

# Efficiency and Resources Scrutiny Committee Agenda



**9.30 am Thursday, 11 July 2019**  
**Committee Room 2, Town Hall,**  
**Darlington, DL1 5QT**

**Members of the Public are welcome to attend this Meeting.**

1. Appointment of Chair for the Municipal Year 2019/20
2. Appointment of Vice-Chair for the Municipal Year 2019/20
3. Introductions/Attendance at Meeting
4. Declarations of Interest
5. To consider times of meetings for this Committee for the Municipal Year 2019/20, on the dates as agreed on the calendar of meetings by Cabinet at Minute C110/Feb/19
6. To approve the Minutes of this Scrutiny Committee held on 14 March 2019 (Pages 1 - 2)
7. Performance Indicators Quarter 4 2018/19 –  
Report of the Head of Strategy, Performance and Communications  
(Pages 3 - 8)
8. Work Programme –  
Report of the Managing Director  
(Pages 9 - 16)
9. 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 this meeting

## 10. Questions



**Luke Swinhoe**  
**Assistant Director Law and Governance**

**Wednesday, 3 July 2019**

**Town Hall**  
**Darlington.**

### **Membership**

Councillors Allen, Bartch, Cossins, Durham, Harker, L Hughes, Mrs D Jones, Keir, K Nicholson, Paley and Renton

If you need this information in a different language or format or you have any other queries on this agenda please contact Shirley Burton, Democratic Services Manager, 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 E-mail: [shirley.burton@darlington.gov.uk](mailto:shirley.burton@darlington.gov.uk) or telephone 01325 405998

## EFFICIENCY AND RESOURCES SCRUTINY COMMITTEE

Thursday, 14 March 2019

**PRESENT** – Councillors Haszeldine (Chair), Carson, Cossins, Coultas, Crichlow, Johnson, Marshall and C Taylor

**APOLOGIES** – Councillors Mrs H Scott

**ABSENT** –

**ALSO IN ATTENDANCE** –

**OFFICERS IN ATTENDANCE** – Elizabeth Davison (Assistant Director Resources), Luke Swinhoe (Assistant Director Law and Governance) and Shirley Burton (Democratic Manager)

### ER25 DECLARATIONS OF INTEREST

There were no declarations of interest reported at the meeting.

### ER26 TO APPROVE THE MINUTES OF THE MEETING OF THIS SCRUTINY COMMITTEE HELD ON :-

**MINUTES** – Submitted - The Minutes (previously circulated) of meetings of this Scrutiny Committee held on 20 December 2018 and 31 January 2019.

**RESOLVED** - That the Minutes be approved as correct records.

### ER27 PERFORMANCE INDICATORS Q3 2018/19

The Managing Director submitted a report (previously circulated) giving an update on performance at quarter 3 against those performance indicators which were within the remit of this Scrutiny Committee.

Particular reference was made to the year on year improvement in sickness absence within the Authority which was 0.75 days per full-time equivalent better than in 2017/18 and the Assistant Director Resources reported that this was, in part, due to the proactive work being undertaken by HR Managers, in conjunction with service managers to target areas of concern and ensure that all long-term absences were managed appropriately and that reviews were taking place for short-term absences and the health and well-being initiatives which had been running over the last couple of years.

It was reported that three indicators were showing performance better than at this time last year and they were in relation to reportable accidents/ill health, number of complaints upheld by the Information Commissioners Office and staff turnover. In relation to staff turnover Scrutiny was pleased to note the low staff turnover position of 5.2 per cent at quarter 3 as, generally, below ten per cent was considered healthy and showed an engaged workforce.

Discussion ensued on the indicator in relation to contracted spend as a percentage of total non-salary spend which was not on track at the end of quarter 3 to achieve the year-end target as the contracts register might not be capturing all the contracted spend under £10,000 and because of differences with the suppliers listed on the contracts register and the details appearing on the Council's financial system, Agresso. Officers reported that work was being done to address these issues and that, in particular, the Corporate Procurement Team were undertaking on-going work with Officers to raise awareness of the need to update the contracts register with details of sub £10,000 spend.

**RESOLVED** – That the report be received.

## **ER28 WORK PROGRAMME**

The Managing Director submitted a report (previously circulated) requesting that consideration be given to the work programme items scheduled to be considered by this Committee and to give consideration to any items to be carried forward into the next Municipal Year.

It was suggested that an item in relation to the monitoring of the project position statement and capital programme should be included in the future work programme of this Scrutiny Committee and that parking on grass verges was something which should be picked up by the Place Scrutiny Committee.

**RESOLVED** – That the report be received.

## Efficiency and Resources Scrutiny Committee

11 July 2019

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### PERFORMANCE INDICATORS Q4 2018/19

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#### Purpose of the Report

1. To provide Members with performance data against key performance indicators for 2018/19 at Quarter 4.

#### Report

##### Performance summary

2. This report provides performance information in line with an indicator set and scrutiny committee distribution agreed by Monitoring and Coordination Group on 4 June 2018, and subsequently by scrutiny committee chairs.
3. The indicators included in this report are aligned with key priorities and the majority are used to monitor the Corporate Plan 2017/21. Other indicators may be referenced when appropriate in narrative provided by the relevant assistant directors, when providing the committee with performance updates.
4. 10 (Ten) indicators are reported to the committee, all on a quarterly basis as follows.
5. Targets have been set for 6 (six) of these indicators for which data is available at Q4:
  - a) 5 (five) of these indicators have achieved their year-end targets:
    - FHR 001 – Sickness absence
    - HBS 002 – Council Tax arrears collected (within tolerance)
    - HBS 003 – Housing Benefit overpayments recovered
    - HBS 009 - % of Council Tax collected in year
    - HBS 010 - % of Business Rates collected in year
  - b) 1 (one) of these indicators did not achieve the year-end target:
    - LGP 008 – Contracted spend as a % of total non-salary spend
6. Of the remaining 4 (four) indicators for which a target is not set, comparison is made against the same time last year:
  - a) 3 (three) indicators are showing performance better than or the same as year-end:

FHR 003 Reportable accidents / ill health

FHR 009 Number of complaints upheld by the ICO

FHR 019 Staff turnover

b) 1 (one) indicator is showing performance not as good as year-end:

FHR 008 Complaints upheld by the LG Ombudsman / Housing Ombudsman

7. A detailed performance scorecard is attached at Appendix 1.
8. This Scrutiny Committee performance report was compiled by Neil Bowerbank. All queries regarding the performance measures within this report should be addressed to the appropriate assistant director.

## 9. Recommendations

10. It is recommended:

- a) that performance information provided in this report is reviewed and noted, and relevant queries raised with appropriate assistant directors

**Neil Bowerbank** - Head of Strategy, Performance and Communications

## Background papers

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

S17 Crime and Disorder	This report supports the Council's Crime and Disorder responsibilities
Health and Well Being	This report supports performance improvement relating to improving the health and wellbeing of residents
Sustainability	This report supports the Council's sustainability responsibilities
Diversity	This report supports the promotion of diversity
Wards Affected	This report supports performance improvement across all Wards
Groups Affected	This report supports performance improvement which benefits all groups
Budget and Policy Framework	This report does not represent a change to the budget and policy framework
Key Decision	This is not a key decision
Urgent Decision	This is not an urgent decision
One Darlington: Perfectly Placed	This report contributes to the Sustainable Community Strategy (SCS) by involving Members in the scrutiny of performance relating to the delivery of key outcomes

Efficiency	Scrutiny of performance is integral to optimising outcomes.
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**Efficiency & Resources**

**Performance Data**

12/06/2019

14:22:22

01/04/2019

**2018**

**2019**

<b>Scruti...</b>	<b>Direc...</b>	<b>Which ...</b>	<b>Key / ...</b>	<b>Repor...</b>
Adults Children Efficien Health Place	Econo Resour Childre... Childre... Economi... Neighb...	Housing Law and Resources Adult So... Asset Ma... Chief Exe... Children ... Commiss... Commun...	Corpor... Delete Kev - Q? Kev - O1 Kev - O2 Kev - O3 Kev - O4 Kev / B...	Monthly Quarterly Annual -... Biennial

<b>10</b>	<b>Total</b>	<b>10</b>	<b>10</b>	<b>Total</b>
<b>4</b>	= Better than same period last year ( ↑ )	<b>0</b>	<b>3</b>	<b>Better than target</b>
<b>2</b>	= The same as same period last year ( ↔ )	<b>1</b>	<b>1</b>	<b>Achieving target</b>
<b>4</b>	= Not as good as same period last year ( ↓ )	<b>0</b>	<b>2</b>	<b>Missing target</b>
<b>0</b>	Not comparable ( blank )	<b>9</b>	<b>4</b>	<b>No Target</b>

Indicator Num	Indicator Description	Reported	What is best	Measure of unit	Latest England Av	Latest North East Av	Latest other benchmark Av	2014/15	2015/16	2016/17	2017/18	Latest data same period previous year	Latest data performance from same period last year	June	Sept	Dec	Mar	Mar - Num	Mar - Den	Trend from when last reported	Qtr 4 - March compare to target	Year End Target	Comments
FHR 001	Number of FTE working days lost due to sickness (excluding schools)	Monthly	Smaller	Num/Rate	-	-	-	-	-	-	9.2	9.2	↑	1.8	3.8	5.9	8.3	11,695	1,402		↑	9	Qtr 4 Improvement on 2017/18 - 1048 days, 0.88 per FTE, 0.56 below target. Of the 11,695 days lost, 49% (52% in 17/18) is long term absence, 194 Cases (179 employees). 154 returned to work, 17 left the Council and 1 sadly passed away. The remaining 22 were still off but being managed. Sv/De/MH related absence is the highest cause, 30% (29%), of which 44% (35%) was deemed work related. 0.56 below the target. 45% of staff had zero absence.
FHR 003	Number of reportable employee accidents / ill health	Quarterly	Smaller	Num	-	-	-	11	13	13	9.0	9.0	↑	1.0	3.0	6.0	8.0	8			-	-	Qtr 4 2 reportable accident in Q4, Civic Enforcement, employee slipped on ice causing ligament damage to knee, Refuse collector moving a trade bin suffered torn muscle in his back. This brings the total number of reportable accidents to employees for the year to 8.
Page 7 FHR 008	Number of complaints upheld by the Local Government Ombudsman/Housing Ombudsman	Quarterly	Smaller	Num	-	-	-	3.0	11	7.0	6.0	6.0	↓	3.0	7.0	8.0	12	12			-	-	Qtr 4 Adult Social Care received 5 upheld decisions, compared to 1 in Q1 - 4 2017/18. Finance and Human Resources received 3 upheld decisions an increase from 0 in Q1 - 4 2017/18. Commissioning, Performance & Transformation received 1 upheld decision an increase from 0 in Q1 - 4 2017/18. Children's Services received 1 upheld decision the same number as Q1 - 4 2017/18. Housing & Revenue Services received 2 upheld decisions an increase from 0 in Q1 - 4 2017/18.
FHR 009	Number of complaints upheld by the Information Commissioner's Office	Quarterly	Smaller	Num	-	-	-	3.0	9.0	1.0	3.0	3.0	↑	0.0	0.0	0.0	1.0	1			-	-	Qtr 4 The ICO upheld 1 complaint against the Council, the same number as for Q 1 - 4 in 2017/18.
FHR 019	Staff turnover - Voluntary Leavers	Quarterly	Smaller	%	-	-	-	7.8	7.0	6.8	7.3	7.3	↔	1.5	3.7	5.2	7.3	146	2,015			-	Qtr 4 Reduction on 2017/18 (7.3%). Of the 146 voluntary leavers, 58 were from C&A, 69 from EG & NS, 18 from Resources and 1 from Chief Exec. 32 Retired, 72 left for Alternative Employment (36 LA and 36 Other), 28 for Personal Reasons, 6 for Further Education, 4 Relocated, 2 for Health and for 2 Other reasons. Looking at the information taken from Exit Surveys for the year, 77% of respondents said they would work for their Service Group again, 85% said they would work for the Council again. The survey includes all leavers, not just those leaving voluntarily.
HBS 002	Amount in £'s of Council Tax arrears collected	Monthly	Bigger	Num	-	-	-	1,271,644	1,549,537	1,567,911	1,477,347	1,477,347	↓	459,950	866,751	1,202,382	1,463,946	1,463,946			↓	1,500,000	Qtr 4 Performance target for 2018/19 has been met
HBS 003	Amount in £'s of Housing Benefit overpayments recovered	Quarterly	Bigger	Num	-	-	-	991,571	1,063,561	1,202,060	1,106,519	1,106,519	↑	337,624	606,247	882,188	1,129,882	1,129,882			↑	950,000	Qtr 4 Performance target for 2018/19 has been exceeded
HBS 009	% of Council Tax collected in year	Monthly	Bigger	%	97	82	-	95	95	96	96	96	↔	27	53	79	96	55,135,346	57,418,860		↑	96	Qtr 4 Performance target for 2018/19 has been met
HBS 010	% of Business Rates collected in year	Monthly	Bigger	%	98	83	-	98	98	98	99	99	↓	30	57	81	98	34,394,640	35,215,756		↔	98	Qtr 4 Performance target for 2018/19 has been met
LGP 008	Contracted spend as a % of total non-salary spend	Quarterly	Bigger	%	-	-	-	-	-	73	79	79	↓	76	75	76	76	78,376,707	103,492,893	↔	↓	80	Qtr 4 .

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EFFICIENCY AND RESOURCES SCRUTINY COMMITTEE –  
WORK PROGRAMME

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**SUMMARY REPORT**

**Purpose of the Report**

1. To consider the work programme items scheduled to be considered by this Scrutiny Committee during the 2019/20 Municipal Year and to consider any additional areas which Members would like to suggest should be included.

**Summary**

2. Members are requested to consider the attached draft work programme (**Appendix 1**) for the next Municipal Year which has been prepared based on Officers recommendations and recommendations previously agreed by this Scrutiny Committee in the last Municipal Year.
3. Once the work programme has been approved by this Scrutiny Committee, any additional areas of work which Members wish to add to the agreed work programme will require the completion of a quad of aims in accordance with the previously approved procedure (**Appendix 2**).

**Recommendation**

4. Members are requested to consider and approve the attached draft work programme as the agreed work programme for the Municipal year 2019/20 and consider any additional items which they might wish to include.

**Paul Wildsmith**  
**Managing Director**

**Background Papers**

There were no background papers used in the preparation of this report.

Shirley Burton : Extension 5998

S17 Crime and Disorder	This report has no implications for Crime and Disorder
Health and Well Being	This report has no direct implications to the Health and Well Being of residents of Darlington.
Carbon Impact	There are no issues which this report needs to address.
Diversity	There are no issues relating to diversity which this report needs to address
Wards Affected	The impact of the report on any individual Ward is considered to be minimal.
Groups Affected	The impact of the report on any individual Group is considered to be minimal.
Budget and Policy Framework	This report does not represent a change to the budget and policy framework.
Key Decision	This is not a key decision.
Urgent Decision	This is not an urgent decision
One Darlington: Perfectly Placed	The report contributes to the Sustainable Community Strategy in a number of ways through the involvement of Members in contributing to the delivery of the five themes.
Efficiency	The Work Programmes are integral to scrutinising and monitoring services efficiently (and effectively), however this report does not identify specific efficiency savings.
Impact on Looked After Children and Care Leavers	This report has no impact on Looked After Children or Care Leavers

## MAIN REPORT

### Information and Analysis

5. The format of the proposed work programme has been reviewed to enable Members of this Scrutiny Committee to provide a rigorous and informed challenge to the areas for discussion.
6. Each topic links to the outcomes and the conditions in the Sustainable Community Strategy – One Darlington Perfectly Placed :-

SCS Outcomes :	Three Conditions :
Children with the Best Start in Life More Businesses more jobs	Build Strong Communities
A safe and caring community More people caring for our environment	Grow the Economy
More people active and involved Enough support for People when needed More people health and independent A place designed to thrive	Spend Every Pound Wisely

7. In addition, each topic links to performance indicators from the Performance Management Framework (PMF) to provide robust and accurate data for Members to use when considering topics and the work they wish to undertake.

### Forward Plan and Additional Items

8. Once the Work Programme has been agreed by this Scrutiny Committee, any Member seeking to add a new item to the work programme will need to complete a quad of aims. A revised process for adding an item to a previously approved work programme, has been agreed by the Monitoring and Co-ordination Group.

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## EFFICIENCY AND RESOURCES SCRUTINY COMMITTEE WORK PROGRAMME – 2019/20

Topic	Timescale	Lead Officer	SCS Outcome	Darlington Conditions	Link to PMF (Metrics)	Scrutiny's Role
Performance Management Framework	Quarterly monitoring reports to be submitted to meetings of this Scrutiny Committee.	Relevant Assistant Directors	One Darlington Perfectly Placed	Spend Every Pound Wisely	FHR 001 FHR 003 FHR 008 FHR 009 FHR 019 HBS 002 HBS 003 HBS 009 HBS 010 LGP 008	To provide Members with an update regarding the Performance Management Framework.
Sickness Absence Year-end out-turn	To be discussed	Helen Whiting	One Darlington Perfectly Placed	Spend Every Pound Wisely	FHR 001	To consider the year-end figures
Health and Safety Year end out-turn	To be discussed	Joanne Skelton	One Darlington Perfectly Placed	Spend Every Pound Wisely	FHR 003	To consider the year-end figures
Medium-Term Financial Plan	Quarterly monitoring reports to be submitted to meetings of this Scrutiny Committee  20 December 2019 (Quarter 2) 7 <sup>th</sup> February, 2020 (Quarter 3)	Elizabeth Davison	One Darlington Perfectly Placed	Spend Every Pound Wisely		To contribute and challenge the Medium Term Financial Plan and assist with the implementation and development of the required savings

<b>Topic</b>	<b>Timescale</b>	<b>Lead Officer</b>	<b>SCS Outcome</b>	<b>Darlington Conditions</b>	<b>Link to PMF (Metrics)</b>	<b>Scrutiny's Role</b>
Capital Programme and project Position Statement	Quarterly monitoring reports to be submitted to meetings of this Scrutiny Committee.	Brian Robson	One Darlington Perfectly Placed	Spend Every Pound Wisely	LGP 008	To look at the position
Council Tax Support Scheme 2020/21	12 <sup>th</sup> September, 2019	Anthony Sandys	One Darlington Perfectly Placed	Spend Every Pound Wisely		To look at the proposed Scheme

FHR 001	DBC number of FTE working days lost due to sickness (excluding schools)
FHR 003	Number of reportable employee accidents / ill health
FHR 008	Number of complaints upheld by the Local Government Ombudsman/Housing Ombudsman
FHR 009	Number of complaints upheld by the Information Commissioner's Office
FHR 019	Staff turnover - Voluntary Leavers
HBS 002	Amount in £'s of Council Tax arrears collected
HBS 003	Amount in £'s of Housing Benefit overpayments recovered
HBS 009	% of Council Tax collected in year
HBS 010	% of Business Rates collected in-year
LGP 008	Contracted spend as a % of total non-salary spend
ECI 108	S.106 - Number entered into within current financial year
ECI 114	Total amount of S106 funding secured since 2010



ECI 115	S106 - Amount received [affordable housing/infrastructure/green space etc] since 2010
ECI 116	S106 - Total Amount outstanding [affordable housing/infrastructure/green space etc.] since 2010
ECI 117	S106 - Amount spent since 2010
ECI 130	% of Section 106 agreements signed within target time.

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