both Attainment 8 scores and the gap compared to non-disadvantaged pupils remain broadly in-line with the national average and is slightly better than the north east average.

- 42 Children Looked After (CLA) continue to be supported by the virtual school. Of the 610 Personal Education Plan (PEP) meetings which took place during the autumn term, 92% were rated as being of a high standard, 7% more than the same period last year. The attendance rate for CLA across the autumn term was 93%.
- 43 School attendance was 91% across all settings on 4 November 2021 (89% for children and young people with a social worker and 88% for those with an Education, Health and Care Plan). However this rate had decreased to 89% by the end of November 2021 due to rising Omicron cases, a trend which was mirrored nationally.
- 44 At the start of quarter three, the number electively home educated (EHE) remained low at around 0.6% of the school age population. As noted in previous years, as the quarter progressed the number increased to 0.8% of the school age population.
- 45 The role of local authorities in dealing with safeguarding complaints in schools has changed in recent years. Complainants should follow the school's published complaints policy and once this procedure is exhausted then the matter can be escalated to Ofsted which can request the local authority to investigate.
- 46 In addition, Ofsted now require the local authority to investigate post-16 complaints in relation to colleges of further education, as some local colleges are providers of 14-16 education.
- 47 During quarter three, 18 qualifying safeguarding complaints were made to Ofsted in relation to County Durham schools. This compares to seven in the same period last year. This increase could be a consequence of the pandemic, given that most children and young people were accessing virtual learning rather than attending schools for large parts of 2020 so their social interaction with staff and peers was limited.
- 48 Local Authorities have a statutory responsibility to identify Children Missing from Education (CME) in their area. With partners, a protocol is in place to establish the whereabouts of a child before the school can delete their name from the school register. The protocol includes referral to Children's Social Care, Police, NHS and local authority services to ensure children moving between areas are tracked, in appropriate cases. In quarter three, 99 students were referred to the local authority.

	No. of children
Successfully tracked	76
Moved within county. School transfer discussions ongoing	11
Moved out of county. Relevant local authorities informed	6
Referred for school attendance enforcement action	3
Processing as admissions to schools in County Durham	2
Has an EHCP is and awaiting placement	1

- 49 Our Behaviour and Inclusion Panels continue to provide support to pupils at risk of exclusion. During quarter three, 14 pupils were supported by the primary panel (none were permanently excluded) and 258 by the secondary panel (27 from panel schools were permanently excluded plus six from schools which do not participate within the panel arrangement).
- 50 Managed moves for 59 secondary pupils and one primary pupil were arranged, taking the total in-year transfer to 124 secondary. Of the 26 secondary best advice transfer meetings

	No. of children
Transferred	11
Remained at their current school	7
Were place on managed moves / trials	3
Chose to be Electively Home Educated	2
Have unknown outcomes	2
Changed preference after the meeting	1

- 51 Fourteen quality assurance visits were carried out at Alternative Provision (AP) providers and resulting action plans shared. Three students were reintegrated back into mainstream education following a permanent exclusion.
- 52 We continue to support young people to ensure they progress to their planned destinations. Latest data (November 2021) shows that 527 young people aged 16-17 (from a cohort of 11,200) are Not in Employment, Education or Training (NEET). This equates to almost 5%, and compares to an England average of 2.3% and a North East average of 4.4%.
- 53 However, the proportion of young people whose current destination is not known in County Durham is 1.3%, which is lower than the national average of 5.1% and the regional average of 1.9%. If we combine NEET with the not known, the

proportion across County Durham is 6.0%, compared to a 7.4% England average and 6.3% across the North East.

- 54 County Durham’s performance in relation to NEETs and Not Knowns is lower than the national and regional neighbours, It is also important to note that we continue to be affected by a global pandemic which has disproportionately affected the participation of young people in the labour market. During the first period of national lockdown, sectors that traditionally provide entry routes into employment for young people were not available e.g. retail, hospitality and catering. Reports by the Learning and Work Institute, the Social Market Foundation, and the Institute for Fiscal Studies clearly illustrate the negative impact that lockdown had on both the region and young people in particular.
- 55 We are working to ensure that young people who completed years 11 and 12 at the end of June 2021 have a confirmed offer in education or training (‘September Guarantee’).

	Year 11	Year 12
County Durham	98.0%	95.1%
North East	97.7%	93.7%
England	96,7%	93.0%

- 56 Where young people did not progress to their confirmed offers, support was provided through DurhamWorks. For year 11, there were 5,508 confirmed offers in education or training out of a cohort of 5,621. For year 12, there were 5,197 confirmed offers in education or training out of a cohort of 5,467.

Fewer people will be affected by poverty and deprivation within the county

- 57 During quarter three, 3,312 households contacted Housing Solutions. Contact across most areas of the service remained consistent compared to quarter two, but there was a significant increase in contacts to our regeneration team, which includes the Managing Money Better (MMB) initiative and fuel advice.
- 58 Requests for assistance via the MMB initiative increased by 29% this quarter due to fewer fuel switching opportunities, following the collapse of 27 energy companies. 160 households were assisted via MMB, achieving an average saving per household of £158.67, mainly due to fuel debt write offs and Warm Homes discount applications.
- 59 Following the lifting of the eviction ban, analysis has shown an initial rise of homelessness presentations as a result of eviction notices served, especially notable in early January 2022. This has not yet returned to pre-pandemic levels

which may be due to a backlog in court proceedings and landlords still unwilling to take action while coronavirus issues remain. We have received £157K in government money to address COVID-related rent arrears in the private rented sector and are looking to distribute this on a case-by-case basis which may help reduce potential homeless cases.

- 60 The number of new households placed in temporary accommodation (TA) and the average length of time households are placed in TA have both reduced this quarter. A number of process changes now ensure households at risk of going into TA are identified sooner, and placements are closely monitored to ensure time in TA is limited and permanent accommodation secured swiftly.
- 61 We are still seeing high levels of rough sleepers, during the quarter 230 were reported and 78 were found and assisted. Levels are similar to last year; however, the needs of rough sleepers have been found to be more complex. We have also supported more rough sleepers into long term accommodation this quarter with County Durham Lettings Agency properties coming online through the Contain Outbreak Management Fund.
- 62 We have received £300,000 from the Rough Sleeper Accommodation Programme, and requested match-funding from the Tows & Villages Programme to convert Shildon People's Centre into four self-contained flats. The project is progressing through planning and final design stages.
- 63 In December 2021, the Department for Levelling Up, Housing and Communities (DLUHC) announced Protect & Vaccinate, requesting where possible all rough sleepers are accommodated for at least five months and supported through the vaccination programme. Durham assisted nine into accommodation between 20-31 December. We are working with NHS partners to ensure vaccinations take place.
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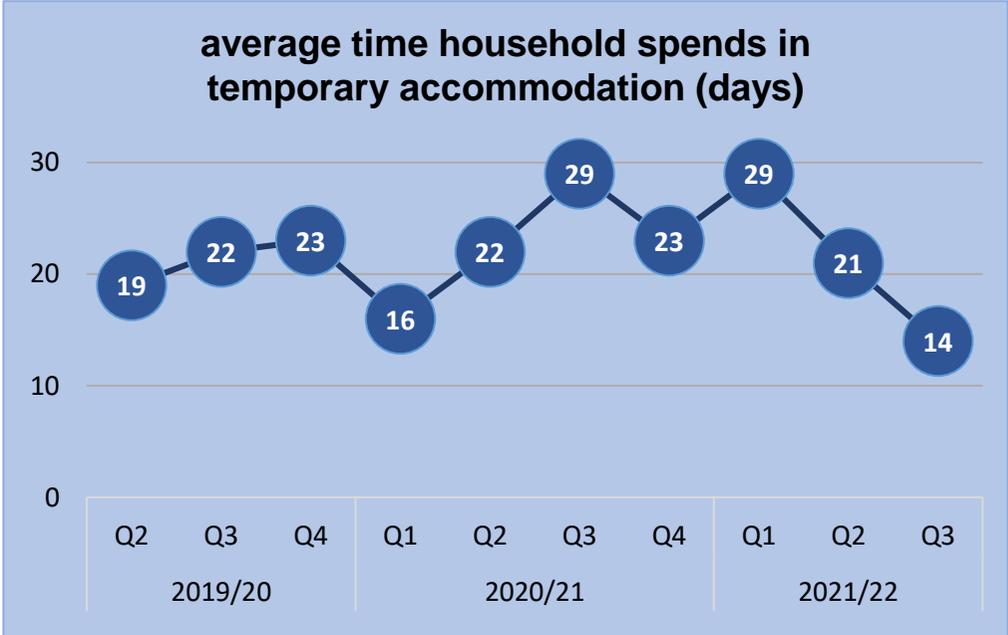
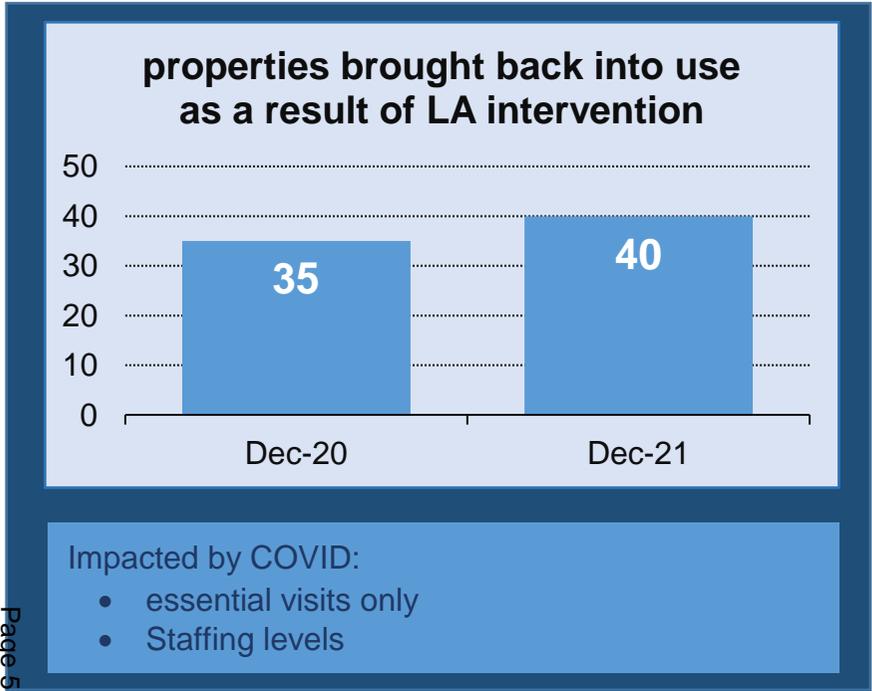
MORE AND BETTER JOBS

Housing advice and support

properties improved, adapted or brought back into use	779	up 15%
households accessing Housing Solutions	3,312	up 11%
households helped to move to alternative accommodation	249	down 4%

341
households helped to stay in their homes
up 12% on last year

74
'new' households placed in temporary accommodation
down 22% on last year



Long and Independent Lives

- 65 The ambition of Long and Independent Lives is linked to the following key objectives:
- (a) Children and young people will enjoy the best start in life, good health and emotional well-being;
 - (b) Children and young people with special educational needs and disabilities will achieve the best possible outcomes;
 - (c) County Durham will have a physical environment that will contribute to good health;
 - (d) We will promote positive behaviours;
 - (e) Health and social care services will be better integrated;
 - (f) People will be supported to live independently for as long as possible by delivering more homes to meet the needs of older and disabled people;
 - (g) We will tackle the stigma and discrimination of poor mental health and build resilient communities.

National, Regional and Local Picture

- 66 Latest data from the National Child Measurement Programme (NCMP) shows a significant increase in children classed as overweight or obese at both reception and Year 6 age groups at primary school. However, the pandemic resulted in smaller sampling sizes, so data is only available at the regional and national level.
- 67 Across the North East, the data shows children classed as overweight or obese in reception increased from 24.9% in 2019/20 to 28.8% in 2020/21. A greater increase is seen for children in Year 6; 37.5% were classed as overweight or obese in 2019/20 which has risen to 44.2% in 2020/21.

Council Services

Children and young people enjoying the best start in life, good health and emotional well-being

- 68 During quarter three, the Youth Mental Health First Aid course continued to be rolled out across Children and Young People's Services and the voluntary sector. Its aim is to improve mental health support for children and young people.
- 69 A Health Equity Audit for education settings commenced in October 2021 with a focus on mental health and emotional wellbeing. The outcome of this will support the future planning of the Children and Young People Mental Health Partnership.

LONG AND INDEPENDENT LIVES

Think Family

5,851 families turned around
(2015 - Dec 21)

following intervention...

2,298 workless families progressed to work

2,827 families reported reduced mental health issues

1,088 families reported reduced substance misuse

4,922 families achieved significant & sustained outcomes
(2015-Dec 21)

Adult Social Care

395.4

per 100,000 adults aged 65+ admitted to residential or nursing care
(Apr-Dec 2021)

88.3%

of patients discharged into reablement/ rehabilitation services still at home after 91 days
(Jan-Sep 2021)

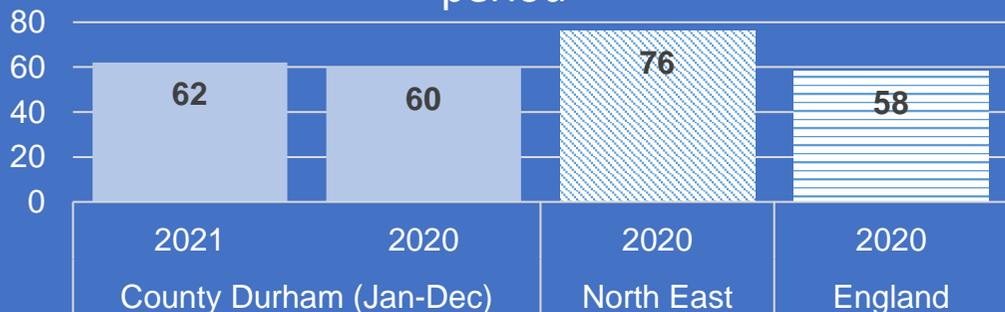
70.1%

of service users receiving an assessment or review within the last 12 months
(Apr-Dec 2021)

92.6%

of individuals achieved their desired outcomes from the adult safeguarding process
(Apr-Dec 2021)

% EHCP completed within 20 week time period



worse than last year	better than last year	similar to last year	Not comparable
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- 70 In October, Public Health commenced work with Teesside University to examine the development of policy and practice guidelines for working with young people aged 18 and under in relation to self-harm, suicide attempts and deaths by suicide.
- 71 The Teenage Pregnancy and Sexual Health Steering Group reconvened in October 2021 to progress its core priorities with the following areas forming the initial elements of the updated plan: Learning from COVID-19, data and intelligence, the voice of Children and Young People, and targeted support for vulnerable groups.
- 72 During quarter three, we commenced work through the Healthy Start Task and Finish Group, looking at areas with the lowest uptake of Healthy Start vouchers. Eligible families are encouraged to register for Healthy Start vouchers and will be supported through the application process by the Welfare Rights team.
- 73 In response to the Domestic Abuse Act 2021 and with support from partners, we developed a [Domestic Abuse Safe Accommodation Strategy](#) focusing on prevention initiatives, specialist and perpetrator interventions, children and young people, older people and workforce development. The strategy was approved in December.

Children and young people with special educational needs and disabilities will achieve the best possible outcomes

- 74 As seen in table below, requests for assessment for Education, Health and Care Plans (EHCPs) for children and young people with Special Educational Needs and Disabilities (SEND) have increased by 28%.

requests received	2020	2021	% change
Early Years	117	136	+16%
Key Stage 1	121	140	+16%
Key Stage 2	157	235	+50%
Secondary	121	144	+19%
Post-16	12	19	+58%
Total	528	674	+28%

- 75 Although there have been increases at all school stages, the main increase is at Key Stage 2. This increased demand has led to an increase in EHCP assessments completed by around a third, from 395 in 2020 to 524 in 2021.
- 76 Provisional data shows 62% of EHCP assessments in 2021 were completed within the statutory 20 week timescale. This rises to 78% when assessing against 22 weeks.

77 Additionally, during quarter three, the Early Years SEND Panel dealt with:

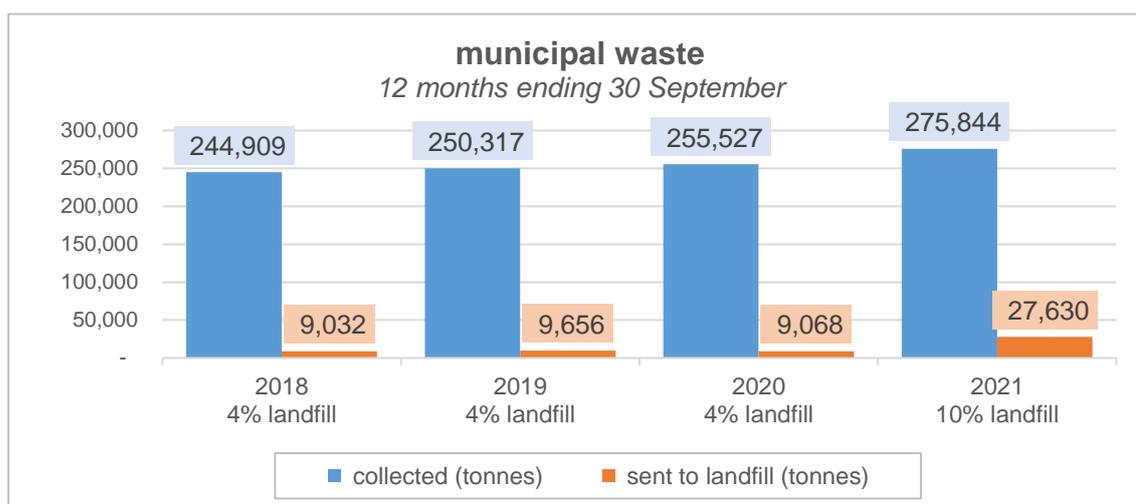
		October to December		
		2020	2021	Change
requests for early years SEND support		44	72	+63%
requests to initiate statutory assessment	Received	26	21	-5
	Agreed	21	19	-2
	% agreed	81%	73%	-8pp

78 As this quarter incorporates the start of the academic year it is timely to highlight that 35 children in receipt of Early Years SEND support delayed their entry to reception, compared to 29 last year. These children will repeat a year of nursery education as opposed to starting their reception year.

79 We are currently developing a new SEND Strategy for County Durham in co-production with schools, partners and parents/carers. A SEND White Paper is due to be released later in 2022.

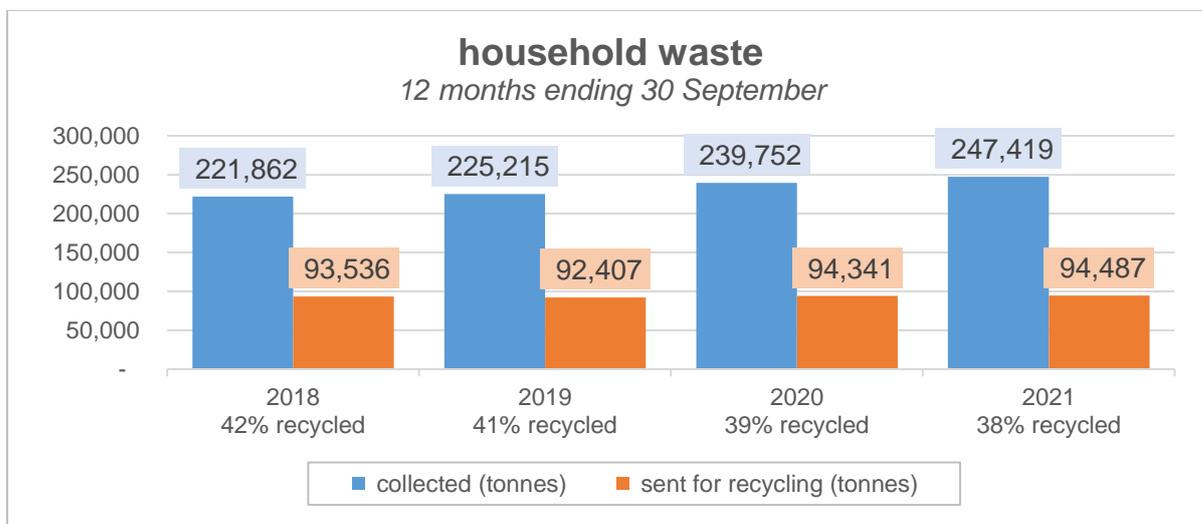
A physical environment contributing to good health

80 During the 12 months ending 30 September 2021, almost 276,000 tonnes of municipal waste was collected and disposed of, 8% more than the previous year. The increased volume of waste reduced the spare capacity within the waste disposal system so when planned maintenance at the energy from waste plant was required, more waste had to be sent to landfill. This decreased our landfill diversion rate to 90%, less than the 93% of last year.



81 During the same period, just over 247,000 tonnes of household waste was collected and disposed of, a 3.2% increase on the previous year and 10% higher than the same period pre-COVID.

82 The biggest contributor to the increase in waste is people spending more time at home and generating more waste. Another factor is that across the county, the housing stock has increased by 1.2%, which equates to around 3,000 houses.



83 Around 15% of household waste is collected through our kerbside recycling scheme, and this proportion has remained steady over the last three years. However, the amount of waste which is contaminated with items such as black bags, wood, food waste, nappies and textiles has increased by 30% when compared to the same period pre-COVID. As contaminated tonnage is rising faster than overall tonnage, the rate of contamination in our kerbside recycling collections has increased from 29% in 2019 to 35% in 2021.

84 We continue to tackle contamination with more than 7,600 contamination notices issued in the last 12 months and a number of waste campaigns during quarter three. These campaigns included a general what goes where / recycling matters messages, food waste, small electrical recycling project, junk mail, Halloween, COP26, Christmas messages and recycling.

85 The small electrical recycling project continues to grow. 70 collection points are already located in community buildings and schools across the county and additional funding has been received to increase the number. Approximately six tonnes of small electrical and battery-operated items have been collected to date.

86 More than 66,800 residents have subscribed to garden waste collection service for 2021/22, and between April and September 2021, over 14,000 tonnes of green waste was collected and sent to the Joint Stocks composting site.

87 The Chester-le-Street flood prevention scheme, received the 'Going the Extra Mile' award for protecting 400 businesses and 72 homes from water damage at this year's Civil Engineering Contractors Association (CECA) North East awards. The scheme was also awarded Project of the Year (Medium Category) at the Institution of Civil Engineers (ICE) North East Awards 2021.

- 88 A Health Impact Assessment on the leisure centre transformation programme and proposed refurbishments is ongoing with an expected completion date of spring 2022. Relevant information and data have been collected during quarter three on the proposed refurbishments at Abbey, Peterlee, Spennymoor and Teesdale Leisure Centres.
- 89 COVID-19 has impacted gym memberships at our leisure centres. There are approximately 4,500 fewer than at the start of the pandemic in April 2020. Although growth in gym membership was on target for the first two months of quarter three, the Omicron wave affected both sales and cancellations in December resulting in total memberships falling from 16,309 to 16,080. Attendances followed a similar pattern, with growth over the first part of the quarter but an exceptionally quiet December. As at the 31 December 2021, quarterly attendances totalled 850,494 which is 31% fewer (-261,158) than the same period pre-COVID (ending December 2019). Although disappointing, this was due to the Omicron wave, and targets for both gym memberships and attendance are set for a full recovery for March 2023.
- 90 During quarter three, we launched our MOVE programme which encourages people to get moving and keep moving as part of their everyday life. The programme provides tips, signposting and dedicated one to one support to help people overcome barriers to exercising more. Funding, provided by the government is limited to £1.2 million, which allows us to issue a maximum quota of around 3,000 free gym or swim memberships. As of mid-January, 752 memberships had been allocated, 99 of which were to young people aged 11 to 15 years. We hope that these initial free sessions encourage people to convert to paid for memberships when their free membership ends.
- 91 During quarter three, our Playing Pitch Strategy was approved and we are now focussing on developing an implementation plan and funding strategy to deliver the first tranche of recommendations. We aim to improve 49 pitches across the county both in terms of quality and the number of teams these pitches can accommodate.

Promoting positive behaviours

- 92 It is recognised that targeting women who smoke, from the very start of their pregnancy and thereafter, is essential in increasing the quit rate. Further work to address this has been undertaken in quarter three; this includes the development of an online booking system for GP receptionists, which enables them to provide details of the Stop Smoking Service to pregnant women at the earliest opportunity.
- 93 The Smoking Quitters Case Management System contract with AN Computing Limited commenced in December 2021.

- 94 Horden Together is a place-based partnership project aiming to improve public safety by offering support with a broad range of issues, including emotional health, crime, anti-social behaviour, housing, drugs, alcohol and environmental issues. The Horden Resource Centre, completed in December 2021, will be an active community resource, providing office space for multiple partners committed to implementing the Making Every Adult Matter approach, including substance misuse recovery. As part of this approach, we are looking to rationalise the pathways of the various partners through a single more efficient triage system.
- 95 A new service run by Wellbeing for Life commenced during quarter three to provide a cardio-vascular disease (CVD) prevention programme. This has been incorporated into the NHS Health Check programme, to provide support for patients identified as requiring support to address health behaviour which places them at risk of CVD. This service will increase the provision of advice and guidance for lifestyle behaviour changes.
- 96 Work continues on the development of a physical activity strategy for County Durham. During quarter three, a series of stakeholder workshops were held and, once all information has been collated, it is expected that the final strategy will be presented to the County Durham Health and Wellbeing Board in March 2022.
- 97 A number of workshops have taken place during quarter three to set the new priorities for the Healthy Weight Alliance (HWA) for 2022. These will be presented to the HWA in the new year, with group members to set priorities for the HWA to focus on for 2022. Work has also commenced to develop a resource detailing all Healthy Weight support services available across County Durham.

Better integration of health and social care services

- 98 Wellbeing for Life services continued to be reinstated during this quarter, to engage local residents in positive health behaviours and addressing wider determinants. Support is being implemented via hybrid ways of working to maximise opportunities to engage local residents, depending on their needs.
- 99 Contain Outbreak Management Funding has been awarded to Wellbeing for Life, to help support County Durham and Darlington NHS Foundation Trust manage patients on hospital waiting lists. The 'Wellbeing for the Time Being' programme aims to proactively engage with pre-op patients to offer them both physical and psychological support whilst waiting for their operation. The programme is also linking directly with the new weight-loss management service being developed.

People will be supported to live independently for as long as possible

- 100 Multiple factors associated with activity, practice and the continued impact of the pandemic alongside the changing of case management systems in June 2021 are

reflected in the continued decrease in permanent admissions to residential and nursing care.

permanent admissions to residential and nursing care per 100,000 population October to December...		
2019 (pre-COVID)	2020	2021
566.8	432.6	395.4
	189 fewer people from 2019	41 fewer people from 2020

- 101 During quarter three, 88.3% of older people remained at home 91 days after discharge from hospital into reablement services. Significantly higher than the same period last year (83.5%), this performance is at its highest point for more than three years having steadily increased during the pandemic. For this indicator we continue to perform well against regional and national figures.
- 102 In relation to the adult safeguarding process, 92.6% of individuals achieved their desired outcomes during quarter three: a slight reduction over the last two quarters, the same period last year (94.5%) and for quarter three prior to the start of the pandemic (94.9%).
- 103 The percentage of service users assessed or reviewed within the last 12 months has continued to reduce over the last year. Factors for this performance include; the change to a new case management system, which increased the administrative burden in recording reviews until the first 12 month cycle is complete, operational pressures while coming out of the pandemic have meant other work has had to be prioritised, ongoing work required to increase confidence in practice and new reporting mechanisms; all these present challenges to performance integrity. It should be noted that the high performance in 2020 was partly due to reduced demand across certain areas of adult social care during the pandemic, which allowed social workers to focus on the timeliness of reviews.

Service users assessed or reviewed within the last 12 months October to December...		
2019 (pre-COVID)	2020	2021
86.8%	92.7%	70.1%

- 104 Whilst the pandemic has, to some extent, affected both assessment rates and admissions to permanent care, ongoing issues with our new case management system continue to impact the indicators. To mitigate this impact, additional resource is being considered to improve performance and Adult Care is revising

its approach to social care annual reviews. The view of the service is that a period of bedding in is required to regain previous levels of confidence. We anticipate that performance will return to pre-pandemic levels for indicators in 2023.

- 105 During quarter three, Care Connect answered 97.5% of calls within a minute, showing an improvement on the previous quarter (96.7%) and in line with the service target (97.5%). The Care Connect emergency response rate (arriving at the property within 45 minutes of a call) is consistently above the 90% target and this quarter was 96.9% with 4,395 calls responded to within 20 minutes.
- 106 Although we have seen a slight increase this quarter in the number of Care Connect customers, over the longer term we are still seeing a downward trend in both the number of customers and connections. Compared to last year the number of connections decreased 2.2% and the number of customers by 2.6%. However, this is a slower rate of decrease than last quarter when connections and customers fell 3.3% and 3.8%, respectively.

Tackling the stigma of poor mental health and building resilient communities

- 107 The Time to Change Hub aims to reduce stigma and discrimination towards people who experience mental health problems and to raise awareness of the signs and symptoms of poor mental health. The small grants funding panel received 33 applications in quarter three, with 11 projects being shortlisted.
- 108 County Durham is part of the North East Public Mental Health Network, considering the regional key priority areas for investment during the COVID-19 recovery period. To support this, a regional Mental Health and Financial Wellbeing campaign was held during quarter three.
- 109 The Mental Health and Wellbeing Alliance aims to co-produce, co-ordinate and provide a range of support services for people with mental health needs. Final contracts have been awarded during quarter three and the Alliance will be operational from April 2022. Public Health is part of the Alliance development Board, to provide reference for the governance of this new arrangement.

Connected Communities

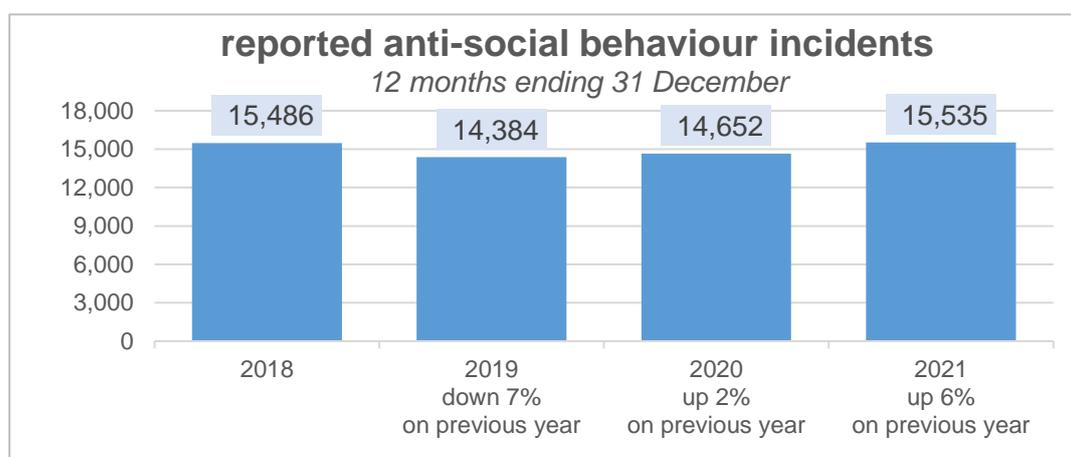
- 110 The ambition of Connected Communities is linked to the following key objectives:
- All children and young people will have a safe childhood;
 - Standards will be maintained or improved across County Durham's housing stock;
 - Our towns and villages will be vibrant, well-used, clean, attractive and safe;

- People will have good access to workplaces, services, retail and leisure opportunities;
- Communities will come together and support each other;
- Delivery of new high-quality housing which is accessible and meets the needs of our residents.

National, Regional and Local Picture

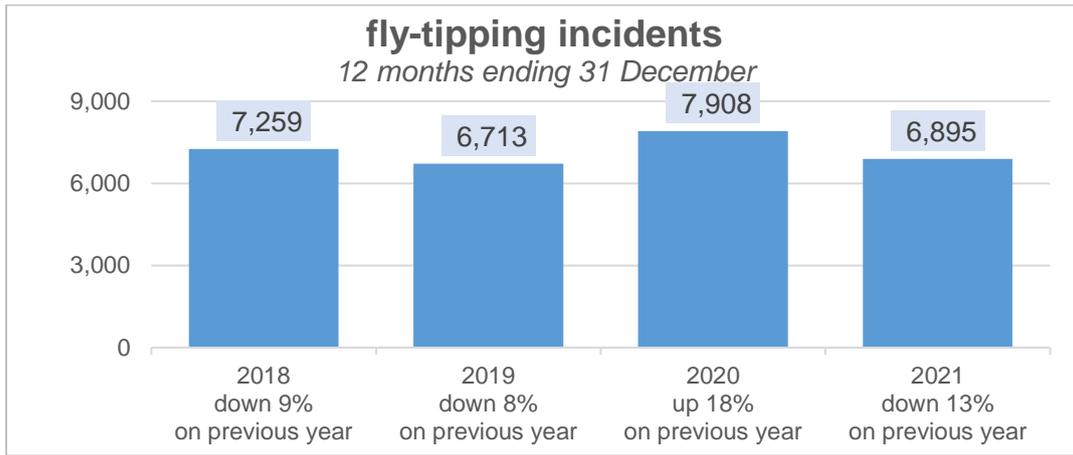
111 During the 12 months ending December 2021, there was a 3% decrease in recorded crime compared to the previous year, equating to more than 1,600 fewer crimes. Although reductions were across most crime categories, the decrease was more noticeable across theft-related offences, including vehicle crime, which has reduced by almost 18%, burglary has reduced by 12% and shoplifting which reduced by 9%.

112 There have been 15,535 Council reported ASB incidents over the last 12 months. This is above the three-year pre-covid average of 14,776 and the previous 12 month rolling period of 14,649, showing increases of 5% and 6% respectively. However, the trend over the last two quarters shows a decrease with 2,921 incidents being recorded during quarter three, a reduction of 24.7% on the previous quarter.

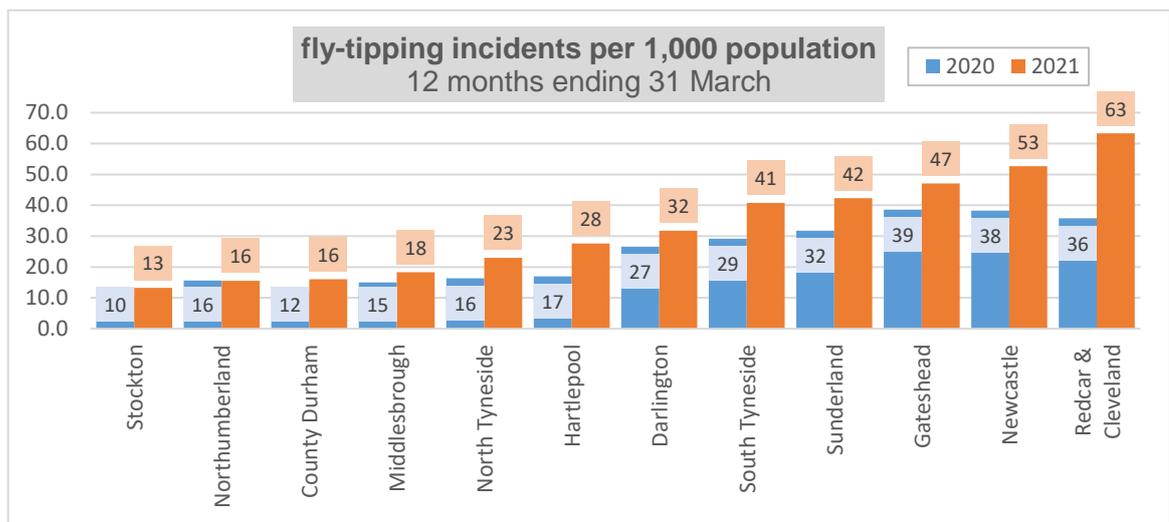
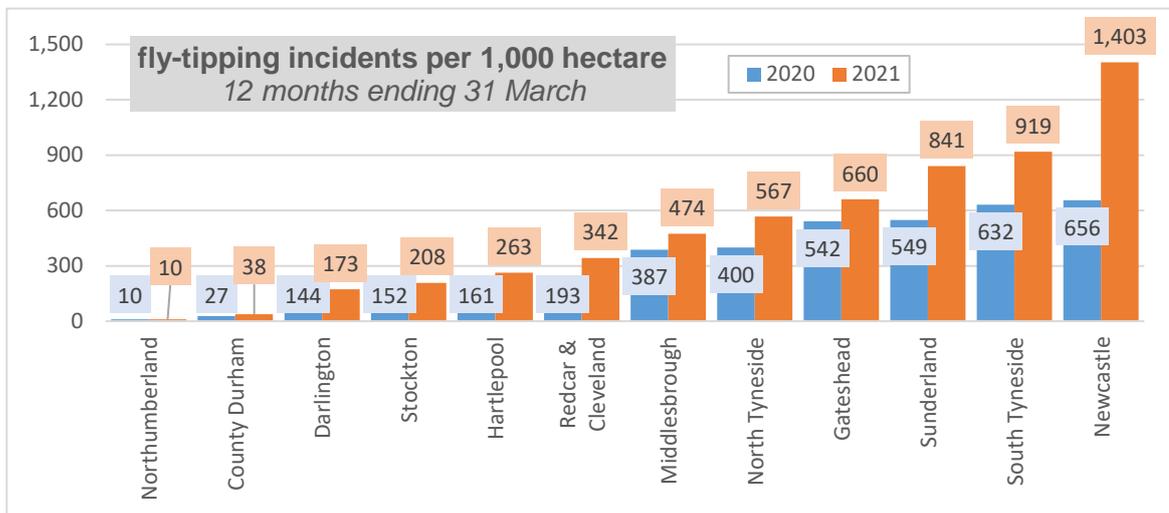


113 Most of the increase within the last 12 months has been within nuisance (+3%), mainly noise incidents which account for 63.2% of all nuisance; and enviro-crime (+9.2%), mainly litter incidents which account for 44.7% of all enviro-crime. Personal incidents have reduced by 11.2% on the previous 12 months.

114 During the 12 months ending December 2021, reported fly-tipping incidents reduced by 12.8% compared to the 12 months ending December 2020. The in quarter figure of 1,203 is 28% less than the same period last year. Fly-tipping levels are currently 5.3% higher than the pre-covid levels in 2019-20.



115 The latest national fly-tipping benchmarking data for 2020/21 show County Durham is below the national and regional averages based on local authority size



and population. Comparison between 2019/20 and 2020/21 shows all north east local authority areas have seen an increase in the levels of fly-tipping.

- 116 The Government has published the Levelling Up White Paper which aims to reduce inequality between regions of the UK. The paper sets out 12 ‘missions’ for 2030 across four policy objectives, as set out below:

Objective	Missions
Boost productivity, pay, jobs and living standards by growing the private sector, especially in those places where they are lagging	<ul style="list-style-type: none"> • Increasing pay, employment, and productivity, and narrowing disparities between areas • Increasing domestic public investment in Research and Development outside the Greater South East by at least 40% • Improving local public transport systems across the country to closer to London standards • Gigabit-capable broadband and 4G coverage, with 5G coverage for the majority of the country
Spread opportunities and improve public services, especially in those places where they are weakest	<ul style="list-style-type: none"> • 90% of primary school children meeting expected standards, increasing in the worst performing areas by a third. • 200,000 more people completing skills training every year, with 80,000 more people completing courses in the lowest skilled areas • Narrowing disparities in Healthy Life Expectancy (HLE) and by 2035 rising HLE by 5 years. • Improving well-being in every area of the UK and narrowing the disparities between areas.
Restore a sense of community, local pride and belonging, especially in those places where they have been lost	<ul style="list-style-type: none"> • Pride in place, to rise in every area of the UK, with the gap between top performing and other areas closing. • Renters will have a secure path to ownership with the more first-time buyers in all areas; and halving the number of poor-quality rented homes • Significantly decreasing serious crime in the worst affected areas
Empower local leaders and communities	<ul style="list-style-type: none"> • Granting every part of England a devolution deal if they wish.

Council Services

Victims of crime will have access to the right level of support, with services available to address their needs

- 117 Funding has been secured for a Safety of Women At Night (SWAN) project which will provide a staffed night-time safe hub for women who feel vulnerable or at risk. The hub, based at St Nicholas’ Church in Durham City and open on Wednesdays, Fridays and Saturdays, is currently funded until the end of March. Vulnerability

training for staff working in the night-time economy is underway and a communications campaign across the city highlighting the issue will also be delivered.

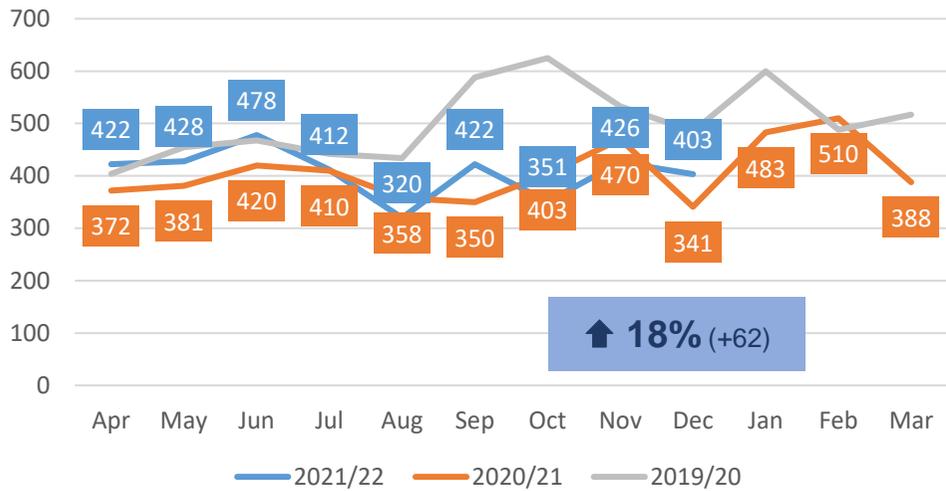
All children and young people will enjoy a safe childhood

- 118 Between April and December 2021, we have received almost 3,700 safeguarding referrals into our children's social care teams. Domestic abuse remains the most common reason for referrals into children's social care, followed by neglect and sexual abuse. Both COVID and complexity of cases has led to around 3,500 children and young people open to statutory social care teams in County Durham at any one time.
- 119 This has impacted on social worker caseloads, and some have higher caseloads than we would want. Due to demand pressures on our frontline teams some key areas of performance have decreased in recent months, for example the proportion of our assessments which are completed within a 45 working day timescale. Senior managers are aiming to address this with service redesign and continued close work with colleagues in early help. The council continues to support children's social care to recruit staff over-establishment.
- 120 A key area for improvement which we have focused on since 2019/20 was reducing the re-referral rate. This means children who are referred back into children's social care who had a previous referral in the last 12 months. This has decreased to 19% from 28% in 2019/20, and is now lower than in our national, statistical and regional neighbours.
- 121 Whilst the number of children in care across the county reduced following increases during COVID, primarily due to the inability for children to leave care due to court closures etc., we have experienced a recent increase and although this has not reached levels during COVID we are facing significant placement pressures. This is not just an issue local to Durham but is also being experienced regionally and nationally.
- 122 We continue to progress our Residential Care and Fostering Transformation Programmes with the aim of increasing in-house capacity through recruitment and retention of foster carers and longer-term development of new council-ran children's residential homes.
- 123 We have rebranded marketing materials, reviewed social media campaigns, and launched targeted campaigns to attract foster carers with the skills and expertise to care for children with disabilities and sibling groups. We have also increased capacity in the recruitment team to increase assessments and their timeliness, and developed a new training programme for our foster carers.

- 124 The current residential care transformation work programme includes one new children's home delivered in 2021/22, five homes planned in 2022/23 and two future children's homes identified for 2023/24. There may be some slippage of future projects, dependent on our ability to develop these at pace and we are working closely with colleagues across the council in regeneration, legal and finance.

CONNECTED COMMUNITIES

Referrals



No. of open cases



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



No. of children subject to a child protection plan



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

- 125 During quarter three, we completed eight public realm schemes: three physical improvements from the town centre capital programme and five from the towns and villages programme. Dalton Old Pump House was brought back into productive use, offering a unique venue to host events or weddings in a Grade II Listed Victorian Building, as well as housing two new businesses.
- 126 A series of draft masterplans have been developed which set out a vision and general principles for the future development of some of the county's settlements. These documents are now out for consultation and residents can have their say on draft masterplans for Chester-le-Street, Newton Aycliffe, Peterlee, Three Towns, Durham City, Sniperley and Stanley.
- 127 The installation of free WIFI in Crook, Spennymoor and Consett has been delayed due to higher than expected costs. Discussions are underway with Area Action Partnerships and Town Council's in relation to match funding potential. New quotes are expected January and implementation now anticipated May 2022 instead of March. Work continues on the scheme in Durham City which is due to be implemented in June 2022. The scheme is to encourage people to spend more time in our town centres and boost the local economy; as well as providing valuable information through the anonymous footfall data to identify trends and monitor the impact of changes to the high street, which can then be used to shape future regeneration projects.
- 128 2,550 fly-tipping enforcement actions were undertaken during 2021, This included further investigations, deployment of cameras, stop and search operations and the use of Fixed Penalty Notices. The proportion of incidents that had an enforcement action during this period is 37%, an increase on the previous 12 month period (26%).
- 129 During quarter three, our Find and Fix programme continued to clear shrubs and vegetation, plant, edge pavements, paint street furniture, repair and replace fences and bins, and clean and refurbish bus shelters. The team also worked with local community projects and volunteers at 15 sites to support the wider clean-up following Storm Arwen, removing fallen trees, repairing fencing and tidying affected areas.
- 130 During quarter three, our Community Action Team worked at Dean Bank, Ferryhill dealing with rubbish accumulations, preventing anti-social behaviour and improving housing standards and the management of privately rented properties. 295 issues were logged and 77 legal notices were served on 26 properties. Activities undertaken included:

- warden patrols focusing on fly-tipping and taking action on untidy yards and gardens: 38 community protection warnings; 21 community protection notices; 12 fixed penalties; four noxious matter notices; and two multiple community protection notices were issued,
 - removing abandoned bins from rear lanes,
 - recycling door knocks made at 798 properties,
 - six referrals were made to community peer mentors to get support for vulnerable residents,
 - 20 empty homes were brought back into use,
 - safe and wellbeing visits by the fire service
 - litter pick arranged by Groundwork with children at Dean Bank Primary School.
- 131 During quarter three, we reinstated some face-to-face road safety education and training. However, school based training continues to be provided virtually as some education settings continue to restrict visitors and schools are predominantly focused on catching up with core curriculum learning. In the coming months, the Road Safety Team will be supporting individuals through the Taxi Driver Refresher Training Scheme, and working with Durham Constabulary to develop and launch a motorcycle safety initiative for spring/summer 2022.
- 132 Both water safety forums, responsible for managing water safety in the city centre and countywide, met during quarter three. The multi-agency groups reviewed risk assessments and planned controls for open water across the county, with a particular focus on Durham city centre.
- 133 The City Safety Group continued to make progress against its revised action plan, completing its safety related planning for student induction week in early October 2021. Independent assessments of the new Milburngate development, wider city centre and the river corridor were completed in December 2021 by RoSPA and will be considered by the group in early 2022.
- 134 The countywide group reviewed all work undertaken in 2021 to plan for future activities and interventions. All higher risk and priority locations were revisited and reassessed, and assurance provided that the safety controls and measures in place remain in line with national guidance and best practice.
- 135 The group also met to discuss safety control measures at the Riverside Complex in Chester-le-Street. Several actions were taken forward in relation to lost and found children and educational and awareness activities within the Chester-le-Street area, particularly within schools.

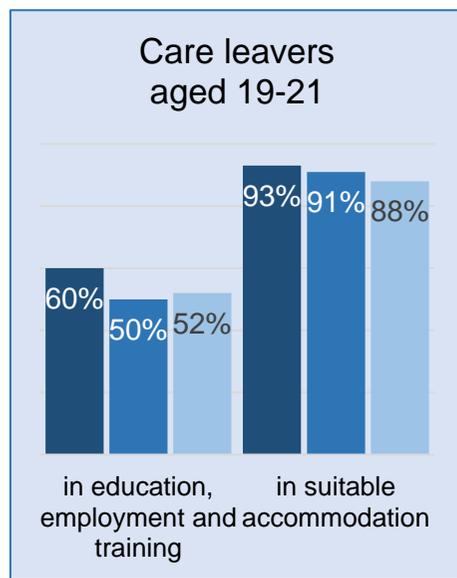
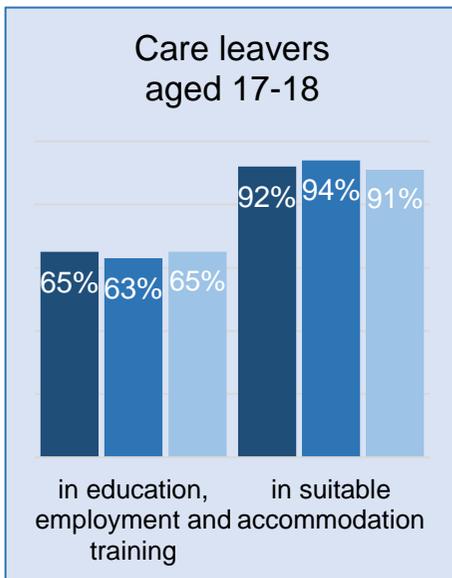
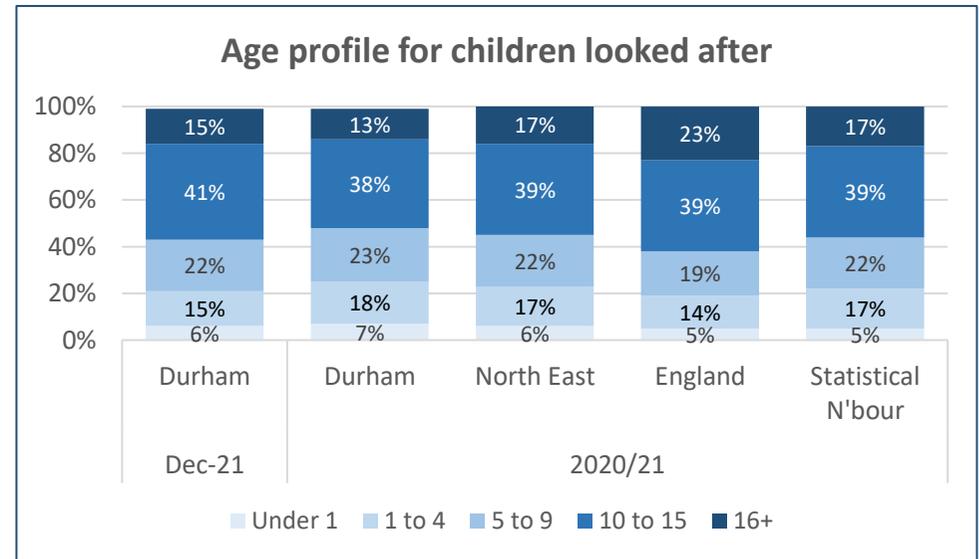
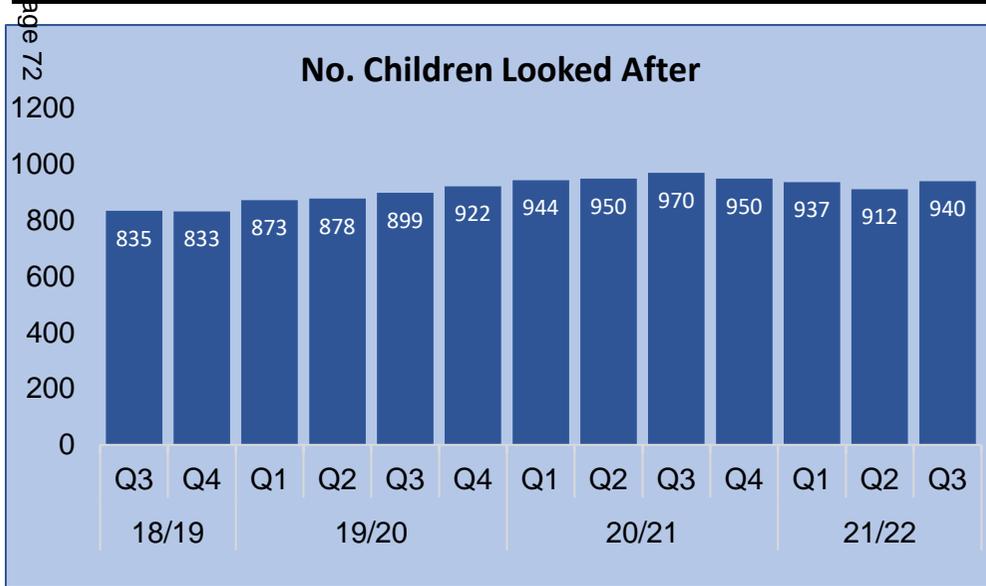
Communities will come together to support each other

- 136 A wide range of activity has been undertaken through the multi-agency problem solving (MAPS) teams across the county. Examples of these include working with partners to deal with complaints of anti-social behaviour in a number of properties in Sacriston with a Closure Order being sought by the Police for one, liaising and walkabouts with partners, residents and elected members over local concerns across the county; liaising with private landowners to target harden areas being used for fly-tipping and target hardening areas to deter off road/quad vehicle nuisance.

Delivery of new high-quality housing which is accessible and meets the needs of our residents

- 137 In December Cabinet approved Phase 2 of the Council Housing Building Programme. Subject to a viability assessment of each scheme, this will see 345 homes developed across 17 sites. Detailed preparations are underway for the commencement of Phase 1 which will deliver 155 homes across 7 sites with work due to commence on site in July 2022.
- 138 Wheatley Hill Targeted Delivery Plan (TDP) is complete and will be submitted for delegated approval as part of a report setting out the approach for the future progress of TDPs. TDPs form part of our Housing Strategy to improve the county's housing stock and wider residential environmental issue and focus on issues that are relevant to each area, including addressing long term empty homes.
- 139 Work continues on delivering the Chapter Homes business plan with construction of 67 new homes located at Oakerside Drive in Peterlee now complete. Five properties were sold during the quarter, with the remaining three currently being advertised. Work also continues on the Gilesgate site, with the scheme on track to achieve 20 reservations by the end of March 2022.
- 140 Supply chain issues impacting the construction sector has meant the construction of 60 new homes by July 2022 has been pushed back to December 2022, however, it is anticipated that all sales will be completed on target by August 2023.

CONNECTED COMMUNITIES



As at 24 Nov 2021

■ County Durham ■ North East ■ England

Where our children in care live

In-house foster care	41%	Independent living (incl. supported lodgings)	4%
Independent fostering agency	17%	Placed for adoption	4%
Friends and family	15%	In-house residential (incl. children's homes)	4%
Placed with parents	8%	NHS/ Health Trust	<0.5%
External residential (incl. children's homes and res school)	7%	Secure (incl. YOI and prison)	<0.5%

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

- 141 The Secretary of State has now approved in full the council's application for a Selective Licensing Scheme that will cover 42% of the private rented sector in County Durham. A three month notice period is required before licences can be issued, therefore the scheme will come into effect 1 April 2022. However the application process will open on 1 February 2022.
- 142 We are looking to introduce an Accredited Landlord Scheme for responsible landlords and a proposal for a hybrid accreditation scheme, the 'Durham Rental Standard' has been developed in conjunction with the National Residential Landlords Association. The scheme would be free to join for landlords operating within County Durham and specifically targeting areas of the County where selective licensing does not apply.
- 143 During the quarter, 40 empty properties were brought back into use, making 118 in the year to date. The challenging way the team have had to work in response to ongoing COVID restrictions has had an impact on delivery. It is anticipated that with a full complement of staff and continued lifting of COVID restrictions, the annual target of bringing 200 empty properties back will be achieved.
- 144 During the quarter, 386 households benefitted from energy efficiency measures, with a total external grant funding of £444,200. Amendments to the national Energy Company Obligations (ECO) regulations, which introduced more complicated procedures for ECO contractors, continues to slow down contractors processing installations. 165 energy efficiency measures were installed through the local authority delivery programme, including solid wall insulation and air source heat pumps.

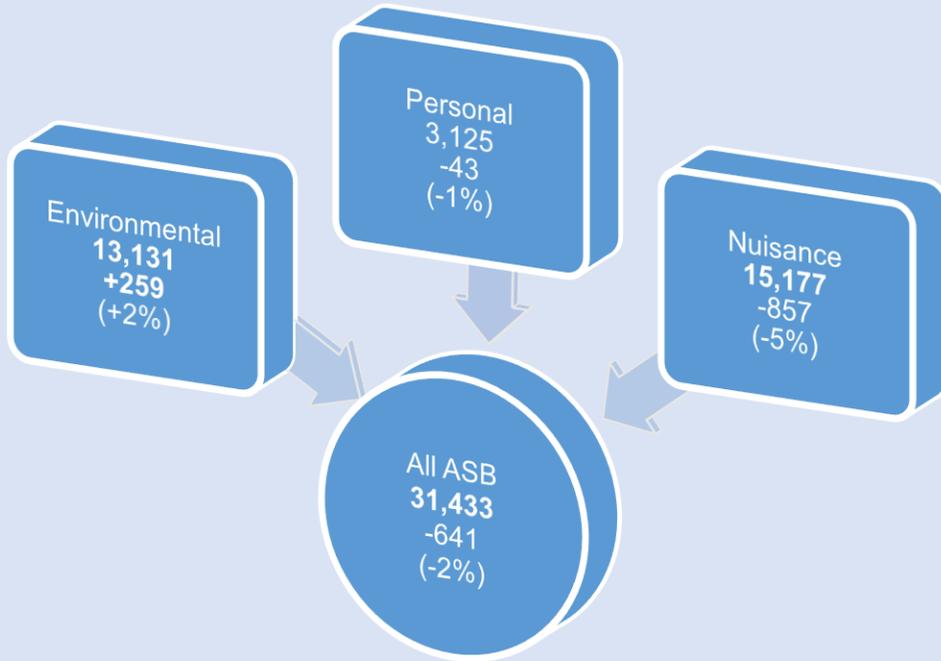
People will have good access to workplaces, services, retail and leisure opportunities

- 145 The council has submitted Strategic Outline Business Cases to the government's Restoring Your Railway Fund to re-establish a passenger rail connection from Consett to Newcastle and a station at Ferryhill.
- 146 A new Consett to Newcastle railway line would include a new station at Consett and intermediate stations along different route options including a route via Annfield Plain and Stanley, to Newcastle via the East Coast Main Line, and a potential route via the Derwent Valley. Appropriate environmental and cycle route mitigations would be incorporated into these potential routes.

CONNECTED COMMUNITIES

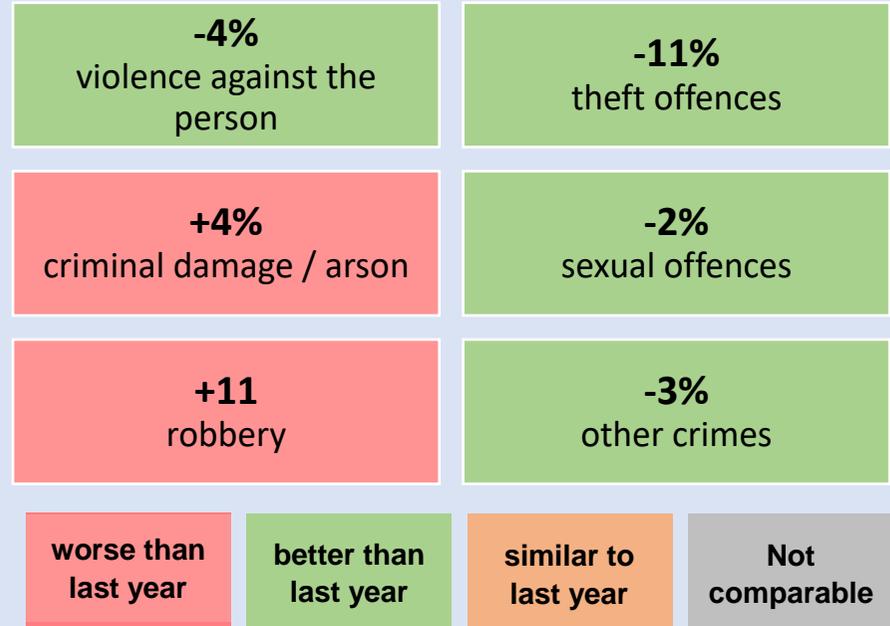
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Police and council reported ASB



Crime

46,054 crimes (↓ 3%)
86.4 per 1,000 population



ASB incidents

(12 month rolling)



- 147 A station at Ferryhill would create a passenger rail service to Teesside, via the existing Stillington Line which is currently only used for freight services. This could lead to reviewing rail connectivity to Sedgefield. Combined with the potential long-term reinstatement of the Leamside line, a new Tyne-Tees connection would see rail services continue up to Newcastle. Although the proposal to reinstate the Leamside line was unsuccessful in achieving Restoring your railway funding, discussions into this potential connection are ongoing at a regional level.
- 148 The Department for Transport will assess the business cases and we expect to hear spring/summer time on whether they will be progressed further.
- 149 The 2021/22 winter maintenance commenced in October with no issues relating to salt stocks. Driver issues due to staff absences from COVID continue to be a problem and three routes have been sub-contracted. In-house driver levels continue to be monitored and systems are in place to ensure continuity of winter service. The cost of salt and fuel have increased, and this will impact on the financial outturn.
- 150 The review of the Winter Maintenance Plan and Policy will now be published in January 2022. Additional requests have been received to increase the P2 network, these are currently under review.
- 151 Refurbishment of New Elvet Bridge, which re-opened in October 2021, was awarded Most Innovative Project by the Institution of Structural Engineers Northern Counties Structural Awards 2021 and received a special commendation in the Large Projects category.
- 152 The Transport Asset Management Plan (TAMP) for 2020 was presented to Cabinet on 19 January 2022. The key findings were:

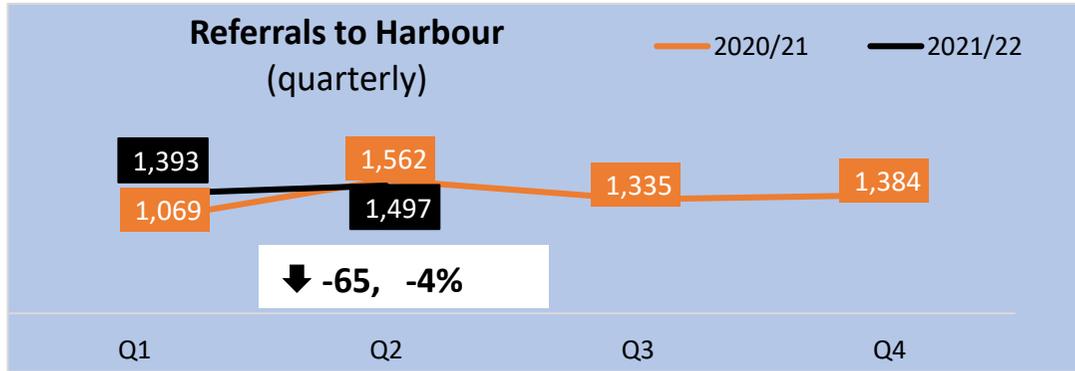
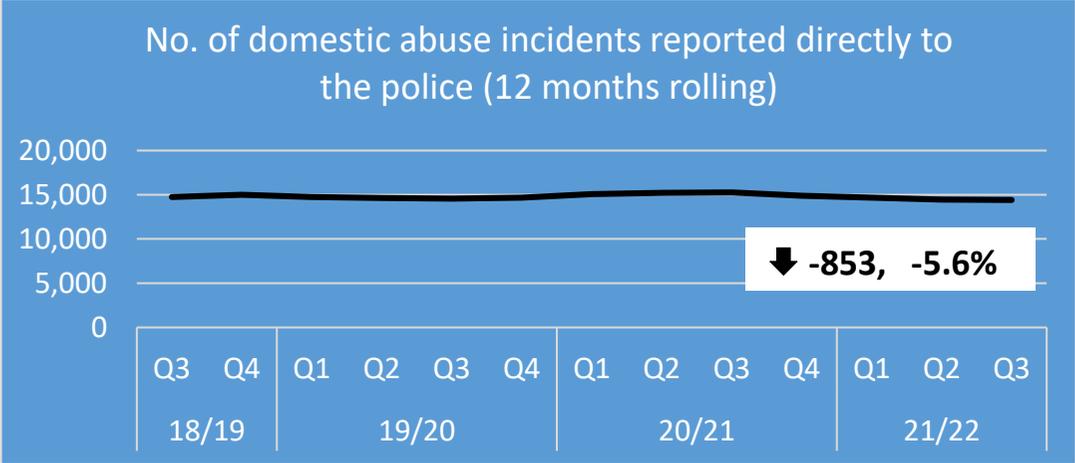
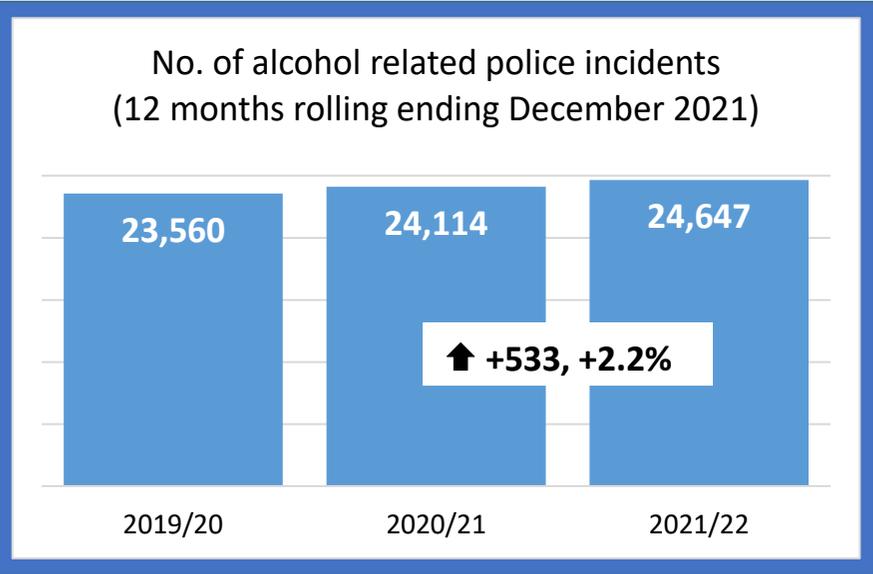
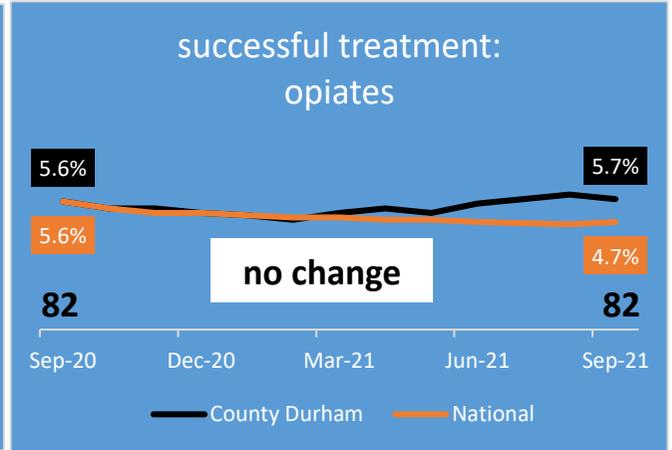
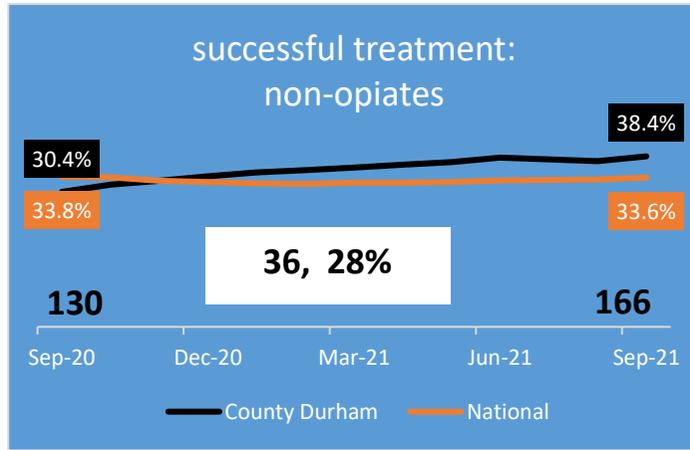
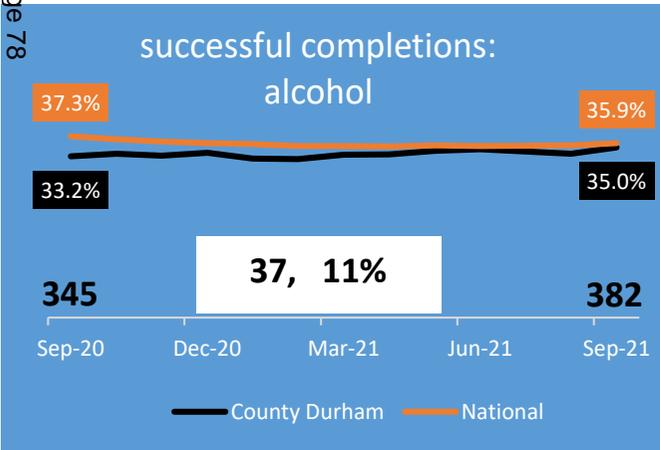
	% of roads where maintenance is recommended			
	DCC 2020	DCC 2019	National Average	North East Average
A roads	3.1	3.0	4.0	3.0
B roads	3.0	3.3	6.0	4.0
C roads	2.6	2.3	6.0	4.0
unclassified roads	22.5	21.2	17.0	17.0

- 153 The condition of footways is showing a gradual improvement, but still remains a key issue with 22.5% of footways classified as being in need of maintenance. Many of the footways visually inspected are rural links that typically become overgrown with vegetation impacting on their functionality, in addition to urban footways that have been in decline and are in need of repair and maintenance.
- 154 Structures are generally in 'good to fair' condition and the backlog has now stabilised after increasing in recent years due to updated and more accurate condition surveys. Based on the latest Annual Local Authority Road Maintenance (ALARM) Survey 2021 which estimates the backlog for England and Wales at £10.24 billion for carriageways and footways, on average the council's maintenance backlog is broadly in line with other councils taking into account the size of the highway network. This still represents a challenge to achieve better than national average condition of assets and to maintain a downward backlog figure.
- 155 The Public Right of Way network is not routinely surveyed, so there is no detailed condition data. It is acknowledged that this is an area that requires a system of routine inspections, and that additional investment would be required to improve the overall condition and support tourism policies, contribute to the Strategic Walking and Cycling Delivery Plan and other physical and mental health related policies. Development of the Right of Way Improvement Plan has commenced and will be complete in July 2022.
- 156 In the 2020 National Highways & Transport (NHT) Public Satisfaction Survey our overall public satisfaction was 55%; above the national and regional averages of 54%. Public satisfaction with the condition of our highways, highway maintenance, and highway enforcement/obstructions, were all higher than the national and regional averages, however satisfaction with street lighting fell below at 60% compared to the average of 64% regionally and nationally.
- 157 The pandemic impacted the use of public transport across the county, with passenger numbers only recently returning to 75% of pre-COVID levels before a further downturn with the advent of the Omicron variant. It is likely that passenger numbers are going to take a significant time to recover.
- 158 Impacts have been experienced countywide, with a small number of bus services being withdrawn at the end of 2021 and a number of temporary timetable changes being implemented to reduce reliability issues caused by COVID related driver shortages. However, the council has responded by amending our subsidised routes so accessibility to public transport only fell by 0.2%. The majority of temporary timetable changes are now reverting back to original timetables.

- 159 Currently, our main bus operators are reliant on COVID support from central government, however, it is anticipated that this funding will soon cease. Due to this, the fact that shopping patterns have changed and potentially more people are expected to work from home in the medium term, we continue to work closely with operators around any proposed reduction in services.
- 160 As a region, we have set out a clear vision for public transport and are entering into an enhanced partnership with operators (Bus Service Improvement Plan), a bid has been submitted to secure funding to help improve services, the outcome is expected at the end of March.

CONNECTED COMMUNITIES

Age 78



CONNECTED COMMUNITIES

reported fly-tipping incidents
(12 months ending 31 December)



municipal waste diverted from landfill



household waste re-used, recycled or composted



dry recyclable household waste collected from the kerbside that is contaminated



Road traffic collisions

- Killed
- Seriously injured
- Slightly injured

All casualties
2021
(2020)

13
(19)

170
(152)

458
(497)

Children
2021
(2020)

0
(1)

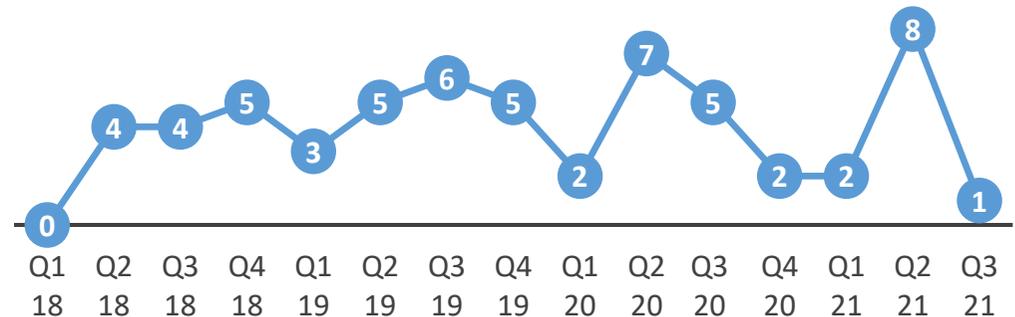
25
(14)

49
(53)

Serious Injuries



Fatalities



An Excellent Council

- 161 The ambition of an excellent council is structured around the following key objectives:
- (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.

The impact of COVID-19

- 162 The council continues to face significant financial pressure resulting from the pandemic. The additional costs incurred and loss of income are forecast to be around £23 million this year, offset by COVID-19 related underspends (relating to closure of facilities and disruption to normal service activity as a result of the pandemic) of £7.2 million – a net overspend of £15.7 million, which is presently within the forecast circa £18.2 million the council expects to receive from the Government to cover the financial impact of the pandemic.
- 163 On the 8 December 2021, the government moved England to Plan B following the rapid spread of the Omicron variant in the UK. Consequently, plans for our teams to return to offices on a hybrid basis were put on hold and all office based employees able to undertake duties from home were asked to do so until further notice.
- 164 Working from home can be difficult for some people and those employees authorised to work from their workplace for personal circumstances or well-being can still do so, monitored and supported by their manager.
- 165 Following the Plan B announcement, we stepped up our internal communication, reiterating that all staff must wear a face covering (unless exempt) when carrying out customer facing services, in public areas of our buildings and in any vehicle (council or personal) being used for work purposes where there is more than one person in the vehicle. We also stepped up our external communication in terms of requesting visitors to wear a face covering (unless exempt) where required.
- 166 All non-essential activities such as conferences, training and recruitment were postponed or moved to online delivery.
- 167 Practical advice and information relating to these changes was made available on the [COVID-19 pages of our intranet](#), and we continue to promote the support mechanisms available to our staff that would increase their emotional resilience

and protect their health and well-being – some long-established², others developed in response to COVID-19³.

Our resources will be managed effectively

- 168 Although the pandemic significantly impacted the collection of both council tax and business rates during 2020/21, gross payments in quarter three were higher than the same period last year. Retail Relief for businesses impacted by COVID-19 was withdrawn in June 2021 and this has led to the re-billing of many accounts. The council is continuing to offer flexible and supportive options which proactively support residents and businesses whilst steadily increasing collection rates.
- 169 We re-opened our Customer Access Points (CAPs), which were closed alongside all other council buildings at the start of the pandemic, on 30 September 2021. However, demand for face-to-face contact following reinstatement was low across all access points with footfall at less than 15% of pre-COVID level.
- 170 Over the same period, workloads across welfare assistance, household support, and test and trace payments increased significantly. Therefore, we temporarily re-closed the CAPs on the 13 December 2021 and redeployed the resource to help relieve these pressure points.
- 171 Face-to-face committee meetings continued throughout the quarter with COVID-19 safety arrangements in place. Spennymoor Leisure Centre was again utilised for full council meetings.
- 172 We are continuing our work to reduce carbon emissions: all pool cars are now electric vehicles, an electric refuse collection vehicle is now in operation and we are in the process of buying 19 electric vans for our Clean and Green Teams.
- 173 In November 2020, the government committed to providing gigabit-capable broadband coverage⁴ to a minimum of 85% of properties by 2025. Commercial plans by network infrastructure providers are expected to reach 80% of UK properties and public sector intervention under Project Gigabit, overseen by the Department for Digital, Culture, Media and Sport (DCMS), is expected to support the harder to reach final 20%.
- 174 County Durham is included in the first phase of DCMS procurements. Following consultation with Digital Durham and suppliers, DCMS have proposed two small

² e.g., [employee well-being guide](#), [Employee Assistance Programme](#), 'mental health awareness for managers' training

³ Our well-being portal, CMT vlogs, e-learning courses (including building personal resilience; how to be effective, productive and maintain your resilience; managing remote teams; leading and managing dispersed teams; working at home in extraordinary circumstances)

⁴ Gigabit-capable broadband can provide broadband speeds of at least 1,000 Megabits per second (Mbps), for comparison superfast broadband is just 30Mbps.

(Type A) procurement lots covering parts of Teesdale and north Northumberland, alongside a further large (Type B) lot which consider all other eligible properties in the north east. Invitation to tender was launched in January 2022 with Type A contract delivery estimated to begin in the summer of 2022, and Type B at the end of 2022.

- 175 Gigabit coverage in County Durham currently stands at 44% which is a 30% increase in the last 12 months. Superfast is 97% which is in line with the UK average.
- 176 Every week the council is subjected to around 12.5 million cyber reconnaissance attacks, of which 2,500 are targeted attempts to breach council services. In addition, 72,000 SPAM emails are handled and discarded automatically. To better protect council services, we are bringing together various documents to create a single overarching Cyber Security Strategy for the council. The strategy will focus on developing a baseline, training support staff and reviewing our security model.

We will create a workforce for the future

- 177 Workforce instability is increasing across the council. Local and national skills shortages are increasing competition within the jobs market, particularly for roles where skills are in short supply and local authorities are actively recruiting from neighbouring local authorities. In addition, many people sought alternative work in 2020 or did not return to the jobs market after furlough due to increasing child care costs. This has impacted the care sector significantly.
- 178 More vacancies due to fewer European workers and the ability to take up positions further afield due to remote working means the jobs market is weighted in favour of the job seeker, and their demands are increasing with a greater focus on organisational values and culture, wellbeing, work-life balance, flexible and hybrid working and a comprehensive rewards and benefits package.
- 179 Consequently, we are reviewing our strategies for 'Recruitment and Resourcing' and 'Apprenticeships'. Our Recruitment and Resourcing Strategy sets out our strategic approach to recruitment which understands and supports high risk areas and minimises impacts on service delivery in critical services. The review includes developing a brand for DCC as an employer of choice, widening our reach when we advertise, reviewing role descriptions which may act as a barrier and developing career pathways into professional posts. Our Apprenticeship Strategy focuses on attracting new talent into the organisation as well as identifying opportunities to develop existing staff. We are also considering developing graduate employment opportunities which will support these strategies by attracting new talent from a range of backgrounds.

- 180 In addition to the 50 apprentices who joined the council in September, we appointed a further 23 apprentice posts with start dates between October and December 2021. This means that around 3.8% of our workforce is currently enrolled in our apprentice programme⁵, and the £7.6 million⁶ invested to date has allowed more than 1,200 employees to participate.
- 181 We have also identified 81 job placements⁷ across the council as part of the government's kickstart scheme for young people (aged 16-24) claiming Universal Credit. 17 people have now been recruited and have started their roles, a further seven are at pre-employment check stage, some with start dates scheduled, and 12 recruitment drives are ongoing.
- 182 We are aware that technology alone will not deliver the improved services our customers demand, and that our staff need to have the digital skills to use that technology. Therefore, in March 2022, we will be surveying our staff to understand the current level of digital skills across our workforce, and how we can engage with those who are not currently digitally enabled. The captured data will also support and inform other key pieces of work such as IT licence renewals, IT user profiles, hardware requirements and recruitment processes.
- 183 The pandemic continued to impact our frontline service provision with many staff working additional hours and cancelling annual leave to cover for absent colleagues. Casual and agency staff were called upon, and eight employees worked (in addition to their substantive posts) in alternative service areas to keep frontline services going.
- 184 As a consequence of the restrictions put in place throughout the pandemic (working from home, hand-washing, social distancing) both health and safety incidents and days lost to sickness remain low. However, as restrictions are eased, both health and safety incidents and days lost to sickness are increasing slightly.
- 185 Throughout the pandemic, our sickness rate showed a steady decline, reaching its lowest level since 2010/11 at year-end 2020/21. But, over the last nine months our sickness rate has marginally increased and is now broadly in line with pre-COVID levels.
- 186 Of the days lost due to sickness during the 12 months ending 31 December, 9% was COVID-related (7,042 days) compared to 5% during the same period the previous year (3,436 days). Therefore, if we adjust our sickness rate by extracting sickness due to COVID-19 then our rate remains comparatively low (albeit

⁵ Made up of 232 apprentices and 208 employees upskilling – as at 31 December 2021.

⁶ invested via the apprenticeship levy since May 2017 - £676,345 has 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. This equates to 0.8% of the total fund

⁷ The placements provide opportunities to build confidence, increase skills in the workplace and gain meaningful work experience – thereby increasing their likelihood of going on to find long-term, sustainable work.

increased over the last nine months) at just over nine days per full time equivalent (FTE).

- 187 Although reductions in days lost have been noted across many non-COVID sickness types, most notably stress (work related), strokes, depression, chest infections and joint problems, some categories have shown increases in both days lost and number of absences. These categories include back problems, cancer, anxiety disorders, back problems, fatigue, stress (non-work related), knee replacements and respiratory problems.
- 188 During quarter three, we analysed the responses to our latest employee wellbeing survey⁸. Of the 2,486 employees who responded:
- 22% described themselves as being in fair or poor health
 - 27% rated their mental well-being as five or lower (using a scale where one was the lowest and ten the highest).
 - 6% smoke, although almost half would be interested in quitting (46%).
 - 75% said they consume alcohol, and of these more than half (52%) are aware of the lower risk weekly alcohol consumption limit.
 - 29% stated they had met the minimum NHS guidelines for physical exercise in the last seven days
 - 28% reported they ate the minimum recommended amount of fruit and vegetables each day
 - 24% felt their health and wellbeing was not supported during the pandemic.
 - The three main areas they want addressing are work-life balance (67%), stress (65%) and mental health (54%) which is consistent with the previous survey carried out in May 2019.
- 189 The Better Health at Work survey is used to identify the health and wellbeing needs of our staff and inform future campaigns.
- 190 We have reinstated our Performance Development Review (PDR) process on a phased top down approach (leaders, managers then core employees). The

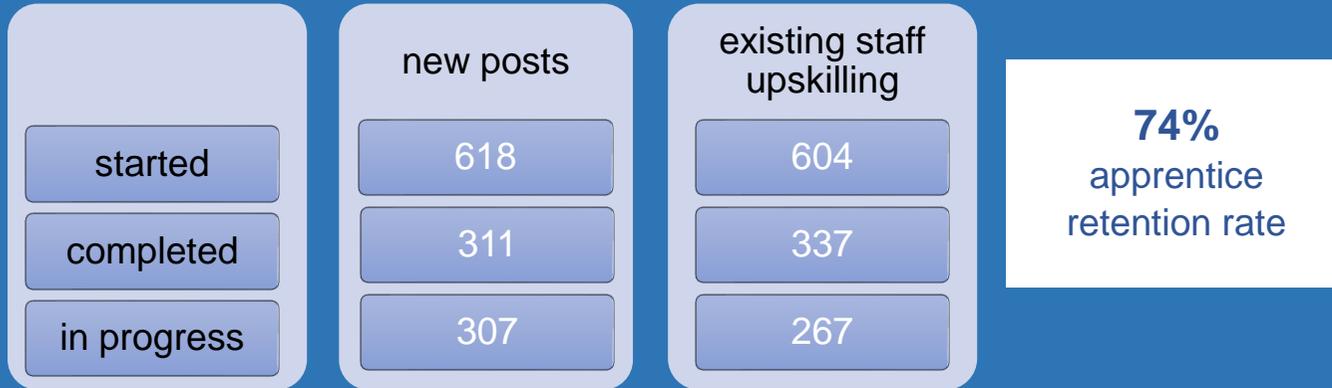
⁸ Carried out between 9 and 30 September and available to all 7,961 employees via the intranet or hard copy. 2,486 responses were received giving a response rate of 31%. However, as 88% of responses were from staff working from home in office-based roles, we acknowledge the findings are unlikely to be fully representative of all staff. We are working to improve engagement with non-office-based staff in matters relating to staff health and safety.

process is now complete for 117 leaders (100%), and has been rolled out to 1,091 managers for completion by 31 March 2022.

- 191 To support the process, PDR briefing sessions for managers are being held with almost 80% of managers planning to attend. Completion figures for managers' PDEs will be included in the year-end performance report.
- 192 The council's staff networks continue to thrive with the LGBT+ and disability and allies networks supporting employee awareness sessions covering topics such as LGBT+ inclusion, autism awareness and reasonable adjustments for people with disabilities.
- 193 We have asked our staff to update their personal information in relation to protected characteristics within our HR system to help us better monitor and analyse workforce diversity. Two new categories have also been added to the system - gender identity and married/civil partnership.

Training & Development

1,223 apprenticeships started since 2017



Health & Wellbeing support

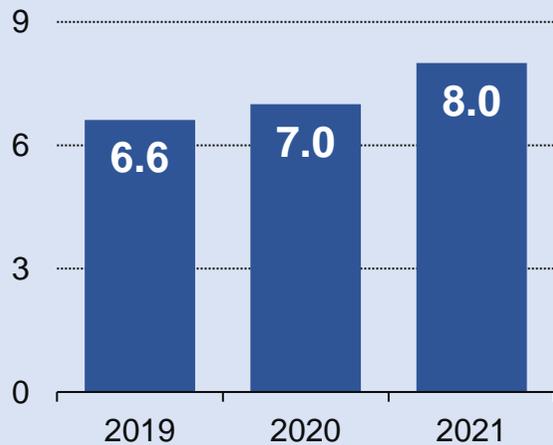
177 routine physiotherapy sessions

217 Mental Health First Aiders

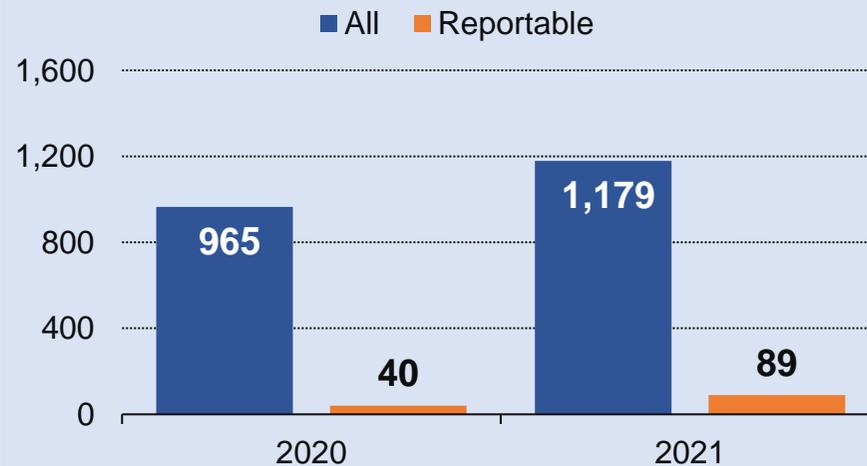
56 Health advocates

74 Time to Change Champions

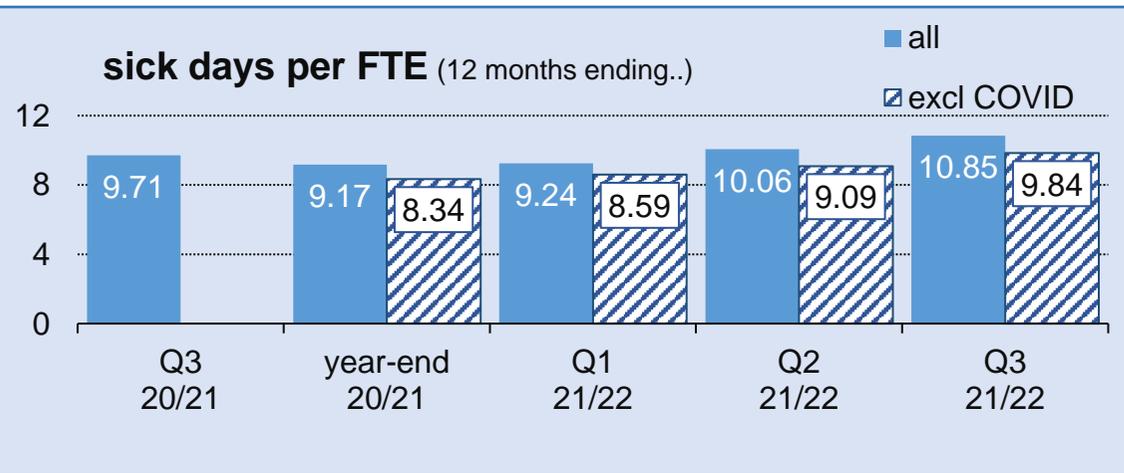
Staff Turnover (excl. school staff)



work related accidents/incidents



AN EXCELLENT COUNCIL

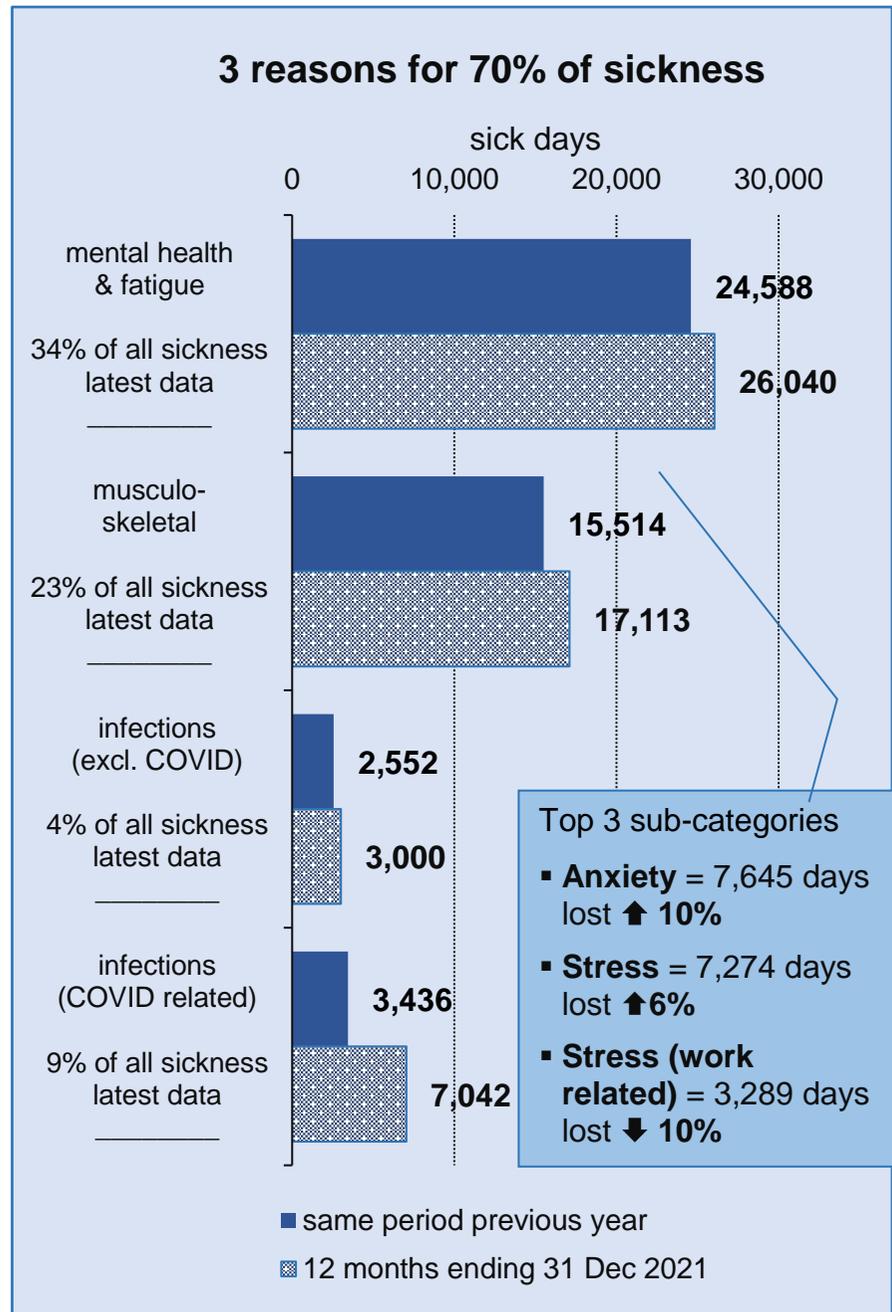


75,554 days lost to sickness (↑13.5%)
10.85 days per FTE (↑ 1.14 days)

17% short-term (5 days or less)	15% medium-term (6 to 19 days)	68%* long term (20 days or more)
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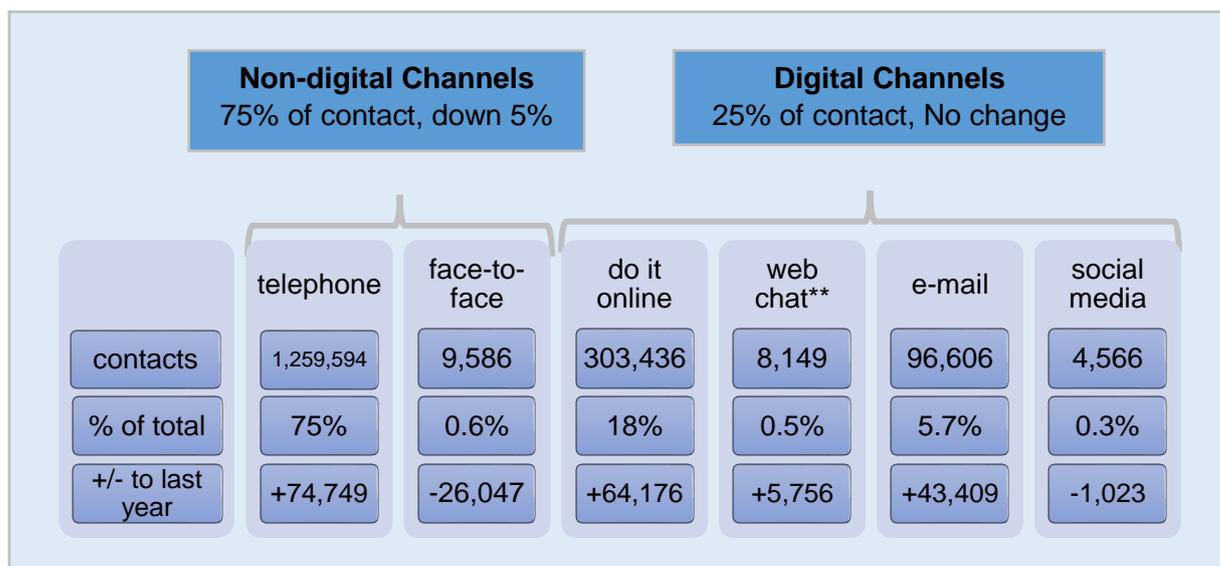
62% staff with no sickness	78% staff with less than 5 days sickness	22% staff with more than 5 days sickness
--------------------------------------	--	--

worse than last year
better than last year
similar to last year
Not comparable



We will design our services with service users and will use data and technology more effectively

- 194 The ongoing response to COVID-19 continues to shape our customer service offer in terms of new and existing services delivered and the ways in which our customers and residents can contact us.
- 195 During the 12 months ending 31 December 2021, we received almost 1.7 million contacts through our reported channels as summarised in the infographic below. Almost 1 million contacts were handled by our corporate customer services team.



Non-Digital Channels

- 196 Although contact through non-digital channels has decreased, it is purely a reflection of the temporary closure of our Customer Access Points (CAPs).
- 197 In line with our initiative to develop a customer-focused, one-council approach to service delivery, we are continuing to transfer non-ACD telephone lines⁹ into the ACD system. This will allow us to see a more holistic view of telephony demand and performance across the council, and to monitor and identify opportunities to improve and enhance the customer experience.

Digital Channels

- 198 More customers are choosing to interact with us via our digital channels. During quarter three, an additional 2,000 households signed up for an online account. Therefore, residents from 159,000 unique properties can now contact us through

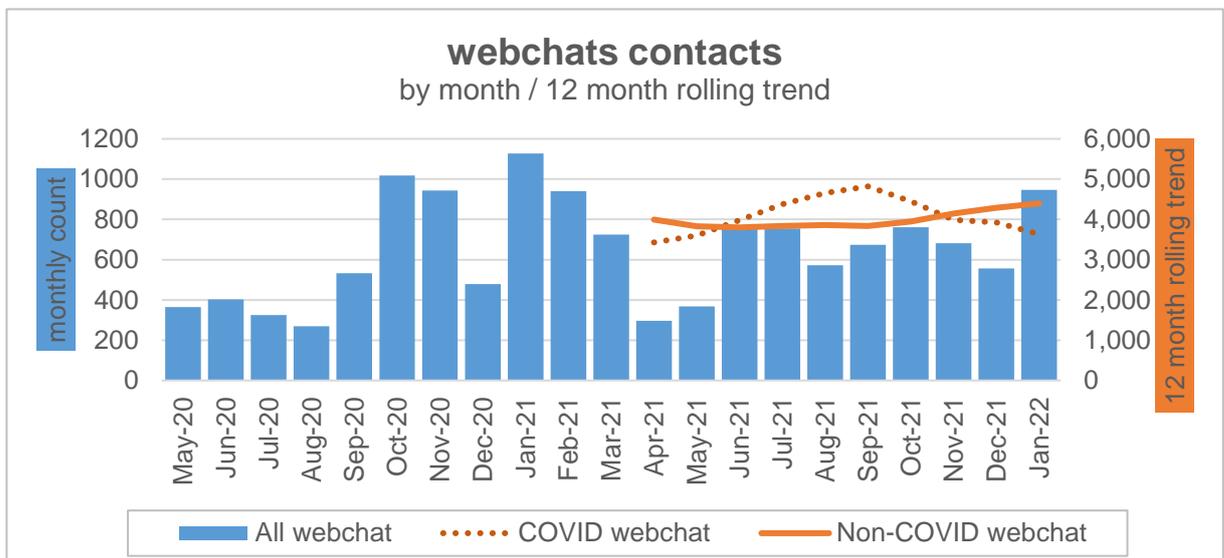
⁹ Broadly speaking, we receive telephone calls either through our Automatic Call Distribution (ACD) system, which routes calls to groups of agents based on a first-in-first-answered criteria, or directly to a telephone extension (non-ACD). However, only calls received via our ACD system are included in our telephone statistics.

this method, which equates to approximately two thirds of properties across the county.

- 199 Around 25% of customer contact leads to the creation of a service request in our CRM system¹⁰ and it is this contact where movement from non-digital to digital channels is particularly noticeable.

		proportion of service requests logged by channel – 12 months ending 31 December	
		2020	2021
Non digital	Telephone	32%	26%
	Face-to-face	2%	0%
	Total	34%	26%
Digital	Do it online portal	60%	68%
	Other digital ¹¹	6%	6%
	Total	66%	74%

- 200 Since its launch in May 2020, webchat is steadily increasing in popularity. Although the overall volume of webchat has remained static, the underlying data shows COVID-related webchat is decreasing and non-COVID related webchat increasing.



¹⁰ The remaining 75% relates to customers seeking advice or more information, wanting to be transferred to another team, booking an appointment, or requesting a progress update.

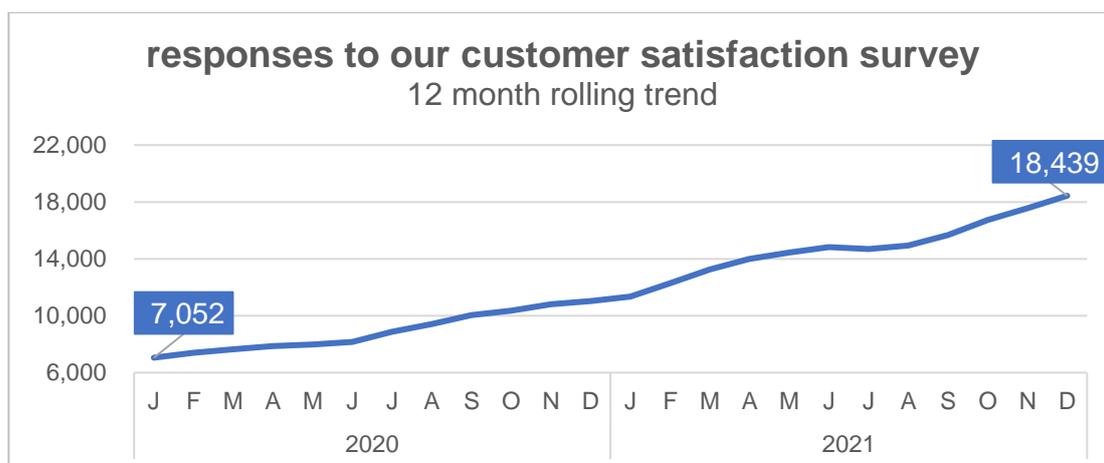
¹¹ Social media (Facebook and Twitter), webchat, e-mail, virtual appointments

Performance Standards

- 201 To enable us to monitor delivery timescale of service requests logged within our CRM system, we have applied performance standards within the system where possible¹². At the end of quarter three, a reportable and accurate performance standard had been applied to 58 service requests. This compares to seven, as at October 2021.
- 202 A detailed review of the performance standards applied to all service requests within our CRM was recently completed and led to a range of service improvements linked to systems, data and reporting, training, and member experience.
- 203 We also identified a further eight processes where we could apply a performance standard and are working with service areas to resolve these.
- 204 44% of all service requests processed during 2021 were assessed against a performance standard, and of these, the performance standard was met in 68% of cases. This is equal to performance in 2020 – although it should be noted that service requests increased by 46,000 in 2021.

Customer satisfaction surveys

- 205 Our Customer Relationship Management (CRM) System enables customer satisfaction surveys to be automatically sent to the customer when their service request is closed.
- 206 Although our overall survey response rate as a proportion of service requests is low when compared to the volume of service requests received, it has improved over the last two years, as shown below:



¹² We do not apply performance standards if the process is not fully managed within the CRM. We also did not apply performance standards to many of the COVID-related service requests, partly due to the speed of the set-up, but also due to the complexity and unknown elements of the request which often resulted in required modifications as the pandemic progressed. 45% of all CRM processes are 'single-stage' online forms which means a measurable performance standard cannot be established without designing and implementing a full back-office process using the CRM which would require significant development resource.

- 207 The improved response rate is due to a combination of essential maintenance work which has resolved previous system closure issues, linking the survey to more service requests, and capturing more customer email addresses.

	12 months ending 31 December..	
	2020	2021
Service Request types	105	121
Service Requests received	300,095	329,544
Surveys emailed to customer	124,359 (41%)	132,863 (40%)
Responses to survey	11,033 (9%)	18,439 (15%)
Responses as a % of service requests	3.7%	5.6%

- 208 Although the satisfaction survey is linked to 121 service request types, eight service request types, summarised in the table below, made up 80% of total responses.

	Response Rate Surveys returned / total SRs 12 months ending December...	
	2020	2021
Bin: missed collection	10.0% 2,521 / 25,215	18.8% 5,471 / 29,100
Bulky Waste	0.1% 17 / 26,093	8.0% 2,578 / 32,106
Complaint	8.5% 373 / 4,379	18.5% 858 / 4,646
Council tax – change of payment method	11.6% 598 / 5,177	10.1% 563 / 5,582
Fly-tipping	5.1% 789 / 15,506	6.7% 920 / 13,684
Join the garden waste scheme	1.0% 432 / 41,408	0.8% 458 / 54,100
Road or footpath	8.2% 403 / 4,916	7.1% 665 / 9,344
Street lighting	11.0% 695 / 6,297	10.3% 715 / 6,934

- 209 Although response rates have increased for five of the eight service request types, there is significant variance ranging from 0.8% to 19%. This variation is linked to both the volume of requests and the nature of the requests themselves. We are continuing to identify options to reduce this variance and additional ways to capture feedback.
- 210 Satisfaction rates vary significantly across different service request types. Analysis of satisfaction with service delivery shows seven areas attained satisfaction ratings of at least 90%: early help (95%), bulky waste collections (96%), waste permit requests (97%), birth death and marriage certificate requests (96%), joining the garden waste scheme (95%), applying for free school travel (97%), and changing the payment method for council tax (92%).
- 211 Six areas recorded the lowest levels of satisfaction of less than 70%: requesting a new, replacement, or repair to bin (40%), service complaints (51%), dog and litter bins (63%), clearing litter (67%), tree or hedge pruning / removal (66%), and warm homes (70%).
- 212 We have investigated the reasons for these low satisfaction levels:
- New, replacement or repair to bins: supply issues mean we have been unable to fulfil requests for new or replacement bins. We expect new stock to arrive in January 2022.
 - Dog and litter bins: impacted by the bin supply issue.
 - Service level complaints: timeliness of both acknowledgement and responses is the biggest driver for dissatisfaction.
 - Clearing litter: staffing levels have been impacted by COVID. However, our teams are consistently cleaning the same areas within the same timescales as standard. We have installed litter signage in hotspot locations and moved frequently to maintain impact.
 - Tree or hedge pruning/removal: there has been no change to the programme but there has been a notable increase in requests where the responsibility for maintenance does not lie with the council.
 - Warm homes: customers were receiving automated closure responses before contact had been made and were unable to submit enquiries relating to a new energy grant for air source heat pumps as a dedicated portal was not in place. In response we have delayed the auto response time within our system and are using, as a short-term temporary solution whilst a new portal is developed, using the existing Warm Homes online portal.

Recent developments that enhance the customer experience

- 213 We are continuing to drive improvements across customer services and enhance the customer experience through our Integrated Customer Service initiative and Unified Communications Strategy.
- 214 During quarter three we completed the roll-out of our new softphone-based telephony platform. The platform allows contact centre staff to work anyway with an adequate internet connection by giving them access to contact centre features from their laptop.
- 215 During quarter three, the following CRM improvements were delivered in response to customer feedback:
- performance standards across multiple processes/forms improved the information provided to customers in relation to service delivery timeframes.
 - the 'bin not emptied' process was updated to prevent customers submitting the form before 2pm on their collection day to improve the information provided to customer at the first point of contact and reduce avoidable contact;
 - additional questions added to the homelessness form to ensure all information was collected at first point of contact and reduce repeat contact with customers;
 - improvement to document uploads and information collected on the post-16 travel assistance application ensures applications could be dealt with at first point of contact;
 - continuing to roll updates across all forms/processes to ensure that they are accessible and meet the web content accessibility guidelines (WCAG2.1AA).
- 216 During the same period, the following new online forms and processes were launched: Lumiere gold passes, school appeals, apply to register an asset of community value, record office booking, food – report a problem.

AN EXCELLENT COUNCIL

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80% satisfied with service delivery

97%
felt their request was handled effectively and knowledgeably

93%
found it easy to contact the right service

92%
felt they were treated with dignity and respect

86%
satisfied with the handling of their initial contact

85%
felt they were provided with clear information

81%
satisfied with time taken to complete their task

79%
were informed of length of time to resolve task

70%
were informed of progress

916
compliments
(+9)

550
suggestions
(-65)

150
comments about policies / procedures
(+11)

23
objections to our decisions
(-36)

96
dissatisfied with fees and charges
(+9)

2,715
complaints
(+382)

191
independent investigation requests

67
Ombudsman decisions

12 months ending 31-Dec	Star ratings received	Proportion which were				
		5-star	4-star	3-star	2-star	1-star
2020	55,021	60%	17%	14%	3%	6%
2021	87,897	65%	18%	8.6%	2.7%	5.8%

worse than last year

better than last year

similar to last year

Not comparable

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	Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	updated this quarter
1	% of working age population in employment	71.5	Oct 2020-Sep 2021	73 (red)	71.9 (amber)	74.9 (red)	70.4 (green)			Yes
2	Per capita household disposable income (£)	16,617	2019	Tracker	16,315 (green)	21,978 (red)	17,096 (red)			No
3	Gross jobs created / safeguarded as a result of Business Durham activity	507	Oct-Dec 2021	Tracker	361 (green)					Yes
4	% of 16 to 17 year olds in an apprenticeship	6.1	as at Nov 2021	Tracker	4.2 (green)	3.6 (green)	5.9 (green)	5.6 (green)		Yes

Is County Durham a good place to do business?

Ref	Description	Latest data	Period covered	Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	updated this quarter
5	Gross Value Added (GVA) per capita in County Durham (£)	16,925	2019	Tracker	16,501 (green)	30,239 (red)	20,727 (red)			No
6	No. of registered businesses in County Durham	14,565	Mar 2021	Tracker	14,105 (green)					No
7	Value (£ million) of new contracts secured	8,173,215	2020/21	8 (green)	907,439 (green)					No
8	Value (£ million) of GVA growth from jobs created	13,590,902	Oct-Dec 2021	12,000,000 (green)	10,596,794 (green)					Yes
9	No. of Inward Investments secured	1	Oct-Dec 2021	2 (red)	2 (red)					Yes
10	% of Business Durham business floor space that is occupied	95.2	Oct-Dec 2021	85 (green)	82.8 (green)					Yes

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

Ref	Description	Latest data	Period covered	Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	updated this quarter
11	No. visitors to County Durham (million)	11.39	2020	Tracker	20.13 (red)					No
12	No. jobs supported by the visitor economy	6,794	2020	Tracker	12,133 (red)					No
13	Amount (£ million) generated by the visitor economy	506.75	2020	Tracker	980.72 (red)					No

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

Ref	Description	Latest data	Period covered	Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	updated this quarter
14	Average Attainment 8 score	50.1	2020/21 (academic year)	Tracker	48.8 (green)	50.9 (amber)	49.2 (green)			Yes
15	Average point score per A level entry of state-funded school students	41.2	2020/21 (academic year)	Tracker	39.9 (green)	41.6 (amber)	40.0 (green)			Yes
16	% of pupils achieving the expected standard in Reading, Writing and Maths (KS2)*	65	2018/19 (academic year)	Tracker	67	65 (green)	67 (red)	61 (green)		No
17	% of 16-17 year olds who are not in education, employment or training	4.7	Nov 2021	Tracker	4.8 (green)	2.3 (red)	4.4 (amber)	3.6 (red)		Yes
18	Gap between average Attainment 8 score of Durham disadvantaged pupils and non-disadvantaged pupils nationally (KS4)	-14.6	2019/20 (academic year)	Tracker	-14.4 (amber)	-14.4 (amber)	-16.2 (green)			Yes
19	% of children in the Early Years Foundation Stage achieving a Good Level of Development*	71.8	2018/19 (academic year)	64 (green)	72.8 (amber)	71.8 (green)	71.8 (green)			No
Page 97	Gap between % of 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 (red)	-20 (green)	-18 (red)			No

Ref	Description	Latest data	Period covered	Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	updated this quarter
Page 98 91	Ofsted % of Primary schools judged good or better	90	as at 31 Dec 2021	Tracker	89 (green)	88 (green)	92 (red)			Yes
22	Ofsted % of secondary schools judged good or better	72	as at 31 Dec 2021	Tracker	64 (green)	77 (red)	67 (green)			Yes
23	Exclusion from school of all Durham children - percentage of children with at least one fixed exclusion	1.88	2019/20 (academic year)	Tracker	2.2 (green)	1.87 (amber)	2.22 (green)	2.39 (green)		No

*not reporting for 2020/21 as assessments did not take place

LONG AND INDEPENDENT LIVES

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

Ref	Description	Latest data	Period covered	Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	updated this quarter
24	% of free school meals (FSM) eligible pupils taking FSM	76.0	Jan 2021	Tracker	75.8 (green)	82.6 (red)	82.6 (red)			No
25	Under-18 conception rate per 1,000 girls aged 15 to 17	19.0	2019	Tracker	26.4 (green)	15.7 (red)	21.8 (green)	21.5 (green)		No
26	% of five year old children free from dental decay	73.2	2019	Tracker	74.2 (amber)	76.6 (red)	76.7 (red)	71.7 (green)		No
27	Alcohol specific hospital admissions for under 18s (rate per 100,000)	52.8	2017/18-2019/20	Tracker	54.7 (green)	30.7 (red)	55.4 (green)	55.3 (green)		No
28	Young people aged 10-24 admitted to hospital as a result of self-harm (rate per 100,000)	361.2	2019/20	Tracker	354.3 (red)	439.2 (green)	536.6 (green)	656.3 (green)		No
29	% of children aged 4 to 5 years classified as overweight or obese**	24.9	2019/20	Tracker	24.0 (red)	23.0 (red)	24.8 (amber)	25.0 (green)		No
30	% of children aged 10 to 11 years classified as overweight or obese**	37.6	2019/20	Tracker	37.7 (green)	35.2 (red)	37.5 (amber)	37.2 (amber)		No
31	% of Education Health and Care Plans completed in the statutory 20 week time period (excl. exceptions)	62	2021	Tracker	73 (green)	58 (green)	75.9 (red)	82.0 (red)	2020	Yes

**The National Child Measurement Programme ended in March 2020 when schools closed due to the COVID-19 pandemic. Comparisons to North East and Nearest Statistical Neighbours should be treated with caution as not all submitted of their measurements. NCMP data for the academic year 2020/21 has been published, however, local authority data is not available due to a 10% sample in each area being recorded.

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

Ref	Description	Latest data	Period covered	Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	updated this quarter
32	% of successful interventions (families turned around) via the Stronger Families Programme (Phase 4)	100 ¹³ [761/761]	Apr-Dec 2021	693 (green)						Yes
33	% of children aged 0-2 years in the top 30% IMD registered with a Family Centre and having sustained contact	85.5	Oct-Dec 2021	80 (green)	88.3 (red)					Yes

Are our services improving the health of our residents?

Ref	Description	Latest data	Period covered	Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	updated this quarter
34	% of mothers smoking at time of delivery	13.9	Jul-Sep 2021	14.7 (amber)	14.3 (green)	9.0 (red)	11.7 (red)	12.9 (red)		Yes
35	Four week smoking quitters per 100,000 smoking population	2,452 [1,830]	Apr 2020 - Mar 2021	Tracker	2,945 [2,198] (red)	1,670 (green)	2,213 (green)	2,736 (red)		No
36	Male life expectancy at birth (years)	77.8	2018-20	Tracker	78.3 (amber)	79.4 (red)	77.6 (green)	77.9 (amber)		No
37	Female life expectancy at birth (years)	81.2	2018-20	Tracker	81.8 (amber)	83.1 (red)	81.5 (amber)	81.6 (amber)		No
38	Female healthy life expectancy at birth (years)	58.3	2017-19	Tracker	58.4 (amber)	63.5 (red)	59.0 (amber)	61.0 (red)		No
39	Male healthy life expectancy at birth (years)	59.6	2017-19	Tracker	59.3 (green)	63.2 (red)	59.4 (green)	60.5 (amber)		No
40	Excess weight in adults (Proportion of adults classified as overweight or obese)	64.8	2019/20	Tracker	63.3 (red)	62.8 (red)	67.6 (green)	69.6 (green)		No

¹³ Annual target of 761

Ref	Description	Latest data	Period covered	Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	updated this quarter
41	Suicide rate (deaths from suicide and injury of undetermined intent) per 100,000 population	14.3	2018-20	Tracker	13.4 (red)	10.4 (red)	12.4 (red)	12.6 (red)		No
42	Prevalence of breastfeeding at 6-8 weeks from birth (%)	29.1	Apr-Jun 2021	Tracker	31.4 (red)	47.6 (red)	35.4 (red)	35.1 (red)	2020/21	No
43	Estimated smoking prevalence of persons aged 18 and over*	14.3	2020	Tracker	17.0	12.1 (red)	13.6 (red)	13.5 (red)		Yes
44	Self-reported well-being - people with a low happiness score	10.9	2019/20	Tracker	9.5 (red)	8.7 (red)	10.6 (amber)	9.6 (red)		No
45	Participation in Sport and Physical Activity: active	58.7%	May 2020-May 2021	Tracker	58.1% (amber)	60.9% (amber)	59.7% (amber)			No
46	Participation in Sport and Physical Activity: inactive	31.3%	May 2020-May 2021	Tracker	30.6% (red)	27.5% (red)	28.9% (amber)			No

*Smoking prevalence data is taken from the Annual Population Survey which, prior to the COVID-19 pandemic, was collected via face-to-face interviews. In 2020, due to the impact of the pandemic, this moved to telephone only collection. Data between 2019 and 2020 cannot, therefore, be compared.

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

Ref	Description	Latest data	Period covered	Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	updated this quarter
47	Adults aged 65+ per 100,000 population admitted on a permanent basis in the year to residential or nursing care	395.4	Apr-Dec 2021	N/a	432.6 (green)					Yes
48	% of older people who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	88.3	Jan-Sept 2021	N/a	83.5 (green)	79.1 (green)	72.1 (green)	80.0 (green)	2020/21	Yes
49	% of individuals who achieved their desired outcomes from the adult safeguarding process	92.6%	Apr-Dec 2021	Tracker	94.5 (red)	94.8 (red)	94.9 (red)	96.0 (red)	2020/21	Yes
50	% of service users receiving an assessment or review within the last 12 months	70.1	Apr-Dec 2021	Tracker	92.7 (red)					Yes

Ref	Description	Latest data	Period covered	Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	updated this quarter
51	Overall satisfaction of people who use services with their care and support	69.6	2019/20	Tracker	67.8 (green)	64.2 (green)	67.5 (green)	66.2* (green)		No
52	Overall satisfaction of carers with the support and services they receive (Biennial survey)	51.2	2018/19	Tracker	43.3** (green)	38.6 (green)	47.2 (green)	41.8* (green)		No
53	Daily delayed transfers of care beds, all, per 100,000 population age 18+	2.9	Feb 2020	Tracker	1.5 (red)	11.0 (green)	7.0 (green)	11.0* (green)		No
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 (green)	66.6 (green)	73.0 (green)	69.2* (green)		No

*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	Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	updated this quarter
55	% of statutory referrals received by the First Contact Team or Emergency Duty Team processed within 1 working day	96 [3,281 / 3,423]	Apr-Dec 2021	Tracker	93 (green)					Yes
56	% of statutory children in need referrals occurring within 12 months of a previous referral	19 [683 / 3,662]	Apr-Dec 2021	Tracker	23 (green)	23 (green)	22 (green)	23 (green)	2020/21	Yes
57	% of single assessments completed within 45 working days	78 [3023 / 3,884]	Apr-Dec 2021	Tracker	89 (red)	88 (red)	87 (red)	86.9 (red)	2020/21	Yes
58	Rate of children subject to a child protection plan per 10,000 population aged under 18	43.56 [438]	as at Dec 2021	Tracker	44 [444]	41	67	59	2020/21	Yes
Page 99	Rate of children in need per 10,000 population (Cases open to Children's Social Care)	382 [3,839]	as at Dec 2021	Tracker	361 [3,683]	321	461	421	2020/21	Yes

Ref	Description	Latest data	Period covered	Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	updated this quarter
60	Rate of children open to One Point (early help) 10,000 population aged under 18	138 [1,400]	as at Dec 2021	Tracker	148 [1,497]					Yes
61	% of strategy meetings initiated which led to an initial child protection conference being held within 15 working days	83 [437 of 529]	Apr - Dec 2021	Tracker	87 (red)	83 (green)	85 (amber)	87 (amber)	2020/21	Yes
62	% of Social Workers with fewer than 20 cases	55	as at Dec 2021	Tracker						Yes
63	% of Statutory Case File Audits which are given a scaling score of 6 or above	85.2	Jul-Sep 2021	80						No

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

Ref	Description	Latest data	Period covered	Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	updated this quarter
64	Rate of CLA per 10,000 population aged under 18	94 [940]	Dec 2021	Tracker	97 [970]	67	108	103	2020/21	Yes
65	% of children adopted from care (as % of total children leaving care)	20 [55]	Apr-Dec 2021	Tracker	18	10	13	13	2020/21	Yes
66	% of CLA who are fostered incl. friends and family, independent fostering agency, In-house foster care	72.5 [670]	as at 20 Dec 2021	Tracker	74 [708]	72	74	73	2019/20	Yes
67	% of external residential placements	7 [66]	as at 20 Dec 2021	Tracker	5 [51]					Yes
68	% of children looked after continuously for 12 months or more who had a dental check	73	Dec 2021	Tracker	41 (green)	40 (green)	43 (green)	41 (green)	2020/21	Yes
69	% of children looked after continuously for 12 months or more who have had the required number of health assessments	91	Dec 2021	Tracker	91 (green)	91 (green)	94 (amber)	93 (amber)	2019/20	Yes
70	Emotional and behavioural health of children looked after continuously for 12 months or more (score between 0 to 40)	14	2020/21	Tracker	15.5 (green)	14.2 (green)	14.1 (green)	14.0 (green)	2019/20	No

Ref	Description	Latest data	Period covered	Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	updated this quarter
71	Average Attainment Tracker 8 score of Children Looked After	20.5	2019/20	Tracker	25.6 (red)	21.4 (red)	21.7 (green)	22.4 (red)		No
72	% of CLA achieving the expected standard in Reading, Writing and Maths (at KS2)**	55	2018/19	Tracker	39.5 (green)	36 (green)	47 (green)			No
73	% of care leavers aged 17-18 in education, employment or training	65	as at 24 Nov 2021	Tracker	76 (red)	65 (green)	63 (green)	63 (green)	2020/21	Yes
74	% of care leavers aged 19-21 in education, employment or training	60	as at 24 Nov 2021	Tracker	56 (green)	52 (green)	50 (green)	54 (green)	2020/21	Yes
75	% of care leavers aged 17-18 in suitable accommodation	92	as at 24 Nov 2021	Tracker	95 (red)	91 (green)	94 (amber)	93 (amber)	2020/21	Yes
76	% of care leavers aged 19-21 in suitable accommodation	93	as at 24 Nov 2021	Tracker	90 (green)	88 (green)	91 (green)	92 (green)	2020/21	Yes

*provisional data **not reporting for 2019/20 as assessments did not take place

How effective are we are tackling crime and disorder?

Ref	Description	Latest data	Period covered	Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	updated this quarter
77	First time entrants to the youth justice system aged 10 to 17 (per 100,000 population aged 10 to 17)	186	2020	Tracker		220 (green)	303 (green)	231 (green)	2019/20	No
78	Overall crime rate per 1,000 population	86.4	2021	Tracker	90.5 (green)	77.0 (red)				Yes
79	Rate of theft offences per 1,000 population	18.4	2021	Tracker	20.8 (green)					Yes
80	Proportion of all offenders who re-offend in a 12 month period (%)	30.6	Apr-Jun 2019	Tracker	30.8 (green)	31.7 (green)	35.7 (green)	30.0 (red)	2016/17	No
Page 103	Proven re-offending by young people (who offend) in a 12 month period (%)	34.8	Oct 2018-Sep 2019	Tracker	TBC	38.4 (green)	41.8 (green)		Oct 2017-Sep 2018	No

How effective are we at tackling anti-social behaviour?

Page Ref	Description	Latest data	Period covered	Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	updated this quarter
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 (red)			53.7 (red)	Jun 2019	No
21	No. police reported incidents of anti-social behaviour	15,898	2021	Tracker	17,425 (green)					Yes
84	No. council reported incidents of anti-social behaviour	15,535	2021	Tracker	14,649 (red)					Yes

How well do we reduce misuse of drugs and alcohol?

Ref	Description	Latest data	Period covered	Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	updated this quarter
85	% of successful completions of those in alcohol treatment	35.0	Oct 2020-Sep 2021	Tracker	33.2 (green)	35.9 (amber)	30.7 (green)			Yes
86	% of successful completions of those in drug treatment - opiates	5.7	Oct 2020-Sep 2021	Tracker	5.6 (green)	4.7 (green)	3.3 (green)			Yes
87	% of successful completions of those in drug treatment - non-opiates	38.4	Oct 2020-Sep 2021	Tracker	30.4 (green)	33.6 (green)	30.0 (green)			Yes
88	% of anti-social behaviour incidents that are alcohol related	11.5	2020/21	Tracker	10.4 (amber)					Yes
89	% of violent crime that is alcohol related	33.5	2020/21	Tracker	31.3 (amber)					Yes
90	Alcohol seizures	194**	Apr-Jun 2018	Tracker	398 (green)					No

**under review

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

Ref	Description	Latest data	Period covered	Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	updated this quarter
91	Building resilience to terrorism (self-assessment). Score - level 1(low) to 5(high)	3*	2017/18	Tracker	3 (green)					No
92	No of individuals with a referral for 1:1 CSE Support from Supporting Solutions Team**	182	Apr-Dec 2021	Tracker	new**					Yes

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

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

Ref	Description	Latest data	Period covered	Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	updated this quarter
93	No. of people killed or seriously injured in road traffic accidents - No. of fatalities - No. of seriously injured	183 13 170	2021	Tracker	171 (red) 19 152					Yes
94	No. of children killed or seriously injured in road traffic accidents - No. of fatalities - No. of seriously injured	25 0 25	2021	Tracker	15 (red) 1 14					Yes

CONNECTED COMMUNITIES – SUSTAINABILITY

How clean and tidy is my local environment?

Ref	Description	Latest data	Period covered	Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	updated this quarter
95	% of relevant land and highways assessed as having deposits of litter that fall below an acceptable level	5.17	Oct-Dec 2021	Tracker	6.4 (green)					Yes
Page 9 105	% of relevant land and highways assessed as having deposits of detritus that fall below an acceptable level	8.99	Oct-Dec 2021	Tracker	10.68 (green)					Yes

Ref	Description	Latest data	Period covered	Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	updated this quarter
Page 1067 97	% of relevant land and highways assessed as having deposits of dog fouling that fall below an acceptable level	0.45	Oct-Dec 2021	Tracker	1.35 (green)					Yes
98	Number of fly-tipping incidents	6,895	2021	Tracker	7,908 (green)					Yes

Are we reducing carbon emissions and adapting to climate change?

Ref	Description	Latest data	Period covered	Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	updated this quarter
99	% reduction in CO ₂ emissions in County Durham (carbon neutral by 2050)	54	2019	Tracker	52 (green)					No
100	% reduction in CO ₂ emissions from local authority operations compared to the 2008/09 baseline, 80% by 2030	58	2020/21	Tracker	51 (green)					No

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

Ref	Description	Latest data	Period covered	Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	updated this quarter
101	% of municipal waste diverted from landfill	90.0	Oct 2020-Sep 2021	95 (red)	93.5 (red)	91.5 (red)	94.4 (red)		2019/20	Yes
102	% of household waste that is re-used, recycled or composted	38.2	Oct 2020-Sep 2021	Tracker	39.0 (red)	43.8 (red)	35.5 (green)		2019/20	Yes

Do residents have access to decent and affordable housing?

Ref	Description	Latest data	Period covered	Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	updated this quarter
103	Number of properties improved, adapted or brought back into use	779	Oct-Dec 2021	Tracker	675 (green)					Yes

Ref	Description	Latest data	Period covered	Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	updated this quarter
104	Number of empty properties brought back into use as a result of local authority intervention	40	Oct-Dec 2021	50 (red)	35 (green)					Yes
105	Number of net homes completed	442	Jul-Sep 2021	327 (green)	416 (green)					Yes
106	Number of affordable homes delivered	466	2020/21	300 (green)	628 (red)					No
107	Number of households accessing the Housing Solutions Service	3,312	Oct-Dec 2021	Tracker	2,996 (green)					Yes
108	Number of households helped to stay in their home	341	Oct-Dec 2021	Tracker	303 (green)					Yes
109	Number of households helped to move to alternative accommodation	249	Oct-Dec 2021	Tracker	260 (red)					Yes

Is it easy to travel around the county?

Ref	Description	Latest data	Period covered	Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	updated this quarter
110	% of A roads where maintenance is recommended	3.1	2020	Tracker	3.0 (red)	4.0 (green)	3.0 (red)		2020/21	Yes
111	% of B roads where maintenance is recommended	3.0	2020	Tracker	3.3 (green)	6.0 (green)	4.0 (green)		2020/21	Yes
112	% of C roads where maintenance is recommended	2.6	2020	Tracker	2.3 (red)	6.0 (green)	4.0 (green)		2020/21	Yes
113	% of unclassified roads where maintenance is recommended	22.5	2020	Tracker	21.3 (red)	17.0 (red)	17.0 (red)		2020/21	Yes
114	Highways maintenance backlog (£millions)	171.2	2020	Tracker	172.6 (green)					Yes
115	Bridge Stock Condition – Principal Roads*	82.0	2020	Tracker	81.1 (red)					Yes
116	Bridge Stock Condition – Non-Principal Roads*	81.0	2020	Tracker	80.1 (red)					Yes

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

EXCELLENT COUNCIL

How well do we look after our people?

Ref	Description	Latest data	Period covered	Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	updated this quarter
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)	10.85	Jan 2021-Dec 2021	11.20 (green)	9.71 (red)					Yes
119	% posts with no absence in rolling year (excluding schools)	62.27	Jan 2021-Dec 2021	Tracker	68.57 (red)					Yes
120	% of sickness absence which is short term	16.69	Jan 2021-Dec 2021	Tracker	10.7					Yes
121	% of sickness absence which is medium term	15.35	Jan 2021-Dec 2021	Tracker	15.19					Yes
122	% of sickness absence which is long term	67.96	Jan 2021-Dec 2021	Tracker	74.11					Yes
123	% of employees having five days or less sickness per 12 month period	78.32	Jan 2021-Dec 2021	Tracker	82.1 (red)					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 2021.

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

Ref	Description	Latest data	Period covered	Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	updated this quarter
124	% of council tax collected in-year	82.2	Sep-Dec 2021	Not Set	80.5 (green)		79.8		Sep-Dec 2020	Yes
125	% of business rates collected in-year	80.9	Sep-Dec 2021	Not Set	79.1 (green)		79.8		Sep-Dec 2020	Yes

How good are our services to customers and the public?

Ref	Description	Latest data	Period covered	Period target	12 months earlier	National figure	North East figure	Nearest statistical neighbour	Period covered if different	updated this quarter
126	% Freedom of Information and Environmental Information Regulations requests responded to within 20 working days	73	Oct-Dec 2021	90 (red)	78 (red)					Yes
127	Customer contacts: telephone*	1,259,594	2021	Tracker	1,184,845					Yes
128	Customer contacts: face to face	9,586	2021	Tracker	35,633					Yes
129	Customer contacts: web forms	303,436	2021	Tracker	239,260					Yes
130	Customer contacts: emails	96,606	2021	Tracker	53,197					Yes
131	Customer contacts: social media	4,566	2021	Tracker	5,589					Yes
132	% of calls answered*	92	2021	Tracker	94					Yes
133	% of calls answered within 3 minutes*	87	2021	Tracker	90					Yes

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

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**Corporate Overview and Scrutiny
Management Board**

31 March 2022

**Customer Feedback Report,
Quarter Three, 2021/22**



Report of Corporate Management Team

Paul Darby, Corporate Director of Resources

**Councillor Susan McDonnell, Cabinet Portfolio Holder for Digital and
Customer Services**

Electoral division(s) affected:

Countywide

Purpose of the Report

- 1 This report brings together a wide range of information collected from our customers and describes their experiences of using our services. The information relates to the latest 12 months (1 January 2021 to 31 December 2021), compared to the same period in the previous year.

Executive summary

- 2 Information, such as our customers' satisfaction / dissatisfaction with, and general experiences of the services and support we provide, is an important resource for improving customer service and aligning our actions with customer need.
- 3 This report covers the following range of feedback:
 - an overview of contact through our Customer Services team,
 - a summary of customer satisfaction outcomes through completed surveys and compliments received,
 - a selection of customer suggestions and their outcomes,
 - an overview of comments relating to our policies, procedures, and decision-making,
 - our performance in dealing with complaints (both statutory and non-statutory corporate complaints), and
 - recent developments that enhance the customer experience.

- 4 Throughout the 12 months ending 31 December 2021 we received almost 1.7 million contacts through our reported channels. Although the telephone remained the most frequently used channel for contacting us, we continued to see an increasing volume of customers who chose to interact with us via our digital channels.
- 5 Between 1 October and 31 December, an additional 2,000 residents signed up for an online account - taking the number of households able to engage with us through this method to almost 159,000 unique properties.
- 6 Generally, just over a quarter of all contact leads to the creation of a service request in our Customer Relationship Management (CRM) system. The remaining three quarters are from customers seeking advice, information, wanting to be transferred to another team, book an appointment, or request a progress update.
- 7 Since the start of the pandemic, there has been a steady increase in the number of service requests received. (+11% / +45,761 over the 12 months ending 31 December).
- 8 To help monitor delivery timescales of service requests logged within our CRM system, we have applied performance standards within the system where possible.
- 9 Following a recent review of these performance standards, a range of service improvement activity linked to systems, data and reporting, training, and member experience has taken place.
- 10 At the end of quarter three, the number of service requests with a reportable and accurate performance standard had increased from seven to 58. Improvement work will continue during quarter four.
- 11 Almost half of all CRM processes are 'single-stage' online forms only (45%) which means that a measurable performance standard cannot be established, unless a full back-office process using the CRM is designed and implemented, requiring significant development resources.
- 12 44% of service requests processed during the 12 months ending 31 December 2021 were assessed against a performance standard with the standard met in 68% of cases. Whilst this is an eight percentage point decrease on the previous quarter, the decrease is likely to be affected by system improvement activity which has been implemented to enhance the accuracy and reliability of the data sets used.
- 13 A comparison with the same period of the previous year shows no change with 68% compliance (2020/21). However, service requests increased by 11% as a result of increased demand.

- 14 Our CRM system enables customer satisfaction surveys (CSS) to be automatically sent to the customer when their service request (SR) is closed.
- 15 Over the 12 months ending 31 December 2021 we sent 132,963 surveys to our customers and received 18,439 responses (13.9%) which was an increase on the previous period where 11,033 responses (8.9%) were received.
- 16 Increased levels of dissatisfaction are mainly linked to not keeping customers informed of progress, not explaining our decision making and taking too long to complete tasks and respond. It is important to note that the ongoing response to the pandemic and increased demand have led to extended service delivery times over the reporting period. These areas are the focus of a detailed review which will continue over coming months.
- 17 During the 12 months ending 31 December 2021, we received 2,715 corporate complaints – 382 more (+16%) than the previous year. Of those investigated, 49% were upheld.
- 18 During the 12 months ending 31 December 2021, 191 complainants were dissatisfied with the response to their complaint (47 of these relate to the period 1 September to 31 December 2021) and asked for it to be escalated to independent investigation by the Customer Feedback Team.
- 19 Analysis of a sample of these investigations highlights that 24% could have been avoided through either timelier or more comprehensive updates from services, and/or completion of the agreed action in the first instance.
- 20 We continue to monitor our performance for statutory complaints that arise from our duties as a local social services authority.
- 21 As of 31 December 2021, around 19,000 adults and 3,800 children and young people were being supported by Adult and Health Services (AHS) and Children and Young People's Services (CYPS) respectively.
- 22 AHS received a total of 81 complaints over the reporting period, a 12% increase on the previous year with 24% of these upheld and 33% partially upheld. This correlates with an increase in adults open to services (18,730 compared to 17,895 last year).
- 23 The most frequent reasons for making a complaint were dissatisfaction with charges (22 complaints), speed of service (18 complaints) and lack of communication - no information received (15 complaints).
- 24 CYPS received a total of 34 complaints over the reporting period, a 9% decrease on the previous year with 6% upheld and 38% partially upheld.

- 25 Due to the complexity of these complaints, up to three reasons can be recorded for each. During the 12 months ending 31 December, the most frequently recorded reason for making a complaint (14 complaints) was communication. Eleven complaints featured disagreement (with action/ assessment/ decision/ recorded information) and staff behaviour in 10 complaints.
- 26 During the 12 months to 31 December 2021, the Ombudsman delivered decisions relating to 67 complaints, of which 14 were upheld. Of the 12 decisions delivered during the latest quarter, three were upheld (25%).
- 27 Despite the pandemic, we have continued to act on feedback from our customers and conduct focused service improvement activity which has led to the implementation of a range of developments to enhance their experience. We continue to measure the impact of this activity and analyse and utilise feedback to support ongoing improvements.

Recommendation(s)

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

Background

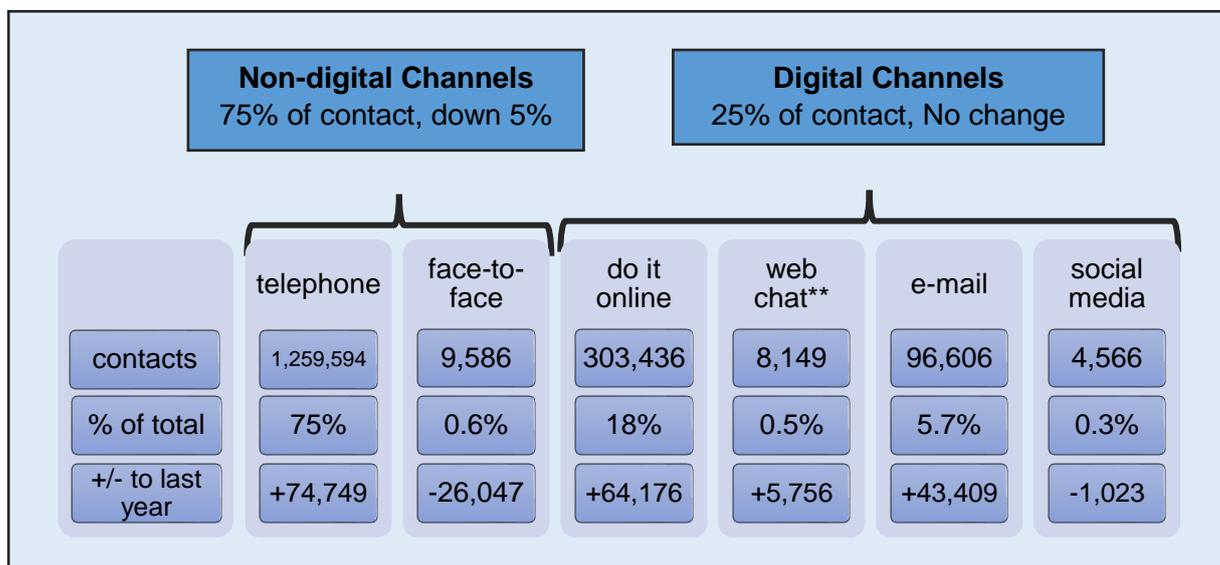
- 29 Successful organisations understand their customers and one way to gain this valuable insight is by gathering and utilising customer feedback.
- 30 The customer feedback report brings together a wide range of information collected from our customers which describes their experiences of using our services.

Contact through our customer services team

- 31 The ongoing response to COVID-19 continues to shape our customer service offer in terms of new and existing services delivered and the ways in which our customers and residents can contact us.
- 32 During the 12 months ending 31 December 2021, we received almost 1.7 million contacts through our reported channels as summarised in the following infographic. Almost one million contacts were handled by our corporate customer services teams.

Non-Digital Channels

- 33 In line with previous reports, the telephone remains the most frequently used channel for contacting us.



- 34 Broadly speaking, we receive telephone calls either through our automatic call distribution (ACD) system, which routes calls to groups of agents based on a first-in-first-answered criteria, or directly to a telephone extension (non-ACD).
- 35 Only calls received via our ACD system are included in our telephone statistics so in line with our initiative to develop a customer-focused, one-council approach to service delivery, we are transferring non-ACD lines into the ACD system. This will allow us to see a more holistic view of telephony demand and performance across the council, and to monitor and identify opportunities to improve and enhance the customer experience.
- 36 The decrease in non-digital channels reflects the closure of our Customer Access Points (CAPs), alongside all other council buildings, at the start of the pandemic. Whilst CAPs were re-opened to the public on 30 September 2021, demand for face-to-face contact following reinstatement was low across all access points with footfall at less than 15% of pre-COVID level.
- 37 Over the same period, workloads across welfare assistance, household support, and test and trace payments increased significantly. Therefore, we temporarily re-closed the CAPs on 13 December 2021, enabling resource to be deployed to help relieve these pressure points.

Digital Channels

- 38 Although the telephone remains the most popular method overall, more customers are choosing to interact with us via our digital channels.
- 39 During quarter three, an additional 2,000 households signed up for an online account - taking the number of households able to engage with us through this method to almost 159,000 unique properties.
- 40 The movement from non-digital to digital channels is particularly noticeable across customers logging service requests within our CRM system. The shift from telephone to online can be seen, as per the table below:

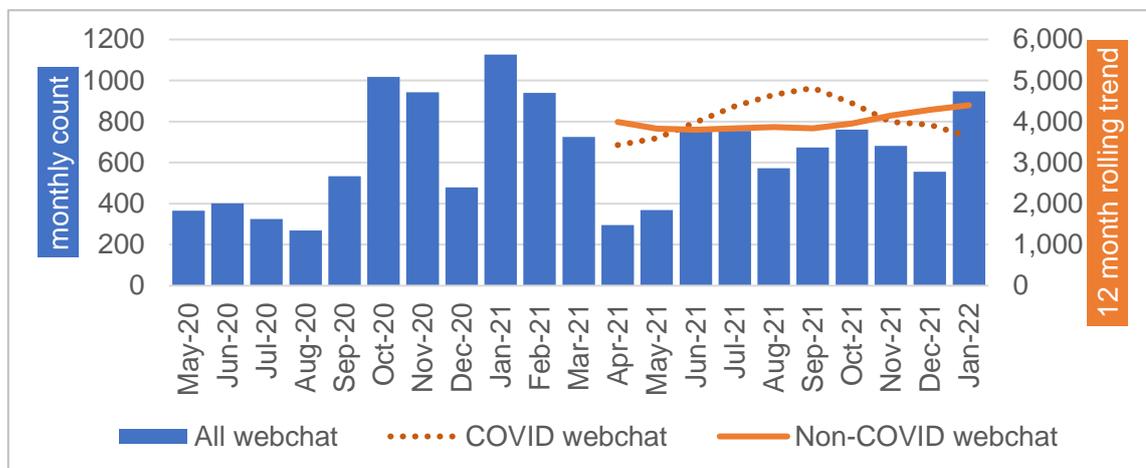
		proportion of service requests logged by channel – 12 months ending 31 December	
		2020	2021
Non digital	Telephone	32%	26%
	Face-to-face	2%	0%
	Total	34%	26%
Digital	Do it online portal	60%	68%
	Other digital*	6%	6%
	Total	66%	74%

*social media (Facebook and Twitter), webchat, e-mail, virtual appointments

- 41 Although COVID-related webchat has dropped since quarter two, non-COVID related webchat has increased by an equivalent volume.

	Webchat interactions			
	Q2, 2021/22	Q3, 2021/22	Change	
Webchat interactions contacts available over 30 pages	1,997	1,998	+1	0%
COVID related	1,039	661	-376	-36%
Non-COVID related	958	1337	+379	+39%

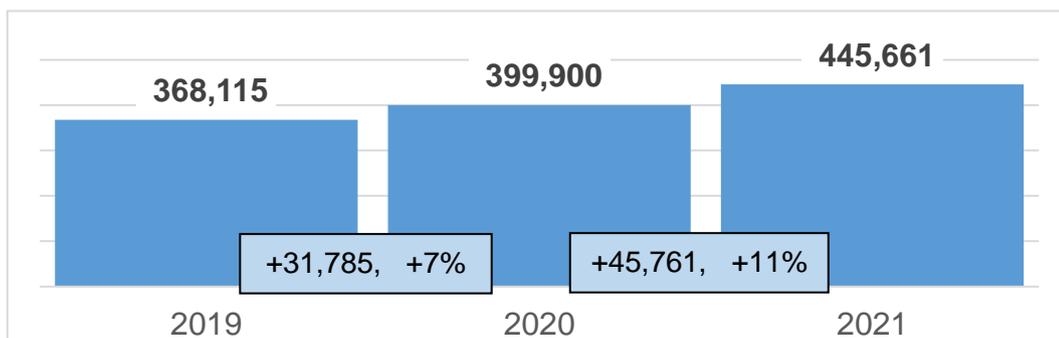
42 The increase in non-COVID related contact is driven by increases across the following service areas: general enquiries (+250, +32%), council tax (+66, +15%), garden waste (+34, +81%), and housing solutions (29 +42%).



Service Requests

43 Around 25% of customer contact leads to the creation of a service request in our CRM system. The remaining 75% relates to customers seeking advice or more information, wanting to be transferred to another team, booking an appointment, or requesting a progress update.

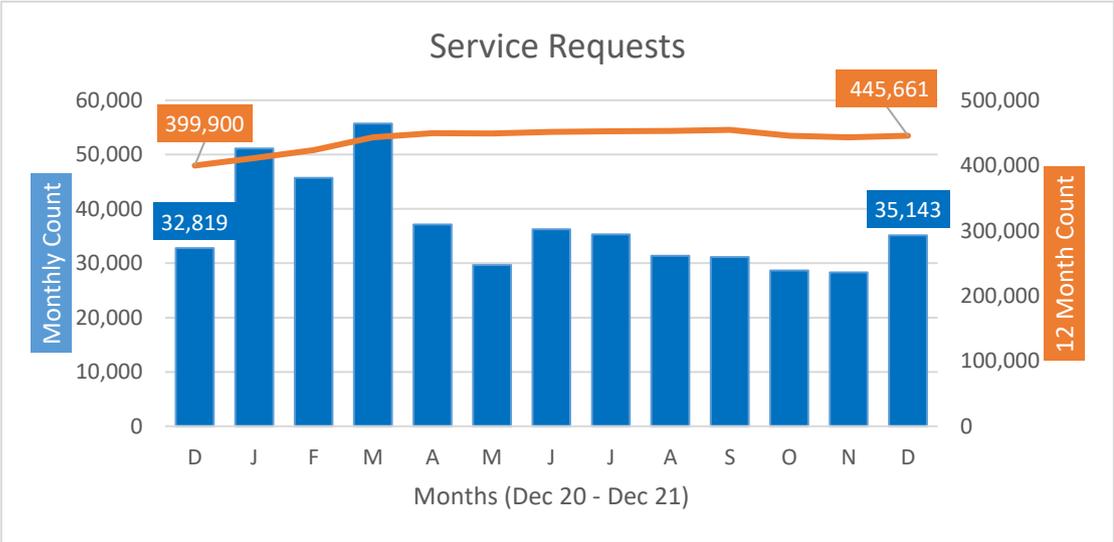
44 Since the start of the pandemic, there has been a steady increase in the number of service requests received.



45 The increase at the start of the pandemic (2020) was driven by residents contacting us to seek financial help (both personal and business related) or report issues arising from spending more time at home (especially environmental issues such as litter and fly-tipping, and anti-social behaviour issues such as noise complaints), and the need to enforce various COVID-19 restrictions. However, the scale of this initial increase is masked by corresponding decreases across service requests linked to services which were required to temporarily close due to COVID restrictions, most notably waste permits and bulky waste collections.

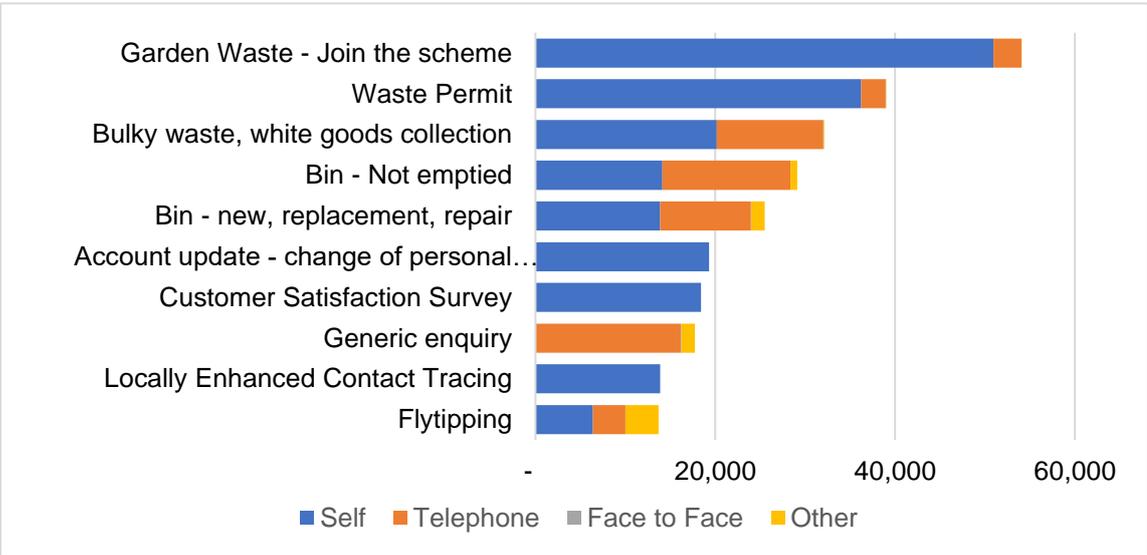
46 By the end of 2021, we were dealing with fewer COVID-related service requests, but the overall total continued to increase. This mainly followed the restatement, and increased demand for, those waste services which were temporarily closed.

47 Almost 46,000 additional service requests were received in the 12 months ending 31 December 2021, an increase of 11% on the previous year.



48 Notable increases included: 30% more requests to join the garden waste scheme (+12,692), 20% more requests for a waste permit (+6,432) and 23% more bookings for bulky waste collections (+6,013). These had a knock-on effect to our customer satisfaction survey, with more surveys distributed and more people responding (up 67%, +7,401).

49 Over the 12 months ending 31 December 2021, the ten most frequently requested services were:



Performance Standards

- 50 To enable us to monitor delivery timescales of service requests logged within our CRM system, we have applied performance standards within the system where possible.
- 51 We do not apply performance standards if the process is not fully managed within the CRM. We also did not apply performance standards to many of the COVID-related service requests, partly due to the speed of the set-up, but also due to the complexity and unknown elements of the request which often resulted in required modifications as the pandemic progressed.
- 52 We recently completed a detailed review of performance standards applied to all service requests within our CRM. This led to a range of service improvements linked to systems, data and reporting, training, and member experience.
- 53 At the end of quarter three, a reportable and accurate performance standard had been applied to 58 service requests. This compares to seven, as at October 2021.
- 54 We have identified a further eight processes where we could apply a performance standard and are working with service areas to resolve these.
- 55 However, 45% of all CRM processes are 'single-stage' online forms which means a measurable performance standard cannot be established without designing and implementing a full back-office process using the CRM which would require significant development resource.
- 56 44% of all service requests processed during 2021 were assessed against a performance standard, and of these, the performance standard was met in 68% of cases. This is in line with performance in 2020 – although it should be noted that more service requests were received in 2021.
- 57 80% of service requests with a measurable performance standard received during quarter three related the one of the following areas:

	Performance standard (days)	Service requests received	Completed within timeframe
Join the garden waste scheme	1	9,011	87%
Waste permit	1	8,249	95%
Bin – not emptied	3	4,556	54%
Street lighting	10	2,406	76%
Fly-tipping	3	2,310	68%
Road or footpath	10	1,182	68%
Tree or hedge pruning or removal	7	1,142	50%
Complaints	10	845	80%
Rubbish in gardens and yards	10	810	46%
Litter	10	798	89%

Customer satisfaction - surveys and compliments

- 58 Our CRM system enables customer satisfaction surveys (CSS) to be automatically sent to the customer when their service request (SR) is closed.
- 59 Although our overall survey response rate as a proportion of service requests is low – as seen below – it has improved over the last two years.



- 60 The improved response rate is due to a combination of essential maintenance work which has resolved previous system closure issues,

linking the survey to more service requests, and capturing more customer email addresses.

	12 months ending December...		
	2020	2021	Change
Service Request types	105	121	16
Service Requests received	300,095	329,544	29,449 (10%)
Surveys emailed to customer	124,359 (41%)	132,863 (40%)	8,504 (7%)
Responses to survey	11,033 (9%)	18,439 (15%)	7,406 (67%)
Responses as a % of service requests	3.7%	5.6%	1.9pp

- 61 Although the satisfaction survey is linked to 121 service request types, 90% of the survey responses received throughout 2021 related to only 21 service request types (see appendix five). Eight service request types, summarised in the table below, made up 80% of total responses.

	Response Rate	
	Surveys returned / total SRs	
	12 months ending December...	
	2020	2021
Bin: missed collection	10.0% 2,521 / 25,215	18.8% 5,471 / 29,100
Bulky Waste	0.1% 17 / 26,093	8.0% 2,578 / 32,106
Complaint	8.5% 373 / 4,379	18.5% 858 / 4,646
Council tax – change of payment method	11.6% 598 / 5,177	10.1% 563 / 5,582
Fly-tipping	5.1% 789 / 15,506	6.7% 920 / 13,684
Join the garden waste scheme	1.0% 432 / 41,408	0.8% 458 / 54,100
Road or footpath	8.2% 403 / 4,916	7.1% 665 / 9,344
Street lighting	11.0% 695 / 6,297	10.3% 715 / 6,934

- 62 Although response rates have increased for five of the eight service request types, there was significant variance ranging from 0.8% to 19%.

This variation is linked to both the volume of requests and the nature of the requests themselves. We are continuing to identify options to reduce this variance and additional ways to capture feedback.

- 63 We have analysed all survey responses received during the 12 months ending 31 December 2021 against our nine key measures as per the following infographic.



- 64 Satisfaction rates vary significantly across different service request types. Analysis of satisfaction with service delivery shows seven areas attained satisfaction ratings of at least 90%: early help (95%), bulky waste collections (96%), waste permit requests (97%), birth death and marriage certificate requests (96%), joining the garden waste scheme (95%), applying for free school travel (97%), and changing the payment method for council tax (92%).

- 65 Six areas recorded the lowest levels of satisfaction of less than 70%: requesting a new, replacement, or repair to bin (40%), service complaints (51%), dog and litter bins (63%), clearing litter (67%), tree or hedge pruning / removal (66%), and warm homes (70%).

- 66 We have investigated the reasons for these low satisfaction levels:

- New, replacement or repair to bins: supply issues mean we have been unable to fulfil requests for new or replacement bins. We expect new stock to arrive in January 2022.
- Dog and litter bins: impacted by the bin supply issue.

- Service level complaints: timeliness of both acknowledgement and responses is the biggest driver for dissatisfaction.
- Clearing litter: staffing levels have been impacted by COVID. However, our teams are consistently cleaning the same areas within the same timescales as standard. We have installed litter signage in hotspot locations and moved frequently to maintain impact.
- Tree or hedge pruning/removal: there has been no change to the programme but there has been a notable increase in requests where the responsibility for maintenance does not lie with the council.
- Warm homes: customers were receiving automated closure responses before contact had been made and were unable to submit enquiries relating to a new energy grant for air source heat pumps as a dedicated portal was not in place. In response we have delayed the auto response time within our system and are using, as a short-term temporary solution whilst a new portal is developed, using the existing Warm Homes online portal.

Customer Compliments and Star Rating Feedback

- 67 Throughout the 12 months ending 31 December, we received 917 compliments, 10 more (+1%) than the same period the previous year.
- 68 In line with previous reports, most of the compliments related to satisfaction with service provision – although we did also receive praise due to the actions of specific individuals.
- 69 A small sample of the 198 compliments received during quarter three, 2021/22 is attached at Appendix two.
- 70 In addition to compliments, we collect star ratings from customers who request a service via an online form. The rating helps us understand the customer’s experience when logging their request and identifies opportunities for improvement.
- 71 During the 12 months ending 31 December, we received 87,897 ratings, 60% more (+32,876) than the same period last year. Almost two thirds rated service request handling as five star.

All Service Request Types 12 months ending 31 December...	Star ratings received	Proportion of star ratings received				
		5-star	4-star	3-star	2-star	1-star
2020	55,021	60%	17%	14%	3%	6%
2021	87,897	65%	18%	8.6%	2.7%	5.8%

- 72 57% of ratings received during the 12 months ending 31 December related to the following five service areas.

Service Request Type	Star ratings received	Proportion of star ratings received				
		5-star	4-star	3-star	2-star	1-star
Joining the garden waste scheme	20,582	64%	21%	9%	3%	3%
Customer satisfaction survey	15,350	62%	18%	8%	3%	9%
Waste permit	6,901	85%	9%	3%	1%	2%
Bin: not emptied	3,544	53%	15%	10%	3%	19%
Bulky waste collection	3,411	70%	19%	7%	2%	2%

Customer suggestions

- 73 During the 12 months ending 31 December 2021 we received 558 customer suggestions, 65 fewer than the same period last year.
- 74 Whilst we receive and review a considerable number of suggestions, the majority have been addressed previously and/or considered as part of service development.

Comments relating to policies, procedures, decision-making and feed and charges.

- 75 To understand the impact of our policies, procedures and decision making and to support development in these areas we capture and analyse the comments we receive. We then provide feedback to the relevant service areas / teams to support opportunities for improvement and development of policies and procedures.
- 76 The following table summarises the feedback received over the 12 months ending 31 December 2021.

23 objections to our decisions (-36)	Three objections related to operating hours / building closures and three for planning decisions. The remainder were mainly operational decisions, e.g., road closures.
96 dissatisfied with fees and charges (+9)	27 related to leisure centres, 14 to waste (mostly replacement bins (11), garden waste (2) and bulky waste (1)), and 11 to council tax.
150 comments about policies / procedures (+11)	72% of comments related to policies and procedures linked to waste collection and disposal. - 37% to our Household Waste Recycling Centres (56) - 35% to our Refuse and Recycling Service (53)

Priority Correspondence

- 77 During the 12 months ending 31 December, we received 1,882 items of priority correspondence¹.
- 78 All teams are working to a response deadline of 10 working days from receipt of enquiry, except the Resources service grouping which is working to a response deadline of four working days.

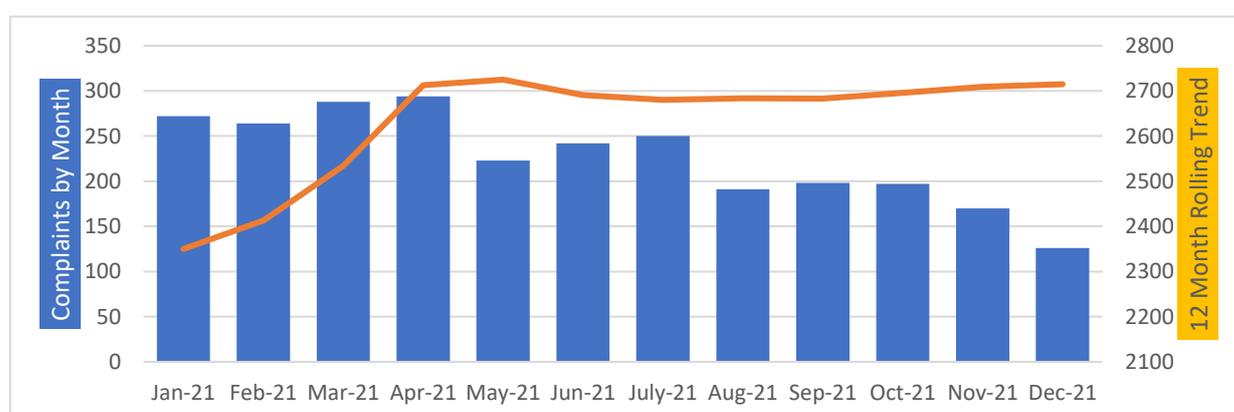
	Enquiries received	Responses on time		Responses late	
1 Jul to 30 Sep 2021	532	317	61%	215	39%
1 Oct to 31 Dec 2021	385	293	76%	92	24%

Our performance in dealing with complaints (both statutory and corporate)

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

Corporate Complaints

- 80 During the 12 months ending 31 December 2021, we received 2,715 corporate complaints, 382 more (+16%) than the previous year. Of those investigated, 49% were upheld.
- 81 As shown in the graph below, most of the increase occurred in the final quarter of 2020/21 (January to March) and coincided with a significant increase in service requests over the same period. Even so, as of 31 December 2021, the ratio of complaints to service requests was 0.6% or



¹ Priority correspondence relates to correspondence sent directly to the Chief executive, Member of Parliament or Corporate Directors

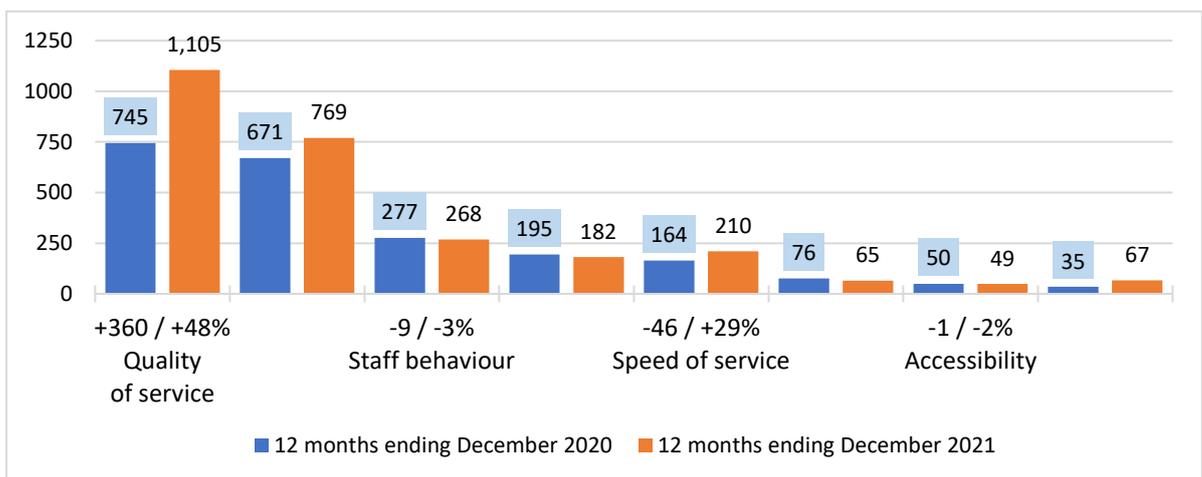
six complaints for every 1,000 service requests. This is the same as the previous year.

82 52% of service level complaints were completed and responded to within timescale, 48% were responded to outside of timescale. Compared with 48% and 52% the previous year.

83 The areas with the largest proportion of responses over performance standard for quarter three are Refuse and Recycling (67), Clean and Green (33) and Highways (14).

84 Broadly speaking, corporate complaints can be categorised across eight specific areas.

Complaint Area	Complaint Area Description
1. Accessibility	We were inaccessible to the customer
2. Administration	Our administrative processes were poor causing inconvenience to the customer
3. Communication	We did not communicate effectively
4. Staff Behaviour	Our staff behaved badly
5. Service Failure	We did not do what we said we would
6. Speed of Service	We did not provide the service when we said we would
7. Quality of Service	We did not provide the service to the expected standard
8. Damage	We caused damage whilst carrying out our duties



85 'Quality of Service' (not providing the service to the expected standard) and 'Service Failure' (not doing what we said we would) remain the most frequent causes for complaint.

86 The main driver behind the increase in service failure complaints was 'not actioning a service request' which increased from 82 to 212. Given that

we received almost 46,000 additional service requests during the same period it is not considered unusual that some progressed to complaints.

In line with previous reports, the most frequent cause for complaint, representing 20% of all complaints, was missed bin collections. Of those investigated in the 12 months ending 31 December 2021, 95% were upheld. However, it is important to note that whilst we received 581 missed bin complaints over this period, we collected 13 million bins, a complaint to delivery ratio of just 0.004%.

Corporate complaints subjected to independent investigation

87 During the 12 months ending 31 December 2021, 191 complainants were dissatisfied with the response to their complaint and asked for it to be escalated to independent investigation by the Customer Feedback Team.

88 Although 79% of these complaints were responded to within the performance standard, it is slightly lower than the 84% achieved in the previous year. There are two main reasons for not achieving the performance standard: the increased complexity of complaints and the time taken for information to be received from service areas. When we are unable to meet the performance standard, we issue a holding response with an explanation of the delay and an expected response date.

89 Analysis of a sample of complaints suggests that 24% could have been avoided if there had been a timelier or more comprehensive update from the service, and/or the agreed action had been completed in the first instance. This is in line with quarter two.

90 47 complaints were escalated to the independent investigation during quarter three:



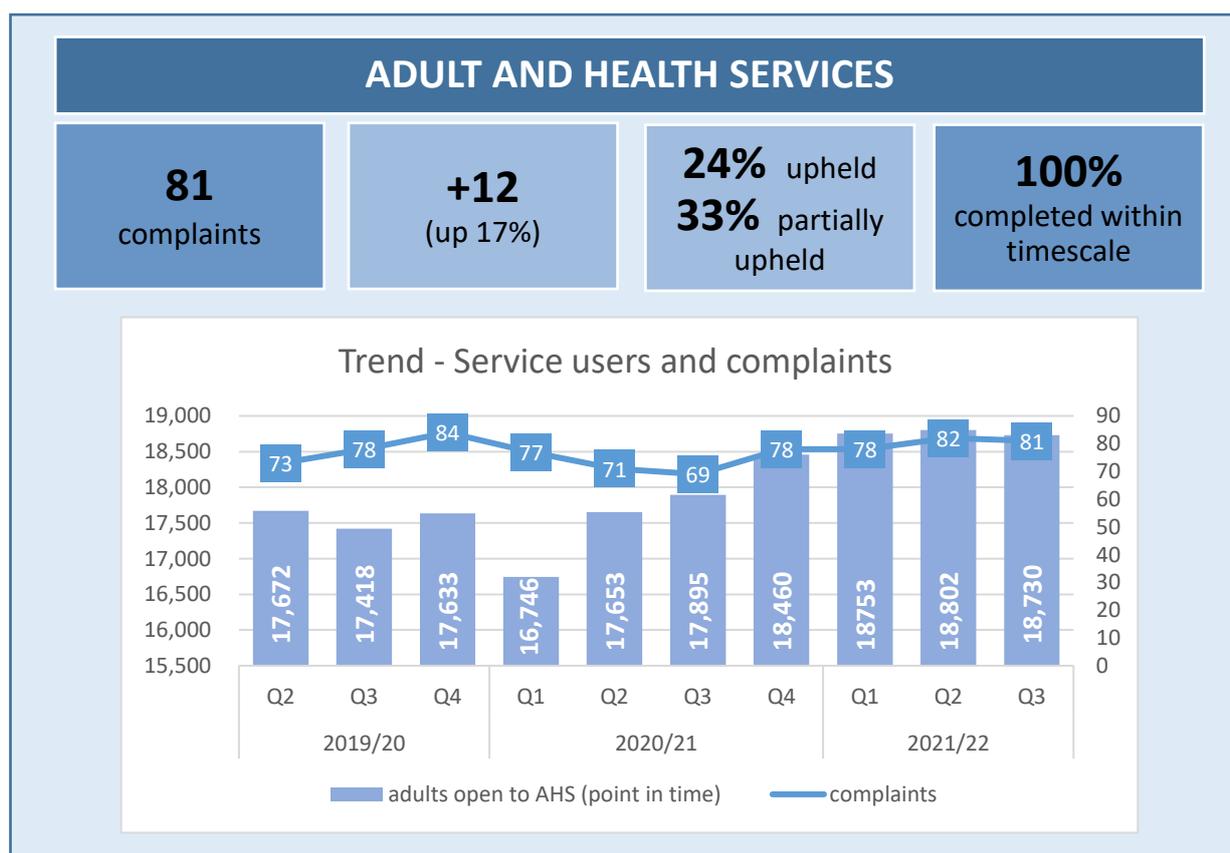
91 Details of complaints upheld by independent investigators during quarter three are included in Appendix three.

Statutory Complaints

92 As of 31 December 2021, around 19,000 adults and 3,800 children and young people were being supported by Adult and Health Services (AHS) and Children and Young People's Services (CYPS) respectively.

- 93 Each service has its own distinct statutory complaints procedures, so the complaints made under each of these procedures are not directly comparable. Broadly speaking, users of AHS have voluntarily requested access to the service whereas the involvement of CYPS is primarily due to a child or young person being in need or at risk of significant harm.
- 94 Statutory complaints have traditionally been logged and tracked through a clerical system, overseen by a complaints officer who monitors progress, adherence to timescales, quality of response and completion of recommended actions.
- 95 A new case management system has now been introduced across social care within AHS (Azeus). The system has a complaints module that allows complaints to be logged upon receipt and updated in real-time. CYPS also intends to introduce a new complaints module using their case management system (Liquid Logic). Quality assurance will remain the responsibility of the complaint officers.

Adult Health Services



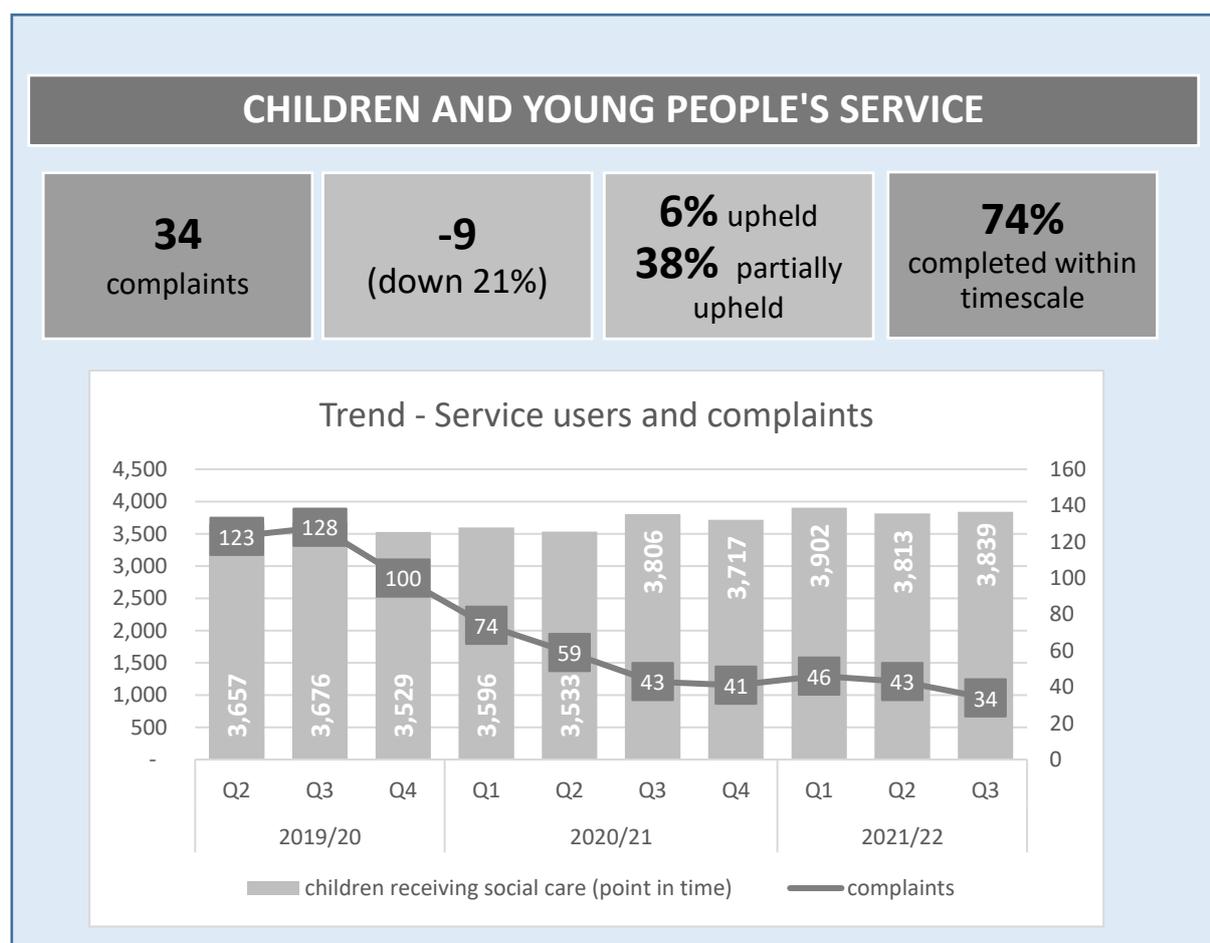
- 96 Of the 81 statutory AHS complaints received during the 12 months ending 31 December 2021: 31% related to older people/physical disabilities/sensory impairment (25 complaints), 27% to Transactional Services (22 complaints) who deal with financial assessments/charging and 22% to learning disabilities/mental health/substance misuse (18 complaints).

97 The most frequent reasons for making a complaint were dissatisfaction with charges (22 complaints), speed of service (18 complaints) and lack of communication - no information received (15 complaints).

98 During quarter three, actions taken in response to complaints included:

- Liaising with a care provider so they could take steps to improve their services, particularly around the accurate completion of daily visit logs.
- Updating direct debit procedures and increasing communication regarding the correct approach for avoiding delays in processing notifications from the Tell Us Once service, following the death of a service user.
- Reviewing current practice in relation to case management to ensure records relating to carers are updated when a service user dies.

Children and Young People’s Services



99 Of the 34 statutory CYPS complaints received during the 12 months ending 31 December 2021: 70% (24 complaints) related to the Families First teams (responsible for children in need, child protection plans, child,

and family assessments (in cases of parental dispute)), 21% (seven complaints) related to teams involved with Children Looked After, and 9% (three complaints) related to the Children with Disabilities team.

- 100 Due to the complexity of these complaints, up to three reasons can be recorded for each. During the 12 months ending 31 December, the most frequently recorded reason for making a complaint (14 complaints) was communication. Eleven complaints featured disagreement (with action/ assessment/ decision/ recorded information) and staff behaviour in 10 complaints.
- 101 During quarter three, actions taken in response to complaints included:
- Communicating changes to fostering social workers to our foster carers
 - Amending practice in cases which are subject to Local Authority Designated Officer (LADO) action and fostering review.

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

- 102 During the 12 months ending 31 December 2021, the Ombudsman delivered decisions relating to 67 complaints. Conclusions were reached based on details supplied by complainants, and in some instances, supplemented with contextual information from council officers.
- 103 Of the 12 decisions delivered during the latest quarter, three (25%) were upheld. Details are included in Appendix four. Additional information regarding complaints escalated to the Ombudsman is available [here](#).

Recent developments that enhance the customer experience

- 104 We are continuing to drive improvements across customer services and enhance the customer experience through our Integrated Customer Service initiative and Unified Communications Strategy.
- 105 During quarter three we completed the roll-out of the MiContact Centre Ignite project. This project involved deploying software which allows the council's contact centre agents to work from anywhere with an adequate internet connection, thus increasing flexibility of our workforce.
- 106 32 contact centres and 417 staff have migrated to the software-based technology, reducing the technology solution variability across the group by 94% and the associated limitations and hardware replacement/ licencing costs.

- 107 Additional benefits to this project are the increased accessibility of demand data supporting services to manage their demand more effectively and to identify opportunities to improve and enhance the customer experience.
- 108 53% of services across the council have been fully migrated to ACD system technology. Migrating these lines enables us to see an enhanced view of demand and performance statistics for all telephony contact, and thereby allows us to identify opportunities to improve the customer experience. Migration plans will continue into quarter four of 2021/22 and into quarter one of 2022/23.
- 109 During quarter three, the following CRM improvements were delivered in response to customer feedback or as part of service improvement activity:
- continued improvements to performance standards across multiple processes/forms to better inform customers of service delivery timeframes, and to ensure that the performance standards can be monitored and reviewed
 - Updated the 'bin not emptied' process to improve service information by preventing customers from submitting the form before 2pm on collection day. This change will improve the information provided to the customer at the first point of contact and reduce avoidable contact
 - Additional questions were added to the homelessness form to collect the correct information at first point of contact and reduce repeat contact with customers
 - Improved document uploads and information collected on the post-16 travel assistance application to ensure applications could be dealt with at first point of contact
 - Continued to ensure all forms/processes are accessible and meet the web content accessibility guidelines.
- 110 During the same period, the following new online forms and processes were launched: Lumiere gold passes, school appeals, apply to register an asset of community value, record office booking, food – report a problem.
- 111 Cyclical updates and improvements were also completed to the following processes: garden waste, real Christmas tree collections, Seaham food festival and Fun and food programme.

Conclusion

- 112 Information as to whether customers are satisfied or dissatisfied with our services, as well as their general experience when accessing services and support, is an important resource for improving customer service and determining our actions in line with customer needs.

- 113 The ongoing response to COVID-19 continues to shape our customer service offer in terms of new and existing services delivered and the ways in which our customers and residents can contact us.
- 114 Since the start of the pandemic, there has been a steady increase in the number of service requests received and this has impacted the volume of complaints received as well as overall customer satisfaction.
- 115 However, despite the pandemic, we have continued with a range of new customer focused developments aimed at enhancing user experience and continue to analyse and utilise feedback to support opportunities for improvement.

Background papers

- None

Other useful documents

- Previous Customer Feedback reports presented to Corporate Overview and Scrutiny Management Board.

Author(s)

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Appendix 1: Implications

Legal Implications

Not applicable.

Finance

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

Consultation

None.

Equality and Diversity / Public Sector Equality Duty

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

Climate Change

None.

Human Rights

None.

Crime and Disorder

None.

Staffing

None.

Accommodation

None.

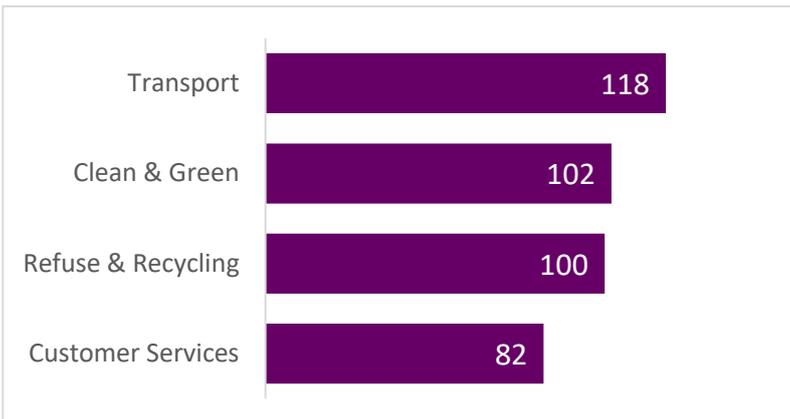
Risk

None.

Procurement

None.

Appendix 2: Sample of compliments received during quarter three, 2021/22



Customer would like to commend the crew for sorting the trees that came down. They have done a great job and were very professional.

Customer wanted to thank all staff involved with the asset valuation process task which has recently been completed. She thanked everyone for all their hard work.

Customer says the Macmillan welfare rights officer had been really kind and helpful

Would like to pass on her Thanks to the refuse crew who have collected her bin this morning she has been unwell & forgot to pull the bin out they have very kindly emptied it & she greatly appreciates this.

Customer wanted to thank transport team for incident on behalf of his parents

Customer very impressed with response to report of flooding and request for sandbags, saying it went from a high-tension situation to feeling of relief. He would like to thank those who cleaned out not just the gully near his house but others on the street and to those who delivered sandbags.

Customer would like to commend the Pest controllers that have visited the property recently. He was very impressed with the advised given and the professionalism of the staff.

Kind thanks: Thank you so much. a remarkable service from DCRO!

Customer has called to say thank you very much for the help when her husband had fallen, she said the two responders were fantastic

Lady and her husband wanted to thank the bin crew for being so lovely over the last couple of years. Couldn't speak highly enough of the crew :-)

Just a note to thank you all for the work yourself and the Team have done in Spennymoor to clear away the debris caused by the storm and for also getting around the area to sweep up the leaves on the paths.

Customer calling to say thank you to Member of BB

Could you please record my appreciation to Highways Department for the work done to alleviate parking issues at the above location that was causing highways safety issues for local residents.

Many thanks for swift response to clear "leaves" from pavement in front of the street and the back lane! Excellent job as usual. Nice friendly and professional worker!!

Customer wanted to let us know what a lovely team of people we have doing bin collections. Their daughter shouts when she hears the bin lorry and loves to stand at our window and watch. Without fail everyone always makes an effort to wave and smile at us. Such a friendly bunch and lovely to see them every Thursday morning. Please pass on our thanks.

Customer would like to thank the highway operatives for the fantastic job they made on the repair of their dropped kerb. Good job, cleaned up after themselves and collected the cones promptly the next morning. Much appreciated.

We have recently moved into the area and have been very impressed with the service of the staff at Annfield Plain waste disposal site. We have been three separate times over the course of the past week, and they have been great each time.
Staff have been very welcoming upon arrival, they offered help regarding which skip we needed to use and checked that we were able to manage. All staff members were very happy and jolly to speak to. Really great experience.

The pest controller who attended customers address provided excellent service in the form of professional advice and honesty. The controller was able to provide sensible advice which was open, honest and evidence-based. He was able to communicate concisely which was straightforward and easily understood. Furthermore, he was approachable, funny and easy to converse with. I personally thought he was an excellent representative of your department.

Customer wanted to pass on sincere appreciation toward the speedy and professional responses we have experienced from the Durham County Records Office team.

Customer thanks are the teams involved for his issue at the weekend in the storm damage

Appendix 3: Independent investigations by Customer Feedback Team where corporate complaints were upheld

Complaint upheld	Recommendation
Council made an error in processing an application for a concessionary bus pass resulting in pass being refused.	Apologise to customer for failing to ensure records were completed correctly. Reimburse reasonable travel expenses incurred prior to the concessionary bus pass being issued.
Bin collections were missed despite being on assisted list.	Partial refund issued for the missed collections. Will ensure that collections are not carried out before 7am.
Lack of consistency in trade waste collections.	Apologise for the inconvenience caused. Partial refund issued for the missed collections.
Repeated missed bin collections.	Apologise for the inconvenience caused.
Communication regarding leisure centre memberships, suspensions and direct debits.	Apologise for the way the matter was dealt with. Feedback included in staff refresher training.

Complaint partially upheld	Recommendation
Response regarding omitting a road from the current list of publicly maintained highways.	Acknowledge that further investigations should have been carried out.
Length of time taken to investigate an issue	Apologise for the unnecessary delay in actioning and rectifying the matter.

Appendix 4: Complaints upheld by the Local Government and Social Care Ombudsman (the Ombudsman)

Ombudsman's final decision	Agreed action
<p>There were some failures in the care provider's care and treatment of the customer which may have caused weight loss and poor hygiene.</p>	<p>Council to apologise and offer the complainant £500 for the distress caused by the poor standard of care by its commissioned care provider, and £250 for the distress caused by the knowledge of the poor care at the care home.</p> <p>The council to ensure the care provider takes steps to improve its procedures.</p>
<p>Neglect in a council-funded care home.</p>	<p>Council to apologise and pay £1000 to reflect the family's avoidable distress.</p> <p>Council to ensure the care provider reviews and revises relevant procedures.</p>
<p>Council was at fault for refusing to escalate a complaint to stage two of the children's statutory complaints procedure.</p>	<p>Council to begin a stage two investigation and pay the customer £150 in recognition of the distress caused by the delay.</p>

Appendix 5: Customer Satisfaction Survey: response rates and satisfaction with service delivery

Top 24 by number of survey responses – equates to 90% of responses

	Response Rate		Satisfaction with service delivery		Main reason(s) for dissatisfaction
	Surveys returned / total SRs		(change is only significant if it is =>2pp)		
	12 months ending		12 months ending		
	31 December 2020	31 December 2021	31 December 2020	31 December 2021	
Anti-social behaviour	3.9% 106 / 2,691	3.7% 76 / 2,082	80%	79%	The issue was resolved long term.
Bin: new, replacement or repair	0.6% 138 / 24,864	0.6% 141 / 25,507	55%	60%	not keeping customers informed of progress. Taking too long to complete task.
Bin: missed collection	10.0% 2,521 / 25,215	18.8% 5,471 / 29,100	78%	73%	Time taken to return for the bin. Issue has not been resolved long term.
Birth, death, or marriage certificate	9.7% 302 / 3,125	12.0% 484 / 4,022	96%	96%	Time taken to respond.
Bulky Waste Collection	0.1% 17 / 26,093	8.0% 2,578 / 32,106	71%	96%	Time taken to complete the task.
Complaints	8.5% 373 / 4,379	18.5% 858 / 4,646	59%	51%	not keeping customers informed of progress nor providing them with clear information. Taking too long to complete task.
Council tax – change of payment method	11.6% 598 / 5,177	10.1% 563 / 5,582	95%	92%	Communication issues.
Council tax account	7.3% 1,202 / 16,409	4.7% 2 / 43	97%	50%	
Dog bins or litter bins	6.8% 104 / 1,525	7.5% 135 / 1,789	78%	63%	not explaining our decision when unable to install/ relocate/ renew bin.

Appendix 5: Customer Satisfaction Survey: response rates and satisfaction with service delivery

Top 24 by number of survey responses – equates to 90% of responses

Page 138	Response Rate		Satisfaction with service delivery		Main reason(s) for dissatisfaction
	Surveys returned / total SRs		(change is only significant if it is =>2pp)		
	12 months ending		12 months ending		
	31 December 2020	31 December 2021	31 December 2020	31 December 2021	
					Not completing task when we agreed to action in line with our existing schedule.
Dog fouling	9.4% 192 / 2,047	8.6% 159 / 1841	67%	81%	The issue remains unresolved.
Drainage and flooding	8.0% 145 / 1,816	8.3% 209 / 2,510	75%	73%	The issue remains unresolved.
Early help referral	8.1% 120 / 1,476	8.1% 144 / 1,783	98%	95%	
Fly-tipping	5.1% 789 / 15,506	6.7% 920 / 13,684	87%	84%	The issue remains unresolved. Time taken to complete task.
Free school travel - apply	12.5% 209 / 1,671	13.3% 229 / 1,720	100%	97%	
Garden waste – join the scheme	1.0% 432 / 41,408	0.8% 458 / 54,100	96%	95%	The issue remains unresolved.
Litter	7.2% 227 / 3,174	5.7% 238 / 4,194	64%	67%	The issue remains unresolved.
Road or footpath	8.2% 403 / 4,916	7.1% 665 / 9,344	78%	81%	The issue remains unresolved.

Appendix 5: Customer Satisfaction Survey: response rates and satisfaction with service delivery

Top 24 by number of survey responses – equates to 90% of responses

	Response Rate Surveys returned / total SRs		Satisfaction with service delivery (change is only significant if it is =>2pp)		Main reason(s) for dissatisfaction
	12 months ending		12 months ending		
	31 December 2020	31 December 2021	31 December 2020	31 December 2021	
Rubbish in gardens and yards	3.7% 174 / 4,366	3.7% 161 / 4,373	81%	78%	Not keeping customers informed of progress. The issue remains unresolved.
Street lighting	11.0% 695 / 6,297	10.3% 715 / 6,934	86%	82%	The issue remains unresolved. Not keeping customers informed of progress.
Tree or hedge pruning, removal	9.6% 443 / 4,624	11.1% 549 / 4,954	66%	66%	The issue remains unresolved.
Warm homes	9.5% 152 / 1,602	18.9% 256 / 1,358	84%	70%	Nobody contacted the customer. The issue remains unresolved.
Waste permit	0.5% 153 / 32,575	0.8% 329 / 39,007	94%	97%	The time taken to receive the permit.

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**Corporate Overview and Scrutiny
Management Board**

31 March 2022



**Review of the Durham Light Infantry
(DLI) Collection and Archive –
Feasibility Study Outcomes**

Report of Corporate Management Team

Paul Darby, 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 an opportunity to comment on the outcomes of further feasibility studies regarding the refurbishment and re-use of the former DLI museum and art gallery building reported to Cabinet on 16 March 2022.

Executive summary

- 2 Cabinet at its meeting on 16 June 2021 agreed to undertake a review to reconsider options for the future use of the DLI collection and archive, including the use of the former DLI building at Aykley Heads. The overview and scrutiny function of the Council was asked to contribute to the review by way of an open session with elected members and key stakeholders. A special meeting of COSMB was held on 28 July 2021 to consider the review.
- 3 Key stakeholders were given the opportunity to put forward their views by attending the meeting or making written representations. A presentation was made by the Corporate Director of Regeneration, Economy and Growth setting out the context, current position, and overview of the review scope.

- 4 A summary of the key issues identified were reported to Cabinet in September 2021, where a decision was taken to undertake further work to develop a business case to consider whether to reopen the former DLI building as a cultural venue, with some permanent display of the DLI collection on site but with the DLI collection and archive being housed in the new History Centre as originally envisaged.
- 5 On 16 March 2022 Cabinet considered the outcome of the additional work that had been undertaken. A copy of that report is attached at Appendix 2.

Recommendation(s)

- 6 COSMB is recommended to:
 - (a) Consider and comment on the outcome of the options appraisal report considered by Cabinet at its meeting on 16 March 2022.

Background

- 7 In 2015 Cabinet considered proposals on the future arrangements for the DLI Museum. Cabinet agreed to new arrangements for the storage and display of the DLI collection which included the storage of items at the Sevenhills facility and proposals for the loan of items to a number of venues including Palace Green Library, Bishop Auckland Town Hall, Spennymoor, Newton Aycliffe and Seaham. This was part of an approach to widening the exposure of the history of the DLI to wider groups whilst also achieving Medium Term Financial Plan (MTFP) savings.
- 8 Further arrangements were agreed by Cabinet on 17 January 2018 as part of consideration of a report on the development of the Aykley Heads site as a Strategic Employment Site, the relocation of the DCC Headquarters to the city centre and the new History Centre development which would include storage, care and display for the DLI collection and archive.
- 9 Following the election in May, the new Cabinet requested a review of the proposed arrangements for the care, storage and display of the Durham Light Infantry Collection, archive, museum building and grounds. This was a key priority to review and ensure that the proud and significant military history of County Durham is recognised.
- 10 An options appraisal was produced to include a full assessment of opportunities, costs, risks, other funding availability. This included an impact assessment on the plans for the new History Centre, with the outcome considered by Cabinet in September 2021.
- 11 The Cabinet review scope posed two high level questions:
 - Question 1: Can the former DLI building be brought back into use to house the DLI collection?
 - Question 2: What are the options to repurpose the former DLI building/site for an alternative use?

Role of COSMB

- 12 Scrutiny's role is to scrutinise decisions of the executive, to hold them to account and make recommendations on policy development and implementation. Cabinet recognised the importance of an independent minded scrutiny function and requested scrutiny's support by holding an open consultative session of members and key stakeholders.
- 13 The outcomes from the COSMB review session were referred back to Cabinet for inclusion within their considerations.

- 14 This meeting of the Corporate Overview and Scrutiny Management Board is to update members on the outcome of the options appraisal and decision made by Cabinet at their meeting on 16 March 2022.
- 15 The report of the Corporate Director of Regeneration, Economy and Growth is attached at Appendix 2.

Background papers

- Review of DLI Collection Archive and the Future of the DLI Building and Grounds - report to Cabinet and minutes 16 June 2021
- Review of DLI Collection Archive and the potential future use of the former DLI Museum and Art Gallery and grounds at Aykley Heads - report September 2021

Contact: Andy Palmer

Tel: 03000 268551

Appendix 1: Implications

Legal Implications

None

Finance

None

Consultation

Key stakeholders were invited to participate in the COSMB special meeting in July 2021.

Equality and Diversity / Public Sector Equality Duty

None

Climate Change

None

Human Rights

None

Crime and Disorder

None

Staffing

None

Accommodation

None

Risk

None

Procurement

None

Appendix 2:

Cabinet

16 March 2022

Feasibility Study Outcomes: Refurbishment and Re-use of the Former DLI Museum and Art Gallery Building at Aykley Heads

Key Decision No. REG/02/22



Report of Corporate Management Team

Amy Harhoff, Corporate Director of Regeneration, Economy and Growth

Councillor Elizabeth Scott, Cabinet Portfolio Holder for Economy and Partnerships

Councillor James Rowlandson Cabinet Portfolio Holder for Resources Investment and Assets

Electoral division(s) affected:

Countywide

Purpose of the Report

- 1 This report outlines the outcomes of the further feasibility studies that have been undertaken following agreement by Cabinet in September 2021 to consider the options for refurbishment and reopening of the former DLI Museum and Art Gallery (DLIMAG) and grounds and sets out an approach to bring it back into use as an exhibition centre, gallery and café venue with appropriate reflective and contemplative grounds.

Executive Summary

- 2 In June 2021, Cabinet agreed to review options to reopen and repurpose the DLIMAG and within this context, also consider the options for housing parts of the collection within the former site.
- 3 The initial review, concluded and considered by Cabinet in September 2021, identified that the preferred option to bring the building back into use was as an exhibition centre, gallery and cafe venue with appropriate reflective and contemplative grounds, incorporating a dedicated display space for items from the DLI Collection to complement plans for the exhibitions in the Durham History Centre, acknowledging that the new

History Centre would be the permanent home for the DLI Collection, its storage, care and curation.

- 4 Since the decision to review the site in September 2021, an intense period of feasibility studies has been conducted to support decision making on the options to reopen the site and the associated financial requirements.
- 5 Engagement with key stakeholders and partners alongside considerations from key council departments including planning, highways and equality and diversity, have informed considerations and options for the site. This builds on the stakeholder engagement carried out during July 2021, that was fully considered as part of the report presented to Cabinet in September 2021.
- 6 In October 2021, the Council, in partnership with Durham University and the Culture Durham Partnership, were long-listed with seven other places for the UK City of Culture 2025 competition, a key aspect of which is to support the sustainability of cultural assets.
- 7 Revival of the DLIMAG building, as part of the strategic re-development of Aykley Heads and in line with the county's emerging inclusive economic strategy, provides an opportunity for culture-led levelling up that will be open to all communities and free at the point of access.
- 8 Redevelopment of the site as an exhibition centre able to deliver world-class visual art along-side displays of our proud history is integral to not only the broad opportunities at the Aykley Heads development and the wider tourism offer of the country and the region, but a conscious programme to celebrate culture and heritage and the many positive impacts these can have for residents and visitors.
- 9 The feasibility study included the review of five options against a clear brief of objectives to be delivered at the site and for our communities, those options were:
 - (a) Option 0 - **Do Minimum** option comprising a refresh and 'clean up' of the existing building within the existing footprint, dedicated display space for the DLI Collection and baseline works to develop a contemplative garden;
 - (b) Option 1 – **Minimum Intervention** comprising complete transformation of the existing building, dedicated display space for the DLI Collection and baseline works to develop a contemplative garden, with the demolition of the existing single storey elements (including public toilets) and a small extension to the east of the property;

- (c) Option 2 – **Intermediate Intervention** similar to Option 1 but includes a much larger extension along the full extent of the eastern elevation increasing the net internal area of the building by approximately 47%. The amount of exhibition space, and dedicated display space for the DLI Collection, is increased and there is also an increase in the amount of flexible space for education and events. The café is also larger. Additional space is included for an artist in residence and bookable meeting rooms. Works to the garden are based on a mid-level scope;
 - (d) Option 3 – **Maximum Intervention** similar to Option 2 but the extension along the eastern elevation doubles increasing the net internal area of the building by around 96%. This option has the most exhibition space and dedicated display space for the DLI Collection. The space for artists in residence / creative hub is also more than double the space provided in Option 2. In addition to a larger café this option also includes additional space for a new restaurant. Works to the garden are based on the top-level scope;
 - e) Option 4 – **Do Maximum** as Option 3 in terms of geometries / space requirements but assumes new build rather than a refurbishment of the existing building.
- 10 Options 3 and 4 are the only options to fully meet the critical success factors. Based on the financial, commercial, economic and market analysis to date the report recommends Option 3 as providing the best value for money against the criteria while delivering a cultural and visual art venue that would raise the city and county’s profile against the regional and national cultural offer.
- 11 Construction costings and business plan analyses developed for each option have taken a risk-based approach and maximum expected financial commitments are presented.

Recommendation(s)

- 12 Cabinet, having regard to the corresponding exempt report, is recommended to:
- (a) agree to implement Option 3 of this report as the preferred redevelopment opportunity with a forecast additional MTFP revenue budget requirement, including revenue cost of prudential borrowing required, totalling £1.019 million to be built into MTFP (13) planning;
 - (b) agree that a comprehensive capital and revenue fundraising strategy is developed with immediate effect to seek external funding in order to minimise the prudential borrowing and ongoing revenue commitment of the Council;

- (c) note need to further develop all aspects of the preferred option including the preferred delivery model and revenue implications.

Background

- 13 On 16 June 2021, Cabinet agreed to review options for the potential future use of the former DLI Museum and Art Gallery (DLIMAG) building and surrounding grounds. The review addressed two key questions:
 - (a) can the former DLI Museum be brought back into use to house the DLI collection?
 - (b) what are the options to repurpose the former DLI building/site for alternative uses?
- 14 Undertaken throughout July and August 2021, the review was underpinned by two separate independent reports from the Director of the National Conservation Service and global real estate advisor, s Avison Young, provided architectural, planning and market appraisals for the building and its prospective potential uses should it be brought back into use.
- 15 On 28 July 2021, a meeting of the Corporate Overview & Scrutiny Management Board (COSMB) provided an opportunity to consider the review questions and key stakeholders were invited to submit representations on the issues from their perspectives. The outcome of that meeting was fully considered as part of the review.
- 16 On 29 September 2021, Cabinet agreed with the findings of the review report which identified through evidence and analysis, that reopening the former DLIMAG building to house the whole DLI collection was not practicable.
- 17 The preferred solution identified was for the development of the former DLIMAG building as an exhibition centre, gallery and café venue, including dedicated space for display of DLI Collection items that will complement plans for exhibitions in Durham History Centre (DHC), noting the purpose built DHC will be the permanent base for the DLI Collection, its storage, care and curation.
- 18 The September Cabinet report also concluded that the grounds surrounding the former DLIMAG building should be considered sensitively, as they had been used over a number of years as an informal site for the scattering of veterans' ashes. The report identifies the opportunity to develop a peace or contemplation garden in the grounds.
- 19 The report recommended the commission of further detailed feasibility work into:
 - (a) refurbishment of the former DLIMAG building as an exhibition centre, gallery and café venue including dedicated space for display of DLI collection items that will complement plans for exhibitions in Durham

History Centre (DHC), noting the purpose built DHC will be the permanent base for the collection and its storage care and curation;

- (b) an appropriate funding strategy, operational model, and business plan, including a marketing strategy for the venue, and an assessment of the wider opportunities of connections to new and existing sites in the city such as Wharton Park and the new History Centre; and
- (c) an appropriate reflective garden in the grounds.

20 It was agreed that the outcome of the further feasibility (which was to include full consideration of the MTFP and revenue and capital budgetary impacts) of bringing the building back into use, should be presented to Cabinet for consideration in early 2022. This report satisfies that requirement.

Approach

- 21 The feasibility project has considered the current condition of the building and options for redeveloping the former DLIMAG building in line with the recommendations agreed by Cabinet in September 2021, including a full assessment of risks, financial, legal and value for money issues.
- 22 Key stakeholder and partner engagements took place between October and January to inform the development of the project brief; those involved in these engagements included sector and subject specialists, funders and appropriate national bodies, artistic practitioners, veterans and interested public campaign groups including: the Regimental and Chattels Charity of the Former Durham Light Infantry (referred to as the DLI Trustees), DLI Association, the Army Museums Ogilby Trust (AMOT), the National Army Museum (NAM), Arts Council England (ACE; the accrediting body for museums), Museums Development NE, Culture Durham Partnership and the Faithful Durhams campaign group.
- 23 Avison Young¹ were appointed to work with Durham County Council to assist with the development of the feasibility study, including a business case for the venue, and to oversee the appointment of technical consultants to inform this work.
- 24 Counterculture LLP² were appointed to assist with developing a funding strategy, operational model, and marketing strategy for the venue and have worked closely with Avison Young and Durham County Council to develop the business case.

¹ [UK commercial real estate agents | Avison Young](#)

² [Home - Counterculture \(counterculturellp.com\)](#)

Critical Success Factors

- 25 Building on the recommendations agreed by Cabinet in September 2021, the outcomes of early engagement with key stakeholders, and analysis for the likely market/ visitor needs the following success factors were identified:
- (a) bring a popular building back into active and sustainable use, as a community asset and visitor destination attracting between 60,000 – 150,000 visitors per annum;
 - (b) retain links to the building’s heritage and former uses including a dedicated space for part of the DLI Collection and explore opportunities to provide storage for other DCC collections complementing rather than conflicting with plans for Durham History Centre;
 - (c) enhance the grounds - preserve and enhance an important site of reflection and commemoration;
 - (d) provide a new cultural visitor attraction and cafe to address gaps in local cultural infrastructure and visitor economy assets in order to increase visitor numbers, dwell time and spend;
 - (e) support the ambitions of County Durham’s bid for UK City of Culture 2025 and the important role of culture-led regeneration in delivering key step changes to protect and enhance our heritage, grow our creative and visitor economies, empower communities and deliver greater wellbeing;
 - (f) support levelling up of the County as part of an inclusive economic strategy;
 - (g) consider the role of the former DLIMAG building as part of the broader Aykley Heads development;
 - (h) provide a pathway to Net Zero to minimise any negative environmental impacts of both refurbishment works and ongoing revenue operations – seeking out potential for decarbonisation whilst acknowledging that net zero may not be achievable in the short-term but that the building will be on a ‘pathway to net zero’;
 - (i) build on County Durham’s strong track record through the Durham Pound to deliver economic and social value, making a significant contribution to local communities.

Stakeholder Engagement

- 26 As part of the detailed feasibility work, and in order to provide transparency and inclusivity to the development process, engagement workshops with

key stakeholders and cultural partners were carried out in December 2021 and January 2022. The purpose of these engagements was to:

- invite key stakeholders to share their top three ambitions/aspirations for a new cultural venue and reflective grounds at Aykley Heads from their perspective;
- for cultural partners to share thoughts on how Art could play a significant role in a new exhibition centre, gallery, and café and garden venue at the Aykley Heads site;
- to seek views on any key considerations /technical requirements that the feasibility team should consider.

27 The views and feedback collected during these sessions, which are summarised below have been fully considered and used to inform the feasibility study.

Engagement with culture and heritage Stakeholder Organisations December 2021

28 A meeting of key partners and stakeholders including representation from: the Regimental and Chattels Charity of the Former Durham Light Infantry (referred to as the DLI Trustees), DLI Association, the Army Museums Ogilby Trust (AMOT), the National Army Museum (NAM), Arts Council England (ACE; the accrediting body for museums), Museums Development NE and the Faithful Durhams campaign group was held on 17 December 2021.

29 A number of key themes came out strongly during this engagement session and are summarised below:

- (a) **Sustainability and resilience** should be a core consideration for any future development. This was expressed from multiple perspectives, such as environmental, financial, visitor engagement and professional care of the collections. It was noted that the flexibility of internal spaces and the right food and beverage offer should be key considerations;
- (b) Stakeholders were keen to see **an inclusive and engaging venue** which is open and accessible for all and can be a great day out for families;
- (c) It was felt that the closure of the former DLIMAG had left a **gap in the visual arts sector** in Durham and a desire was expressed for a new venue that could address this and provide a space for art exhibitions, both touring, national loans and commissions;

- (d) Stakeholders were keen for the venue to have a clear identity and be seen as **a visitor destination in its own right**;
- (e) That the feasibility study should explore potential **opportunities for peace and reflective areas within the grounds around the building**;
- (f) Any plans for the wider landscape should take account of the need to use the grounds in a number of ways including for outdoor events, reference was made particularly to previous events such as summer concerts;
- (g) Stakeholders were clear that plans must complement the arrangements and plans for the DLI Collection at the Durham History Centre;
- (h) Potential synergies with, and support for, the City of Culture 2025 bid and programme should be explored, it was felt that **a new cultural venue could act as a gateway for different audiences to the Council's wider cultural offer**.

Engagement With Local Arts Sector January 2022

- 30 A meeting of artistic practitioners and arts organisations was held remotely on 24 January 2022.
- 31 A number of key themes came out strongly during this engagement session and are summarised below:
 - (a) Consideration should be given to **taking the building back towards the original architectural intent**, there was a feeling that the building had lost its visual impact and that interventions over the years had been unsympathetic;
 - (b) There is **a significant gap in the arts sector in Durham** (both city and county) that could be addressed through a new cultural venue;
 - (c) There is **demand and a gap in the market for artistically active spaces** e.g. artist studios, maker spaces etc;
 - (d) It is important to **get the technical requirements right** whether that be for object collections, art or performance. If technical requirements are not met it will not be possible to attract high profile artists, loans, exhibitions;
 - (e) Learning from the Covid-19 pandemic has shown that outdoor spaces can be used to engage with a wide range of audiences and break down barriers to engagement. A venue on this site should be a

visitor destination not just because of the building and its contents but for the grounds around it as well;

- (f) Important to build in as much **flexibility** as possible.

Current Building Condition

- 32 A condition survey of the building undertaken in April 2015, identified that significant capital investments would be required to replace or upgrade the heating systems, drainage, and lifts, together with major works required to the roof. The boiler plant, lifts and mechanical services have not been used extensively since the building closed and are not suitable for sustained use. The lifts are at end of life and likely to be deemed unacceptably small and narrow for human use under Building Regulations. Replacement is therefore required.
- 33 Asbestos is present in parts of the building and is currently managed in-situ in accordance with the Control of Asbestos Regulations 2012 (CAR 2012). A full Refurbishment and Demolition survey as defined in HSE guidance needs to be undertaken prior to any works to the venue and any asbestos which will be disturbed during the works will be removed in accordance with current legislation and industry guidance. These works will be commissioned and overseen by the Council's specialist Asbestos Unit.
- 34 The pumps serving the foul water drainage system are situated below ground, within the adjacent wood between the building and County Hall. A feasibility study, in 2015, concluded that the system was beyond its reasonable life expectancy, leading to regular breakdowns. A new pumping station and foul drainage system, including a new rising main connecting into the existing sewer network will be required for any future / alternative use.
- 35 The building is not currently fully compliant with Part M of the Building Regulations (access to and use of buildings). The building will need adjustment to meet the relevant standards.

Sustainability

- 36 In 2019 Durham County Council declared a climate emergency and pledged to:
- (a) reduce carbon emissions from Durham County Council's operations by 80% from 2008/09 levels by 2030, making significant progress towards making Durham County Council and County Durham as a whole carbon neutral;
 - (b) Investigate what further actions are necessary to make County Durham Carbon Neutral by 2050 and pledge to achieve this.

- 37 A Climate Emergency Response Plan was subsequently presented to Council on 17 July 2019, with a public consultation carried out on this plan informing future actions, including the production of a Climate Change Emergency Action Plan to cover 2020-2022. This Plan was approved at a meeting of the Council's Cabinet in February 2020.
- 38 This plan stated the Council must embed carbon reduction in the culture of the organisation.
- 39 Significant numbers of both public (39%) and staff (41%), who took part in a survey asking respondents what the Council should prioritise in reducing emissions, felt the Council should seek to ensure new buildings are very low or zero carbon. ³
- 40 In light of the Council's declared climate change emergency any refurbishment of the building will need to include measures /options which seek to reduce and or decarbonise the building and thereby contributing to making Durham County Council and County Durham as a whole carbon neutral. The following considerations must be clear:
- (a) It is unlikely the building will achieve 'zero carbon' status in the short-term as this can only be achieved once the National Grid has become decarbonised. The ambition is therefore to place the building on a 'path towards achieving net zero' carbon emissions;
 - (b) Priority is to remove all fossil fuel burning plant within the building (the building currently runs on oil fired boilers);
 - (c) Installation of a new ventilation system with heat recovery should be explored as should any opportunity for ground source heat pumps;
 - (d) The Solar PV installation on the roof should be retained and ideally supplemented where possible.

Planning and Highways Considerations

- 41 Discussions have been held with key Council departments along a range of themes to inform the feasibility studies that have been completed. Early engagement with planning, highways, and equality and diversity have taken place and are summarised below.
- 42 Consultation with Planning and Highways Officers yielded the following key points:
- (a) The building was originally designed as a pavilion set within a parkland landscape. The project presents an opportunity to recover

³ Climate Change Emergency Response Plan - Report of Interim Corporate Director of Regeneration and Local Services – Cabinet Wednesday 12 February 2020

the architectural significance of the building and re-establish the setting;

- (b) The building lies within a Conservation Area and Area of High Landscape Value;
- (c) The building is considered a non-designated heritage asset and any works to the building will need to demonstrate they are sympathetic to the building;
- (d) The building lies within designated Green Belt and therefore any proposals to extend the building must be proportionate;
- (e) The proposals should take into consideration the wider aspirations / vision for the Aykley Heads site;
- (f) Consideration should be given to a Green Travel Plan to understand the likely modes of transport visitors will use and locations they will travel from;
- (g) Car Parking requirements should be reviewed to determine whether the existing spaces will be sufficient;
- (h) Connectivity to and through the site for pedestrians should be examined in addition to links to other car parking options.

Equality, Diversity & Inclusion Considerations

43 Consultation with members of the Equality and Diversity Team yielded the following key points:

- (a) Achieving British Standard BS 8300 (design of buildings and their approaches to meet the needs of disabled people) as opposed to Part M of the Building Regulations may be a better long-term option;
- (b) Consideration should be given to Changing Places for adults with additional needs;
- (c) Consideration should be given to a rest & reflection or sensory room which can be used for a variety of purposes;
- (d) The venue should be as inclusive as possible;
- (e) Signage to and within the venue should be sensitive to users with additional needs;
- (f) Consultation should be carried out with the wider public including, target audience groups, the Disability Partnership, education providers and County Durham residents; consultation should cover

both the development of the building itself and the programmes delivered from the venue;

- (g) An Access Consultant from the National Register of Access Consultants should be appointed to support the development of the detailed building plans for the preferred option.

An initial Equality Impact Assessment (EIA) screening is at Appendix 2. Should the building be brought back into use a full EIA will be carried out aligned to the preferred option.

Market and Audience Analysis

- 44 Data from the Audience Agency⁴ suggest that County Durham Residents have lower levels of cultural engagement than experienced nationally and lower than experienced elsewhere in the North East.
- 45 Visiting audience analysis undertaken by Visit County Durham to support the City of Culture bid indicates that approximately 20 million people visited County Durham in 2019, supporting over 12,000 FTE jobs and contributing £955 million to the local economy. While the past two years have seen a significant reduction in visits due to the restrictions and impacts of the COVID-19 pandemic, visitor numbers are forecast to recover and increase by 2025, to 22.6 million, resulting in over £1 billion in total economic impact. Should the City of Culture bid be successful, visitor figures are expected to increase further.
- 46 Investment in a new cultural venue at Aykley Heads could therefore be reasonably expected to contribute to an increase in visits to Durham provided it is effectively programmed and marketed.
- 47 Integration into the wider tourism offer would encourage visitors to stay in the area for longer increasing spend per visit and overall local visitor economy benefits.
- 48 Stakeholder consultation has identified that the closure of the former contemporary art gallery aspect of the building left a gap in the arts sector in Durham. Additionally, there is a shortage of both nationally and internationally significant visitor attractions in Durham.
- 49 A mapping exercise exploring the extent of cultural provision in and around County Durham has also been carried out.
- 50 Economic modelling undertaken by Counterculture to support the Durham City of Culture bid forecasts creative industries sector growth of between 175 and 350 enterprises and between 2.2 and 4.4 thousand workers by 2028, depending on the outcome of the bid. All of these will need to be

⁴ [The Audience Agency Group | The Audience Agency](#)

accommodated. In the absence of other projects to develop the required infrastructure, and subject to further market-testing, this factor (among others) would appear to present a strong case for creative workspace to be incorporated within the venue.

Options Appraisal – Building Interventions

- 51 Using the success factors outlined a long list of potential building components was drawn up by CounterCulture and set against an initial business case comprising economic, commercial and financial considerations. The list included core requirements expressly stated in the project objectives (e.g. exhibition space, displays, storage, catering) along with other options that might contribute to wider project objectives based on stakeholder insights, comparator venues and/or past experience. Each option on the long-list was then evaluated in discussion with the DCC project team and the wider design team, with reference to the following:
- **Strategic Fit** – alignment of the option with strategic context and project cost and funding requirements and market analysis and demand from low to high. Core requirements (e.g. exhibition space) were rated highest on this measure, closely followed by other options that have the potential to address identified gaps in market provision and/or deliver clear strategic benefits to Durham (e.g. creative workspace, learning & engagement space). Options for which there was less explicit evidence of need or demand but the likelihood of achieving some strategic benefits were rated in the mid-range, with those that were deemed likely to compete or conflict with existing provision or policy objectives rated lowest;
 - **Achievability** – ability to deliver the project within resource constraints (budget, team), building constraints, and relevant legal or planning frameworks, were overlaid with ratings from low to high. Options that require small, simple and/or flexible space were rated highest on this measure, with those that had more demanding spatial requirements, technical specifications or planning implications (e.g. performance venue) rated lower;
 - **Sustainability** – ability to attract funding or income to cover operating costs, from low (expected deficit) to high (expected profit). Options that are expected not only to cover their own operating costs but deliver net income to support the overall business model were rated highest, with those that were more likely to require significant ongoing subsidy rated lowest. Those that could reasonably be expected to breakeven, or thereabouts, were rated in the mid-range.
- 52 A range of refurbishment and operating options have been considered in detail drawing upon the evaluation of potential building elements. From these five options were developed exploring a range of intervention levels

from baseline, do minimum works (option 0), to do maximum demolish and rebuild (option 4):

Option	Description
1	<p>1,560 sqm (GIA) of refurbished cultural, food & beverage, retail, and event space, providing:</p> <ul style="list-style-type: none"> • Flexible exhibition spaces with ancillary lift, transitional storage and workshops, including dedicated DLI Collection display • Café with adjacent kitchen and servery area • Visitor reception area incorporating gifts and merchandise for sale • Flexible space for meetings, events, projects and learning & engagement activities • Other (office, admin, circulation, welfare, plant and storage) spaces proportionate to building size & use
2	<p>1,965 sqm (GIA) of refurbished space, as in Option 1 with:</p> <ul style="list-style-type: none"> • Increase in GIA to all elements including dedicated DLI Collection display • Additional spaces including: <ul style="list-style-type: none"> ○ Lettable studio space for up to 4 artists-in-residence ○ Lettable retail / commercial space
3	<p>2,395 sqm (GIA) of refurbished space, as in Option 2 with:</p> <ul style="list-style-type: none"> • Further increase in GIA to all elements, including greater studio/workspace provision to accommodate additional artists and creative practitioners, also including dedicated DLI Collection display • Introduction of a restaurant with adjacent kitchen and servery area

Option 4 – Do Maximum, Demolition & Rebuild

53 In addition to reviewing options to remodel and refurbish the existing building the feasibility study has also considered a ‘do maximum’; Option 4. This option explored the costs and benefits of full demolition and rebuild to the geometry of Option 3. As the estimated cost of this option is significantly more than Option 3 which will bring the same spatial elements and benefits; Option 4 – demolition and rebuild is not advised.

Gardens

- 54 A key objective of this project is to enhance the grounds and create an appropriate reflective / contemplative garden; a high-level strategy for the remodelling of the existing grounds has been included in considerations and costings for each option.
- 55 Based on these elements three options landscaping have been developed:
- (a) Baseline Scope: includes repair, resurface and creation of new pedestrian footpaths, pond improvements, the creation of a contemplation area, soft landscaping, lighting for footpaths and feature locations and drainage;
 - (b) Mid-Level Scope: replicates what is included in the baseline but also includes a natural amphitheatre (earthworks and block seating) and children's play area (new paths and woodland themed play area);
 - (c) Top-Level Scope: replicates what is included in the mid-level scope but with additional elements including a new bridge across the pond (reinstating an original feature), improved soft landscaping and infrastructure for artwork pieces.

Economic Benefits

- 56 The options appraisal process has included an assessment of the relative economic benefits of the three short-listed options (Options 1 to 3). The main types of economic benefit of the project (regardless of option) are expected to include:
- Creative economy benefits through workspace, programming & procurement;
 - Visitor economy benefits through a new cultural visitor attraction;
 - Wider economic benefits through multiplier effects and access to bookable space;
 - Investment leveraged through fundraising and private sector partnership;
 - Education & skills increased through new learning activities;
 - Health & wellbeing increased through new engagement / participatory activities;
 - Asset value increased through investment in land and property;

- Cultural sector jobs created through new programme & operations roles;
 - Construction jobs supported through capital expenditure.
- 57 Benefits are expected to be of progressively greater value in Options 2 and Option 3 as a result of:
- Increased levels of capital investment / expenditure increasing the size, scope and opportunities available;
 - Enhanced public offer with additional space, facilities and amenities, leading to further growth in Durham's visitor economy;
 - Enhanced business offer with creative workspace and additional retail/F&B opportunities, leading to further growth in Durham's creative economy and hospitality sector.
- 58 An assessment of the types and number of new jobs that could be created or existing jobs which would be safeguarded under each option has been made and is explored further in the corresponding exempt from publication report considered later on the agenda.

Operating and Business Model

- 59 As part of the feasibility study two main options for the operation of the venue have been considered:
- (a) Operation by Durham County Council, this option would require the creation of new jobs and roles to deliver the programme and expected benefits; or
 - (b) Operation by a 3rd party organisation – this option would likely require creation or identification of an organisation with charitable status (for fundraising and other purposes) but could involve a trading subsidiary.
- 60 The business model will need to strike a balance between maximising public benefits to help drive footfall, engagement and impact while maximising income/ minimising subsidy to reduce net operating costs. In order to balance these priorities a mixed business model is proposed where access to some elements of the offer will be free of charge, some provided at reduced cost and others at commercial rates, the business model. Key to this mixed approach will be the extent, variety and quality of the offer.
- 61 A high-level assessment of fundraising and development opportunities for both capital and revenue has also been carried out during the initial feasibility stage.

- 62 The opportunity exists to raise private funds in support of the capital project at Aykley Heads. A primary source for potential capital funding are trusts and foundations which have a track record and history in funding large capital projects. More recently, the large capital funders have been more interested in funding arts and cultural activities outside of London, especially in areas where provision is low.
- 63 As part of rolling out its new ‘Let’s Create’ strategy, Arts Council England (ACE) has identified 54 priority places across England where ACE investment and engagement is too low. ACE is prioritising working with and investing in these areas from 2021 to 2024. County Durham has been identified as one of these priority areas.
- 64 The Arts Council’s Private Investment in Culture Survey 2019⁵ provides a useful insight into the pre-pandemic average levels of fundraised revenue income experienced in arts and culture organisations across England. In determining the possible levels of annual fundraised income at for this new venue, the following report results have been considered:
- For all arts organisations with an annual income of £1 million - £5 million, on average 17% of all income came from private investment, 41% from earned income and 42% from public funding;
 - For arts organisations in the North, on average 10% of all income came from private investment, 45% from earned income and 45% from public funding;
 - For visual arts organisations and museums, on average 16% and 21% respectively of all income was fundraised;
 - For visual arts organisations, on average fundraised income was split 37% trusts and foundations, 47% individual giving and 16% business investment.

Key Risks

- 65 As part of the feasibility study a full risk register has been compiled for the project with contributions from key experts and teams both within and outside of the Council.
- 66 27 risks have been identified at this stage in the project. 51% of the risks have been identified as having a high/very high level of impact. However, most of these risks will be ‘designed out’ as the project progresses and details are firmed up, mitigations have been put in place to manage these through the following RIBA (Royal British Institute of Architects) stages.

⁵ [ACE: Private Investment in Culture Survey 2019](#)

Main Implications

- 67 Option 0 and Option 4 do not meet the critical success factors nor do they offer value for money; as a result it is advised that these options are not considered further.
- 68 Option 1 (minimum level of intervention) would see the existing building transformed within the current footprint to provide permanent exhibition and display space, a modest café offer and a small amount of retail and meeting space. Given the limitations of Option 1 it would be difficult to significantly widen the offer of the building and it would not be possible to attract the type and scale of temporary exhibition which would be required to drive high footfall and significant income and engagement.
- 69 Both Option 2 and 3 propose large increases in the gross internal area; approx. 47% and 96% respectively. This increase is key to providing enough of the required types of spaces (in terms of height, floor area, location, conditions etc) to drive the scale and quality of programme necessary to meet the financial targets outlined in detail in the corresponding exempt from publication report with Option 3 providing the best outcomes. Both of these options also have the potential to significantly widen the cultural offer within the city due to the potential facilities they could accommodate.
- 70 Option 3, the maximum level of intervention which effectively doubles the existing footprint of the building would allow significant enhancements to both the cultural sector and the public through greatly increasing the number and size of potential facilities.
- 71 Options 3 and 4 are the only options to fully satisfy the project objectives and offer the highest value for money and lowest subsidy per visitor while delivering a cultural and visual art venue that would raise the city and county's profile, benchmarking well against the regional and national cultural offer. Figure 1. Shows what the building could look like under Option 3.





Figure 1. Option 3 feasibility study sketch of East and South elevations

Aykley Heads Masterplan

- 72 The Aykley Heads Masterplan when delivered will provide a 38,000 sqm high-quality employment destination and will deliver more and better jobs and drive demands for goods and services; increasing numbers of businesses and opportunities to tackle economic deprivation.
- 73 Although the former DLIMAG building and grounds are not part of the masterplan their proximity to this significant development should be considered. Redeveloping the former DLIMAG building and grounds will complement the broader redevelopment of Aykley Heads. As the development progresses it will provide opportunities to engage with the business community and those working from the Aykley Heads site.
- 74 Early discussions with the AH masterplan project team and highways have identified other benefits through improvement to active mode routes and public transport supporting the aim for operations and visits to the new venue to be on the pathway to net zero.
- 75 The cultural amenities will benefit from co-location with a growing critical mass of innovative and knowledge risk private sector business and footfall presenting economic opportunities to safeguard and sustain the former DLIMAG future operations.

City of Culture

- 76 Durham's bid for UK City of Culture 2025 sets out an ambitious plan to achieve significant uplift in the creative and visitor economy and improvements in community wellbeing and empowerment through a year long programme of nationally significant events underpinned by an extensive education and skills programme.
- 77 An appropriate capital infrastructure is necessary for the successful delivery of the City of Culture programme and the bid identifies a gap in the visual arts infrastructure that would be mitigated by the development and refurbishment of the former DLI museum and art gallery.

- 78 The venue could offer a potential home for national events such as the Turner Prize in 2025 as well as supporting the aim of improving walking and cycling routes, allowing visitors and residents alike to access green routes between the city centre, riverbanks, Crook Hall and Wharton Park, contributing to environmental and health outcomes.
- 79 While City of Culture is an important economic growth driver, the Council is committed to culture-led regeneration and its contribution to Levelling Up regardless of the outcome of the bid for the 2025 title and a further report on how this could be delivered and the resource impacts on the Council will be considered later this year.

Conclusions

- 80 There is an identified gap for visual arts in the cultural offering of Durham City and the wider county.
- 81 The opportunity to bring the former DLIMAG building back into use as an exhibition centre, gallery and café with dedicated display space for the DLI Collection to complement the exhibitions at the Durham History Centre would provide a new cultural visitor attraction to address gaps in local cultural infrastructure and visitor economy assets in order to increase visitor numbers, dwell time and spend in the local economy.
- 82 The inclusion of reflective and contemplate grounds and dedicated display space for the DLI Collection would see links to the building's heritage and former uses retained and celebrated.
- 83 Bringing the building back into active and sustainable use, as a community asset and visitor destination will support the ambitions of County Durham's bid for UK city of Culture and would recognise the key role of culture-led regeneration in supporting levelling up and the Council's inclusive economic plan building on County Durham's strong track record through the Durham Pound to deliver economic and social value making a significant contribution to local communities.
- 84 Based on the feasibility studies to date Option 3 provides the best value for money to the while delivering a cultural and visual art venue that would raise the city and county's profile against the regional and national cultural offer.

Background papers

- Corporate Overview and Scrutiny Management Board - Review of the Durham Light Infantry (DLI) Collection and Archive

Other useful documents

- Cabinet Report December 2015

- Cabinet Report June 2021
- Cabinet Report September 2021

Author(s)

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Appendix 1: Implications

Legal Implications

The Council has the power to operate museums and art galleries under section 12 of the Public Libraries and Museums Act 1964 and may do all such things as may be necessary or expedient for or in connection with the provision or maintenance thereof.

Finance

There will be a need to “opt to tax” the building upon completion of the works to avoid a position where there is an adverse impact on the Councils Partial Exemption position. This will mean that VAT would be chargeable on any hire of rooms.

The MTFP(12) capital budget approved by County Council on 23 February 2022 has the capacity to finance £6.5 million of the capital costs of the development. Based upon the estimated capital costs of the three options and the total forecast revenue impact of the three options. It is forecast that the budget impact of the proposal would need to be included in MTFP (13) planning for the 2024/25 revenue budget:

	Option 1 £m	Option 2 £m	Option 3 £m
Forecast Net Operating Costs	0.763	0.739	0.605
Forecast Additional Borrowing Costs	0.147	0.267	0.414
Forecast Total Annual Budget Impacts	0.910	1.006	1.019

At this stage of the development the assumptions of expenditure and income are informed estimates and further work will be required to refine these estimates.

Consultation

Key stakeholder and partner engagements took place to inform the development of the project brief; those involved in these engagements included sector and subject specialists, funders and appropriate national bodies, artistic practitioners, veterans and interested public campaign groups including: the Regimental and Chattels Charity of the Former Durham Light Infantry (referred to as the DLI Trustees), DLI Association, the Army Museums Ogilby Trust (AMOT), the National Army Museum (NAM), Arts Council England (ACE; the accrediting body for museums), Museums Development NE, Culture Durham Partnership and the Faithful Durhams campaign group.

Further engagement with key stakeholders and target audiences will be carried out once the preferred option is selected. Consultation will be carried out with the wider public including, target audience groups, the Disability Partnership, education providers and County Durham residents; consultation will cover both the development of the building itself and the programmes delivered from the venue.

Equality and Diversity / Public Sector Equality Duty

An initial Equality Impact Assessment (EIA) screening is attached the building be brought back into use a full EIA will be carried out aligned to the preferred option.

An Access Consultant from the National Register of Access Consultants will be appointed to support the development of the detailed building plans for the preferred option.

Climate Change

Current building does not meet climate change refurbished would be path to net zero.

The Low Carbon Economy team have advised the following:

- (a) It is unlikely the building will achieve 'zero carbon' status in the short-term as this can only be achieved once the National Grid has become decarbonised. The ambition is therefore to place the building on a 'path towards achieving net zero carbon emissions';
- (b) Priority is to remove all fossil fuel burning plant within the building (the building currently runs on oil fired boilers);
- (c) Installation of a new ventilation system with heat recovery should be explored as should any opportunity for ground source heat pumps;
- (d) The Solar PV installation on the roof should be retained and ideally supplemented where possible.

Human Rights

None specific to this report.

Crime and Disorder

None specific to this report.

Staffing

Additional staffing would be required, careful consideration would be needed regarding linkages with History Centre and other cultural venues.

While all roles in the proposed structure detailed in the corresponding exempt from publication report would be required at the new venue to some extent, economies of scale across the Council's other cultural venues could be achieved as several roles could be shared across this venue, Durham History Centre (DHC) and the Durham City Town Hall. There are several benefits to this that are outlined in the report.

Accommodation

Under Option 3, 2,396 sq m of accommodation would be brought back into use/created.

Risk

As part of the feasibility study a full risk register has been compiled for the project with contributions from key experts and teams both within and outside of the Council.

27 risks have been identified at this stage in the project. 51% of the risks have been identified as having a high/very high level of impact. However, most of these risks will be 'designed out' as the project progresses and details are firmed up. During the feasibility study regular risk workshops with specialists from within and without the council have taken place, it is expected that these will continue into the next stages of the development.

A key risk to reopening the facility as usage and visitor projections. Visitor projections have been based on market analysis and visitor economy growth forecasts and are detailed in the corresponding exempt from publication report.

All options considered have been assessed against the evidence available including an assessment of key issues such as planning, building, collection implications, future viability / market assessment and any legal considerations.

Based on the work undertaken option 3 is considered to be the preferred solution.

Procurement

The feasibility study has necessitated the commissioning of external independent consultancy support, through the engagement of Avison Young and CounterCulture. Further consultancy support will be required to help complete the next RIBA stage of the redevelopment. The procurement of any consultants to support this feasibility study has been undertaken in line with the Council's Contract Procedure rules.

Appendix 2 – Durham County Council Equality Impact Assessment

Attached as separate document.

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Durham County Council Equality Impact Assessment

The Public Sector Equality Duty (Equality Act 2010) requires Durham County Council to have 'due regard' to the need to eliminate unlawful discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between people from different groups. Completion of this template allows us to provide a written record of our equality analysis and demonstrate due regard and must be used as part of decisions making processes with relevance to equality.

Please contact equalities@durham.gov.uk for any necessary support.

Section One: Description and Screening

Service/Team or Section	Regeneration, Economy & Growth / Culture, Sport and Tourism
Lead Officer name and job title	Alison Clarke, Head of Culture, Sport and Tourism
Subject of the impact assessment	Feasibility study to refurbish/ remodel the former DLI museum and art gallery at Aykley Heads
Report date (Cabinet/CMT/Mgt team etc)	Cabinet report 16 March 2022
MTFP Reference (if relevant)	
EIA Start Date	February 2022
EIA Review Date	

Subject of the Impact Assessment

Please give a brief description of the policy, proposal or practice as appropriate (a copy of the subject can be attached or insert a web-link)

On 29 September 2021, Cabinet considered the findings of the review into the potential future use of the former DLI Museum & Art Gallery and Grounds at Aykley Heads and agreed that a further feasibility study be undertaken to consider the options for refurbishment and reopening of the facility, including identification of the potential operating model and associated operating costs.

The preferred solution is for the development of the former DLIMAG building as an exhibition centre, gallery and café venue, including dedicated space for display of DLI Collection items that will complement plans for exhibitions in Durham History Centre (DHC), noting the purpose built DHC will be the permanent base for the DLI Collection its storage, care and curation.

Who are the main people impacted and/or stakeholders? (e.g. general public, staff, members, specific clients/service users, community representatives):

County Durham Residents

General Public

Staff

Members

Key stakeholders including but not limited to:

- Regimental and Chattels Charity of the Former Durham Light Infantry (referred to as the DLI Trustees),
- DLI Association,
- the Army Museums Ogilby Trust (AMOT),
- the National Army Museum (NAM),
- Arts Council England (ACE; the accrediting body for museums),
- Museums Development NE
- Faithful Durhams campaign group
- Culture Durham Partnership

Screening

Is there any actual or potential negative or positive impact on the following protected characteristics¹?

Protected Characteristic	Negative Impact Indicate: Yes, No or Unsure	Positive Impact Indicate: Yes, No or Unsure
Age	unsure	Yes
Disability	unsure	yes
Gender reassignment	unsure	unsure
Marriage and civil partnership (only in relation to 'eliminate discrimination')	unsure	yes
Pregnancy and maternity	unsure	yes
Race	unsure	yes
Religion or Belief	unsure	yes

¹ <https://www.equalityhumanrights.com/en/equality-act/protected-characteristics>

Sex	unsure	Yes
Sexual orientation	unsure	yes

Please provide **brief** details of any potential to cause discrimination or negative impact. Record full details and any mitigating actions in section 2 of this assessment.

There could be access issues due to the nature of existing building depending on which option is progressed as current condition of building is not compliant with Doc M.

Monies spent on redeveloping this site may mean less money for other projects which may or may not have a negative impact.

Please provide **brief** details of positive impact. How will this policy/proposal promote our commitment to our legal responsibilities under the public sector equality duty to:

- eliminate discrimination, harassment and victimisation,
- advance equality of opportunity, and
- foster good relations between people from different groups?

Building design will ensure appropriate and reasonable accessibility in line with our duties under The Equality Act 2010.

The project will actively seek to broaden the range of people that engage with culture. This is positive across all protected groups but is likely to be more advantageous for a broad range of age groups (inc. younger age groups on educational visits), disabled people and people with low incomes who are disproportionately working age families with young children, disabled people and ethnic minorities.

There will be a range of activities targeted at the different needs and concerns of different groups to create positive drivers for the audience to participate with arts and culture.

Evidence

What evidence do you have to support your data analysis and any findings?

Please **outline** any data you have and/or proposed sources (e.g. service user or census data, research findings. Highlight any data gaps and say whether or not

you propose to carry out consultation. Record your detailed analysis, in relation to the impacted protected characteristics, in the following section of this assessment.

Data from the audience agency indicate that overall the population of County Durham has lower levels of cultural engagement than the base population.

A condition survey of the current building outlines significant issues with Doc M compliance.

Should the project proceed, further engagement and public consultation is advised to allow participation in creating an inclusive programme which is sustainable and reflects the wider cultural offer.

Screening Summary

On the basis of the information provided in this equality impact screening (section 1), are you proceeding to a full impact assessment (sections 2&3 of this template)?

Please confirm (Yes/No)

Yes pending the outcome of a report to Cabinet in March 2022

Sign Off

Lead officer sign off: Alison Clark	Date: 22.02.22
Equality representative sign off (where required): M Gallagher, E&D Team leader	Date: 22.02.22

If carrying out a full assessment please proceed to sections two and three.

If not proceeding to full assessment, please ensure your screening record is **attached to any relevant decision-making records or reports**, retain a copy for update where necessary, and forward a copy to equalities@durham.gov.uk

If you are unsure of assessing impact please contact the corporate equalities team for further advice: equalities@durham.gov.uk

Section Two: Data analysis and assessment of impact

Please provide details of impacts for people with different protected characteristics relevant to your screening findings. You need to decide if there is or likely to be a differential impact for some. Highlight the positives e.g. benefits for certain groups, advancing equality, as well as the negatives e.g. barriers for and/or exclusion of particular groups. Record the evidence you have used to support or explain your conclusions, including any necessary mitigating actions to ensure fair treatment.

Protected Characteristic: Age		
What is the actual or potential impact on groups affected in relation to age?	Record of evidence which supports and/or explains your conclusions on impact.	What further action or mitigation is required?

Protected Characteristic: Disability		
What is the actual or potential impact on groups affected in relation to disability?	Record of evidence which supports and/or explains your conclusions on impact.	What further action or mitigation is required?

Protected Characteristic: Gender reassignment		
What is the actual or potential impact on groups affected in relation to gender reassignment?	Record of evidence which supports and/or explains your conclusions on impact.	What further action or mitigation is required?

Protected Characteristic: Marriage and civil partnership (only in relation to 'eliminate discrimination')		
What is the actual or potential impact on groups affected in relation to	Record of evidence which supports and/or explains your conclusions on impact.	What further action or mitigation is required?

marriage and civil partnership?		

Protected Characteristic: Pregnancy and maternity

What is the actual or potential impact on groups affected in relation to pregnancy and maternity?	Record of evidence which supports and/or explains your conclusions on impact.	What further action or mitigation is required?

Protected Characteristic: Race

What is the actual or potential impact on groups affected in relation to race?	Record of evidence which supports and/or explains your conclusions on impact.	What further action or mitigation is required?

Protected Characteristic: Religion or belief

What is the actual or potential impact on groups affected in relation to religion or belief?	Record of evidence which supports and/or explains your conclusions on impact.	What further action or mitigation is required?

Protected Characteristic: Sex

What is the actual or potential impact on groups affected in relation to sex?	Record of evidence which supports and/or explains your conclusions on impact.	What further action or mitigation is required?

Protected Characteristic: Sexual orientation

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What is the actual or potential impact on groups affected in relation to sexual orientation?	Record of evidence which supports and/or explains your conclusions on impact.	What further action or mitigation is required?

Section Three: Conclusion and Review

Summary

Please provide a brief summary of your findings; a summary of any positive and/or negative impacts across the protected characteristics, links to the involvement of different groups and/or public consultation, mitigations and conclusions made.

--

Will this promote positive relationships between different communities? If so how?

--

Action Plan

Action	Responsibility	Timescales for implementation	In which plan will the action appear?

Review and connected assessments

Are there any additional or connected equality impact assessments that need to be undertaken? (If yes, provide details)

When will this assessment be reviewed?

Please also insert this date at the front of the template	
---	--

Sign Off

Lead officer sign off:	Date:
Equality representative sign off (where required):	Date:

Please ensure:

- **The findings of this EIA are carefully considered and used to inform any related decisions and policy development**
- **A summary of findings is included within the body of any relevant reports or decision-making records**
- **The EIA is attached to reports or relevant decision-making records and the report Implications Appendix 1 is noted that an EIA has been undertaken**

Please retain a copy for review and update where necessary, and forward a copy to equalities@durham.gov.uk

**Corporate Overview and
Scrutiny Management Board**

31 March 2022



Update in relation to Petitions

Report of Corporate Management Team

Helen Lynch, Head of Legal and Democratic Services

Electoral division(s) affected:

Countywide.

Purpose of the Report

- 1 To provide for information the quarterly update in relation to the current situation regarding various petitions received by the Authority.

Recommendation(s)

- 2 Members are requested to note the update report on the status of petitions and e-petitions received by the Authority.

Background

- 3 Following the introduction of The Local Democracy, Economic Development and Construction Act 2009 all of the petitions that have been received by the Authority are processed by democratic services in line with its petitions process.
- 4 The Board have received update reports on petitions since September 2008, and this function has now passed to the new committee.
- 5 From the 15 December 2010, the Authority has provided a facility for members of the public to submit e-petitions on the Council's website.

Current Notice of Key Decisions

- 6 Since the last update five new e-petitions have been submitted. Two have been completed, one was not a valid petition and, two are collecting signatures on the website until 30 April 2022, after which a response will be provided.

- 7 One new paper petition had been submitted and has closed. A list giving details and current status of all active petitions is attached as Appendix 2 to the report.

Contact: Ros Layfield

Tel: 03000 269708

Appendix 1: Implications

Legal Implications

None.

Finance

None.

Consultation

Petitions which refer to a consultation exercise are reported to committee for information and forwarded to the relevant officer for consideration

Equality and Diversity / Public Sector Equality Duty

None.

Climate Change

None.

Human Rights

None.

Crime and Disorder

None.

Staffing

None.

Accommodation

None.

Risk

None.

Procurement

None.

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Nature of Petition	Appropriate Service/Officer	Summary of Information	Status of Petition
<p>Petition 407</p> <p>Improve Bus Services for to Support Work, Health Services and Education</p> <p>E-Petition</p> <p>Petition received 24.9.21</p> <p>No. of signatures – 43</p> <p>Paper petition no. of signatures – 178</p>	<p>Dave Wafer</p> <p>Head of Transport and Contract Services</p>	<p>Petition asking the Council to carry out a review of subsidies to the private bus companies to ensure that they are utilised to support residents from the most disadvantaged, rural areas to access work and education. Write to the government to petition them to fund bus services in order to support residents in accessing work and education. Analyse the effect of the cut to bus services alongside the proposed 'digital switchover' for 2025 to enable the Council to plan for the future to ensure no rural part of County Durham becomes further isolated and at further disadvantage.</p> <p>By way of background the vast majority of bus services across County Durham are operated on a commercial basis, although with Government support during the Covid pandemic. Alongside the commercial services the County Council supports approximately 20% of our bus network with £2.5 of funding maintaining more remote communities and the less popular but important travel times. The end result pre-covid was that we had a stable and reliable public transport network that was beginning to show some signs of growth after many years of decline.</p> <p>However the impacts on Covid should not be underestimated with passenger numbers only returning to 75% of pre-covid levels before a further downturn with the advent of the Omicron variant. Whatever happens with the progression of the virus it is clear that passenger numbers are going to take a significant time to recover.</p> <p>Within County Durham we have seen two recent impacts with a relatively small number of services being withdrawn at the end of last year and a number of temporary timetable changes brought in to try and reduce reliability issues brought about by Covid related driver shortages. However, the County Council has responded to many of the changes by amending our subsidised</p>	<p>Petition CLOSED</p>

Nature of Petition	Appropriate Service/Officer	Summary of Information	Status of Petition
		<p>routes so that accessibility across the County saw a decline of only 0.2%. In addition the majority of the temporary changes are now reverting back to the original timetables.</p> <p>We do not however underestimate the task ahead. Across the Country bus operators are currently reliant on Covid support from central government and it is anticipated that this funding is due to come to an end.. This needs to be set against the fact that shopping patterns have changed, and more people are set to work from home potentially into the medium term.</p> <p>As a region we have been setting out a clear vision for public transport and agreeing to enter into an Enhanced Partnership with operators with a view to securing government funding to improve services, however the outcome of the bid won't be known until later this month.</p> <p>The petition asks that we review bus subsidies and that will be the case as we review the provision of bus services across the County to provide the best possible range of services. However currently the level of government support remains uncertain and County Council resources are finite.</p> <p>We are currently working with operators and have had an initial meeting with a representative of each AAP to start to consider what a post pandemic bus network might look like, and further information and consultation will take place in the coming months.</p>	

Nature of Petition	Appropriate Service/Officer	Summary of Information	Status of Petition
<p>Petition 408</p> <p>Bishop Auckland By-pass</p> <p>Petition received 11.11.21</p> <p>No. of signatures – 805</p>	<p>Amy Harhoff</p> <p>Corporate Director of Regeneration Economy and Growth</p>	<p>Petition asking the Council to undertake a full consultation with residents and business owners to decide the best route for the proposed by-pass at Bishop Auckland.</p> <p>The County Council had previously considered the issue of the proposed Toft Hill bypass most recently at the Council meeting on the 23 June 2021 and it was resolved that</p> <p>“This Council believes that the proposed new Toft Hill bypass (from near the Sportsmans Arms to the junction of the A68 Hartbrigg Lane), provision for which was made in the Levelling Up bid approved by Cabinet on 16 June 2021 will bring relief to the residents of Toft Hill, with no effect on traffic through West Auckland and commits to working with the people, Parish Council and Councillors of West Auckland, St Helen Auckland and Spring Gardens to prepare the case for a bypass for these communities.”</p> <p>The issues caused by traffic travelling through Toft Hill have been continually raised by Local members, Parish Council, the Local MP and local residents on a significant number of occasions. It is for this reason that a bypass of Toft Hill was included in the regional Local Transport Plan, consulted upon last year. The proposed route of the Toft Hill Bypass has been consistent over the past 20 years.</p> <p>We are aware that a different and longer route has recently been proposed bypassing both Toft Hill and Spring Gardens. However this route has not been put forward previously to the County Council prior to Spring 2021, and has not been proposed or included in any local or regional plans including the recently adopted 2020 regional transport strategy or 2020 County Durham Plan both of which required a full public consultation.</p>	<p>Petition CLOSED</p>

Nature of Petition	Appropriate Service/Officer	Summary of Information	Status of Petition
		<p>An examination of this new and indicative proposal shows that it would be over twice the length and cross the recently installed flood defences for West Auckland. Whilst the Toft Hill Bypass can be delivered for £12 million, the new proposal would cost in excess of £30 million.</p> <p>The need for a bypass of Toft Hill was recently recognised by Government who will contribute £20 million to a package of over £30 million of improvements across the area including £12million of funding for the Toft Hill project. The likely cost of the indicative longer route makes it unaffordable from either the levelling up or indeed any other funding regime available at this time.</p> <p>The council remain happy to work with the residents and Parish of West Auckland to look at any current traffic concerns and consider options for future improvements.</p>	
<p>Petition 409</p> <p>Build a public footpath between Haswell Plough and Shotton.</p> <p>E-Petition Petition received 24.11.21 No. of signatures –</p>	<p>Dave Wafer Head of Transport and Contract Services</p>	<p>Petition asking the Council to build a footpath between Haswell Plough and Shotton for the safety of residents and visitors.</p>	<p>E-petition to run until 30 April</p>
<p>Petition 410</p> <p>To create an indoor space that is suitable for activities such as Skateboarding, BMXing, Roller skating etc.</p>	<p>Nigel Dodds Strategic Manager Leisure</p>	<p>Petition asking the Council to create an indoor space that is suitable for activities such as Skateboarding, BMXing, Roller skating etc.</p> <p>Indoor venues for wheeled sports such as skateboarding, BMX, roller skating etc. require considerable investment which Skateboarding GB recognise as national and regional venues rather than local. Such venues can cost in excess of £2 million</p>	<p>Petition CLOSED</p>

Nature of Petition	Appropriate Service/Officer	Summary of Information	Status of Petition
<p>E-Petition Petition received 24.12.21 No. of signatures – 106</p>		<p>pounds and would require significant income generation if they are to be sustainably operated by a local authority.</p> <p>Indeed many indoor venues are operated by volunteers from the various sporting communities that utilise the venues, and operate either as charities or small businesses with charitable obligations. If Durham County Council were to invest in a regional facility it would need to have a robust business case. When DCC initially analysed the market for indoor skateparks, as part of the leisure transformation programme, the closest were in Gateshead, Jarrow and Darlington, unfortunately the former has closed but Darlington and Jarrow remain. Considerable feasibility work would need to be redone to see if the closure of the park in Gateshead would make a Durham park viable. However, it was unlikely to be viable as a Council operated venue. Any development would require an independent company to be created, similar to 4Motion Darlington with the Council providing support.</p> <p>With regards to issues of anti-social behaviour, there are very few reported incidents involving those from the wheeled sports community. DCC were aware of either through direct management or support to Towns and Parishes of 32 outdoor skate parks across the County with one new park currently in the design stage.</p> <p>DCC remain committed to outdoor provision but recognise that this does not provide an opportunity for participants to engage in their sport across the full calendar year. DCC will work with the wheeled sports community to try and identify opportunities and our officers have been engaging with ‘Shred the North’ over the last 12 months to look at possibilities. Unfortunately, this has not yet resulted in a positive outcome but officers would continue to</p>	

Nature of Petition	Appropriate Service/Officer	Summary of Information	Status of Petition
		engage with all stakeholders in order to ensure any opportunities to develop an indoor park are given the due consideration.	
<p>Petition 411</p> <p>Pool hire for swimming and water polo groups</p> <p>E-Petition</p> <p>Petition received 9.1.22</p> <p>No. of signatures – 136</p>	<p>Nigel Dodds</p> <p>Strategic Manager Leisure</p>	<p>Petition asking the Council to Halt the fifty percent increase in pool hire for swimming and water polo groups.</p> <p>Durham County Council recognises the valuable contributions that swimming and water polo clubs make to the wider community in engaging large groups of people, particularly younger persons in positive physical activity. However, we have to consider the level of subsidy we provide to such clubs in a much wider context, including equity, fairness, and the wider regional and national provision of such activities.</p> <p>Following local government review in 2009, fees and charges to swimming and water polo clubs had been left untouched until a review took place in 2018. As part of this review the Council sought information from Swim England regarding the cost per lane per hour being charged to clubs. At this time the regional average was circa £13 per hour and nationally £15. At the time clubs in County Durham pools were paying from as little as £1.42 up to a maximum of £7.95, the average charge being £3.95.</p> <p>Officers presented price increases to clubs in 2019, and whilst these prices were not met favourably by clubs, it was agreed that fees be increased incrementally over a 4-year period until the cost per lane per hour reached £12. Clubs were offered support in business planning to help them meet the rise in costs.</p>	<p>Petition CLOSED</p>

Nature of Petition	Appropriate Service/Officer	Summary of Information	Status of Petition
		<p>The proposed increases were as follows</p> <ul style="list-style-type: none"> • 2019/20 - £5 per hour per lane (to be implemented September 1st, 2019) • 2020/21 - £7.50 per hour per lane (April 2020) • 2021/22 - £10.00 per hour per lane • 2022/23 - £12.00 per hour per lane <p>At the time a number of clubs contacted local members and meetings between Officers and the Portfolio Holder resulted in the £12, 4th year cost being capped at £10 and no increases until April 2020</p> <p>Therefore, the following increases would be implemented</p> <ul style="list-style-type: none"> • 2020/21 - £5 per hour per lane (this was implemented in July 2020 when pools reopened following lockdown 1) • 2021/22 - £7.50 per hour per lane (this was delayed 12 months due to covid) • 2022/23 - £10.00 per hour per lane (will now be implemented in 2023/24) <p>Due to the pandemic the 2021/22 price increase didn't come into force and remained at £5 per hour per lane to provide clubs additional time to recover, there were also a significant amount of Covid recovery grants available for sports clubs to access.</p> <p>Following receipt of this petition officers have again reviewed the regional charges to swimming clubs which remains just above £13 per lane per hour, with some clubs having to pay as much as £21. Whilst we recognise that this year's fee for some clubs in the County is a 50% increase we have to take into consideration the very favourable fees and charges for the majority of clubs in the county have been charged. Clubs who were already paying over the £5 per hour will not have such a</p>	

Nature of Petition	Appropriate Service/Officer	Summary of Information	Status of Petition
		<p>high increase and those paying more than £7.50 will remain frozen on their 2018 fee until the cap goes above their threshold.</p> <p>The phasing of these increases as well as the offers of support from officers is fair and appropriate. The clubs who utilise our facilities either voluntary or other, to provide activities for the community do a wonderful job but we as a council have to try and recover enough of our costs to make these venues remain sustainable, otherwise they will become too much of a burden on the public purse.</p>	
<p>Petition 412</p> <p>Speeding Bishop Middleham and Mainsforth</p> <p>Petition received 25.1.22</p> <p>No. of signatures – 27</p>	<p>Michelle McIntosh Traffic Assets Team Leader</p>	<p>Petition asking the Council to investigate installing a speed measuring wire across the estate and if excessive consider speed reduction measures.</p> <p>Regretfully, the County Council receive more requests for traffic calming and traffic engineering measures than it is able to fund from limited road safety budgets. Due to the need to concentrate resources on reducing casualty accidents Highway Authorities are required to direct their limited funding towards addressing locations with known and proven accident problems.</p> <p>Having checked the accident recording database shared with Durham Constabulary, there have been no recorded 'personal injury' accidents on The Park in the past four years, being the standard search criteria. When compared to many other locations, this represents a favourable accident record with priority continuing to be directed to locations with a known and proven accident problem.</p> <p>As part of the partnership approach to improving road safety all speeding complaints are directed towards Durham Constabulary and their Police and Communities Together (PACT) meetings, enabling the appropriate level of intervention and action to be considered. Historic speed data is held for this location which</p>	<p>Petition CLOSED</p>

Nature of Petition	Appropriate Service/Officer	Summary of Information	Status of Petition
		<p>shows no issues with excessive speed. It is therefore likely that the issue may be inappropriate speed, meaning vehicles driving too fast for the conditions but not contravening the speed limit, rather than excess speed which is both inappropriate and in excess of the speed limit.</p> <p>It is recommended that the speeding concerns should be discussed with the police and should they require new survey data to investigate they would make this request to Durham County Council.</p>	
<p>Petition 414</p> <p>Traffic Calming Measures at The Blue House - Haswell and Shotton Colliery</p> <p>E-Petition Petition received 15.2.22 No. of signatures –</p>	<p>Dave Wafer Head of Transport and Contract Services</p>	<p>Petition asking the Council to review and examine the traffic measures currently in place at the junction between the B1283 and B1280 Salters Lane, commonly known as The Blue House junction located between the villages of Haswell and Shotton Colliery.</p>	<p>e-petition to run until 30 April 2022</p>

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**Corporate Overview and
Scrutiny Management Board**



31 March 2022

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 held on 16 March 2022. It also contained information on those key decisions that are currently scheduled to be considered by the Executive up to 31 July 2022.

Contact:	Ros Layfield	Tel: 03000 269708
	Andy Palmer	Tel: 03000 268551

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

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
06/04/22	Council Plan 2022 – 2026		Leader of the Council		Andy Palmer, Head Transformation, Planning and Performance. Tel: 03000 268551	COSMB will consider the refreshed Council Plan 2022 - 2025 at its meeting on 17 June prior to its consideration at Council on 22 June 2022
13/07/22	Medium Term Financial Plan and Review of the Local Council Tax Reduction Scheme		Leader of the Council and Deputy Leader of the Council		Jeff Garfoot Head of Corporate Finance and Commercial Services Tel: 03000 261946	Scrutiny members will consider this as part of the scrutiny of the MTFP through Corporate Overview and Scrutiny Management Board meetings

SECTION TWO - CHILDREN AND YOUNG PEOPLE'S SERVICES

Ref. No.	Date of Decision (i.e. date of Cabinet meeting)	Description of Decision to be Made	Background Documents	Lead Cabinet Member	Main Consultees & Means of Consultation	Contact details for further information
CYPS/01/2022	06 Apr 2022	Proposal to close the Sunnysdale site of Greenfield Community College on 31 August 2022 and rebuild the Newton Aycliffe site.		Portfolio Holder for Children and Young People's Services		Graeme Plews School Places and Admissions Manager Tel: 03000 265777

SECTION THREE - ADULT AND HEALTH SERVICES

Date of Decision (i.e. date of Cabinet meeting)	Description of Decision to be Made	Background Documents	Lead Cabinet Member	Main Consultees & Means of Consultation	Contact details for further information
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SECTION FOUR - REGENERATION, ECONOMY AND GROWTH

Ref. No.	Date of Decision (i.e. date of Cabinet meeting)	Description of Decision to be Made	Background Documents	Lead Cabinet Member	Main Consultees & Means of Consultation	Contact details for further information	Scrutiny Involvement
REG/03/22	06-Apr-22	Leisure Transformation Update		Portfolio Holder for Resources, Investment and Assets		Susan Robinson, Head of Corporate Property and Land, Tel: 03000 267332	Members of the Economy and Enterprise OSC have also been invited to attend a meeting of the ESCOSC on 28 March 2022. Both committees have previously provided comments in relation to the programme which were fed into the first stage of consultation regarding Cohort 1 and it is planned that members of both committees will be given the opportunity to provide comments to be fed into the second stage of consultation regarding Cohort 2 which will begin in March 2022.
REG/04/22	06-Apr-22	HQ Review		Portfolio Holder for Resources, Investment and Assets and Deputy Leader and Portfolio Holder for Finance		Susan Robinson, Head of Corporate Property and Land, Tel: 03000 267332	COSMB will be including the review of the HQ on its work programme.

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	Scrutiny Involvement
NCC/01/22	06/04/22	Climate Emergency Response Plan: Approval of Updated Version (2022-24)		Portfolio Holder for Neighbourhoods and Climate Change		Steve Bhowmick Environment & Design Manager Tel: 03000 267122	The Environment and Sustainable Communities OSC will receive an update on the development of CERP 2 at its meeting on the 22 July 2022. The committee has provided comments in relation to CERP 1 and will be given the opportunity to provide comments in relation to CERP 2 at the July meeting. It is intended that the committee will include CERP 2 in its 2022/23 work programme.
NCC/02/22	06/04/22	Tees Valley Energy Recovery Facility, Local Authority Special Purpose Vehicle		Portfolio Holder for Neighbourhoods and Climate Change		Oliver Sherratt Head of Environment Tel: 03000 268080	At its meeting on 24 November 2022 members of ESCOSC received a presentation giving a strategic overview of resources and waste management that included a slide on Teesside Energy from Waste facility.

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**Corporate Overview and Scrutiny
Management Board**

31 March 2022



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

Report of Paul Darby, Corporate Director of Resources

Electoral division(s) affected:

Countywide

Purpose of the Report

- 1 To present to members an information update of overview and scrutiny activity from January - March 2022.

Executive summary

- 2 This report sets out a chairs' update of all scrutiny activity for the period from the last COSMB meeting up to March 2022.
- 3 The report is for information only and will be submitted to all Corporate Overview and Scrutiny Management Boards.

Recommendation(s)

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

Background

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

Corporate Overview and Scrutiny Management Board (COSMB)

Update on Previous Reviews	There are no systematic reviews to report on for this period.
Scrutiny Review Activity	No scrutiny review activity currently identified
Overview reports/ Presentations	COSMB on 10 February 2022 received the 9 February Cabinet report on MTFP 2022/23 to 2025/26 and Revenue and Capital Budget 2022/23.

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

Update on Previous Reviews	There are no systematic reviews to report on for this period.
Scrutiny Review Activity	No scrutiny review activity currently identified.
Overview reports/ Presentations	<p>A special meeting of the AWH OSC on 25 February 2022 received presentations and reports on the following:</p> <ul style="list-style-type: none"> • a question from a member of the public on County Durham and Darlington NHS Foundation Trust's Do Not Attempt CPR policy and a response from CDDFT • 999/111 Service provision by North East Ambulance Service NHS Foundation Trust – system processes, demand, capacity and performance <p>AWH OSC on 21 March 2022 received reports and presentations on:</p> <ul style="list-style-type: none"> • North East and North Cumbria Integrated Care System Update • County Durham and Darlington Adult mental Health Rehabilitation and Recovery services • Q3 2021/22 performance management • Q3 2021/22 Adults and Health Service budget outturn

Children and Young People's Overview and Scrutiny Committee (CYP OSC)

Update on Previous Reviews	There are no systematic reviews to report for this period.
Scrutiny Review Activity	No scrutiny review activity currently identified
Overview reports/ Presentations	<p>The CYP OSC on 10 March 2022 received reports and presentations on:</p> <ul style="list-style-type: none"> • Independent Inquiry into Child Sexual Abuse • Inclusion/Exclusion Update • Quarter 3 2021/2022 Performance Management Report

Economy and Enterprise Overview and Scrutiny Committee (E&E OSC)

Update on Previous Reviews	There are no systematic reviews to report for this period
Scrutiny Review Activity	No scrutiny review activity currently identified.
Overview reports/ Presentations	<p>A meeting of the E&E OSC on 4 March 2022 considered reports and presentations on:</p> <ul style="list-style-type: none"> • Business Durham • Inclusive Economic Strategy • Quarter 3 2021/22 performance management report • Minutes of the County Durham Economic Partnership Board meeting held on 1 December 2021 (for members information)

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

Update on Previous Reviews	There are no systematic reviews to report for this period.
Scrutiny Review Activity	A special meeting of the ESC OSC on 14 February 2022 considered a report and presentation providing evidence in relation to biodiversity decline at a national, regional and local level, for members to then determine as to whether they would recommend declaration of an ecological emergency to Cabinet. Members at the meeting unanimously agreed to recommend declaration to Cabinet.

	The report recommending declaration and further additional recommendations will be considered by Cabinet on the 6 April.
Overview reports/ Presentations	A meeting of the ESC OSC on 28 March 2022 considered reports and presentations on: <ul style="list-style-type: none"> • Leisure Transformation Programme • Draft Physical Activity Strategic Delivery Framework • Quarter 3 performance management • Quarter 3 forecast of revenue and capital outturn 2021/22

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

Update on Previous Reviews	There are no systematic reviews to report on for this period
Scrutiny Review Activity	No scrutiny review activity currently identified
Overview reports/ Presentations	SSC OSC on 2 March 2022 received reports and presentations on: <ul style="list-style-type: none"> • Safer Cyber • Road Safety

Regional Scrutiny

- 6 The NECA Overview and Scrutiny Committee held a meeting on 3 March 2022 and received reports and presentations on:
- Forward Plan and Work Programme update
 - Tackling Inequalities in the North East – a Public Health Perspective
- 7 The NECA & North of Tyne CA Joint Transport Committee Overview and Scrutiny Committee held a meeting on 3 March 2022 and received reports and presentations on
- North East Rail and Metro Strategy
 - Tyne Tunnels update
 - JTC Forward Plan and Work Programme report

8 The Joint Overview and Scrutiny Committee for the North East and North Cumbria ICS and the North and Central ICPS met on 21 March 2022 for consideration of the following:-

- Sam Allen, Chief Executive of the NENC ICS gave a presentation outlining her perspective of the development of the ICS and what that might mean for the North East and North Cumbria;
- Professor Graham Evans, Chief Digital Officer for the ICS gave a presentation on the progress of a Regional Digital strategy;
- The NENC Joint OSC Work Programme for 2022-23.

An item on the commissioning of Oncology Services for the region was deferred to the Joint OSC meeting scheduled for June 2022.

Conclusion

9 This report contains the key issues considered by the Overview and Scrutiny Committees for the period January – March 2022 and is provided for members information only.

Contact: Andy Palmer

Tel: 03000 268551

Appendix 1: Implications

Legal Implications

N/A.

Finance

N/A.

Climate Change

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

Consultation

N/A.

Equality and Diversity / Public Sector Equality Duty

N/A.

Human Rights

N/A.

Crime and Disorder

N/A.

Staffing

N/A.

Accommodation

N/A.

Risk

N/A.

Procurement

N/A.

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