

# Communities and Local Services Scrutiny Committee Agenda



2.00 pm Thursday, 16 July

2020

Microsoft Teams

In accordance with Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020, this meeting will be held on a virtual basis. Members of the Public can view a live stream of the meeting at:

<https://www.darlington.gov.uk/livemeetings>

1. Introductions/Attendance at Meeting
2. Declarations of Interest
3. Communities and Local Services - Covid-19 –  
Report of the Director of Economic Growth and Neighbourhood Services  
(Pages 1 - 36)
4. SUPPLEMENTARY ITEM(S) (if any) which in the opinion of the Chair of this  
Committee are of an urgent nature and can be discussed at the meeting.
5. Questions

A handwritten signature in black ink, appearing to read "Luke Swinhoe".

Luke Swinhoe  
Assistant Director Law and Governance

Wednesday, 8 July 2020

**Town Hall  
Darlington.**

**Membership**

Councillors Allen, Bartch, Cossins, Mrs Culley, Donoghue, Durham, Haszeldine, McCollom, Renton, Tait and Wallis

If you need this information in a different language or format or you have any other queries on this agenda please contact Hannah Fay, Democratic Officer, Resources Group, during normal office hours 8.30 a.m. to 4.45 p.m. Mondays to Thursdays and 8.30 a.m. to 4.15 p.m. Fridays email: [hannah.fay@darlington.gov.uk](mailto:hannah.fay@darlington.gov.uk) or telephone 01325 405801

**SPECIAL COMMUNITIES AND LOCAL SERVICES SCRUTINY COMMITTEE  
16 JULY 2020**

---

**COMMUNITIES AND LOCAL SERVICES – COVID-19**

---

**SUMMARY REPORT**

**Purpose of the Report**

1. To update Communities and Local Services Scrutiny on the response of the Council to COVID-19 pandemic and note the Decisions taken with regard to the services relevant to this Committee.

**Summary**

2. This report sets out the detailed comprehensive response to the COVID-19 pandemic by the Council, in particular for the service areas relevant to this Committee. The report includes the key dates, decisions taken with regard to specific services and information with regard to the work carried during the period.

**Recommendation**

3. It is recommended that:
  - (a) Members note the content of this report.
  - (b) Recognise the effort and dedication of staff during this period.

**Ian Williams**  
**Director of Economic Growth and Neighbourhood Services**

**Background Papers**

No background papers were used in the preparation of this report.

Ian Thompson/Dave Winstanley : Extension 6628/6618  
CD/LC

S17 Crime and Disorder	There are no impacts on crime and disorder as a result of this report.
Health and Well Being	There may have been an impact on wellbeing of residents as a result of lockdown.
Carbon Impact and Climate Change	During lockdown carbon emissions will have reduced.
Diversity	There is no impact on diversity as a result of this report.
Wards Affected	All wards affected.
Groups Affected	All groups affected.

Budget and Policy Framework	There is no change to the Budget and Policy Framework as a result of this report.
Key Decision	Not a key decision.
Urgent Decision	Not an urgent decision.
One Darlington: Perfectly Placed	The report supports One Darlington: Perfectly Placed.
Efficiency	No impact on the Council's efficiency programme.
Impact on Looked After Children and Care Leavers	This report has no impact on Looked After Children or Care Leavers

## MAIN REPORT

### Background and Context

4. The COVID19 pandemic has been described as the single largest challenge faced by the Country since the second world war; whether correct or not, the scale of the challenge has been unprecedented in the lives of the majority of the population. Pandemics have been a feature of modern times, but nothing like this on a devastating worldwide scale.
5. For Darlington, like all other boroughs in the country, this has been a very challenging time and although there are many measures of the impact on society and the economy, the single most stark measure is the loss of life. In Darlington at the time of writing this report, 84 lives have been lost to the virus and 410 have been infected (as at 25 June 2020).
6. The figures above are a tragedy however, if it were not for the co-ordinated response of the Government, the public, the NHS, care workers, local Councils and volunteers, the impact would have been much greater.
7. In setting the context and background for this report, set out below are the key dates over the last four months.

### Key Dates

(a) **18 March 2020**

The Government announced that all schools were to close until further notice. Further education colleges and universities closed too and summer GCSE and A-level examinations were cancelled.

(b) **20 March 2020**

Pubs and restaurants were ordered to shut, and the public urged to practice social distancing wherever possible on a voluntary basis.

(c) **23 March 2020**

A UK-wide lockdown was announced, backed by police powers to enforce social distancing and closure regulations.

(d) **25 March 2020**

Emergency legislation was introduced and passed in just four days, with the Coronavirus Act 2020 receiving Royal Assent on 25 March 2020. The legislation gives further powers to Government to slow the spread of the virus; reduce the resourcing and administrative burden on public bodies; and limit the impact of potential staffing shortages on the delivery of public services.

- (e) **2 April 2020**  
The government announced a significant expansion in the coronavirus testing programme with a target of 100,000 tests per day by the end of that month.
- (f) **6 April 2020**  
In addition, all forthcoming local elections and other polls including the police and crime commissioner elections were postponed to 2021.
- (g) **16 April 2020**  
The Government extended the lockdown for a further three weeks and set out five tests which would need to be satisfied before the lockdown restrictions were eased.
- (h) **10 May 2020**  
The Prime Minister made a statement on the roadmap to recovery and the gradual relaxation of restrictions as and when it deems it is safe to do so.
- (i) **11 May 2020**  
The Government published 'Our plan to rebuild: the UK Government's COVID-19 recovery strategy'. This set out a five-point scale to indicate the level of threat posed by COVID-19 to society and a phased approach to recovery, with incremental steps to relax control and public protection measures.
- (j) **13 May 2020**  
The Government amended its existing regulations under the Coronavirus Act to enable the phased relaxation of lockdown measures including allowing people to visit HWRCs the re-opening of garden centres and some outdoor sports facilities.
- (k) **24 May 2020**  
The Government announced the establishment of a £50 million Reopening High Streets Safely Fund, to adapt and re-shape high street shopping areas and business districts to make them safe and welcoming spaces, in line with social distancing guidelines.
- (l) **25 May 2020**  
The Prime Minister confirmed the government's intention that schools should plan to re-open to some pupils from 1 June 2020 and that non-essential retail should begin to re-open from 15 June 2020.
- (m) **26 May 2020**  
Government announces that all non-essential shops can re-open on 15 June 2020
- (n) **23 June 2020**  
Government announcing the relaxation of the two-metre rule provided there was mitigation in place to manage the risk and the ability of a variety of leisure, cultural and hospitality businesses to re-open on 4 July 2020, as long as they are COVID safe. Weddings can take place with some restrictions. The announcement includes the Government's intention to return all young people to full time education in September. Some businesses such as gyms are excluded from the re-opening announcement and are subject to further review.

### **County Durham and Darlington Local Resilience Forum (LRF)**

8. The Council in line with the Local Resilience Forum (LRF) for County Durham and Darlington invoked its emergency plan and worked strategically with parties on the LRF to co-ordinate a joint response. Partners on the LRF are as follows:
- (a) Ministry of Housing, Communities & Local Government
  - (b) Durham University
  - (c) Durham County Council
  - (d) Darlington Borough Council

- (e) NHS ( NHSE&I, NHS County Durham and Darlington Foundation Trust and CCGs)
- (f) Durham Constabulary
- (g) Durham and Darlington Health Trust
- (h) Durham and Darlington Fire and Rescue Services
- (i) Directors of Public Health
- (j) Public Health England
- (k) North East Ambulance Service
- (l) British Transport Police
- (m) Coastguard
- (n) British Red Cross
- (o) React- previously Team Rubicon
- (p) Northern Powergrid
- (q) Northumbrian Water
- (r) Northern Gas Networks
- (s) DHSC
- (t) MoD/JRLO
- (u) Environment Agency

9. A Strategic Coordinating Group (SCG) was established which initially met daily 7 days a week and was chaired by the Deputy Chief Constable. The SCG was supported by the Tactical Coordinating Group (TCG) and a number of other specific groups that were established to provide data and information to the SCG to enable the appropriate strategic decisions to be made. The SCG stood down on the 3 July 2020 and handed over to the Recovery Coordinating Group (RCG) which is chaired by the Chief Executive of Durham County Council. The role of the RCG is to have oversight of the recovery phase from COVID-19 across County Durham and Darlington.
10. It was recognised that staffing and resources could be significantly reduced during the COVID 19 pandemic, which could impact on the response to another incident such as Fire, Explosion, Terrorism, Flood or Civil unrest. A coordinated, corporate review to the potential response and plans in place to respond to these incidents in the light of COVID19 was undertaken. Emergency Response plans and arrangements were amended to reflect COVID-19 guidance and known issues.

### Delegated Decisions

11. The Delegated Decisions that were taken in consultation with the Portfolio Holder were:

Subject	Decision	Date of Decision
Closure of public buildings including Dolphin Centre, Eastbourne Sports Complex, Hippodrome (including Hullabaloo), Libraries (Crown Street and Cockerton), Head of Steam.	Decision taken for the Dolphin Centre, Eastbourne Sports Complex, Hippodrome (including Hullabaloo), Libraries (Crown Street and Cockerton) and Head of Steam to close at end of play on Monday 16 March 2020.	16 March 2020
Closure of Household Waste Recycling Centre	Decision taken on Monday 23 March 2020 at 9.15pm that HWRC would not open on Tuesday 24 March 2020 until further notice.	23 March 2020

Subject	Decision	Date of Decision
To introduce a reduced fee for direct cremations (where no service is required).	Decision taken to provide reduced fees as majority of cremations through the COVID-19 period are likely to be to direct cremations and therefore do not require a service.	24 March 2020
<p>Lockdown provision - COVID19 Service Changes</p> <ul style="list-style-type: none"> <li>• Parks open but play areas to have closed signs on them but impossible to close them given most are in parks and open spaces</li> <li>• Car parking – to be free as don't want to collect cash and no enforcement and will help key workers if they can park free. Loss of funds minimal given no one will come but a big loss due to no one using them</li> <li>• Street cleaning to be responsive only to deal with significant issues that may affect health</li> <li>• Tip closed from today</li> <li>• Enforcement team to prioritise ASB work and support the Hub.</li> <li>• Bulky Household Waste collections ceased</li> <li>• Green Waste cancelled</li> <li>• Grass cutting ceased</li> <li>• Refuse/Recycling continues as long as resources allow</li> <li>• Staff where possible on key services as well as none key are working from home</li> </ul>	Service changes agreed from 24 March 2020	24 March 2020
Management of the support Hub	Ian Thompson will take overall management responsibility for the overall delivery of the HUB.	25 March 2020
Darlington Crematorium	Not to commence work on crematorium.	17 April 2020
Street Litter and Dog Bins	To empty bins from Monday 20 April 2020.	17 April 2020
Review of Street Scene Services	<p>Reinstating the following services at reduced capacity:</p> <ul style="list-style-type: none"> <li>• Household Waste Recycling Centre</li> <li>• Garden Waste Collections</li> <li>• Bulky Waste Collections</li> <li>• Litter/Dog Bin Emptying</li> <li>• Fly Tipping</li> <li>• Clearance of Rear Lanes</li> <li>• Large Mechanical Sweeper (Main Arterial Routes)</li> <li>• Small Mechanical Sweeping (Town Centre, Secondary Shopping Centres, Litter Hot Spots)</li> <li>• Litter Picking – Barrow Beats</li> </ul>	27 April 2020

<b>Subject</b>	<b>Decision</b>	<b>Date of Decision</b>
	<ul style="list-style-type: none"> <li>• Gulley Emptying</li> <li>• Weed spraying</li> <li>• Grass Cutting Tractor</li> <li>• Grass Cutting Ride-On Mower.</li> <li>• Hand Mower (Reduced)</li> <li>• Sheltered Housing (Reduced)</li> <li>• Garden Tidy Scheme: Council owned properties (Reduced)</li> </ul>	
Review of Street Scene Services	Reinstating full Street Scene Service from 1 June 2020.	26 May 2020
Dolphin Centre Catering	To reopen No 16 Horsemarket for a takeaway service from 15 June 2020.	10 June 2020
Eastbourne Sports Complex Track	To reopen Eastbourne Sports Complex Track for bookings of 6 per hour from 16 June 2020.	10 June 2020
Reduction in Cremation Capacity	To reduce number of cremations per week back to 58 from week commencing 6 July 2020.	16 June 2020
Eastbourne Outdoor Pitches	To reopen grass pitches at Eastbourne on 22 June 2020 and artificial grass pitch on 29 June 2020.	19 June 2020
Dolphin Centre Bistro and pavement cafe	To reopen the pavement café from 4 July 2020 and the Bistro from 6 July 2020.	26 June 2020
Outdoor Play Areas and Outdoor Gym Equipment	To reopen outdoor play areas and outdoor gym equipment from 4 July 2020.	29 June
Reopening of Head of Steam	To reopen the Head of Steam from Tuesday 14 July 2020 with booking system in place and reduced price.	1 July 2020
Reopening of Libraries	<p>To reopen Crown Street and Cockerton Libraries from Monday 13 July 2020 with the following restrictions:</p> <ul style="list-style-type: none"> <li>• Express service for book loans</li> <li>• Restricted access for browsing</li> <li>• Booking system for Local Studies</li> <li>• Restricted access for gallery space</li> <li>• No ICT usage</li> </ul>	1 July 2020

<b>Subject</b>	<b>Decision</b>	<b>Date of Decision</b>
Cease Pedestrian Training Service	Cease Pedestrian training programme	18 March 2020
ENCTS – Extension of Expiring bus passes	It is recommended that Bus passes due to expire in the next 6 months are re-ordered to ensure vulnerable and elderly have passes should essential transport be required and absolutely necessary	23 March 2020
Cease School Crossing Patrol Service	Cease School Crossing Patrol Service	23 March 2020
Suspension of Parking Charges in Council Parking areas.	To reduce the risk of transmission of the virus amongst the public and to protect staff from exposure.	24 March 2020



Subject	Decision	Date of Decision
Public Rights of Way (PROW) - Giant Hogweed Control and Vegetation Management	<p>Provided contractor can demonstrate compliant Risk Assessments and Method Statements compliant with COVID-19 it is recommended that the :</p> <p>Giant Hogweed Spray is undertaken but the grass cut is not implemented during the current directives but kept under review.</p>	26 March 2020
Darlington Station Gateway – Land Assembly	<p>It is recommended that the following options are progressed:</p> <ol style="list-style-type: none"> <li>1. Land Referencing Questionnaires that option 1.2 be agreed and progressed</li> <li>2. Acquisition by Agreement that option 2.1 be agreed and progressed</li> </ol>	27 March 2020
Service 16 – Scarlet Band	<p>Option 2 – Scarlet Band to suspend service 16 until further notice.</p> <p>Given that there have been fewer than 10 journeys made in 4 days on the unique section of the service 16 in Hummersknott and Mowden, the service is no longer viable in the current environment.</p> <p>Scarlet Band have requested to suspend the service, although the suspension is applicable to both the commercial and supported bus journeys.</p> <p>The suspension will be effective from Saturday 4 April until further notice.</p>	27 March 2020
Service 20 – Scarlet Band	<p>Suspend service 20 until further notice.</p> <p>Given that there have been fewer than 5 journeys made on the most recent day of operation (Monday 30 March), the service is no longer viable in the current environment.</p> <p>Passengers will be directed to the Tees Flex service, and the Community Support Hub who may be able to provide assistance with essential shopping and medication supply where regular users don't have family or friends to rely on.</p> <p>The suspension will be effective from Monday 6 April until further notice.</p> <p>Payments to Scarlet Band would continue as normal through the suspension.</p>	31 March 2020

Subject	Decision	Date of Decision
Electrical Testing of Street Lights	To carry out electrical testing as programmed	20 April 2020
Darlington Northern Link Road – Preliminary Ecological Appraisals (PEAs)	It is recommended that the Preliminary Ecological Appraisals (PEAs) are progressed as soon as practicably possible in accordance with the details set out in this Decision Record	24 April 2020
Haughton Road Throughabout retaining Wall	Allow Subcontractor to restart on site w/c 4 May ahead of main project restart to phase recommencement under supervision of DBC staff. (Subject to satisfactory methods of working being agreed)	13/05/20
Feethams – Urgent Deep patching repairs and surfacing	Authorise the undertaking of works subject to the necessary Health and Safety arrangements being approved.	12/05/20
Highway Maintenance Reactive Maintenance Programme and safety Inspection	Approve the increase in resources to gradually build up back to business as usual reverting to our normal inspection regime and repairing under the same regime as pre-lockdown.	15/05/20
Highway Maintenance- Micro Asphalt Patching & Surfacing Programme 2020/21	To progress with a revised Micro Asphalt Patching & Surfacing Programme subject to the revised Health and Safety arrangements being in place and review the schemes currently deferred closer to the time of programme delivery to see if these can be included.	27 May 2020
Highway Maintenance Schemes Programme	Restart the Highway Maintenance programme and add further schemes arising the additional funding recently announced as per the agreed schedule	28/5/2020
Highway Maintenance Schemes Programme – Deferral of a Scheme	Defer the Stanhope Road South/ Coniscliffe Road and West St Highway maintenance scheme.	28/05/20
Town Centre Social Distancing Measures	To implement the social distancing measures considered necessary to support the reopening of the town centre safely and any subsequent modifications within the principles of the government guidance.  Authorise legal orders necessary to implement the measures.	26/05/20
Tees Valley E-Scooter Trial	To support the bid to become a trial area; subject to further detail and any outstanding safety, legal and other considerations identified being satisfactorily resolved prior to introduction.	8 June 2020

## Employees

12. It is essential that the hard work, dedication and flexibility of Council employees in responding to the challenge is acknowledged. The speed and skill with which employees have responded is exemplary, often against a background of personal

challenges in their own lives.

13. The initial approach taken was:

- (a) All staff to work from home where possible.
- (b) All key staff who were required to attend work to provide essential services, be provided with safe working environments including, where appropriate, the provision of Personal Protective Equipment (PPE).
- (c) Where services were stood down, and no longer provided, employees were available for re-deployment to essential services, in particular, the Darlington Community Support Hub.
- (d) For those services that were not directly publicly funded, e.g. leisure and cultural services, with agreement of staff and Unions, a number of staff were furloughed. The staff were paid in line with their contracts and were not financially worse off as a result.

### **Community Safety**

- 14. Members of the Community Safety Team were deployed to support the work of the Darlington Community Support (Outreach) Hub between 25 March and 3 May 2020. During this period the Outreach Hub provided vital support to shielded, isolated and vulnerable members of the community through the provision of urgent pharmacy requests, food and welfare support.
- 15. The department was also instrumental in the development and growth of an emergency food supply which was distributed to those restricted by the pandemic.
- 16. On 4 May 2020, Community Safety personnel (with the exception of Civic Enforcement) returned to their daily tasks and local services have continued to be delivered efficiently through a combination of office based and virtual working activities.
- 17. On 1 June 2020, members of Community Safety were briefed and directed to provide additional support to town centre users to promote a safe and secure environment for residents, retailers and visitors.

### **Civic Enforcement**

- 18. During the initial stages of lockdown, Civic Enforcement was utilised by the Outreach Hub to assist with distribution of urgent supplies, however, their role also extended to tackling anti-social behaviour, working closely with the Police to enforce social distancing and provide high visibility patrols throughout the Borough to promote reassurance in our communities.
- 19. As the pandemic evolved, the role of Civic Enforcement remained flexible to include other duties including the supervision of the Drinkfield Civic Amenities Site (following opening), the policing of the town centre after the easing of lockdown and dedicated patrols to tackle environmental crime within the Borough.

20. CCTV and dog warden services remained unchanged throughout this period.

### **Highway Maintenance Schemes**

21. Due to the onset of COVID-19 all schemes were put on hold. Following a letter from Baroness Vere of Norbiton (Transport Minister for Roads, Buses and Places) to everyone working in the Highway construction and maintenance sector dated 24 April urging authorities to continue with routine highway maintenance and to try and maintain as close to a 'business as usual approach as possible'.
22. The Highway Asset Management team started to look at ways of ensuring works could start how the current programme of works could be constructed with safety to the general public and the construction workers being paramount. The following is part of the agreed programme:
23. Highway Maintenance schemes complete:
- (a) Feethams: Carriageway reconstruction (0.100km)
24. Highway Maintenance schemes due to start:
- (a) Carriageway Patching prior to Microasphalt (various – 31 locations)
  - (b) Estoril Road South (Full Extents): Carriageway reconstruction/recycling – (0.490km)
  - (c) Fenby Avenue (52 Fenby Avenue – Harris Street): Carriageway reconstruction/recycling (0.250km)
  - (d) Barnes Road (Claxton Avenue - Staindrop Road): Carriageway resurfacing (0.140km)
  - (e) A67 Merrybent (40mph sign heading east): Carriageway resurfacing – (0.460km)
  - (f) A67 Yarm Road (Morton Palms – Farmhouse): Carriageway resurfacing – (0.720km)
25. The majority of the programme will be delivered but some locations are being deferred due to COVID-19 constraints. The highway maintenance team are also programming an additional £1.2m of maintenance schemes to be commenced this year as a result of an additional allocation of maintenance funding from Government.

### **Highway Improvement Schemes**

26. All construction sites were closed during the lockdown. Preparations began to reopen sites in the week commencing 25 May 2020. A review was carried out of the whole Capital Programme to identify schemes that needed to be prioritised. The B6280, Lingfield Way junction, the B6279, Haughton Road thoroughabout scheme have all restarted safely and the Rethinking Victoria Road Project have been prioritised to start over the summer months.

### **Highway Network Management and Transport Planning**

27. On 26 May 2020 Government announced that from 15 June 2020 some non-essential shops were able to re-open provided they were able to do so safely the Council were required to undertake an assessment and put in measures to support safe opening in the town centre. The Government issued guidance to enable Councils to prepare for the safe re-opening in Urban Centres and Green Spaces.

28. A team of officers from across service areas undertook an assessment process to identify constraints and the measures that needed to be implemented across the town centre based on the national guidance. The overriding principle in designing and implementing the measures was public health considerations and ensuring business could re-open safely.
29. This included a range of measures such as:
  - (a) signing and floor markings
  - (b) queue management systems and engagement with town centre business.
  - (c) relocation of market stalls
  - (d) re-design of bus services and bus stops
  - (e) reallocation of road space to people walking and cycling, both to encourage active travel and to enable social distancing during restart.
30. This required a rapid assessment process, organising of resources, legal work and implementation within a very short time frame. Most of the measures above were implemented ahead of 15 June to support a safe re-opening of the town centre.
31. Some businesses have not considered the measures appropriate. The measures implemented before shops re-opened were developed on national guidance, there was a very short window to get them in place to ensure businesses could re-open safely and there was no precedent on how customers would return after lock-down. The principle adopted ensured public health was a priority and there was enough space to social distance upon re-opening.
32. There has been a continual review process and engagement with business. The measures have been adjusted as and when it was considered appropriate to do so without compromising public health. Further reviews have taken place to reflect new guidance on social distancing that came into operation on 4 July. Further changes and measures will be required to adjust to a fast-moving situation.
33. The need to balance public health with the wishes of business is not an easy one but public health must be the highest priority otherwise there is a risk of a second spike in the virus, which in turn would have a direct impact on businesses in the town centre.
34. The Government announced a series of initiatives and funding opportunities during this period to support recovery. The Emergency Active Travel Fund and E-Scooter trial programme was announced that TVCA would lead on. The town centre social distancing measures were the subject of the bid to first phase of the Emergency Active Travel Fund (possibly £86k of funding to the Council) and a decision was taken to participate in the bid to become a trial area for E-Scooters.

## **Head of Steam**

35. The museum's presence on the internet and social media has been increased by positing the 'Street Wise: What's in a Name?' exhibition online, which has been well received. In addition, the museum hosted a 'Virtual Vintage Rally' and planning is being undertaken around any future events which can also be held virtually.

36. Accessible family learning materials have been made available online and on social media. Museum staff have been proactive in making contact with schools, detailing ways in which we can support them in their teaching.

### **Creative Darlington**

37. Creative Darlington has distributed information on funding programmes offered by Arts Council England and other parties in response to the COVID-19 pandemic. We understand eight proposals from individuals, organisations and enterprises in Darlington seeking Emergency Funds from Arts Council England have been offered support of approximately £87,000 in total. Creative Darlington has also commented on the North East Cultural Partnership's North East Culture and Tourism Recovery and Resilience Plan and continue to liaise with various cultural organisations, enterprises and artists in Darlington regarding proposals in development responding to the pandemic
38. Following conversation between Tracks and Creative Darlington, Creative Darlington supported the first nine 'Darlo@Home' online concerts, which ran between 10 April 2019 and 2 May 2019 and encompassed a mixture of evening concerts on weekdays and daytime 'Big Little Gigs' concerts on weekends for a family audience. Musicians were paid to perform live and to share their performance digitally via the Tracks Facebook page, with Tracks curating and promoting the programme with support from Darlington Borough Council. As of 9 May 2020, Tracks advised the first nine online gigs had secured a total view count of 9,487 with a reach figure of over 20,000.
39. Darlo@Home programme received ongoing backing beyond 2 May 2020 within Darlington's events programme and has been promoted within #LoveDarlo. Darlo@Home concerts have offered people an opportunity to enjoy live music safely in Darlington as part of a diverse programme, providing artists a paid opportunity to share their music, including artist Nadeja whose performance was watched by family members in Brazil.
40. The Abode in a DL Postcode programme is a modification of an artist in residence model, through which artists would usually be invited to propose how they would react to a period of developing their practice in a particular setting or location. Instead, Abode asked artists to generate proposals regarding how they might work with one of a number of digital programmes within their own residence, offering an opportunity to safely explore and continue their practice. The Auxiliary approached Creative Darlington with a proposal to support the Abode idea in Darlington, having initiated the programme elsewhere in Tees Valley. Creative Darlington offered a budget and backed a Call Out, which enabled four proposals involving Darlington artists to be taken forward.
41. Darlington based ODDMANOUT Theatre Company were offered 'New In Town' support for a programme of creative community engagement which will involve people in Darlington and has been launched recently offering opportunities for creative engagement online. 'It's All Happening' is also being supported by Arts Council England through project funding.

## **Libraries**

42. During the period the Libraries were closed during lockdown, an interim home service was offered to Darlington Library members aged over 60 whereby the library would deliver a selection of books to the doorstep, (maintaining appropriate social distances), which was replenished every four weeks. This has been incredibly well received with 233 people currently benefiting from the scheme and we have decided to continue the service indefinitely due to its popularity and the continuation of social distancing.
43. During Carers Week we delivered a free Reminiscence Book to Care Homes in Darlington aimed at sparking reminiscence and opening discussions between carer and resident about their early life and tales of the past. The books have been created by Darlington Libraries Centre for Local Studies and are themed around the 1940's to tie in with VE Day celebrations.
44. We recognised that children living in care may be more affected by the disruption in learning and their routine, so we teamed up with Darlington Virtual School to supply and deliver an exciting gift to all 113 children in long term care. The BookTrust Letterbox pack contains carefully selected books, learning resources and games designed to spark imagination and excite children to ensure learning at home is fun and interactive.
45. The library is usually bustling with activities for children and families so in the wake of our closures we took to social media and provided story times, arts and crafts and learning related content by video. We are now transitioning to providing a Summer Reading Challenge scheme online to encourage reading and book sharing at home. The Bookstart in Darlington Facebook page has attracted 2309 followers.
46. For schools who were maintaining teaching for the children of Key Workers, we put together an offer of a 'Box of Imagination'; a box full of fiction, non-fiction, picture and audio books, which we delivered alongside a box of props and costumes supplied by the Hippodrome. These were delivered for loan free of charge.

## **Darlington Hippodrome**

39. Since closing to the public on 16 March 2020 due to COVID-19, our focus has been on the re-scheduling of shows where possible into autumn 2020 and spring 2021 and in some cases the announcement of cancellations. Work has been on-going to communicate updates to customers and issue ticket transfers and refunds where appropriate. At point of refund, the Hippodrome team also presented the option of donating the full or partial value of their ticket to support the theatre and the show's producers during this difficult time. £12,000 has been donated to date.
40. The theatre's online engagement has been active throughout the closure period. Highlights include:
  - (a) Youth theatre and dance classes quickly moved into online formats.
  - (b) Successful trial dance sessions for adults, which we plan to introduce into the theatre when we re-open.

- (c) The Theatre's twice weekly online quiz has an average audience of 1,500 people joining in.
- (d) Our recent backstage tour of the theatre has already been viewed by over 3,000 people.
- (e) The Theatre's vast collection of online heritage learning resources has supported the current home learning environment many families find themselves in.
- (f) We continue to explore new and exciting ideas for online engagement, recognising that it may be sometime before audiences can physically join us in the theatre.

### **Environmental Services**

- 39. From the 24 March 2020, the majority of Street Scene services were stopped with the exception of Refuse and Recycling collection and a response crew for street cleaning to deal with health hazards. To enable these services to operate, safe systems of work were introduced, which included additional vehicles and staff so that a safe 2 metre distance could be maintained.
- 40. Street Cleansing and emptying of dog and litter bins was reintroduced on 20 April 2020. Further Street Cleansing and Grounds Maintenance services were partially reintroduced from 27 April 2020 and services were fully reinstated from 1 June 2020.
- 41. The Household Waste Recycling Centre was closed from 24 March 2020 and reopened on 28 April 2020 with appropriate social distancing measures in place, which had an impact of successfully reducing capacity on the site but resulting in queuing traffic on Whessoe Road. An appointment system was introduced from June, which is proving to work well, ensuring social distancing can be maintained and reducing any queuing traffic on Whessoe Road.
- 42. The Arboricultural service was initially suspended upon commencement of the lockdown, however the service is now back to full resource as of 1 June 2020.
- 43. The Building Cleaning service continued throughout this period with staff operating safe systems of work to ensure social distancing is maintained.
- 44. The Cemeteries and Crematorium service continued throughout this period, providing increased capacity when required.
- 45. Parks and open spaces remained open throughout the lockdown period to support the opportunity for residents to partake in daily exercise. Play areas remained closed and reopened from Saturday 4 July 2020.



# **Darlington Community Support Hub**

**In response to Covid-19**

**Date: 1 July 2020**

## Version Control

Version	Date	Amendments	Lead
V0.1	17/5/20	First draft to IT for comment/direction	PN
V0.2	19/5/20	Inclusions in timeline for National Shielding Programme submission of data  Inclusion of supporting guidance	PN
V0.3	25/5/20	Draft version circulated to all Steering Group for comments and agreement	PN
V0.4	8/6/20	Comments from GH and CGQ Inclusion of support from local businesses Inclusion of financial information Inclusion of national guidance The Bread and Butter Thing Communication milestones  Version submitted to IT 8 June 2020	PN
V0.5	9/6/20	Additional shielding guidance (“1”) circulated to LAs Executive summary inclusion Staffing figures Revised Financial Figures Public Health role	PN
Final	25/6/20	Following all comments	PN
Final (2)	1/7/20	To include data up to 30 June	PN

## Contents

		Page
1.	Executive Summary	
2.	High level Timeline	
3.	Implementation Stage	
4.	Operational Stage	
5.	Darlington voluntary and community sector	
6.	Support from local Businesses	
7.	Exit Strategy	
8.	Appendices <ul style="list-style-type: none"> <li>- Appendix 1: Performance Data</li> <li>- Appendix 2: Key Performance Indicators</li> <li>- Appendix 3: Hub call flow</li> <li>- Appendix 4: Financial Information</li> <li>- Appendix 5: Visual Timeline</li> <li>- Appendix 6: Supporting Guidance</li> </ul>	

## 1. Executive Summary

In response to the covid-19 pandemic of 2020, Government issued guidance to all Local Authorities, in partnership with Local Resilience Forums, on 20<sup>th</sup> March 2020. This guidance detailed that each Local Authority Area must establish a hub to support those at risk of severe illness as a result of covid-19, across communities.

The guidance stated the areas of support that must be offered across Local Authority areas to those residents at greatest risk but with no available support network. These being:

- Food: to deliver basic food parcels directly to the doorsteps of the at-risk residents, and over time will look at other ways to help
- Medicines: community pharmacies will supply and organise delivery
- Social contact: local authorities, working with the voluntary and community sector, are asked to continue to care for those who might be feeling very isolated.

In response to this, the Darlington Community Support Hub (“the hub”) was established to support residents in the borough who are at the highest risk of severe illness (‘the clinically extremely vulnerable’) if they contracted COVID-19 and therefore were advised to isolate themselves (“shielding”) for a period of at least 12 weeks. In addition, there were a number of residents of the borough, who do not have conditions as defined in the Governments “shielded guidance”, who have to self-isolate, meaning they too required the support of the hub.

The hub was a partnership across the Local Authority, Local Resilience Forum Partners and the Community and Voluntary Sector ensuring the right level of support was provided to identified vulnerable residents. The hub became operational on 24<sup>th</sup> March 2020, immediately following the Governments lockdown announcement, with a dedicated telephone line offering a 7-day service.

From the time period of 23<sup>rd</sup> March until 30<sup>th</sup> June 2020, the following were key deliverables:

- Total number of calls received from shielded and vulnerable: 7,564
- Total number food packages delivered: 697
- Total medicine packages delivered: 258

## 2. High Level Timeline

<b>Date</b>	<b>Milestone</b>
18 March 2020	Work commences on establishing a Support Hub.
19 March 2020	Daily Steering Hub Groups commence. Daily Monday-Friday
20 March 2020	Government guidance on establishing a HUB announced.

23 March 2020	Lockdown Announced. Hub guidance received.	
24 March 2020	Hub call centre opens for calls (day 1 from 11:30am; 4 call handlers trained).	
25 March 2020	Hub call centre opens 08:30-5pm Monday-Friday; 9:00-1:00 weekends and bank holidays	
27 March 2020	Agreement with Coronavirus Support for Vulnerable Darlington to work together	
29 March 2020	Initial shielding numbers of 2020 residents received	
30 March 2020	First daily list of self-registered residents requesting support received from Government	
30 March 2020	Council decides to establish own volunteer vetting system as numbers are so low and slow and obtains agreement from CSfVD to use this system.	
1 April 2020	Volunteer vetting and induction system established including agreement with Police to do police checks on volunteers without a valid DBS, online induction covering H&S, E&D, Safeguarding and Keeping Safe, volunteer agreement, Key Volunteer letters and volunteering guide.	
3 April 2020	Additional shielding list provided following cleansing of deceased residents which amended the total to 1995	
3 April 2020	5,000 leaflets, 200 A4 posters, 200 A3 posters printed	
6 April 2020	Additional 10,000 leaflets, 500 A4 and 500 A3 posters printed	
7 April 2020	Leaflet distribution commenced to all residents on the shielded list	
7 April 2020	The Bread and Butter Thing commences from Dolphin Centre	
9 April 2020	Additional shielding list provided following further identification of vulnerable residents by GP's which amended the total to 2678.	
16 April 2020	ICT support provided to CSfVD, including offer to host Darlington Support website.  Offer to pay for relevant insurance made.  Initial draft guidance for volunteer tasks sent.	
17 April 2020	Information Sharing Agreement drawn up and signed by both parties and "approved" volunteers passed to CSfVD.	
	Date 17 April	Numbers 180

20 <sup>th</sup> April 2020	Hub Steering Groups reduce to 3 times per week (Mon; Wed; Friday)
20 <sup>th</sup> April 2020	Additional shielding list received (2,000+)
24 April 2020	Draft guidance, along with associated risk assessments, and the initial draft joint working agreement sent to CSfVD to consider.
27 <sup>th</sup> April 2020	500 leaflets printed in different languages
28 <sup>th</sup> April 2020	Data received from Government of Darlington residents not contacted through central hub
29 April 2020	Joint Working Agreement signed by both parties.
29 April 2020	Analysis of numbers vetted and rejected to date.  * 504 signed up via online form * 286 fully vetted, approved and sent to CSfVD * 19 rejected
29 <sup>th</sup> April 2020	Bespoke food packages meeting dietary and religious needs provided to shielded families facing financial difficulty during Ramadan
30 April 2020	Council commences allocating requests to CSfVD.
1 <sup>st</sup> May 2020	Hub outreach team revert to substantive posts
1 <sup>st</sup> May 2020	Dolphin centre operationally responsible for call centre actions
2 <sup>nd</sup> May 2020	One Darlington Magazine distributed (inc hub leaflet info)
12 <sup>th</sup> May 2020	Steering Group meetings revert to twice weekly (Tues; Thursday)
19 <sup>th</sup> May 2020	National Shielding Programme data collection guidance released
20 <sup>th</sup> May 2020	NSP soft launch commences
21 <sup>st</sup> May 2020	Further 5,000 leaflets printed
31 <sup>st</sup> May 2020	Revised shielded guidance received
2 <sup>nd</sup> June 2020	The Bread and Butter Thing commences in community setting
5 <sup>th</sup> June 2020	FAQs Shielding Guidance received
23 <sup>rd</sup> June 2020	Updated shielded guidance (following announcement of shielding ceasing 1 <sup>st</sup> August)
27 <sup>th</sup> /28 <sup>th</sup> June	Hub weekend opening cease

1st July	Darlington pharmacies informed of hub no longer providing medicine deliveries from 1 <sup>st</sup> August
6 <sup>th</sup> July	Letter of ongoing support available sent to all shielded residents
6 <sup>th</sup> July	Hub handover to Adult Social Care

### 3. Implementation Stage

At the request of the Chief Officers Executive Team, the Assistant Director for Adults Services, was identified as the lead officer in developing and implementing a local hub, in response to the emerging covid-19 pandemic and guidance available. This request came on 17<sup>th</sup> March 2020.

A Task and Finish Group, with representatives from service areas across the council, was established on 18<sup>th</sup> March, with the objective of establishing a call centre, dedicated to providing support in relation to covid-19 to residents across the Borough, as a matter of urgency.

At this point in time, Government Guidance in relation to covid-19 support requirements for Local Authorities was not available. As a result, the task and finish group identified the following urgent priorities:

- Hub structure  
The agreed structure was two-fold. A call centre, for answering all calls was to be set up within the existing contact centre in the town hall. Where a callers query could not be addressed over the telephone, these were to be addressed by the outreach section of the hub, initially situated in room 407 of the town hall.
- Staffing  
Resource had to be identified to staff the call centre and the outreach hub. The roles identified within call centre were to be filled by staff from the Dolphin Centre and the Hippodrome, primarily as a result of these having to close due to the pandemic, but also due to the customer service elements of the role. Due to the reduction in demand across other departments, existing customer service staff also resourced the hub. Staff from the community safety teams were identified to lead on filling the roles within the outreach team. Housing and lifeline staff were involved in leaflet delivery as well as the Dolphin Centre staff being involved in the dispatch of items and collection of medications.
- Infrastructure  
To support both the staff and residents, all of the necessary ICT and communication requirements had to be set up. The Local Authorities Customer Relationship Management system (lagan) was configured alongside the telephone software to ensure all calls could be answered,

supported by a script, recorded and through the development of workflows, create “jobs” for the outreach team.

- Telephone Number

A dedicated telephone number, to be used for covid-19 queries from residents of the Borough was identified and configured to the call centre and outreach systems. This dedicated number being 01325 40500. In addition, a dedicated email was also set-up [hub@darlington.gov.uk](mailto:hub@darlington.gov.uk)

- Communication plan

A communication plan was developed to ensure the role, purpose and contact details of the hub were made available across the Borough in providing support to residents. The key priority was to publicise the telephone number initially, with more detailed communication being developed following the release of the guidance from the government.

- Darlington Community Response Hub Partnership

Community response to COVID-19 required the input from a range of partners. The Director of Public Health established a regular meeting (teleconference ) of key partners to share information, share local intelligence, problem solve and stay connected. The DPH established the informal network as one of the means of communicating between the Council, other public sector partners and key community organisations relevant to supporting people at higher risk of COVID-19. The first meeting took place on 23<sup>rd</sup> March 2020 and met every fortnight thereafter.

In addition to members from a range of Council services external partners included, NHS Foundation Trusts, the Primary Care Network, NHS CCG, Local Pharmaceutical Committee, local community Pharmacist, Police, Fire and Rescue, Healthwatch and Age UK Darlington.

- Community and Voluntary Offer

A mapping exercise was to be completed to identify and understand the existing support offer available across the borough from the Community and Voluntary Sector. Whilst this was relatively well known, it was essential to complete the exercise to ensure the *current* position across the sector was known, specifically in understanding the impact covid-19 had across these organisations.

Government guidance for Local Authority hubs was received on 20<sup>th</sup> March. This identified that as a minimum all Local Authorities were to establish a “contact hub” to support communities in need of support during the covid-19 pandemic. The initial structure put in place by the task and finish group, addressed all of the requirements of this guidance.

Following the announcement of a national lockdown on 23<sup>rd</sup> March 2020, the Darlington Community support hub went live on 24<sup>th</sup> March 2020.



Following the implementation of the hub to an operational stage, the lead officer for the hub transferred to the Assistant Director of Community Services.

#### 4. Operational Stage

To support the emerging and on-going development, guidance and needs of residents, a Steering Group was established to manage and monitor the operational arrangements of the hub. The group, met on a daily basis, and the following were agreed as the aims and objectives:

##### Aim

*To provide a Darlington based multi-agency response providing targeted support for those people at higher risk of illness from COVID-19 and the more vulnerable within Darlington community.*

##### Objectives

- *To ensure that Darlington residents are safe and cared for.*
- *To provide a coordinated approach for support to those individuals who most need it.*
- *To oversee and provide direction for the community response hub.*
- *To ensure there are clear lines of communication between all agencies and the wider public.*
- *To identify additional resources as and when required to support the delivery of the hub.*

The structure and governance of the Steering Group was established in such a way, that daily information received from the Local Resilience Forum was discussed by Steering Group members (with key actions agreed and allocated owners) and any issues/risk for escalation were reported to Chief Officers Executive, again on a daily basis. The rationale to this structure was to ensure the emerging and changing guidance received regionally and nationally was acted on immediately.

Membership of the Steering Group was structured with the right people from the right services across the Council who could make decisions immediately where required as well as escalate any urgent issues. Membership covered the following areas:

- Systems, Processes and ICT
- Data
- Volunteer & Hardship Fund
- Contact Centre
- Finance, Health & Safety
- Human Resources
- Communications
- Insight
- Adult Social Care
- Hub Logistics and Management

- Public Health

A number of critical actions and subsequent plan for delivery were discussed and agreed by the Steering Group. These included;

#### Shielded, self-isolating and self-registered residents

Information from NHS England was received on a daily basis, and this ever changing data included shielded residents as identified by the NHS; residents told to shield by GPs and those residents, although not instructed to shield have decided to self-isolate. In addition, daily information was received from Government for those residents who had registered on the government website as needing supporting.

All of this data was analysed on a daily basis, with action taken to identify those residents, who were on either of the lists above, who had no existing support mechanism available. These residents were prioritised as needing support. Of all of these residents, these were cross referenced against internal systems to understand if they were already in receipt of a package of support prior to covid-19. Where they were, these residents and their needs were addressed directly by the service. Those residents not receiving any support from the Authority were supported by the hub. This was in any of the areas below:

- Urgent food deliveries
- Urgent pharmacy requests
- Wellbeing support

Furthermore, Government guidance was received on 19<sup>th</sup> May, outlining requirements on Local Authorities to provide data centrally as part of the National Shielding Programme. Submission of this data commenced on 20<sup>th</sup> May and included food and basic care requirements as well as the outcomes of shielded residents who the national team were unable to contact.

#### Hub operational requirements

Following implementation, both further guidance from Government and the emerging needs of residents, further enhancements of the hub operational requirements were needed. The purpose of these revisions was to ensure all residents needs could be supported directly or through the community and voluntary support offer, whilst ensuring all operational practices were compliant with existing and new regulations. These improvements included:

- Development of telephone scripting to ensuring all calls were addressed and recorded in a consistent manner (detailed in Appendix 3)
- Configuration of system workflows allowing all jobs to be created, managed and completed by the outreach team and the community voluntary sector
- Development of a single view of customer process, meaning a full history of all callers was available to call handlers

- Agree key performance data required at local, regional and national level to allow automation of reporting
- Agree the key performance indicators to measure and monitor the performance of the end to end hub

Staff within the hub completed the following tasks in supporting residents:

- Telephone calls to all households registering on the NHS website
- Telephone calls made to all residents on the shielded list that had not registered on the NHS website
- Home visits made by the dispatch team where no response was received from the telephone calls
- Referrals made to NHS responders for medication requests

#### Operating Protocol, Procedures and Operating Model

As a result of the significant changes required to systems, process and operating procedures as a result of covid-19, a “Covid-19 Darlington Community Support Hub protocol, procedures and operating model” was developed. This ensure compliance with:

- The Health Protection (coronavirus) Regulations 2020
- Bio-security Act 2015
- Health & Safety at work Act 1974
- Coronavirus Act 2020

This operating model detailed the management arrangements across all sections of the hub, structures and roles and responsibilities applicable during the pandemic period.

The outreach hub completed a number of urgent and emergency support offers across the borough. These included, but were not limited to

- Urgent food deliveries
- Urgent pharmacy requests
- Care home urgent deliveries
- Distribution of PPE stock as identified
- Co-ordination of deliveries of That Bread and Butter Thing initiative
- Co-ordination of the emergency food supply, including donations from local retailers

#### Workforce Resilience

As well as establishing a support hub, it was also critical to ensure there was workforce resilience to support the continued operational requirements of the hub. This was of particular importance as a result in the reduction in staff resource as a result of covid-19.

Nationwide, Local Authorities across England had introduced a working from home approach, where this was possible. For Darlington, this meant a

number of staff were working from home or had been redeployed to other key services.

Therefore, using the operating model for the hub, a skills matrix was completed for requirements of hub roles against those staff that could be redeployed to parts of the hub as and when required. This exercise provided continual resilience was applied to the hub

#### Volunteer programme

In delivering support for residents, it was essential to work in partnership with established community and voluntary sectors. There were a number of existing and, following the covid outbreak, new support offers available to the residents of the borough. In co-ordinating this offer (more detail in section 5) to remove duplication and deliver support to both residents and ward areas in particular need, a volunteer programme was agreed with partners. On 30<sup>th</sup> March 2020, the Council decided to establish their own volunteer vetting system. An induction system was established including agreement with the police to undertake checks on volunteer applications without a valid DBS.

#### Communication programme

It was agreed by the Steering Group, that it was critical that there was a clear and consistent message in place covering what the hub is there deliver, and equally important, what it was NOT to do. This approach ensured the limited hub resource was focussed on residents most in need.

A communication plan was developed and implemented with a number of key milestones:

- Design and print of Hub leaflets and posters
- Design and print of hub in 5 different languages
- Website promotion
- Social media campaigns
- Development of hub video
- Promotion in May 2020 edition of the One Darlington magazine

### **5. Darlington Community and Voluntary Sector**

Significant work was undertaken to ensure the Darlington Voluntary and Community Sector (VCS) offer was incorporated into the Hub, including:

- A comprehensive mapping exercise to understand which VCS services were continuing to operate, and what new offers were available and eligibility criteria
- A daily update of the LivingWell directory and DBC website pages to ensure this information was accessible to Hub call handlers, along with other support services and residents
- Regular reviews of the Hub script and form to incorporate local VCS services to ensure residents needs were met by the most appropriate organisation and support offer

Regular updates were also sent to the VCS sector to make them aware of the Hub's offer and how to signpost service users in need to the Council.

Specific work was undertaken with Darlington Citizen's Advice Bureau (DCAB) to align their offer with the Hub, including building DCAB's established financial assessment process into the Hub's triage process. Mutual referral pathways were also put in place to ensure residents could be seamlessly signposted between both organisations.

## **Darlington Support**

In line with many other areas across the country, residents and communities in Darlington were quick to start mobilising and supporting people in need. In particular, a Facebook group, 'Coronavirus Support for Vulnerable Darlington' (Darlington Support) was set up in March and quickly attracted thousands of members.

Officers met with representatives of the group at the end of March to discuss how the Council could provide support and ensure the group's activities were aligned with both the Hub and broader VCS offer. It was agreed that the Council would undertake vetting of volunteers on behalf of the group, using existing processes with additional support from the police to undertake checks where volunteers did not have a valid Disclosure and Barring Service (DBS) Certificate. The Council also developed and put into place an online induction process incorporating health and safety, equality and diversity, safeguarding and keeping safe modules, along with an agreement for volunteers to sign and a volunteering guide. Once volunteers had been successfully vetted and undertaken their induction, they were given a Key Volunteer letter.

An Information Sharing Agreement was signed by both parties on the 17th of April, allowing the Council to send Darlington Support details of vetted volunteers. As of mid-May, more than 300 volunteers had been successfully vetted and passed to Darlington Support to coordinate.

Finally, a Joint Working Agreement was signed by both parties on the 29th of April, reflecting work undertaken to develop effective referral pathways between the Hub and Darlington Support and put in place a shared set of guidance for volunteer tasks which was developed and risk assessed by Council officers. Since this date, all volunteer support requests received via the Hub have been passed to Darlington Support to action.

## **6. Support from local business**

Throughout the covid-19 pandemic local businesses across the Borough provided invaluable help in supporting the most vulnerable residents.

Businesses across the town provided food and other vital supplies to the Community Support HUB, which has distributed them to those most in need. This ensured the essential needs of the most vulnerable residents was met.

Those business who supported the work of the Community Support Hub being:

- Rider Industrial
- Morrisons
- Morrisons
- Bread & Butter Thing
- Aldi
- Sainsburys
- CEPAC Ltd
- Acorn Dairies Ltd
- Prest & Villiers Ltd
- The Mayor, Tees Valley Corp
- JJ Blair & Sons
- Darlington Lions Club
- East West Retail Ltd

### **The Bread and Butter Thing**

Darlington Council, in partnership with Darlington Building Society and Cummins brought “The Bread and Butter” scheme to the borough to support residents during the coronavirus crisis.

The scheme offered residents of the borough the opportunity to buy surplus fresh food and groceries at a hugely discounted price. This mostly included fresh food and packaged food.

The scheme was co-ordinated by the Darlington Community Support Hub, which included an ordering and payment system as well storage and delivery logistics.

## **7. Exit Strategy**

Following further guidance from Government (week commencing 15<sup>th</sup> June) an exit strategy was developed for the future structure of the work of the hub in supporting residents on an ongoing basis.

Due to the low volume of calls received on a weekend, it was agreed that the final weekend of operating hours for the Hub would be the Weekend of 27<sup>th</sup> of June.

From the week commencing 6<sup>th</sup> July, it was agreed that the work of the Hub would move to Adult Social Care where required, with continued signposting to the volunteer offer. To facilitate this, the scripting within the CRM system was revised to direct all callers either to the volunteer offer across Darlington, or Adult Social Care First Point of Contact. Business continuity was assured as all calls continue to be captured and reportable.

Following this transition, all residents of the borough on the shielded list received a letter from the Council, outlining the continued support available following the

changes to lockdown rules. This is included as supporting information in Appendix 6, but to summarise:

- Priority delivery slots were made available to the vulnerable at local supermarkets
- Contact details of the continued food support from The Bread and Butter Thing and the Darlington Support Group
- Availability of local food banks
- Ongoing financial support through the Citizens Advice Bureau

Due to the ending of medicine deliveries by the Council from the end of July, all local pharmacies were made informed, by the Chief Officer of Durham and Darlington LPC, to no longer sign-post residents to the hub for this service.

## 8. Appendices

### Appendix 1: Performance Data as at 30<sup>th</sup> June 2020



Note: a number of "nulls" appear in the data as information was not required or requested at the time and therefore not captured in the systems. This was due to the evolving data requests from across Government and Local Resilience Forums.



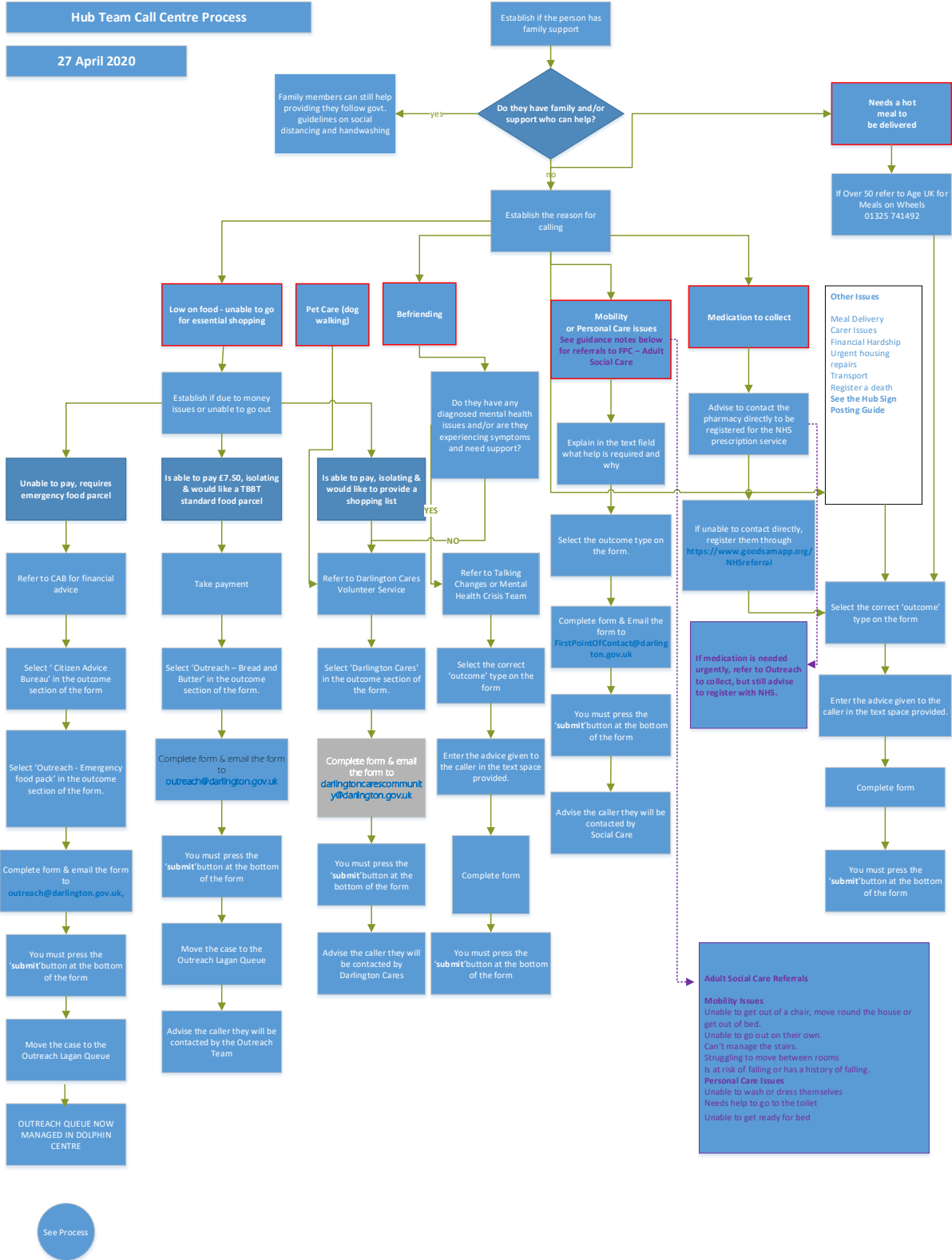
## Appendix 2: Key Performance Indicators

Daily KPI reported to Steering Group	Description
Clinically vulnerable people identified	Amount of people on the shield list
Clinically vulnerable people registered on Gov Website	Amount of people on the NHS self register
Clinically vulnerable registered on Gov Website requested support TOTAL	Total amount of people on NHS register requesting support
Clinically vulnerable registered with the Gov Website Not requesting support	Total amount of people on NHS register confirming they do not need support
Clinically vulnerable people who have requested support with JUST essential supplies	Amount of people who have said no to having essential supplies on the NHS self register
Clinically vulnerable people who have requested support with JUST basic care	Amount of people who have said no to having basic care met on the NHS self register
Clinically vulnerable people who have requested support with BOTH essential needs & basic care	Amount of people who have said no to having both essential needs & basic care met on the NHS self register. These are additional to the residents requesting just food and just basic care
Clinically vulnerable who have requested support who have had Gov food deliveries	Amount of people who are on the food parcel list and also on the NHS self register
Clinically vulnerable that the local community hub have been in contact with	Amount of people on the NHS shielded list that have either called the hub, been called by the hub or received a leaflet
Clinically vulnerable that the local community hub that have been supported with food	Number of the people on the shield list, who have had food delivered by the outreach team
Clinically vulnerable that the local community hub that have been supported with medicine	Number of the people on the shield list, who have had medicine delivered by the outreach team
Clinically vulnerable that the local community hub that have been supported with medicine and food	Number of the people on the shield list, who have had food & medicine delivered by the outreach team
Clinically vulnerable that the local community hub that have been supported with basic care	Number of the people on the shield list, who have had basic care delivered
Clinically vulnerable that the local community hub that have been signposted	Number of the people on the shield list, who have been signposted to other support by the Community Hub
Non Shielded that the local community hub have been in contact with	Amount of people who have been in contact with the Hub but are not on the shield list

Non Shielded that the local community hub that have supported with food	Number of the people NOT on the shield list, who have had food delivered by the outreach team
Non Shielded that the local community hub that have supported with medication	Number of the people NOT on the shield list, who have had medicine delivered by the outreach team
Non Shielded that the local community hub that have supported with food and medication	Number of the people NOT on the shield list, who have had food & medicine delivered by the outreach team
Non Shielded that the local community hub that have supported with basic care	Number of the people NOT on the shield list, who have had basic care delivered
Non Shielded that the local community hub that have signposted (and where)	Number of the people NOT on the shield list, who have been signposted to other support by the Community Hub

Please refer to appendix 6 guidance (p) for the final weekly numbers up to 30<sup>th</sup> June 2020.

## Appendix 3: Hub call workflow



#### Appendix 4: Financial and staffing Information

##### Staff deployed across hub:

Role	Number
Contact Centre supervisor/co-ordinator	2
Contact Centre Call Handler	32
Command Centre	12 (until May when stood down)
Control Room	9
Dispatch supervisor	2
Outreach driver	15 (March) 6 (June)
Food packers	26 (March) 10 (June)

For the 10 week period 23<sup>rd</sup> March to 31<sup>st</sup> May, the estimated costs of the hub are:

Staffing*	£151,587
Food Supplies	£23,032
Transport	£11,896
	£186,515

\* Note, most of the staffing costs came from redeployment

## **Appendix 5: Visual Timeline**

Please note, the visual storyline is currently being designed and will be available upon request.

**Appendix 6: Supporting Guidance**

	Guidance	Date issued
a.	Local Authority & Local Resilience Forum system to support those who are clinically extremely vulnerable	24 <sup>th</sup> March 2020
b.	Local Authority Shielding FAQs	31 <sup>st</sup> March 2020
c.	National Shielding Helpline	15 <sup>th</sup> April 2020
d.	Shielding Guidance & FAQs combined	24 <sup>th</sup> April 2020
e.	Outcome Guidance	18 <sup>th</sup> May 2020
f.	National Shielding Centre operating hours	19 <sup>th</sup> May 2020
g.	Advice to Local Authorities on offboarding	21 <sup>st</sup> May 2020
h.	Revised Shielding Guidance  <a href="https://www.gov.uk/government/publications/guidance-on-shielding-and-protecting-extremely-vulnerable-persons-from-covid-19/guidance-on-shielding-and-protecting-extremely-vulnerable-persons-from-covid-19">https://www.gov.uk/government/publications/guidance-on-shielding-and-protecting-extremely-vulnerable-persons-from-covid-19/guidance-on-shielding-and-protecting-extremely-vulnerable-persons-from-covid-19</a>	31 <sup>st</sup> May 2020
i.	Shielding Announcement FAQs	31 <sup>st</sup> May 2020
j.	Shielding Guidance & FAQs	5 <sup>th</sup> June 2020
k.	FAQs for clinically Extremely Vulnerable	5 <sup>th</sup> June 2020
l.	Example letter removing residents from shielding list	9 <sup>th</sup> June 2020
m.	Proposals for feedback of Local Shielding Outcomes	11 <sup>th</sup> June 2020
n.	Shielding toolkit for Local Authorities	23 <sup>rd</sup> June 2020
o.	Letter of support to shielded residents	6 <sup>th</sup> July
p.	Final KPIs up to 30 <sup>th</sup> June	

A full catalogue of all guidance is available here:

[\\dbcth-fs-03\HUB Outreach\23. Steering Group report\Supporting documentation referenced in report](#)