



**DARLINGTON**

Borough Council

# Economy and Resources Scrutiny Committee Agenda

10.00 am, Thursday, 2 February 2023  
Council Chamber, Town Hall, Darlington. DL1 5QT

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

1. Introductions/Attendance at Meeting
2. Declarations of Interest
3. To Approve the Minutes of the Meetings of this Scrutiny Committee held on 5 January 2023 and 19 January 2023 (Pages 3 - 10)
4. Towns Fund –  
Presentation by the Towns Fund Programme Manager
5. Markets Update –  
Verbal Update by the Assistant Director – Economic Growth
6. Revenue Budget Monitoring 2022/23 - Quarter 3 –  
Report of the Assistant Director - Resources  
(Pages 11 - 30)
7. Project Position Statement and Capital Programme Monitoring - Quarter 3 –  
Report of the Assistant Director Transport and Capital Projects  
(Pages 31 - 46)

8. Economic Growth Strategy for Darlington –  
Report of the Chief Executive  
(Pages 47 - 52)
9. Equality Policy and Objective Refresh –  
Report of the Head of Strategy Performance and Communications  
(Pages 53 - 100)
10. Economy and Resources Scrutiny Committee - Work Programme –  
Report of the Assistant Director, Law and Governance  
(Pages 101 - 108)
11. SUPPLEMENTARY ITEMS (if any) which in the opinion of the Chair of this Committee are  
of an urgent nature and can be discussed at this meeting
12. Questions



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

**Wednesday, 25 January 2023**

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

**Membership**

Councillors Boddy, Crudass, Harker, L Hughes, Mrs D Jones, Lee, McEwan, Mills, Paley, Wright  
and Mrs H Scott

If you need this information in a different language or format or you have any other queries on  
this agenda please contact Paul Dalton, Elections Officer, Operations 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: [paul.dalton@darlington.gov.uk](mailto:paul.dalton@darlington.gov.uk) or telephone 01325 405805

## ECONOMY AND RESOURCES SCRUTINY COMMITTEE

Thursday, 5 January 2023

**PRESENT** – Councillors Mrs H Scott (Chair), Crudass, Harker, L Hughes, Lee, Mills and Paley.

**APOLOGIES** – Councillors Mrs D Jones and McEwan.

**ABSENT** – Councillors Boddy and Wright.

**ALSO IN ATTENDANCE** – Councillor Durham.

**OFFICERS IN ATTENDANCE** – Mark Ladyman (Assistant Director Economic Growth), Brett Nielsen (Assistant Director Resources), Anthony Sandys (Assistant Director - Housing and Revenues), Michael Conway (Mayoral and Democratic Officer) and Paul Dalton (Elections Officer).

### ER30 DECLARATIONS OF INTEREST

Councillor Harker declared a non-Pecuniary interest in Minute ER32 below, as the Chair of the Darlington Federation of Nursery Schools Governing Body.

### ER31 TO APPROVE THE MINUTES OF THE MEETING OF THIS SCRUTINY COMMITTEE HELD ON 3 NOVEMBER 2022

Submitted – the Minutes (previously circulated) of the meeting of this Scrutiny Committee held on 3 November 2022.

**RESOLVED** – That the Minutes be approved as a correct record.

### ER32 MEDIUM TERM FINANCIAL PLAN 2023/24 - 2026/27

The Assistant Director - Resources submitted a report (previously circulated) requesting that consideration be given to the draft Medium Term Financial Plan (MTFP) for 2023/24 to 2026/27, which had been agreed by Cabinet at its meeting held on 13 December 2022, as a basis for consultation.

The submitted report referred Members to a briefing held on 14 December 2022, which had been offered to all Members, on the background and the overall proposals contained within the MTFP 2023/24 to 2026/27, and requested that Members of this Scrutiny Committee now consider those services and finances specifically within the remit of this Scrutiny Committee to enable a response to be formulated to Cabinet as part of the consultation exercise.

The Assistant Director - Resources provided an update on the Local Government financial settlement, which had been received on 19 December 2022, subsequent to the approval of the draft MTFP by Cabinet, and advised on the impact this settlement had on the assumptions made within that approved draft MTFP.

Members entered into discussion on the timing of the receipt of the Local Government financial settlement and the timescales involved in producing an updated MTFP, and the

level of response to, and the wider public interest in, the consultation on the MTFP. Members sought clarification on the timescales involved in terms of potential future Council Tax and Adult Social Care Precept increases, with concerns expressed that any future reduction in the cap would leave a shortfall in the latter years of the MTFP.

Clarification was also sought on the timescales involved in the National Non-Domestic Rates (NDR) reset, and the small improvements in the Revenue Support Grant (RSG). It was highlighted that there were small increases in the income stream, and that there was a significant budget gap between expenditure and income which was being covered by the use of reserves to allow time for improved economic growth, although it was noted that protection was in place for ear-marked reserves.

Members examined the budget pressures and savings outlined in Appendix 2 of the submitted report, noting some savings resulted from a reduced administrative burden, and the income from concessionary fares was scrutinised, with linkages to patronage explored. Members expressed disappointment that there was no dedicated funding for climate change initiatives, though it was acknowledged that there was funding in relation to specific schemes and projects.

**RESOLVED** – (a) That the proposals contained within MTFP 2023/24 to 2026/27, in relation to those services and finances which are specifically within the remit of this Scrutiny Committee, be agreed, and that this Scrutiny Committee will formulate a final recommendation to Cabinet on behalf of all the Scrutiny Committees at a Special Meeting of the Economy and Resources Scrutiny Committee scheduled to be held on 19 January 2023, once the views of the Adults Scrutiny Committee, the Children and Young People Scrutiny Committee, the Communities and Local Services Scrutiny Committee and the Health and Housing Scrutiny Committee have been taken into consideration;

(b) That the Chair, in consultation with the Lead Scrutiny Officers supporting this Scrutiny Committee, be given authority to agree the Minutes of this Scrutiny Committee, to enable the Minutes to be considered at a Special Meeting of the Economy and Resources Scrutiny Committee scheduled to be held on 19 January 2023.'

### **ER33 PERFORMANCE INDICATORS**

Submitted - A report (previously circulated) of the relevant Assistant Directors, giving detailed performance information against the key Performance Indicators for Quarter 2, which were within the remit of this Scrutiny Committee. It was noted that twenty-two indicators, aligned to key priorities, are reported to the committee, eighteen of them on a six-monthly basis and four annually.

Members entered into discussion on staff retention, specifically in relation to the Customer Service Centre, with Members hearing about the work undertaken to improve retention, the reasons for high turnover, and the use of agency staff. Discussion continued on the increase in voluntary leavers (FHR 019), however it was reported that this was anticipated during the post-Covid-19 pandemic recovery period.

Clarification was sought on the number of FTE working days lost due to sickness (excluding schools) (FHR 001), and it was confirmed that the number of days had increased over the

previous quarter, however it was suggested that the baseline figure was unrealistic as this figure was skewed due to the previous method of recording absence due to Covid-19.

**RESOLVED** - That the report be noted.

**ER34 WORK PROGRAMME**

The Assistant Director Law and Governance submitted a report (previously circulated) requesting that consideration be given to the work programme of this Scrutiny Committee for the remainder of this Municipal Year.

**RESOLVED** – (a) That the presentations on ‘Markets Update’ and ‘Towns Fund’ be submitted to the next Ordinary Meeting of this Committee (Thursday, 2 February 2023).

(b) That the ‘Archived’ section of the Work Programme not be submitted to future meetings of this Committee.

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## **ECONOMY AND RESOURCES SCRUTINY COMMITTEE**

Thursday, 19 January 2023

**PRESENT** – Councillors Mrs H Scott (Chair), Boddy, Crudass, Harker, L Hughes, Mrs D Jones, Lee and McEwan.

**APOLOGIES** – Councillors Mills.

**ABSENT** – Councillors Paley and Wright.

**ALSO IN ATTENDANCE** – Councillors Holroyd, Keir (Local Services Portfolio), Snedker, Donoghue, Newall and Tait.

**OFFICERS IN ATTENDANCE** – Brett Nielsen (Assistant Director Resources), Anthony Sandys (Assistant Director - Housing and Revenues), Michael Conway (Mayoral and Democratic Officer) and Paul Dalton (Elections Officer).

### **ER35 DECLARATIONS OF INTEREST**

There were no declarations of interest reported at the meeting.

### **ER36 MEDIUM TERM FINANCIAL PLAN - TO CONSIDER A RESPONSE TO CABINET ON THE PLAN TAKING INTO ACCOUNT THE VIEWS OF ALL OF THIS COUNCIL'S SCRUTINY COMMITTEES :-**

**Submitted** – The Minutes (previously circulated) of meetings of this Council's Scrutiny Committees which had been held to discuss the proposals contained within the draft Medium-Term Financial Plan (MTFP) for 2023/24-26/27.

It was reported that each of the Council's Scrutiny Committees had been requested to consider the MTFP 2023/24 to 2026/27, and to forward any views, particularly in relation to those services and finances which were specifically within their remit, to this Scrutiny Committee for consideration.

Each of the Chairs in attendance gave an overview of the discussions which had taken place at their meetings, together with the agreed response to this Scrutiny Committee.

#### **(a) Economy and Resources Scrutiny Committee**

It was reported that the following views had been proposed at the meeting held on 5 January 2023:-

(a) That the proposals contained within MTFP 2023/24 to 2026/27, in relation to those services and finances which are specifically within the remit of this Scrutiny Committee, be agreed, and that this Scrutiny Committee will formulate a final recommendation to Cabinet on behalf of all the Scrutiny Committees at a Special Meeting of the Economy and Resources Scrutiny Committee scheduled to be held on 19 January 2023, once the views of the Adults Scrutiny Committee, the Children and Young People Scrutiny Committee, the Communities and Local Services Scrutiny Committee and the Health and Housing Scrutiny Committee have been taken into consideration.

Members accepted the recommendation, and no further discussion ensued on this item.

### **(b) Children and Young People Scrutiny Committee**

It was reported that the following views had been proposed at the meeting held on 9 January 2023:-

(a) That the proposals contained within MTFP 2023/24 to 2026/27, in relation to those services and finances which are specifically within the remit of this Scrutiny Committee, be agreed.

(b) That this Scrutiny Committee agree that all future discretionary spending should improve the lives of children and families and recommend that Cabinet considers the impact on Children's Social Care when making any discretionary spending decisions.

The Chair of the Children and Young People Scrutiny Committee advised that discussion had taken place on the lack of resources and funding for nursery schools and Early Years provision, and reiterated the views of the Committee, in that all discretionary spending should have children and young people as a focus. Further discussion ensued on discretionary spending and investing in the future. Members of the Economy and Resources Scrutiny Committee accepted the recommendations of the Children and Young People Scrutiny Committee.

### **(c) Adults Scrutiny Committee**

It was reported that the following views had been proposed at its meeting held on 10 January 2023:-

(a) That this Scrutiny Committee accept the proposals contained within the draft MTFP 2023/24 to 2026/27 for the initial year 2023/24, however retain reservations over future years.

The Chair of the Adults Scrutiny Committee advised that Members of the Adults Scrutiny Committee accepted the proposals for the initial year 2023/24, contained within the MTFP, however retained some reservations going forward beyond that in terms of funding and assumptions.

Discussion ensued on the potential to make savings in the current year, spend to save schemes, and the use of charitable foundations for service provision. Members of the Economy and Resources Scrutiny Committee accepted the recommendations of the Adults Scrutiny Committee.

### **(iv) Health and Housing Scrutiny Committee**

It was reported that the following views had been proposed at the meeting held on 11 January 2023:-

(a) That the Economy and Resources Scrutiny Committee be advised that the majority view



of this Scrutiny Committee is :-

- i. That the report be noted; and
- ii. That it be noted that whilst additional funding from the Local Government finance settlement has improved the position of the MTFP for 2023/24, Members remain concerned regarding the medium to long term and the potential requirement for a review of service provision.

(b) That the Economy and Resources Scrutiny Committee be advised that the minority view of this Scrutiny Committee is that the Council Tax increase of 2.99 per cent plus a 2 per cent Adult Social Care Precept, and the Schedule of Charges be accepted.

Members accepted the recommendations, and no further discussion ensued on this item.

#### **(v) Communities and Local Services Scrutiny Committee**

It was reported that the following views had been proposed at the meeting held on 12 January 2023:-

(a) That the Economy and Resources Scrutiny Committee be advised that the majority view of the Communities and Local Services Scrutiny Committee is :-

- i. That this Scrutiny Committee is dismayed at the lack of consultation with residents on the MTFP and in particular the services and finances which are specifically within the remit of this Scrutiny Committee;
- ii. That this Scrutiny Committee does not support the proposed Council Tax increase of 2.99 per cent plus a 2 per cent Adult Social Care Precept in light of the cost living crisis and the impact of the proposed increases on residents; and
- iii. That this Scrutiny Committee is concerned regarding the reliance on positive assumptions in the MTFP which may not come to fruition, and the potential increased risk in the future.

(b) That the Economy and Resources Scrutiny Committee be advised that the minority view of the Communities and Local Services Scrutiny Committee is that this Scrutiny Committee supports the MTFP 2023/24 to 2026/27.

Members entered into discussion on (i) and it was confirmed that the same level of consultation had taken place on this occasion as it had done last year, with information appearing on social media, within the 'One Darlington' magazine, and on the Council's website. Members also heard that, although there was challenge on the level of consultation, no further alternative budget was proposed. Consideration was also given to the need to increase the Adult Social Care precept, the impact of Council Tax increases on those with the lowest incomes, the fees and charges for car parking compared to other services, and the budget allocated for Street Scene services, particularly in terms of waste collection, waste disposal, recycling, 'leaf litter', and the associated increased costs especially in relation to increased house building.

Members also considered the need for a national solution to the increasing costs of social care, and the levels of funding from local authorities and the National Health Service in terms of Adult Social Care. Members of the Economy and Resources Scrutiny Committee accepted the recommendations of the Communities and Local Services Scrutiny Committee.

Taking into account the above and the discussions which had taken place, the Economy and Resources Scrutiny Committee gave consideration to the views it wished to put forward to Cabinet on behalf of all of the Scrutiny Committees.

**RESOLVED** - That Cabinet be advised that the following is the response of the Economy and Resources Scrutiny Committee on behalf of all of the Council's Scrutiny Committees in relation to the Medium Term Financial Plan 2023/24 to 2026/27 consultation :-

(a) That, taking into consideration the views of all the Scrutiny Committees, the majority view of this Scrutiny Committee is that the Medium Term Financial Plan 23/24-26/27 provides the best solution going forward.

(b) That the minority view of this Scrutiny Committee is that:

- i. It notes the many and various concerns raised at the Children and Young People, Adults, Communities and Local Services and Health and Housing Scrutiny Committee meetings, specifically highlighting:
  - the long-term affordability of services, in particular Children and Adults Social Care;
  - the unsustainability of the revenue budget;
  - that residents are facing unprecedented financial difficulties.
- ii. It notes Cabinet's draft 4-year financial plan is based on spending nearly £10m more than our income every year, at the same time as raising Council Tax by 5% every year.
- iii. It is gravely concerned that Cabinet's draft financial plan puts forward no new ideas as to how to bring under control four years of overspending.

**ECONOMY AND RESOURCES SCRUTINY COMMITTEE  
2 February 2023**

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**REVENUE BUDGET MONITORING 2022/23– QUARTER 3**

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**SUMMARY REPORT**

**Purpose of the Report**

1. To consider the revenue outturn 2022/23 – Quarter 3 report.

**Summary**

2. Attached at **Annex 1** is the revenue outturn 2022/23 – Quarter 3 report which is due to be considered by Cabinet at its meeting on 7 February 2023

**Recommendation**

3. It is recommended that Members consider and discuss the revenue outturn 2022/23 – Quarter 3 report.

**Brett Nielsen  
Assistant Director Resources**

**Background Papers**

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

Brett Nielsen: Extension 5403

S17 Crime and Disorder	There are no specific crime and disorder implications in this report.
Health and Wellbeing	There are no issues relating to health and wellbeing which this report needs to address.
Carbon Impact and Climate Change	There are no specific carbon impact issues in this report.
Diversity	The report does not contain any proposals that impact on diversity issues.
Wards Affected	All wards are affected.
Groups Affected	No specific groups are particularly affected.
Budget and Policy Framework	This decision does not represent a change to the budget and policy framework.
Key Decision	1. The report does not require a key decision. 2.
Urgent Decision	The report does not require an urgent decision.
Council Plan	The subject matter of the report, the Councils financial standing and financial management, is critical to delivery of the Council Plan, but this report does not contain new proposals.
Efficiency	The report contains updated information regarding efficiency savings contained in the MTFP.
Impact on Looked After Children and Care Leavers	This report has no impact on Looked After Children or Care Leavers

**CABINET  
7 FEBRUARY 2023**

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**REVENUE BUDGET MONITORING 2022/23 – QUARTER 3**

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**Responsible Cabinet Member -  
Councillor Scott Durham, Resources Portfolio**

**Responsible Director -  
Elizabeth Davison, Group Director of Operations**

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**SUMMARY REPORT**

**Purpose of the Report**

1. To provide a forecast of the 2022/23 revenue budget outturn as part of the Council's continuous financial management process.

**Summary**

2. This is the third revenue budget management report to Cabinet for 2022/23. The latest projections show an overall decline of £0.616m on the 2022-26 Medium Term Financial Plan (MTFP), however this is an improvement of £0.735m compared with the previous Quarter 2 revenue budget monitoring report, reported to Cabinet in November 2022. This is due to an improvement in the departmental position of £0.412m, which is detailed later in this report, and the release of the Risk Contingencies budget of £0.323m.

**Recommendation**

3. It is recommended that:-
  - (a) The forecast revenue outturn for 2022/23 be noted.
  - (b) Further regular reports be made to monitor progress and take prompt action if necessary
  - (c) The carry forward requests detailed in paragraphs 16 and 17 be approved.

**Reasons**

4. The recommendations are supported by the following reasons:-
  - (a) To continue effective management of resources.
  - (b) To continue to deliver services to agreed levels.

**Elizabeth Davison**  
**Group Director Operations**

**Background Papers**

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

Brett Nielsen : Extension 5403

S17 Crime and Disorder	There are no specific crime and disorder implications in this report.
Health and Wellbeing	There are no issues relating to health and wellbeing which this report needs to address.
Carbon Impact and Climate Change	There are no specific carbon impact issues in this report.
Diversity	The report does not contain any proposals that impact on diversity issues.
Wards Affected	All wards are affected.
Groups Affected	No specific groups are particularly affected.
Budget and Policy Framework	This decision does not represent a change to the budget and policy framework.
Key Decision	The report does not require a key decision.
Urgent Decision	The report does not require an urgent decision.
Council Plan	The subject matter of the report, the Councils financial standing and financial management, is critical to delivery of the Council Plan, but this report does not contain new proposals.
Efficiency	The report contains updated information regarding efficiency savings contained in the MTFP.
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. This is the third revenue budget management report to Cabinet for 2022/23 and provides the latest forecast of the 2022/23 revenue position as part of the Council's continuous financial management process.
6. To enable timely information to be presented and in accordance with the report publication requirements, this report has been completed before the end of the third quarter. As the Council operates frequent, regular and predictive budget management processes, including quarterly reports to Cabinet, changes in projected outturn, which are inevitable in a large and complex organisation, will be reported to future meetings.
7. The information in this report has been taken from the financial records for November and managers' projections for the remainder of the year, using their knowledge of events affecting the services they manage.
8. Overall, the projected General Fund reserves position as at the 31 March 2023 is £23.397m, which is an improvement of £0.735m on the position reported in the previous report to Cabinet. This improvement relates to an improvement in departmental budgets of £0.412m and the release of the Risk Contingencies budget of £0.323m, detail is given below.

### Departmental Resources

9. Departmental resource projections are summarised in **Appendix 2** and detailed in **Appendices 2(a) to 2(e)**.
10. The **People Group** budget is projected to be overspent by £1.028m after previously approved carry forwards and new requests, which is a slight improvement of £0.026m on the position reported at Quarter 2. The main changes to the budget position since Quarter 2 are detailed below:
  - (a) **Children's Services** are projecting an overspend of £1.954m at year end, which is a decline in the position reported at Quarter 2 of £0.396m. The main changes to the budget position since Quarter 2 are detailed below:
    - (i) The **Assessment & Care Planning & LAC** budget is projected to be overspent by £0.239m an increase of £0.091m on the position reported at Quarter 2. This increase in overspend has mainly arisen due to an increase in the demand for support for children and families, not currently in care.
    - (ii) The **Adoption and Placements** budget is projected to be overspent by £2.418m at year end, £0.706m greater than reported at Quarter 2. Placement costs have increased due to an additional 8 residential placements at a projected cost of £0.612m and 2 additional independent foster carer placements at £0.161m. This increase has been offset by savings in the other placements budgets of £0.067m.

- (iii) **First Response & Early Years** budgets are projected to be underspent by £0.506m an increase in underspend of £0.392m on the figure reported at Quarter 2. This saving results from the receipt of grant funding which has offset expenditure, staff turnover and savings across supplies and services budgets.
  - (b) **Education** is projected to be underspent by £0.101m a decrease in underspend of £0.022m on the position reported in Quarter 2. This is mainly due to additional school transport routes and price changes of £0.066m which have been partly offset by additional savings in running costs and the use of specific grant of £0.041m.
  - (c) **Adult Social Care and Health** is projected to be underspent by £0.732m at the year end, which is an improvement £0.416m on the position reported at Quarter 2. The main elements of this movement are broken down into:
    - (i) There is a projected saving of £0.636m from the **External Purchase of Care** budget areas, an improvement in saving from that reported at Quarter 2 of £0.457m. This movement comprises savings of £0.310m due to a reduction in care packages, including domiciliary care, (a reduction of 206 hours) and attrition. The review and assessment of people's ability to contribute towards their care and support services has increased the income projection by £0.063m. The non take up of transport, has led to a saving of £0.054m and additional reclaims of Direct Payment balances of £0.030m have been achieved.
    - (ii) The **Older People** budget area has improved due to the receipt of backdated income from Health for Independent Mental Health Advocacy of £0.129m.
    - (iii) The **Service Development & Integration** budget is showing an increase in overspend of £0.205m from the position reported at Quarter 2. This increase arises from an increase in the bad debt provision due to expected unrecovered charges for services.
11. The **Services Group** is projecting an underspend of £0.610m after previously approved carry forwards and new requests. This is an improvement of £0.077m from the reported position at Quarter 2. The headline changes are detailed below:
- (a) **Capital Projects, Transport & Highways Planning** the overall projected underspend is £0.232m, this is an improvement of £0.102m from Quarter 2.
    - (i) **Highways** – the expected impact of inflationary growth on responsive repairs is now expected to be managed within existing resources as the milder winter impacts positively on the repairs programme. As the procurement of electricity delivered by NEPO for 2022/23 is finalised, we expect the overall costs of electricity to be lower than previously reported. There are additional staffing costs within engineering services, however overall, there is an expected improvement of £0.074m from Quarter 2.
    - (b) **Community Services** is expected to be underspent by £0.256m an improvement on Quarter 2 of £0.053m as detailed below:



- (i) **Community Catering** – transitional costs of £0.019m linked to the withdrawal of the school meals service are not expected to be fully incurred.
  - (ii) **Street Scene** – costs associated with the introduction of a new waste collection round have not been fully needed in 2022/23 as the new collections have been managed within existing crews. Overall, the underspend for Street Scene has improved by £0.050m since Quarter 2.
  - (iii) **Waste Management** – the overall position is expected to be better than budget by £0.117m which is an improvement of £0.029m from the previously reported position as household tonnages continue to return to pre-covid levels.
  - (iv) **Transport Unit – Fleet Management** – the service is needing to replace their existing software management system and is requesting a carry forward of £0.050m to support the implementation, resulting in a forecast overspend at year end of £0.050m. The existing system has come to the end of its life cycle and the provider is to end ongoing support.
- (c) **Building Services** is projected to be overspent at the year end by £0.070m from a reported balanced budget position at Quarter 2. Construction is not expected to achieve its surplus target in 2022/23 following the slippage on several schemes and will see a shortfall against target of £0.190m, however, additional works carried out on void properties within the maintenance team and recovery of the recent pay award from clients will see this pressure reduce by £0.120m to give a net pressure of £0.070m.
12. The **Operations Group** is projecting a year end budget overspend of £0.017m, after previously approved carry forwards. This is an improvement of £0.061m on the position reported at Quarter 2.
- (a) **Assistant Director Law & Governance** is projecting an overspend of £0.258m, which is an increase of £0.088m from the Quarter 2 report. The main movements are an increase in Children’s legal costs due to increased caseloads and complexity of cases of £0.124m, partly offset from savings due to vacant posts and running costs.
  - (b) **Assistant Director Housing and Revenues** is projecting an underspend of £0.057m an improvement of £0.090m on the position reported at Quarter 2. This improvement is from staff turnover and savings on running costs across all teams within this division
13. The **Chief Executive & Economy Group** is projecting an underspend by £0.308m after previously approved and a new carry forward request of £0.018m, an increase in underspend of £0.248m from the position reported previously.
- (a) **Property Management and Estates** has seen an improvement of £0.227m from Quarter 2 following final agreement on back-dated service charges that has allowed the release of a previously accrued expenditure provisions of £0.134m. Net savings in

staffing, supplies and improved fee projection, totalling £0.093m have seen the position improve.

14. The School balances and allocations are shown in **Appendix 2(f)**.

### **Carry Forward Requests**

15. There are a number of carry forward requests to 2023/24 amounting to £0.178m from departments as detailed below. The requests are categorised into three areas: slippage, assisting in achieving the conditions of the MTFP and budget pressures. Approval is requested to carry these amounts forward into the new financial year.

16. Assist in achieving the conditions set out in the MTFP :-

(a) **Street Scene £0.040m** – there is a lack of adequate storage available at the depot for the equipment and supplies used by Street Scene. It is proposed to purchase and install a storage solution in the Street Scene garage. This will improve efficiency as well as meet any H&S requirements. The estimated cost of the solution has increased and it is requested to carry forward £0.040m to support its implementation in 2023/24.

(b) **Indoor Bowling Centre £0.006m** – anticipated backdated service charge costs following upcoming review by provider.

(c) **Transport Unit £0.050m** – the current fleet management system has come to the end of its support cycle and the supplier has given notice that support will end in 2023/24. An alternative solution has been identified and it is requested to carry forward £0.050m to support its implementation.

17. Slippage :-

(a) **People Performance & Transformation £0.064m**- to provide additional short term capacity to develop further transformation workstreams across People services.

(b) **Environmental Health £0.018m** – to ensure all inspections that were delayed or slipped due to the impact of covid are carried out in 2023/24.

### **Council Wide and Corporately Managed Resources**

18. The Risk Contingencies budget for ordinary residence within Adults Social Care of £0.323m is no longer required in 2022/23 and is being returned to general reserves.

### **Housing Revenue Account**

19. HRA projections are shown in **Appendix 3** with an overall projected balanced budget.

- (a) Repairs and maintenance projected spend has increased by £0.066 due to ongoing inflationary pressures for the cost of goods and services.

### **Conclusion**

- 20. The Council's projected revenue reserves at the end of 2022/23 are £23.397m, a £0.616m decline on the initial 2022-26 MTFP position. This reduction in reserves includes a brought forward amount of £0.384m from 2021/22, £0.127m of projected departmental overspends, and a £0.873m decrease in corporate resources.
- 21. Of the £23.397m projected reserves, we have a commitment to use £22.490m to support years 2 – 4 of the **current** MTFP, which leaves a £0.907m in unallocated reserves.

### **Outcome of Consultation**

- 22. No external consultation has been carried out in preparing this report.

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**REVENUE BUDGET MANAGEMENT 2022/23**

<b><u>Projected General Fund Reserve at 31st March 2023</u></b>		2022-26 MTFP (Feb 2022)
<b>Medium Term Financial Plan (MTFP) :-</b>		£000
MTFP Planned Opening Balance 01/04/2022		24,595
Approved net contribution from balances		(582)
<b>Planned Closing Balance 31/03/2023</b>		<b>24,013</b>
Increase in opening balance from 2021-22 results		384
Projected corporate underspends / (overspends) :-		
Council Wide		653
Contingencies		323
Additional income received		230
Pay Award		(2,079)
<b>Projected General Fund Reserve (excluding Departmental) 31st March 2023</b>	<b>at</b>	<b>23,524</b>
<b>Planned Balance at 31st March 2023</b>		<b>24,013</b>
<b>Improvement/(Decline)</b>		<b>(489)</b>

<b><u>Departmental projected year-end balances</u></b>		Improvement / (decline) compared with 2022-26 MTFP £000
People Group		(1,028)
Services Group		610
Operations Group		(17)
Chief Executive		308
<b>TOTAL</b>		<b>(127)</b>

<b><u>Summary Comparison with :-</u></b>		2022-26 MTFP £000
Corporate Resources - increase in opening balance from 21/22 results		384
Corporate Resources - additional in-year Improvement/(Decline)		(873)
Departmental - Improvement / (Decline)		(127)
Improvement / (Decline) compared with MTFP		<b>(616)</b>
<b>Projected General Fund Reserve at 31st March 2023</b>		<b>23,397</b>

**GENERAL FUND REVENUE BUDGET MANAGEMENT 2022/23**

	Budget				Expenditure		
	Original 2022/23	Approved Adjustments	Approved C/fwds	Amended Approved Budget	Projected Outturn	C/fwds to approve	Variance
	£000	£000	£000	£000	£000	£000	£000
<b>Departmental Resources</b>							
People Group	66,018	3,278	(199)	69,097	70,061	64	1,028
Services Group	18,126	3,005	(833)	20,298	19,592	96	(610)
Operations Group	16,341	2,259	(699)	17,901	17,918	0	17
Chief Executive	1,288	326	(267)	1,347	1,021	18	(308)
<b>Total Departmental Resources</b>	<b>101,773</b>	<b>8,868</b>	<b>(1,998)</b>	<b>108,643</b>	<b>108,592</b>	<b>178</b>	<b>127</b>
<b>Corporate Resources</b>							
Council Wide	1,037	(1,029)	0	8	(645)	0	(653)
Financing Costs	637	0	0	637	637	0	0
Joint Venture - Investment Return	(1,864)	0	0	(1,864)	(1,864)	0	0
Additional income received	0	0	0	0	(230)	0	(230)
<b>Contingencies Budget</b>							
Apprentice Levy	202	0	0	202	202	0	0
Risk Contingencies	323	0	0	323	0	0	(323)
<b>Total Corporate Resources</b>	<b>335</b>	<b>(1,029)</b>	<b>0</b>	<b>(694)</b>	<b>(1,900)</b>	<b>0</b>	<b>(1,206)</b>
<b>Net Expenditure</b>	<b>102,108</b>	<b>7,839</b>	<b>(1,998)</b>	<b>107,949</b>	<b>106,692</b>	<b>178</b>	<b>(1,079)</b>
<b>Contributions To / (From) Reserves</b>							
Planned Contribution to General Fund Reserves (MTPF)	468	0		468	468		0
Departmental Brought Forwards from 2021/22	0	(5,760)		(5,760)	(5,760)		0
Already approved Carry Forwards	0	0	1,998	1,998	1,998		0
Pay Award	0	(2,079)		(2,079)	0		2,079
<b>General Fund Total</b>	<b>102,576</b>	<b>0</b>	<b>0</b>	<b>102,576</b>	<b>103,398</b>	<b>178</b>	<b>1,000</b>

## REVENUE BUDGET MANAGEMENT UPDATE 2022/23

	<i>Budget</i>				<i>Expenditure</i>				<i>(Under)/ Over Spend £000</i>
	<i>Original Budget £000</i>	<i>Approved Adjustments £000</i>	<i>Approved C/fwds £000</i>	<i>Amended Approved Budget £000</i>	<i>Expenditure to November £000</i>	<i>C/fwds to approve £000</i>	<i>Projected Spend £000</i>	<i>Total Projection £000</i>	
<b><i>Council Wide</i></b>									
Airport	27	0	0	27	0	0	27	27	0
Council Wide Savings	0	0	0	0	0	0	0	0	0
National Insurance Increase	373	(373)	0	0	0	0	(150)	(150)	(150)
Procurement Savings	(19)	0	0	(19)	(5)	0	(14)	(19)	0
Strengthening Families Grant	0	0	0	0	0	0	(503)	(503)	(503)
Pay Award	656	(656)	0	0	0	0	0	0	0
<b>In Year Over/(Under) Spend</b>	<b>1,037</b>	<b>(1,029)</b>	<b>0</b>	<b>8</b>	<b>(5)</b>	<b>0</b>	<b>(640)</b>	<b>(645)</b>	<b>(653)</b>

<b>REVENUE BUDGET MANAGEMENT UPDATE 2022/23</b>									
	<b>Budget</b>				<b>Expenditure</b>				<b>(Under)/ Over Spend £000</b>
	<b>Original Budget £000</b>	<b>Approved Adjustments £000</b>	<b>Approved C/fwds £000</b>	<b>Amended Approved Budget £000</b>	<b>Expenditure to November £000</b>	<b>C/fwds to approve £000</b>	<b>Projected Spend £000</b>	<b>Total Projection £000</b>	
<b><u>People Group</u></b>									
<b>Group Director of People</b>	638	100	0	738	509	0	235	744	6
<b><u>Children &amp; Adult Services</u></b>									
Transformation & Performance	631	209	(70)	770	502	64	203	769	(1)
Business Support	1,392	92	0	1,484	955	0	499	1,454	(30)
	<b>2,023</b>	<b>301</b>	<b>(70)</b>	<b>2,254</b>	<b>1,457</b>	<b>64</b>	<b>702</b>	<b>2,223</b>	<b>(31)</b>
<b><u>Children's Services</u></b>									
Children's Services Management & Other Services	480	138	0	618	351	0	294	645	27
Assessment Care Planning & LAC	4,009	156	0	4,165	3,101	0	1,303	4,404	239
First Response & Early Help	3,529	222	0	3,751	1,574	0	1,671	3,245	(506)
Youth Offending/ASB	277	45	0	322	158	0	148	306	(16)
Adoption & Placements	13,999	62	0	14,061	9,335	0	7,144	16,479	2,418
Disabled Children	1,584	(145)	0	1,439	580	0	651	1,231	(208)
Quality Assurance & Practice Improvement	138	7	0	145	(94)	0	239	145	0
	<b>24,016</b>	<b>485</b>	<b>0</b>	<b>24,501</b>	<b>15,005</b>	<b>0</b>	<b>11,450</b>	<b>26,455</b>	<b>1,954</b>
<b><u>Development &amp; Commissioning</u></b>									
Commissioning	2,267	262	(129)	2,400	2,112	0	240	2,352	(48)
Voluntary Sector	273	0	0	273	260	0	(26)	234	(39)
Workforce Development	149	5	0	154	(63)	0	236	173	19
	<b>2,689</b>	<b>267</b>	<b>(129)</b>	<b>2,827</b>	<b>2,309</b>	<b>0</b>	<b>450</b>	<b>2,759</b>	<b>(68)</b>
<b><u>Education</u></b>									
Education	608	84	0	692	11,304	0	(11,050)	254	(438)
Schools	0	0	0	0	5,755	0	(5,758)	(3)	(3)
Transport Unit	2,443	54	0	2,497	2,867	0	(30)	2,837	340
	<b>3,051</b>	<b>138</b>	<b>0</b>	<b>3,189</b>	<b>19,926</b>	<b>0</b>	<b>(16,838)</b>	<b>3,088</b>	<b>(101)</b>
<b><u>Public Health</u></b>									
Public Health	0	0	0	0	(667)	0	667	0	0
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(667)</b>	<b>0</b>	<b>667</b>	<b>0</b>	<b>0</b>
<b><u>Adult Social Care &amp; Health</u></b>									
External Purchase of Care	27,507	1,479	0	28,986	9,746	0	18,604	28,350	(636)
Intake & Enablement	632	(30)	0	602	1,544	0	(963)	581	(21)
Older People Long Term Condition	1,506	29	0	1,535	1,081	0	343	1,424	(111)
Physical Disability Long Term Condition	5	0	0	5	32	0	(14)	18	13
Learning Disability Long Term Condition	1,711	164	0	1,875	1,250	0	545	1,795	(80)
Mental Health Long Term Condition	1,182	0	0	1,182	786	0	274	1,060	(122)
Service Development & Integration	1,058	345	0	1,403	549	0	1,079	1,628	225
	<b>33,601</b>	<b>1,987</b>	<b>0</b>	<b>35,588</b>	<b>14,988</b>	<b>0</b>	<b>19,868</b>	<b>34,856</b>	<b>(732)</b>
<b>In Year Over/(Under) Spend</b>	<b>66,018</b>	<b>3,278</b>	<b>(199)</b>	<b>69,097</b>	<b>53,527</b>	<b>64</b>	<b>16,534</b>	<b>70,125</b>	<b>1,028</b>



REVENUE BUDGET MANAGEMENT UPDATE 2022/23									
	Budget				Expenditure				(Under)/ Over Spend £000
	Original Budget £000	Approved Adjustments £000	Approved C/fwds £000	Amended Approved Budget £000	Expenditure to November £000	C/fwds to approve £000	Projected Spend £000	Total Projection £000	
<b>Services Group</b>									
<b>Group Director of Services</b>	160	3	0	163	107	0	56	163	0
<b>Capital Projects, Transport &amp; Highways</b>									
<b>Planning</b>									
AD Transport & Capital Projects	131	1	0	132	85	0	47	132	0
Building Design Services	20	19	0	39	128	0	62	190	151
Capital Projects	309	36	(16)	329	163	0	186	349	20
Car Parking R&M	497	52	0	549	484	0	43	527	(22)
Concessionary Fares	3,436	50	(50)	3,436	1,768	0	1,063	2,831	(605)
Flood & Water Act	89	97	(97)	89	(191)	0	280	89	0
Highways	3,762	240	(50)	3,952	1,471	0	2,585	4,056	104
Highways - DLO	(520)	182	0	(338)	1,486	0	(1,704)	(218)	120
Investment & Funding	4	571	(375)	200	75	0	125	200	0
Sustainable Transport	42	11	0	53	(364)	0	417	53	0
	<b>7,770</b>	<b>1,259</b>	<b>(588)</b>	<b>8,441</b>	<b>5,105</b>	<b>0</b>	<b>3,104</b>	<b>8,209</b>	<b>(232)</b>
<b>Community Services</b>									
AD Community Services	143	1	0	144	95	0	49	144	0
Allotments	11	2	0	13	6	0	10	16	3
Building Cleaning - DLO	144	52	0	196	413	0	(217)	196	0
Cemeteries & Crematorium	(941)	2	0	(939)	(147)	0	(750)	(897)	42
Dolphin Centre	877	327	(8)	1,196	146	0	897	1,043	(153)
Eastbourne Complex	(7)	6	0	(1)	34	0	(10)	24	25
Emergency Planning	101	0	0	101	89	0	(2)	87	(14)
Head of Steam	266	12	0	278	215	0	77	292	14
Hippodrome	195	266	(55)	406	(488)	0	894	406	0
Indoor Bowling Centre	18	5	(5)	18	2	6	10	18	0
Libraries	824	40	0	864	490	0	374	864	0
Move More	35	8	0	43	(183)	0	226	43	0
Outdoor Events	428	70	0	498	266	0	232	498	0
School Meals - DLO	55	54	0	109	55	0	35	90	(19)
Strategic Arts	115	8	0	123	76	0	47	123	0
Street Scene	5,559	490	(46)	6,003	2,208	40	3,668	5,916	(87)
Transport Unit - Fleet Management	(9)	18	0	9	499	50	(490)	59	50
Waste Management	3,452	0	0	3,452	2,140	0	1,195	3,335	(117)
Winter Maintenance	547	42	(32)	557	244	0	313	557	0
	<b>11,813</b>	<b>1,403</b>	<b>(146)</b>	<b>13,070</b>	<b>6,160</b>	<b>96</b>	<b>6,558</b>	<b>12,814</b>	<b>(256)</b>
<b>Community Safety</b>									
CCTV	202	28	0	230	120	0	143	263	33
Community Safety	641	108	(74)	675	16	0	678	694	19
General Licensing	5	25	0	30	(86)	0	116	30	0
Parking	(2,111)	(39)	0	(2,150)	(1,446)	0	(974)	(2,420)	(270)
Parking Enforcement	9	0	0	9	42	0	7	49	40
Private Sector Housing	86	35	(25)	96	(54)	0	140	86	(10)
Stray Dogs	46	2	0	48	31	0	24	55	7
Taxi Licensing	45	8	0	53	11	0	42	53	0
Trading Standards	237	10	0	247	108	0	128	236	(11)
	<b>(840)</b>	<b>177</b>	<b>(99)</b>	<b>(762)</b>	<b>(1,258)</b>	<b>0</b>	<b>304</b>	<b>(954)</b>	<b>(192)</b>
<b>Building Services</b>									
Construction - DLO	(592)	42	0	(550)	(1,994)	0	1,634	(360)	190
Maintenance - DLO	(412)	(53)	0	(465)	5,560	0	(6,085)	(525)	(60)
Other - DLO	0	174	0	174	417	0	(303)	114	(60)
	<b>(1,004)</b>	<b>163</b>	<b>0</b>	<b>(841)</b>	<b>3,983</b>	<b>0</b>	<b>(4,754)</b>	<b>(771)</b>	<b>70</b>
<b>General Support Services</b>									
Works Property & Other	112	0	0	112	0	0	112	112	0
<b>Joint Levies &amp; Boards</b>									
Environment Agency Levy	115	0	0	115	115	0	0	115	0
<b>In Year Over/(Under) Spend</b>	<b>18,126</b>	<b>3,005</b>	<b>(833)</b>	<b>20,298</b>	<b>14,212</b>	<b>96</b>	<b>5,380</b>	<b>19,688</b>	<b>(610)</b>

## REVENUE BUDGET MANAGEMENT UPDATE 2022/23

	<i>Budget</i>				<i>Expenditure</i>				(Under)/ Over Spend £000
	Original Budget £000	Approved Adjustments £000	Approved C/fwds £000	Amended Approved Budget £000	Expenditure to November £000	C/fwds to approve £000	Projected Spend £000	Total Projection £000	
<b><u>Operations Group</u></b>									
<b>Group Director of Operations</b>	208	(77)	0	131	115	0	(4)	111	(20)
<b><u>AD Resources</u></b>									
AD Resources	109	35	0	144	72	0	72	144	0
Financial Services	1,396	218	(88)	1,526	1,875	0	(388)	1,487	(39)
Financial Assessments & Protection	249	50	(35)	264	164	0	110	274	10
Xentrall (D&S Partnership)	1,766	0	0	1,766	788	0	978	1,766	0
Human Resources	605	189	(128)	666	355	0	179	534	(132)
Health & Safety	170	5	0	175	126	0	27	153	(22)
	<b>4,295</b>	<b>497</b>	<b>(251)</b>	<b>4,541</b>	<b>3,380</b>	<b>0</b>	<b>978</b>	<b>4,358</b>	<b>(183)</b>
<b><u>Head of Strategy Performance &amp; Communications</u></b>									
Communications & Engagement	902	350	(74)	1,178	777	0	374	1,151	(27)
Systems	905	492	(374)	1,023	1,050	0	45	1,095	72
	<b>1,807</b>	<b>842</b>	<b>(448)</b>	<b>2,201</b>	<b>1,827</b>	<b>0</b>	<b>419</b>	<b>2,246</b>	<b>45</b>
<b><u>AD Law &amp; Governance</u></b>									
AD Law & Governance	130	(1)	0	129	86	0	44	130	1
Complaints & FOI	281	6	0	287	165	0	145	310	23
Democratic Services	1,262	16	0	1,278	739	0	541	1,280	2
Registrars	(33)	8	0	(25)	(173)	0	122	(51)	(26)
Administration	608	31	0	639	430	0	125	555	(84)
Legal Services	1,195	20	0	1,215	1,416	0	106	1,522	307
Procurement	169	7	0	176	144	0	32	176	0
Coroners	225	0	0	225	271	0	(11)	260	35
	<b>3,837</b>	<b>87</b>	<b>0</b>	<b>3,924</b>	<b>3,078</b>	<b>0</b>	<b>1,104</b>	<b>4,182</b>	<b>258</b>
<b><u>AD Xentrall Shared Services</u></b>									
ICT	723	85	0	808	42	0	852	894	86
	<b>723</b>	<b>85</b>	<b>0</b>	<b>808</b>	<b>42</b>	<b>0</b>	<b>852</b>	<b>894</b>	<b>86</b>
<b><u>Corporate Landlord</u></b>									
Corporate Landlord	4,138	663	0	4,801	1,737	0	2,952	4,689	(112)
	<b>4,138</b>	<b>663</b>	<b>0</b>	<b>4,801</b>	<b>1,737</b>	<b>0</b>	<b>2,952</b>	<b>4,689</b>	<b>(112)</b>
<b><u>AD Housing &amp; Revenues</u></b>									
Local Taxation	481	(73)	0	408	526	0	(140)	386	(22)
Rent Rebates / Rent Allowances / Council Tax	(132)	0	0	(132)	8,654	0	(8,811)	(157)	(25)
Housing Benefits Administration	214	232	0	446	429	0	17	446	0
Customer Services	291	2	0	293	302	0	(19)	283	(10)
Homelessness	326	1	0	327	(579)	0	906	327	0
Service, Strategy & Regulation and General	153	0	0	153	5,556	0	(5,403)	153	0
	<b>1,333</b>	<b>162</b>	<b>0</b>	<b>1,495</b>	<b>14,888</b>	<b>0</b>	<b>(13,450)</b>	<b>1,438</b>	<b>(57)</b>
<b>In Year Over/(Under) Spend</b>	<b>16,341</b>	<b>2,259</b>	<b>(699)</b>	<b>17,901</b>	<b>25,067</b>	<b>0</b>	<b>(7,149)</b>	<b>17,918</b>	<b>17</b>

## REVENUE BUDGET MANAGEMENT UPDATE 2022/23

	<i>Budget</i>				<i>Expenditure</i>				(Under)/ Over Spend £000
	Original Budget £000	Approved Adjustments £000	Approved C/fwds £000	Amended Approved Budget £000	Expenditure to November £000	C/fwds to approve £000	Projected Spend £000	Total Projection £000	
<b><u>Chief Executive</u></b>									
<b>Chief Executive</b>	203	0	0	203	134	0	73	207	4
<b><u>AD Economic Growth</u></b>									
AD - Economic Growth	134	1	0	135	93	0	47	140	5
Building Control	148	47	0	195	97	0	92	189	(6)
Consolidated Budgets	146	3	(103)	46	0	0	46	46	0
Development Management	(25)	24	0	(1)	22	0	(23)	(1)	0
Economy	253	69	(58)	264	(200)	0	454	254	(10)
Environmental Health	306	19	0	325	75	18	201	294	(31)
Place Strategy	579	39	(106)	512	(203)	0	672	469	(43)
Property Management & Estates	(521)	120	0	(401)	(631)	0	3	(628)	(227)
	<b>1,020</b>	<b>322</b>	<b>(267)</b>	<b>1,075</b>	<b>(747)</b>	<b>18</b>	<b>1,492</b>	<b>763</b>	<b>(312)</b>
<b><u>Darlington Partnership</u></b>									
Darlington Partnership	65	4		69	2	0	67	69	0
	<b>65</b>	<b>4</b>	<b>0</b>	<b>69</b>	<b>2</b>	<b>0</b>	<b>67</b>	<b>69</b>	<b>0</b>
<b>In Year Over/(Under) Spend</b>	<b>1,288</b>	<b>326</b>	<b>(267)</b>	<b>1,347</b>	<b>(611)</b>	<b>18</b>	<b>1,632</b>	<b>1,039</b>	<b>(308)</b>

**BUDGET MANAGEMENT 2022/23**

<b>SCHOOLS PROJECTED BALANCES 2022/23</b>					
School Name	Opening Balance at 1st April 2022	Formula Budget Allocation*	Total Available	Closing Balance at 31st March 2023	Projected Closing Balance as proportion of Formula Budget Allocation
	£000	£000	£000	£000	%
<b>Primary</b>					
Federation of Darlington Nursery Schools	43	833	876	72	9%
Rise Carr College, Clifton House & Eldon House	133	1,341	1,474	142	11%
Red Hall Primary	338	1,332	1,670	142	11%
Whinfield Primary	354	2,307	2,661	281	12%
Harrowgate Hill Primary	200	2,611	2,811	110	4%
<b>Primary Total</b>	<b>1,068</b>	<b>8,424</b>	<b>9,492</b>	<b>747</b>	

\*Federation of Darlington Nursery Schools/Rise Carr College original budget. Actual allocation based on attendance.

**HOUSING REVENUE ACCOUNT 2022/23**

	<b>Budget</b>			Total Projection £000	(Under)/ Over Spend £000
	Original Budget £000	Approved Adjustments £000	Amended Approved Budget £000		
<b><u>Housing Revenue Account</u></b>					
<b><u>Income</u></b>					
Rents Of Dwellings (Gross)	(21,150)	0	(21,150)	(20,973)	177
Sundry Rents (Including Garages & Shops)	(475)	0	(475)	(389)	86
Charges For Services & Facilities	(3,029)	0	(3,029)	(3,126)	(97)
Contribution towards expenditure	(275)	0	(275)	(275)	0
Interest Receivable	(6)	0	(6)	(6)	0
<b>Total Income</b>	<b>(24,935)</b>	<b>0</b>	<b>(24,935)</b>	<b>(24,769)</b>	<b>166</b>
<b><u>Expenditure</u></b>					
Management	6,090	0	6,090	6,435	345
Maintenance	4,334	0	4,334	5,203	869
Capital Financing Costs	3,688	0	3,688	2,889	(799)
Revenue Contribution to Capital Outlay	17,618	0	17,618	25,270	7,652
Increase in Bad Debt Provision	350	0	350	250	(100)
In year contribution to/(from) balances	(7,145)	0	(7,145)	(15,278)	(8,133)
<b>Total Expenditure</b>	<b>24,935</b>	<b>0</b>	<b>24,935</b>	<b>24,769</b>	<b>(166)</b>
<b>(Surplus)/Deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>HRA Balances</b>	<b>£000</b>
Opening balance 01/04/2022	27,008
Contribution to/(from) balances	(15,278)
<b>Closing balance</b>	<b>11,730</b>

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**ECONOMY AND RESOURCES SCRUTINY COMMITTEE  
2 February 2023**

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**PROJECT POSITION STATEMENT AND CAPITAL PROGRAMME MONITORING – QUARTER 3**

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**SUMMARY REPORT**

**Purpose of the Report**

1. To consider the Project Position Statement and Capital Programme Monitoring – Quarter 3 report.

**Summary**

2. Attached at **Annex 1** is the Project Position Statement and Capital Programme Monitoring – Quarter 3 report. which is due to be considered by Cabinet at its meeting on 7 February 2023.

**Recommendation**

3. It is recommended that Members consider the Project Position Statement and Capital Programme Monitoring – Quarter 3

**Anthony Hewitt  
Assistant Director Transport and Capital Projects**

**Background Papers**

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

S17 Crime and Disorder	This report has no implications for crime and disorder.
Health and Well Being	There are no issues relating to health and wellbeing which this report needs to address.
Carbon Impact and Climate Change	There are no carbon impact implications in this report
Diversity	There are no specific implications for diversity
Wards Affected	All wards are affected.
Groups Affected	The proposals do not affect any particular groups within the community
Budget and Policy Framework	This report does not represent a change to the budget and policy framework.
Key Decision	The report does not represent a key decision
Urgent Decision	For the purpose of the 'call-in' procedure this does not represent an urgent matter.
Council Plan	The Capital Programme referred to in the report supports delivery of the Sustainable Community strategy through appropriate deployment of the Council's resources
Efficiency	The recommendations support the effective and efficient use of resources.
Impact on Looked After Children and Care Leavers	This report has no impact on Looked After Children or Care Leavers



**CABINET  
7 FEBRUARY 2023**

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**PROJECT POSITION STATEMENT & CAPITAL PROGRAMME MONITORING  
QUARTER 3 2022/23**

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**Responsible Cabinet Member -  
Councillor Scott Durham, Resources Portfolio**

**Responsible Director -  
Dave Winstanley, Group Director of Services  
Elizabeth Davison, Group Director of Operations**

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**SUMMARY REPORT**

**Purpose of the Report**

1. This report provides:
  - (a) A summary of the latest Capital resource and commitment position, to inform monitoring of the affordability and funding of the Council's capital programme.
  - (b) An update on the current status of all construction projects currently being undertaken by the Council.
2. It also seeks approval for a number of changes to the programme.

**Summary**

3. The projected outturn of the current Capital Programme is £277.981m against an approved programme of £279.857m. The investment is delivering a wide range of improvements to the Council's assets and more critically, to Council services. Refurbishment of council homes, improved learning environments in schools, better traffic flows and opportunities for sustainable travel have been achieved and are detailed within the report. The programme, including commitments, remains affordable within the Medium Term Financial Plan (MTFP) for 2022/23 – 2025/26.
4. The Council has a substantial annual construction programme of work. The current project position statement (PPS) shows there are 44 live projects currently being managed by the Council with an overall projected outturn value of £183.507m. The majority of projects are running to time, cost and quality expectations but are being monitored given the current pressures on resources in the construction sector nationally.
5. The projects are managed either by the Council's in-house management team, a Framework Partner or by Consultants sourced via an open/OJEU tender process.

## **Recommendations**

6. It is recommended that Cabinet:
  - (a) Note the attached status position on construction projects.
  - (b) Note projected capital expenditure and resources.
  - (c) Approve the adjustments to resources as detailed in paragraph 21.

## **Reasons**

7. The recommendations are supported by the following reasons:
  - (a) To inform Cabinet of the current status of construction projects.
  - (b) To make Cabinet aware of the latest financial position of the Council.
  - (c) To maintain effective management of resources.

**Dave Winstanley**  
**Group Director of Services**

**Elizabeth Davison**  
**Group Director of Operations**

## **Background Papers**

- (i) Capital Medium Term Financial Plan 2022/23 – 2025/26
- (ii) Project Position Statement November 2022

Brian Robson : Extension 6608

Claire Hayes : Extension 5404

S17 Crime and Disorder	This report has no implications for crime and disorder.
Health and Well Being	There are no issues relating to health and wellbeing which this report needs to address.
Carbon Impact and Climate Change	There are no carbon impact implications in this report
Diversity	There are no specific implications for diversity
Wards Affected	All wards are affected.
Groups Affected	The proposals do not affect any particular groups within the community
Budget and Policy Framework	This report does not represent a change to the budget and policy framework.
Key Decision	The report does not represent a key decision
Urgent Decision	For the purpose of the 'call-in' procedure this does not represent an urgent matter.
Council Plan	The Capital Programme referred to in the report supports delivery of the Council plan.
Efficiency	The recommendations support the effective and efficient use of resources.
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

#### 2022/23 Capital Spend and Resources

### Information and Analysis

8. **Appendix 1** is for information and lists all live construction projects and provides details on numbers, type and details of the key individuals responsible for the delivery of the projects. It also provides a statement on the current status position on each project, details of actions being taken, where required and any current issues.
9. **Appendix 2** summarises the Council's capital commitments which are yet to be financed and also shows how it is intended for them to be financed. The total value of commitments, including available resources brought forward from previous years and 2022-23 schemes previously released by Cabinet, is £183.291m.
10. **Appendix 3** shows the Council's projected capital receipts and how they are going to be utilised to help finance the capital programme over the life of the MTFP.

### Project Position Statement

11. Project management procedures require the production by project managers of a Project Position Statement (PPS) for all projects over £75,000. This report brings together the pertinent data from the current PPS with financial information from the Financial Management System (FMS) and approvals by Cabinet.

12. The Project Position Statement (Appendix 1) details the current live construction projects, up to the end of November 2022, by delivery area, and provides details on numbers, type and details of the key individuals responsible for the delivery of the projects. It also provides a statement on the current status position on each project, details of actions being taken, where required and any current issues. The statement excludes any completed projects or those on hold.

13. The overview of live construction projects is as follows:

	Projects	Current Approved Budget £ / p	Projected Outturn £ / p	Variance %	Variance (Value) £ / p
Chief Executive & Economic Growth	16	54,276,914	54,125,032	(0.3)	(151,882)
Operations	16	52,275,256	52,214,116	(0.1)	(61,140)
People	2	4,154,566	3,973,654	(4.4)	(180,912)
Services	10	72,894,473	73,193,881	0.4	299,408
<b>TOTAL</b>	<b>44</b>	<b>183,601,209</b>	<b>183,506,683</b>		<b>(94,526)</b>

14. The table shown above includes a column for current approved budget. In certain cases this budget figure may be different from the original approved budget. This could be as a result of variances identified during construction or other variables not known at the initiation stage. The original budget and all subsequent changes have been reported to and approved by Cabinet.

15. The live projects are at the following stages:

Department	Brief	CP1	CP2	CP3	CP4	CP5	Total
Chief Executive & Economic Growth	0	4	1	6	3	2	16
Operations	0	4	0	8	4	0	16
People	0	0	0	0	1	1	2
Services	0	3	0	3	1	3	10
<b>TOTAL</b>	<b>0</b>	<b>11</b>	<b>1</b>	<b>17</b>	<b>9</b>	<b>6</b>	<b>44</b>

**Control Point 1 (CP1) – Start Up:** is used to define the position of a project at its conception stage.

- (a) **Control Point 2 (CP2) – Initiate:** defines a project at feasibility stage and will likely include a desktop assessment of a project and the use of informed estimates.
- (b) **Control Point 3 (CP3) – Define:** the point that the project is progressed to RIBA Stage F, i.e. detailed design.

- (c) **Control Point 4 (CP4) – Construction Phase:** is the stage at which work begins on the project, i.e. for a construction project on site through to build completion.
- (d) **Control Point 5 (CP5) – Evaluate:** is the stage post completion of the project at which time the project is reviewed and lessons learned are discussed in order that they can be taken to the next or similar projects.

16. The status on live projects is as follows:

Department	▲	●	★
Chief Executive & Economic Growth	2	13	2
Operations	0	15	1
People	0	1	1
Services	3	6	0
<b>TOTAL</b>	<b>5</b>	<b>35</b>	<b>4</b>

- (a) Star and triangle symbols (star better the, triangle worse than) are used to identify projects that have variances which are:
  - (i) More than £5,000, if the variance is also more than 5% of the approved budget for the project, or
  - (ii) More than £50,000 regardless of the percentage variance
- (b) Projects that are within these margins are symbolised with circles.
- (c) In addition to cost, the same symbols are used to indicate similar levels of variances in time and quality/outputs/outcomes.

17. Current projects with the triangle symbol are as follows:

Project	Reason for Variance	Action
Skinnergate Re-development Housing	A delay was encountered following the production of a revised design to satisfy concerns raised by English Heritage at the planning application stage	The design team are working on the Stage 4 design and reviewing the programme to see if there is an opportunity to save time. The team are also working through issues with Nutrient Neutrality
Ingenium Parc Masterplan + Infrastructure	Delays encountered due to ground conditions, phase II works underway	Contractor on site to complete drainage works by end of February 2023

Demolition of 12-18 King Street	The expected outturn cost currently sits above the initial budget, this will be market tested in the new year	Demolition cannot proceed until a Bat License has been issued and a Party Wall agreement has been finalised, current programme to start the works is April 2023
Crown Library Refurbishment	Delays and additional costs have been encountered from the withdrawal of the originally appointed roofing contractor	Building Services are now working with a new roofing contractor and the scheme is progressing
A68 Woodland Road Outram Street Duke Street	A delay has been encountered due to the need for a public Inquiry for the Duke Street proposals	Works due to commence on Outram Street/Duke Street in January 2023

### Reconciliation of Project Position Statement to Capital Programme

18. The table shown below reconciles the differences between the Capital Programme (CP) and the Project Position Statement (PPS). Differences occur because the Project Position Statement includes all construction projects over £75,000 in value funded from Capital and Revenue sources. Spending within the Capital Programme is not always of a construction nature, can be of any value and excludes Revenue funded schemes.

	Value £m
<b>Live Projects from Project Position</b>	183.507
Schemes closed or on hold within CP but awaiting PPS post project review.	6.830
Annualised Schemes excluded from PPS - Housing Repairs & Maintenance	0.267
Annualised Schemes excluded from PPS - Highways Maintenance	7.113
Annualised Schemes excluded from PPS - Childrens Services School Maintenance	0.253
Non construction excluded from PPS	15.194
Capital Investment fund excluded from PPS	25.694
Projects under 75k excluded from PPS	2.161
Capital Schemes not yet integrated into PPS reporting	32.377
Included in PPS & CMR	0.469
Funding not yet allocated	4.116
<b>Capital Programme</b>	<b>277.981</b>

19. The table below shows the split of the approved capital programme of £279.857m, between the different service areas and also the various categories of spend. When compared to the table above it shows that there is a projected £1.876m underspend on the approved capital programme.

	Construction				Non construction	Capital investment fund	Housing New Build not yet allocated	Total
	Live Schemes 75k & Over	Annualised Schemes	Completed Schemes awaiting review	Live Schemes under 75k				
Area	£m	£m	£m	£m	£m	£m	£m	£m
Housing	67.078	0.267	2.204	0.161	1.205	0.000	0.303	71.218
Economic Growth	54.999	0.000	0.498	0.318	9.876	25.693	3.368	94.752
Highways/Transport	64.129	7.113	7.553	1.252	1.334	0.000	2.361	83.742
Leisure & Culture	22.351	0.000	0.073	0.175	0.000	0.000	0.000	22.599
Education	3.970	0.253	0.000	0.255	0.053	0.000	0.289	4.820
Adult Social Care	0.000	0.000	0.000	0.000	0.071	0.000	0.000	0.071
Other	0.000	0.000	0.000	0.000	2.655	0.000	0.000	2.655
<b>Total</b>	<b>212.527</b>	<b>7.633</b>	<b>10.328</b>	<b>2.161</b>	<b>15.194</b>	<b>25.693</b>	<b>6.321</b>	<b>279.857</b>

### Capital Programme

20. Paragraph 21 shows the movements in the Capital Programme since the approval of the 2022/23 Capital MTFP, some of which have not yet been approved by Members

21. Adjustment to resources requested by departments:

### Adjustments needing approval release

Department	Scheme	Value £	Reason for adjustment	Resource type adjusted
Operations	LAD Phase 2	£121,338	TVCA LAD Phase 2 grant funding	Release
Chief Executive & Economic Growth	West Park JV	(£5,577,000)	Funds no longer required	Funds returned to centre/investment fund
Services	Crown Street Library	£4,190	RCCO 22/23	Release
<b>TOTAL</b>		<b>(£5,451,472)</b>		

### Virements

Department	Scheme	Value £	Reason for adjustment	Impact on budget
Services	Skinnergate & Indoor Market	(£120,000)	Funds no longer Required - returned to Advanced Design	Nil Effect
Services	Advanced Design	£120,000	Funds from Skinnergate & indoor market scheme no longer Required - returned to Advanced Design	Nil Effect
Services	White Horse Junction	(£7,500)	Funds no longer Required - returned to Advanced Design	Nil Effect
Services	Advanced Design	£7,500	Funds from White horse Junction no longer Required - returned to Advanced Design	Nil Effect
<b>TOTAL</b>		<b>£0</b>		

### Outcome of Consultation

22. There has been no consultation in the preparation of this report.



Project	CP1 Start Up	CP2 Initiate	CP3 Design	CP4 Delivery	CP5 Review	Status Symbol	Status	Client Department	Delivery Department	Internal Project Sponsor	Internal Project Manager	Cost Centre	Feasibility Budget	Original Approved Budget	Increase To Initial Approved Budget	Current Approved Budget	Project Expected Out-Turn Cost	Variance (%)	Variance (value)	Original Planned Project Completion Date	Revised Approved Project Completion Date	Anticipated Project Completion Date	Schedule Variations (Days)	CDM Notifiable Project	Principal Designer	Previous Plan Progress	Plan Progress	Budget Progress Report	Issue Status Report	Lead Consultant	Contracts In place	Contract Type/Form	Contract With	Contract Value	
Yards Phase 2						●	Live	Economic Growth & Neighbourhood Services	Economic Growth	Mark Ladman	Mike Bowton	R0180	£0	£800,000	£0	£800,000	£800,000	%	£0	31-Mar-23	31-Mar-23	31-Mar-23	0	Yes	DBC	Agreed completion programmes are being made with the contractor for existing works. New properties identified are currently being consulted on with the property owners or landlords. Site project of Awning installation is being looked at with a specialist awning company. This fits in with the Project Darling and the Skemmergate Notting Hill Concepts. It will be subject to business agreement and technical acceptance as well as formal permissions.	Some difficulties are being experienced with businesses both not being available when works are to take place as well as some businesses voluntarily closing because of the current economic climate. This has been reflected in the volume of works being able to be carried out which is less than anticipated. Businesses are already raising concerns about any disruption over the build up and Christmas period. Requests are being made to delay some works until after the new year, putting pressure to carry out more works at the back end of the financial year and increasing the risk of not achieving the desired spend levels.		Businesses have started to raise concerns about works affecting the Christmas period, major works are to be delayed until after Christmas but existing works including appropriate street signage promoting the Yards is being completed as soon as possible.	Leo Davill	Main Contract	JCT	DBC Contract Services	£600,000	
Yards Phase 1						●	Live	Economic Growth & Neighbourhood Services	Economic Growth	Mark Ladman	Michael Bowton	R0176	£350,000	£488,000	£12,000	£500,000	£488,000	-2%	£12,000	30-Nov-21	31-Mar-22	31-Mar-22	0	Yes	DBC	Remaining works have been completed and a post project review is being arranged.	Remaining works have been completed and a post project review is being arranged.		Works not able to be achieved in 2021/2 have been committed and carried forward.		Main Contract	JCT	DBC Contract Services	£357,853	
West Cemetery Development						●	Live	Services	Services	Ian Thompson	Brian Robson	R0154	£0	£4,911,795	£1,750,000	£5,661,795	£5,661,795	%	£0	13-Jun-22	04-Nov-22	20-Jan-23	46	Yes	Todd Miboun	Chapel handover line extensions - 23/12/22 deliver due to materials not being ordered or paid for on time. Burial Area's Handover - 23/12/22	Burial Area's Handover - Anticipated 20/01/23 delayed due to inclement weather.		Building Control certificate and H&S / O&M files still outstanding for the Crematorium along with snagging items.	Align	Architect	Standard DBC T&C	Align	£500,539	
Skinnergate Redevelopment Housing						▲	Live	Services	Services	Anthony Sandys	Brian Robson	H6748	£0	£4,950,000	£0	£4,950,000	£4,950,000	%	£0	31-Mar-22	31-Oct-23	31-Oct-23	0	Yes	Andrew Burfroy	The scheme has been caught in the Nutrient Neutrality (NN) issue which will have an impact on start on site date. J&A consulting have been appointed to work through the NN mitigation process with Natural England. Due to the NN issue it is unlikely that the foundations can be cast prior to the current Building Regulations deadline of June 2023. Therefore some re-design work will be required.	The scheme has been caught in the Nutrient Neutrality (NN) issue which will have an impact on start on site date. J&A consulting have been appointed to work through the NN calculator process and indicators are some mitigation process will be required. Once the NN work is complete discussions will be held with Natural England. Due to the NN issue it is unlikely that the foundations can be cast prior to the current Building Regulations deadline of June 2023.		1. Initial surveys undertaken, which reveal major loss of structure to heritage building and adjacent property. 2. Historic England opposition to designs are now addressed but significant delays have ensued.		Design Work	Bloom Framework	Design Services	£368,795	
Rowan East Extension						●	Live	Economic Growth & Neighbourhood Services	Economic Growth	Guy Metcalfe	Richard Storey	D0192	£10,000	£10,000	£0	£10,000	£10,000	%	£0			0	Yes	Mike Johnson	2 feasibility options presented. 1) mirroring phases 1&2 with 22 plots with amenity blocks. Estimated 12.1m. 2) option chaise style plots 14 number with each option block - estimate being worked up	CP2 to be authorised with preferred option 1.		Initial plan for site extension agreed in principle with Homes England. Surveys completed. Design work ongoing. Decision required on which option to proceed with following 2nd estimate.		Main Contract	JCT	DBC Contract Services	£357,853		
Railway Heritage Quarter						●	Live	Services	Services	Ian Thompson	Brian Robson	R0155	£210,000	£20,000,000	£15,140,000	£35,140,000	£35,140,000	%	£0	30-Sep-24	30-Sep-24	30-Sep-24	0	Yes	Space Architects	Works are ongoing on the new engineering shed on Bromon Way. An access issue has delayed the start of works on the 1861 shed. An inspection of the Terrace rail has now been completed	The Steel frame for the new engineering shed is now complete and cladding work to the external elevations is now ongoing. Access has been granted to the 1861 shed following 3rd October so works are under way in the internal area.		Issues with land acquisition with Network Rail is now resolved		Main Works	Scope	Wilmut Dixon	£30,334,766	
Neasham Rd						★	Live	Operators	Operations	Anthony Sandys	Richard Storey	H6745	£0	£31,069,000	£1,008,203	£32,077,203	£31,975,954	%	£101,249	02-May-25	02-May-25	05-Dec-24	148	Yes	Lee Davill	Roadworks on Neasham Road not to possible standards. Report being drafted for allocation of further funds from JV.	Works to lay raft foundations have progressed well over the last month despite weather. However, due to time lost to foundation design delays and gas venting redesign available float is at a minimum and sub contractor may be asked to accelerate in the new year for raft to be poured. Sufficient contingency is available for this. ESN S&D work and D/F work complete for sign off.		Deadline for laying foundations by June 23 now constrained - plans in place for contract acceleration.		Internal	Internal	Internal	27992683	
Innovation Central						●	Live	Economic Growth & Neighbourhood Services	Economic Growth	Anthony Hewitt	Joanne Wood	R0157	£500,000	£50,000	£8,287,854	£8,337,854	£8,337,854	%	£0	31-Dec-21	31-Aug-22	31-Aug-22	0	Yes	Napper Architects	The project is now in a 12 month defect period. NE BIC's lease is due to be signed and the building will be fully handed over to NE BIC from 1st October 2022.	The project is now in a 12 month defect period until end of August 2023. The Operator has 3 business occupiers, 4 within office spaces and 1 within a lab space. The telephone mast is still to be constructed and installed on the building. The delay has been caused through the telephone provider not undertaking the correct fibre survey. This is hopefully due to take place to enable the full team to construct and install.			Napper Architects	SCAPE	NEC Engineering & Contract Option A	Wilmut Dixon	£7,223,510	
Ingenium Parc Masterplan + Infrastructure						▲	Live	Economic Growth & Neighbourhood Services	Economic Growth	Anthony Hewitt	Joanne Wood	R0144	£0	£611,500	£4,265,593	£4,877,093	£4,877,093	%	£0	31-Aug-18	31-Aug-22	23-Dec-22	0	Noel Wadzki	Drainage work is continuing, however, a live water main was discovered within the proposed basin area so the design has to be altered slightly to take this into account. Costs have been received for the additional 3 ponds and approval for these have been given. These ponds can only be constructed between Nov22 and end of Feb 23.	The drainage work is continuing, however, the bad weather is causing major issues with the digging out of the basin as it is totally flooded and waterlogged. Meeting contact from the Contracts Manager to discuss the site.		The recent storms have caused problematic ground conditions although works are continued additional costs have been received. Due to the weather conditions it is possible that phase 2 works will go beyond the programme.	Lynas	Scene Road, Phase 2 Ecological mitigation planting & seeding	Short Term NEC	DBC Highways / Brambledown	£1,104,897		
Eastbourne Sports Pitches & Drainage						●	Live	Economic Growth & Neighbourhood Services	Economic Growth	Ian Thompson	Rebecca Robson	L0154	£0	£1,610,000	£740,000	£2,350,000	£2,350,001	%	£0	31-Mar-23	31-Jul-23	31-Jul-23	0	Yes	SPACE	Planning Application - September 2022. Start on Site Phs 1 Athletics Track - April 2023. Start on Site Phs 2 Changing & Parking - April 2023. Start on Site Phs 3 3G & pitches - Mid-April 2023. Handover - August 2023	Planning Application - September 2022 to December 2022. Tender Process - January 2023. Start on Site - April 2023 - August 2023		Planning Validated in September 2022. Decision due by end of December 2022		Space	Bloom	Standard BDC T&C	Space Architects Design Fees - SPACE Planning up to completion stage 6.7	£95,000.0
Dolphin Centre M & E Refurb						●	Live	Services	Services	Lisa Soderman	Ben Wadde	D0191	£230,000	£2,300,000	£0	£2,300,000	£2,300,000	0%	£0			0	Yes	AN Consultants Andrea Nicholls	Oct 22 - M&E DTA reviewing options across electrical scope due to cost increases. ROI exercise underway to assess feasibility of PV cells. Pool Repairs programme of works under review due to extent of concrete repairs & required lifting works.	Nov 22 - M&E Client to review investment/term cost saving information provided to allow brief to be redrafted & project programme developed. Pool repairs - Client to review information before end of Oct 2022. Lifting design options formalised to allow costing to commence		Nov 22 update - Pool repairs: Client requires option approval for lifting of full pool movement joints only. Cost assessment to be provided in December for direction. M&E: Client to review investment/cost saving proposals provided by consultant to inform project scope.	DTA						
Demolition Sports Direct Building						★	Live	Economic Growth & Neighbourhood Services	Economic Growth	Guy Metcalfe	Brian Robson	R0177	£0	£300,000	£0	£300,000	£220,000	-27%	£80,000	30-Jun-22	30-Jun-22	30-Jun-22	0	Yes	A & N Consultants	Demolition works now complete	Demolition works now complete		Contractor will be working to DBC Building Services		Main Works	Nepp Framework	R&B Ltd	£178,350	
Demolition of 12-18 King Street						▲	Live	Economic Growth & Neighbourhood Services	Economic Growth	Guy Metcalfe	Rebecca Robson	R0163	£0	£220,000	£0	£220,000	£280,000	32%	£70,000	31/07/2023	31/07/2023	31/07/2023	0	Yes	A & N Consultants	Party wall works have been commissioned	Party wall works ongoing and awaiting planning permission. CP1 needs signing and returning to PMA.		Demolition cannot proceed until a Bat License has been issued and the party wall agreement has been drawn up. Current programme to start the works in April 2023.	Scourator	Party Wall	DBC T&C's			
Darlington Station Gateway West						★	Live	Economic Growth & Neighbourhood Services	Economic Growth	Dave Winstanley	Julia McCabe	R0169	£1,600,000	£1,915,246	£172,287	£2,087,533	£1,996,770	-4%	£90,763	15-Apr-24	15-Apr-24	15-Apr-24	0	Yes	Fairhurst	Applications for the discharge of pre-commencement planning conditions been made where appropriate.	Stage 4 Design assessment being undertaken.		Programming of the construction works awaiting an advice from TVCA, Network Rail and LNER.		Stage 3 & 4 Design	NEC	Fairhursts through Wilmut Dixon	£45,450	
Darlington Station Gateway East						●	Live	Economic Growth & Neighbourhood Services	Economic Growth	Dave Winstanley	Ben Wadde	R0149	£0	£12,934,732	£0	£12,934,732	£12,934,732	%	£0	05-Aug-24		05-Aug-24	0	Yes	Napper Architects Alan Rees	Oct 22 update - Phase 2 demolitions currently being costed. Main contract cost reviewed, contract award expected Nov 22. Phase 1 demolitions continue to progress, stage 5 design underway.	Nov 22 update - Phase 2 demolitions costs reviewed. DBC reviewing instructed targeted Dec 22. Main contract start delayed by Castle Market programme. WDC/NR reviewing construction sequence to minimise delay.		Nov 22 update - DBC/NR APA & legal framework negotiations concluding Dec/22. WDC construction cost/prog/contract terms under review due to Castle Market	Napper Architects	Design 3 & 4 Design	SCAPE	Wilmut Dixon	£1,881,699	





### 2022/23 Capital Resources Summary

Row Ref.		Approved Commitments £M	Virement of Resources £M	Variance £M	Total £M
1	<b>Capital Commitments</b>				
2	Brought forward from 2021/22	159.678			
3	2022/23 Capital Programme (released by Cabinet)	23.613			<b>183.291</b>
4	Projected (Under)/Over Spend				
5	<b>Total Commitments</b>	<b>183.291</b>	<b>0.000</b>	<b>0.000</b>	<b>183.291</b>
	<b>To Be Funded By:</b>				
	<b>External and Departmental Resources</b>				
6	External Funding and Departmental Supported Borrowing	2.676	-	-	<b>2.676</b>
7	Departmental Unsupported Borrowing	0.000	-	-	<b>(0.000)</b>
8	Capital Grants	88.989	-	-	<b>88.989</b>
9	Capital Contributions	1.848	-	-	<b>1.848</b>
10	Revenue Contributions	20.393	-	-	<b>20.393</b>
11	Capital Receipts - HRA	0.303	-	-	<b>0.303</b>
	<b>Total</b>	114.209	0.000	0.000	<b>114.209</b>
	<b>Corporate Resources</b>				
12	Capital Receipts (General Fund)/ Prudential Borrowing	69.082	-	-	<b>69.082</b>
	<b>Total</b>	69.082	0.000	0.000	<b>69.082</b>
13	<b>Total Resources</b>	<b>183.291</b>	<b>0.000</b>	<b>0.000</b>	<b>183.291</b>

### Corporate Resources Analysis

	£M	
14	Required Resources to fund 2022/23 expenditure (see above)	69.082
15	<b>Total Planned Use of Corporate Resources</b>	69.082
16	Less: Total Projected net Capital Receipts 22/23 (as per Appendix 3)	(4.918)
17	Add: projects already released and included in the capital commitments above	6.572
18	<b>Corporate Resources required to fund capital programme</b>	<b>70.736</b>

**Capital Receipts Utilisation - latest projection**

	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Projected Opening Balance as at 1 April	0.579	(1.654)	6.975
Projected net Capital Receipts	4.339	9.029	3.095
Total projected Capital Receipts	4.918	7.375	10.070
<b><u>Less (as per approved capital programme)</u></b>			
Capitalisation utilisation as per MTFP	(1.063)	0.000	0.000
Council funded schemes	(3.935)	(0.400)	(0.400)
Economic Growth Investment Fund	(0.897)	0.000	0.000
Slippage from previous years	(0.677)	0.000	0.000
Projected available Capital Receipts as at 31 March	(1.654)	6.975	9.670

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**ECONOMY AND RESOURCES SCRUTINY COMMITTEE  
2 FEBRUARY 2023**

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**ECONOMIC GROWTH STRATEGY FOR DARLINGTON**

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**SUMMARY REPORT**

**Purpose of the Report**

1. To outline the approach to develop the intelligence and local economic understanding to build an evidence base to provide the foundation for the development of the local economic growth strategy.

**Summary**

2. A great deal has changed since the previous Economic Development Strategy and going forward the Council needs to reposition its economic growth strategy to take advantage of changing economic circumstances.
3. A new economic growth strategy will identify local priorities for economic development, with the aim of promoting growth and inclusion for all parts of our area.
4. The first step in this process is to gather intelligence and assess the current state of the Darlington local economy. This will be achieved through the production of a series of scoping papers to gather research, knowledge, and qualitative and quantitative data to fully understand where we are at.
5. Based on the mapping and analysis within the scoping reports, a local economic strategy can then be designed.

**Recommendation**

6. It is recommended that Members endorse the approach outlined to develop the Darlington Economic Strategy.

**Ian Williams  
Chief Executive**

**Background Papers**

None

Andrew Perkin : Extension 6308

S17 Crime and Disorder	No impact from the report
Health and Wellbeing	No impact from the report
Carbon Impact and Climate Change	No impact from the report
Diversity	No impact from the report
Wards Affected	All wards are affected equally
Groups Affected	No impact from the report
Budget and Policy Framework	This decision does not represent a change to the budget and policy framework.
Key Decision	N/A
Urgent Decision	N/A
Council Plan	This report directly supports the delivery of the Council Plan by setting local economic priorities and actions to support the economic development of the Borough.
Efficiency	No impact from the report
Impact on Looked After Children and Care Leavers	No impact from the report

## MAIN REPORT

7. Businesses in Darlington are fundamental to the wellbeing and success of our Borough. Through challenging times, they have continued to demonstrate great tenacity, innovation, and entrepreneurial spirit. Our aim is to provide an environment in which businesses of all sizes and sectors can continue to grow and flourish.
8. Embracing a proactive and strategic approach to enabling local growth represents the golden thread running through the Council Plan, Local Plan and relevant service areas, and the Councils' number one corporate priority.
9. A great deal has changed since the last Economic Strategy and going forward the Council needs to reposition its growth strategy to take advantage of changing economic circumstances and to ensure that the Borough is in the best possible position to capture and realise economic growth, prosperity, and productivity improvements over the course of the coming months and years.
10. The new Economic Strategy comes at a critical time for the economy. The impact of the economic shock of 2020/21, and of leaving the European Union is still yet to be fully felt by businesses and residents. At the same time the Government's commitment to economic recovery and to levelling up is set to change the opportunities for local government to work with businesses and public sector partners to support economic development.
11. The new Economic Strategy will identify our priorities for economic development, with the aim of promoting growth and inclusion for all parts of our area. The strategy will be designed to be flexible so we can react to the changing economic and environmental landscape. Ultimately, our aim is to realise local ambitions and release our potential as a leading economy not just in the Tees Valley but the wider geography.



12. The aim of the Economic Development Strategy is to build on the Borough's economic strengths to support a resilient, productive, low carbon and high-value economy. The Council wants to ensure that Darlington continues to be a strong local economy. The strategy will do this by:
  - (a) articulating a clear economic narrative for the Borough based on a review of economic performance and business and stakeholder priorities.
  - (b) ensuring the support and continued endorsement of business and stakeholders.
  - (c) setting the strategic direction for economic development, with a focus on low carbon sustainable business and economic growth.
  - (d) making clear links with internal and external strategies including those of TVCA; and
  - (e) setting out key priorities and clear deliverables, which define how economic development will be delivered.
13. The first step of this process is to gather intelligence and assess the current state of the Darlington economy. This will be achieved through the production of a series of scoping papers to gather research, knowledge, and qualitative and quantitative data to fully understand where we are at. A number of research studies have been commissioned to support this process.
14. At this stage, it is anticipated that 5 broad scoping reports will be produced to provide the foundation for the development of our strategic ambitions. The five themes are:-
  - (a) **Darlington – open for business:** Promote business growth that delivers increased productivity and earnings and provides quality sustainable jobs across the economy with high-quality and effective business support services
  - (b) **Developing and retaining talent and skills for growth:** Equip people with the skills they need to progress in the labour market, engage those furthest from employment or education and deliver higher level skills to meet the demands of the local economy
  - (c) **Building a competitive place for business:** Develop a 'place-based' approach to meet the infrastructure, employment, housing, and local service needs to create sustainable and growing communities
  - (d) **Sustainable Economy:** Ensure greater cohesion and integration between our natural and economic asset base to contribute towards a more sustainable, low carbon economy
  - (e) **Inclusive Economic Growth:** taking an inclusive approach to growth to ensure that all our communities can benefit from economic success and prosperity

15. The purpose of the scoping reports is to gather a thorough and shared understanding of the local economy. This will require research and data gathering to map and analyse the local economy. The headline analysis of recent economic trends within the Borough identifies a 'patchwork' of varied economic characteristics and performance, with significant scope to boost the Borough's contribution to Tees Valley's wider growth over the coming years. Darlington has seen its jobs base grow and diversify, but it must also address a series of underlying economic weaknesses and challenges. These themes will be explored within the scoping papers.
16. Based on the mapping and analysis within the scoping reports, a local economic strategy can then be designed.
17. Each scoping report will be structured as follows:-
  - (a) Introduction
  - (b) Key Statistics
  - (c) Issues and challenges
  - (d) Opportunities
  - (e) Emerging priorities for action
18. **Appendix 1** provides an overview of how the scoping report could look with some initial content.
19. Throughout this process, we will adopt an inclusive approach, engaging with a wide range of organisations and encouraging new ideas to come forward and collaboration to take place. This will involve a series of workshops with key stakeholders, elected members, and local businesses to gain a better understanding of business needs, economic issues and growth opportunities.
20. It is expected that the draft Economic Strategy will be published in June 2023.

## SCOPING REPORT STRUCTURE

### Darlington – open for business

Encouraging and enabling businesses and entrepreneurs to grow and prosper is fundamental to ensuring a competitive local economy for the future and realising the aim of the business growth theme.

#### Key Statistics

Darlington is home to a large number of businesses, with c.3,500 enterprises located in the area, 87% of which employ less than 10 employees and only 0.7% of our businesses exceeding 250 employees. With 3,500 business enterprises (VAT/PAYE registered businesses) and over 3,000 self-employed. These businesses are also responsible for the 52,000 jobs in the Borough.

Businesses are varied, with the largest number 14.2% classed as within the Professional, Scientific and Technical sector, 13% within the Construction sector, 11.1% within Retail and wholesale sectors.

The sectors with the greatest employees are: Health and Social Work 17.3%, Retail and Wholesale 13.5 %, Transport & storage 9.6%, Professional, scientific & technical services 8.7% and public administration 8.7%.

Gross Value Added (GVA) is in excess of £2,500m (2020). The GDP value of Darlington represents 0.2% of the English economy.

Gross value added per head of population is £24,080 (UK £29,063)

The Annual Population Survey for 2021 reports the percentage of the Darlington working age (aged 16-64) population who have a degree or higher is 38.5%, which is below the 42.8%-degree qualification rate for England.

The local Claimant Count – a key indicator of unemployment – increased sharply following the outbreak of Covid-19, from 4.8% in March 2020 to 7.5% by May 2020, and has subsequently fallen to 4.3% (December 2022). Nevertheless, we need to continue to support those residents most susceptible to economic inactivity and labour market exclusion through targeted skills development, employability support, and over the longer term, by raising aspirations amongst people of all ages, inspiring them to access the labour market and realise their potential.

Darlington's average full-time earnings by residence are £655.70 per week. This is lower than the England average (£766.20). However, average full-time earnings by place of work in Darlington are higher at £687.10 per week.

There is 6.7m sq. ft of Industrial floorspace and 1.3m sq. ft of office/commercial stock in Darlington.

**Issues and challenges:**

- Business Size – more small businesses and less reliance on large employers
- Productivity – improve the productivity gap
- Entrepreneurship – increasing the number of business start-ups
- Resident & Workplace Earnings - failure of wages to keep pace with inflation and the cost of living
- Land and property availability to meet business investment needs
- Continued “brain-drain” of talent away from Darlington

**Opportunities:**

- Building on business strengths and business specialisms in specific priority sectors - the priority business sectors are seen as strategically important to the local economy. Their “strategic” importance is because they are large employers and/or higher value added and/or are higher growth, or are expected to demonstrate higher growth in the future. So, for example, efforts could be focussed on supporting the Professional Services within Darlington as a major sector employer, but also, facilitated efforts to support the growth of the bio-science sector in the town
- Increasing the number and quality of start-ups
- Improving the capability of existing businesses
- Attracting new investment

**Emerging priorities for action:**

- Promoting appropriate business growth & investment opportunities
- Facilitate sector growth to create quality employment opportunities, strengthen local supply chains, encourage innovation and raise productivity
- Providing a comprehensive business support service to nurture growth and diversification, and create employment
- Place marketing opportunities
- Supporting businesses to become more responsive and resilient to economic, social and environmental change

## ECONOMY AND RESOURCES SCRUTINY COMMITTEE MEETING 2 FEBRUARY 2023

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### EQUALITY POLICY AND OBJECTIVE REFRESH

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#### SUMMARY REPORT

##### Purpose of the Report

1. To review the changes to the Equality Policy, and comment on the proposed Objective.

##### Summary

2. Under the Equality Act 2010, we have specific duties to publish one or more equality objectives and equality information to communicate how we meet our statutory requirements. The objective must be updated every four years. Our previous objective expired at the end of 2022/23 and it is therefore required to be updated this year.
3. The Equality policy [**Appendix 1**] has been reviewed and updated to reflect the current council plan. The previous objective has been reviewed, and a new objective drafted. This was taken to consultation, both internally and externally with relevant groups.
4. In light of the consultation some minor changes were made to the wording of the policy itself. The suggested new objective for 2023-2027 is: *To provide ongoing training and support for staff and members to help them meet their duties under the Equality Act of 2010, raise awareness of the Equality Policy and ensure residents of Darlington are treated with dignity and respect, and continue to report on progress.*

##### Recommendation

5. It is recommended that:-
  - (a) Scrutiny note and endorse revised draft Equality Policy and Objective for referral to Cabinet

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

##### Background Papers

Equality Policy

Eleanor Walker: Extension 6054

S17 Crime and Disorder	n/a
Health and Wellbeing	n/a
Carbon Impact and Climate Change	n/a
Diversity	This policy and objective relates to
Wards Affected	All
Groups Affected	Groups with protected characteristics
Budget and Policy Framework	n/a
Key Decision	This report is not a key decision
Urgent Decision	This report is not an urgent decision
Council Plan	n/a
Efficiency	n/a
Impact on Looked After Children and Care Leavers	This report has no impact on Looked After Children or Care Leavers

## MAIN REPORT

### Background

6. The current Equality Policy and Objective expire at the end of 2022/23, meaning the policy needs to be refreshed, and a new Objective/s agreed. The refreshed policy will run until 2027.
7. The policy details the way that the council will work to meet our Equality and Diversity obligations, according to the Equality Act 2010. It also highlights the importance of Equality and Diversity for creating an inclusive borough.
8. The previous Objective, which ran from 2018 – 2022/3 was *“To remind all Members and staff of their duties under the Equality Act 2010, demonstrate how the council has done this via training and engagement with services users and support organisations, and publicise the differences that this work has made.”*
9. This objective led to the recruitment of an Equality and Diversity trainer, 1344 people, representing 76.2% of current council staff and 75% of councillors have attended training. The sessions have been well received, 61% of attendees said they will change the way they approach Equality and Diversity as a result.
10. The Equality Advisor Group and Equality Reference Group continue to meet quarterly, as detailed in the policy, and work from these groups has led to targeted pieces of work on women in the workplace and the start of an LGBT+ network. A report is taken to Chief Officers Board on a quarterly basis to keep Assistant Directors apprised of activities, seek approval for considered recommendations, and to take direction back to the Equality Advisor Group when required.

### The Policy

11. The Equality Policy [**Appendix 1**] itself is in need of a minor refresh. The legislation has not changed since the policy was first published, the primary changes have been updating references to other council policies and objectives which are referenced throughout the document.
12. In the refreshed policy all references to ‘One Darlington Perfectly Placed’ have been removed, reference is now made to the Council Plan.
13. The Equality Impact Assessment has been updated to include the new council logo.

### The Objective

14. The Objective for 2018-2022 was:

*“To remind all Members and staff of their duties under the Equality Act 2010, demonstrate how the council has done this via training and engagement with services users and support organisations, and publicise the differences that this work has made”*

15. The proposed new objective that went out for consultation was: *To provide ongoing training and support for staff and members to help them meet their duties under the Equality Act of 2010, and continue to report on progress.*

### **Consultation**

16. The consultation on the policy and objective was promoted via the council's social media channels and circulated to relevant groups and organisations via Council networks.
17. The consultation on the policy and the objective was open to the public between the 31 October 2021 and the 16 December, with specific meetings offered to relevant organisations. 5 people responded to the online consultation, a mix of representatives of protected characteristic groups and members of the public. A separate meeting was had with Darlington Association on Disability.
18. Respondents were asked if they agreed to the proposed new Objective.
19. 4 out of 5 respondents agreed with the proposed objective. The person who disagreed said that it did not go far enough and the council should be ensuring staff meet their duties. Further comments from the consultation can be found at **Appendix 2**.
20. Suggestions for further objectives were around going further than the legislation on LGBTQ+ and disability inclusion; support for non-binary staff and service users; increasing communication around the policy itself; ensuring people are treated with dignity and respect and ongoing work around staff networks.
21. Some comments on the policy itself were around the wording used, which has been changed where relevant, e.g. gendered language and old policies referred to.
22. A request was made for signposting where people who suddenly find themselves with a protected characteristic such as a disability can access support, however this will be picked up as a separate piece of work to ensure staff and service users know where to access any support required.

### **Changes in light of Consultation**

23. A comment was made with regard to ensuring staff are treating service users with dignity and respect. The need for members of staff to treat each other and service users with dignity, respect and fairness is covered in the employee Code of Conduct and as such is not appropriate to be included as an objective.
24. A clarification that the onus is on the council to disprove that a reasonable adjustment is reasonable where a request has been made and the Council disagrees that an adjustment would be reasonable.
25. Removing some of the gendered language from the definitions of the Protected Characteristics to make the language more inclusive.



26. An additional paragraph regarding ongoing communication about Equality, Diversity and Inclusion related work added to the section on 'Communicating the Equality Policy'.
27. Removing reference to the Equality 'Scheme' and referring to the Equality Policy.
28. A suggested change to the proposed objective to [change in bold]: *To provide ongoing training and support for staff and members to help them meet their duties under the Equality Act of 2010, **raise awareness of the Equality Policy and ensure residents of Darlington are treated with dignity and respect**, and continue to report on progress.*

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## Foreword

Equality is about ensuring that every individual has an equal opportunity to make the most of their lives and talents, and believing that no one should have poorer life chances because of where, what or whom they were born, what they believe, or whether they have a disability. At Darlington Borough Council, we aim to promote equality in everything we do. This means treating people fairly, valuing diversity and removing barriers that prevent people being able to fully participate in public life and fulfil their potential. This includes the way in which we:

- plan, commission and deliver services to the community
- treat our employees
- treat people who apply for jobs with the Council
- take decisions in our various regulatory functions (e.g. licensing)
- work as a community leader
- work in partnership with other organisations in Darlington
- enter into contracts or tender to provide goods and services.

Darlington has a diverse community and we are committed to serving every member of our community to the best of our ability. We will monitor and review the way we work, and support our employees to fulfil our legal responsibilities for equality. This will help us to address disadvantages that may impact on members of our community for any reason, but particularly because of their age, disability, sex, sexual orientation, gender reassignment, race, religion or belief marital or civil partnership status or pregnancy and maternity status. These are collectively the 'Protected Characteristics' defined in the Equality Act 2010.

We will also work in line with equalities legislation and best practice.

We welcome your comments if there is anything you feel we could be doing better.

Councillor Jonathan Dulston Leader of the Council	Ian Williams Chief Executive
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## **Equality Policy 2023 - 2027**

### **Introduction**

1. This Equality Policy sets out Darlington Borough Council's approach to fulfilling its duties under the Equality Act 2010. It is also designed to support and reinforce the Council's activities and decisions and to guide change for some parts of the community so that it does not inadvertently disadvantage others.
2. The Equality Policy is focused on meeting the Council's legal duties and giving positive support and reinforcement to the Council's activities and decisions whilst being proportionate to the Council's capacity and resources.
1. The Equality Policy applies to:
  - (a) Darlington Borough Council employees
  - (b) Elected Members
  - (c) People on work placements with the Council
  - (d) Volunteer workers with the Council
  - (e) Organisations and individuals commissioned by the Council to provide services or facilities
  - (f) Formal partners.
2. Equality should be considered in everything that the Council does, including new policy development, the design and commissioning of services, capital projects and day-to-day service delivery. Decision-making should take account of equality considerations. For simplicity all of these settings in which the policy will come into play are referred to as 'activities' throughout the document.

### **Vision for Equality**

3. The Equality Policy does not stand alone. It is an integral part of the Council's wider commitment to growing the economy, while supporting the most vulnerable residents. Much of the Council's work, together with its partners, is focused on narrowing the gaps in health, attainment, prosperity and quality of life between more vulnerable and disadvantaged people and the Darlington community as a whole.

- (a) This mission is rooted in the overall vision for Darlington's future, as stated in the Council Plan – "Delivering Success for Darlington".

The vision of the Council Plan is to continue to make Darlington a Place where people want to live, and businesses want to locate, where the economy continues to grow, where people are happy and proud of the borough and where everyone has the opportunity to maximise their potential.

This is the focus for the work of public bodies, the voluntary sector and business partners across the borough. Together we are working towards a series of agreed priorities. These are:

- Growing Darlington's economy by delivering:
  - More sustainable well-paid jobs
  - More businesses
  - More homes
- And we will support economic growth by keeping the borough:
  - Clean
  - Safe
  - Healthy
  - Sustainable
  - Well-planned
  - On the move
  - Whilst valuing our heritage and culture
- Maximise the potential of our young people by:
  - Working with partners to maximise educational achievement
  - Working to remove barriers to young people reaching their potential
  - Working at a Tees Valley level to match jobs with skills and training
- Supporting the most vulnerable in the borough by:
  - Providing care and support when needed
  - Working with people to build on their strengths to maximise their potential
  - Working with partners.
- Working with communities to maximise their potential by:
  - Maximising the benefits of a growing economy for all communities
  - Targeting services where they are most needed
  - Working with partners
  - Working with communities.

4. The Equality Policy has an important role in making sure that decisions and activities designed to make progress towards one or more of these priorities do not inadvertently cause disadvantage elsewhere. The Policy is designed to support and strengthen Council activities and decisions, refining them through the fairness test of Equality Impact Assessment (EIA), rather than constraining and limiting them.

### **The Public Sector Equality Duty**

4. The Equality Act 2010 established the Public Sector Equality Duty. The Duty requires local authorities and other authorities carrying out public functions to have due regard to the need to:
  - (a) Eliminate unlawful discrimination, harassment and victimisation and any other unlawful conduct that is prohibited under the Act
  - (b) Advance equality of opportunity between persons who share a relevant Protected Characteristic and those who do not
  - (c) Foster good relations between persons who share a relevant Protected Characteristic and those who do not.
5. Having due regard means consciously thinking about the three aims of the Equality Duty – outlined above - as part of the process of decision-making. This means that consideration of equality issues must influence the decisions reached by public bodies – such as in how they act as employers; how they develop, evaluate and review policy; how they design, deliver and evaluate services, and how they commission and procure from others. How much regard is due depends on the circumstances and relevance of the three aims to the decision or function in question. The greater the relevance and potential impact, the higher the regard required by the duty.
6. The duty set out above is known as the General Duty, and it applies both to the Council and to other people / organisations exercising the Council's public functions on its behalf (such as companies commissioned to provide public services).
7. Having due regard for advancing equality involves:
  - (a) Removing or minimising disadvantages suffered by people due to their protected characteristics.

- (b) Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
  - (c) Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.
- 8. Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
  - (a) Tackle prejudice
  - (b) Promote understanding.
- 9. Compliance with the Duty may involve treating some people more favourably than others, but that is not to be taken as permitting conduct that would otherwise be prohibited by or under the Act, such as:
  - (a) A breach of an equality clause or rule;
  - (b) A breach of a non-discrimination rule.
- 10. The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
- 11. Under the Act, there is a duty to make reasonable adjustments where a disabled person is at a substantial disadvantage – defined as something more than minor or trivial - in comparison with persons who are not disabled. In addition, the Act requires public bodies to have due regard to the need to advance equality of opportunity between disabled and non-disabled people. This may mean treating disabled people more favourably than others, and making reasonable adjustments to activities to enable disabled people to benefit or participate. Further guidance is available in **Annex 2**.
- 12. The General Duty is reinforced by specific duties that support and aid compliance with the General Duty. The specific duties that the Council must comply with are:
  - (a) To publish information annually to show how we meet the General Duty. This publication is known as the Equality Analysis and Darlington Borough Council first published its analysis in January 2012.
  - (b) To prepare and publish one or more objectives to meet any aims of the General Duty at least every four years.



13. The three parts of the Public Sector Equality Duty set out in the Equality Act – to eliminate unlawful discrimination, advance equality of opportunity, and foster good relations – mean that the Council must work in diverse ways to promote equality and cohesion, but always of central importance is the duty to ensure that the Council's decisions about its plans, strategies, work programmes and use of resources take full account of (have due regard to) potential impacts on people because of their Protected Characteristics.
14. Whilst producing and publishing a specific Equality Policy no longer forms part of our public duties under law, Darlington Borough Council believes that having an Equality Policy will help to ensure that it complies with the general and specific duties, assist in tackling discrimination and promoting community cohesion and improve its knowledge and awareness of equality and diversity issues.
15. There are nine 'Protected Characteristics' as defined by the Equality Act 2010. Definitions of all the Protected Characteristics are set out in **Annex 1**.
16. Everyone shares one or more of these characteristics. We all have an age, sex and sexual orientation, for example, and therefore everybody has legal protection under the Public Sector Equality Duty.
17. The duty to have due regard recognises that sometimes difficult choices have to be made that may cause disadvantage, However, having due regard also means that it is vital that decision makers have full information about the potential impact of their decisions on people because of their Protected Characteristics, and this policy seeks to ensure that all relevant information is made available through the process of Equality Impact Assessment (EIA).
18. The Council has developed and used EIA as the tool for identifying, assessing and reporting the effects of actions, services and proposals (referred to throughout this document as activities) on people in respect of their legally Protected Characteristics. This policy adopts the established approach to EIA, but updates some key aspects.
19. Guidance to carrying out EIA is set out in **Annex 3**.

## **A Social Model**

20. The key principle running through the policy is that inequality and social exclusion are caused by social and organisational barriers rather than the medical, economic,

cultural or other circumstances of the individual. This principle is well established in the Social Model of Disability but it can be applied more widely. It is the position that underpins EIA and is appropriate across all the legally Protected Characteristics.

## **Equality Impact Assessment**

21. Equality Impact Assessment (EIA) is the principal tool we have available to help the Council fulfil the requirements of the Public Sector Equality Duty to have due regard to the need to advance equality of opportunity, eliminate harassment and discrimination and foster good relations.
22. The general Equality Duty does not set out a particular process for assessing impact on equality that public authorities are expected to follow. Having due regard to the aims of the general equality duty is about informed decision-making, not about carrying out particular processes or producing particular documents.
23. All Council reports and recommendations on any proposal or action, whether to chief officers or Cabinet and from feasibility to final report, should include current equalities thinking, even where a full Equality Impact Assessment is not required. All Council reports submitted for consideration by Members at Cabinet or Council therefore include a checklist, where officers are required to evidence what advice they have taken with regards to equalities considerations and summarise what impacts, if any, the report will have on groups in the borough.
24. Where it is considered that an EIA may be required, the Council records its assessments of the impact on equality in an Initial Screening form and, if required, an EIA Record form. The Council's EIA forms assess the impact of a policy, service or function on all protected characteristics, as well as other vulnerable groups. Outcomes for community cohesion and assessment of whether the policy, service or function does or could promote good relationships within and between communities are also required.
25. The Council uses EIA to help it manage and review services to achieve the fairest possible outcomes.

## **EIA and Disability**

26. Section 149(4) of the Equality Act explicitly recognises that disabled people's needs may be different from those of non-disabled people. The law specifically requires that the needs of disabled people with different impairments should be taken into account in discharging the Public Sector Equality Duty. A person who has a particular visual impairment will have different needs and impacts even to a person with a different visual impairment, let alone a wheelchair user or a learning disabled person. The Council will take account of disabled people's disabilities when making decisions.

### **Carrying Out Equality Impact Assessment**

27. **Annex 3** provides guidance on the Council's approach to carrying out EIA. It should be read in conjunction with the Initial Screening form and EIA Record Form, attached as **Annex 4**.
28. The principles and thinking underlying the EIA process are relevant to everything from the development of major new policy initiatives to the day-to-day actions of an individual. EIA should be carried out when revising or introducing new:
- (a) Policies
  - (b) Strategies
  - (c) Budget proposals
  - (d) Procedures
  - (e) Service (re)design and commissioning
  - (f) Capital and transformation projects
  - (g) EIA can also be used to assess existing services or activities for fair access and fair outcomes for everyone in the community.

For the sake of simplicity these are all referred to as **activities** in the guidance and forms.

### **Annual Review and Policy Action Plan**

29. The policy is supported by a number of processes and arrangements, some of which are reviewed and updated annually. These are:
- (a) Equality analysis & Equality Objective(s)
  - (b) Leadership and co-ordination roles and responsibilities
  - (c) Training provision
  - (d) Engagement framework

- (e) Performance management framework
- (f) Action plan

## Equality Analysis

30. The Equality Act 2010 (Specific Duties) Regulations 2011 came into force on 10th September 2011. These set deadlines for the Council to carry out two specific tasks. The first of these was the requirement to publish information (the Equality Analysis) showing how the Council is complying with the Public Sector Equality Duty by 31st January 2012. The Council published its first Equality Analysis in January 2012; the latest version is available on the Council website through this link:

<http://www.darlington.gov.uk/your-council/communities/equality-information/#facts>

31. The annual review and publication of the Equality Analysis, as required by law, enables equality information and improvement actions contained within the Joint Strategic Needs Assessment (JSNA) and service plans to be highlighted for the benefit of stakeholders. The Council will also continue to publish Equality Impact Assessments.

## Equality Objectives

32. The other specific task required by the 2011 regulations was the publication of Equality Objective(s) by 6th April 2012. The Council published its first set of Objectives at the beginning of April 2012.

33. The Objective(s) set out specific and measurable tasks to improve equality. They are not intended to reflect the full scope of the Council's commitment to equality, but to set out steps that can be taken to make progress in particular areas of activity highlighted for improvement in the Equality Analysis. Actions to deliver the objectives will be included in the annual Action Plan that forms part of this policy.

34. The Council's Equality Objective for the period 2018-2022 was:

1. *"To remind all Members and staff of their duties under the Equality Act 2010, demonstrate how the council has done this via training and engagement with services users and support organisations, and publicise the differences that this work has made."*

35. This objective has involved the training of 70% of staff and members, as well as engagement with the community and voluntary and community sector. The next objective is designed to build on the work done since 2018.
36. The Equality Objective for 2023-2027 has been reviewed [Annexe x] and further developed during the preparation of this policy.
37. The regulations require the objective(s) to be reviewed at least every four years (the life cycle of this policy is aligned to that four year review period).
38. The Council's Equality Objective for the period 2023 – 2027 is:
  1. *To provide ongoing training and support for staff and members to help them meet their duties under the Equality Act of 2010, raise awareness of the Equality Policy and ensure residents of Darlington are treated with dignity and respect, and continue to report on progress.*

### **Leadership and Co-ordination Roles and Responsibilities**

39. In Darlington, equality is an integral part of mainstream work rather than a separate function carried out by specialists. Senior managers (Assistant Directors, Heads of Service and Service Managers) are responsible for implementing the Equality Principles and meeting the requirements of the Equality Duty within their service areas.
40. One of the key principles underlying the policy is that testing the fairness of activities, proposals and decisions as an integral process within mainstream work helps managers and Members to carry out their roles effectively, leads to better and more sustainable services, and is the most cost-effective way of meeting the Public Sector Equality Duty.
41. However, appropriate support is needed to help staff to do this, and to provide a planned and co-ordinated approach to equalities across all Council functions. Such arrangements have been in place for a number of years. The current structure of key roles are:
  - (a) A Cabinet Member lead (the Stronger Communities Cabinet Portfolio Holder) will have overall accountability
  - (b) The Chief Executive will have overall officer accountability for the Policy at Chief Officer Executive (COE) level
  - (c) Chief Officer Board (COB) will raise any performance issues with COE.

- (d) A manager with responsibility for leading the development and implementation of the policy will chair the Council Equalities Group and report any equality-related issues escalated by the Group to COB.
- (e) Equality Advisors in each service area will support and advise officers, from Director-level to frontline staff, on equality-related matters. Equality Advisors will be senior officers to ensure they can effectively support their service area.
- (f) The Corporate Equalities Group, chaired by the equality lead and comprised of the Equality Advisors, will meet, at a minimum, on a quarterly basis and provide a forum for co-ordinating and supporting equality work across the Council including:
  - i. Advising on draft policy and work programmes,
  - ii. discussing issues (current, emerging and potential),
  - iii. recommending actions to Chief Officers' Board and/re specific Assistant Directors,
  - iv. sharing learning from EIAs,
  - v. advising on equalities training requirements,
  - vi. liaising with relevant internal and partnership groups to share information and intelligence.
- (g) The Equalities Reference Group will oversee and support progress of the Equality Policy, by providing feedback to the Corporate Equalities Group and wider organisation, following receipt of an annual status report. This group will be comprised of self-nominated staff members from protected characteristic groups who have an interest in equalities and are willing to share their knowledge and experiences to help the Council fulfil the PSED. This group will act as a consultation platform, helping the council to develop inclusive policies, action plans and corporate objectives, by feeding back their views using their expertise and experience. This group will also support delivery of the policy by providing advice and support on how to target and involve particular groups in the community.

42. The allocation of the above roles will be reviewed annually to ensure that the arrangements are working effectively and in response to staffing and workload changes.

## **Equality Training**

43. Equality training will continue to be provided to support the roles and responsibilities outlined above and will continue to be reviewed annually to make sure that it is delivering the skills necessary to implement the policy.
44. Front-line staff who interact with the public and service users are a training priority, to ensure that they have the skills and awareness to respond appropriately to the diverse range of people with whom they come into contact.
45. It is also important to ensure that a general understanding of the Public Sector Equality Duty and of the Equality Policy is maintained across the Council, particularly amongst Chief Officers, Heads of Service and Council Members in their decision-making role.
46. The Equalities training programme implemented since 2018 will continue to be available for staff to access.
47. **External Engagement Arrangements**
48. Securing the involvement of representatives of people who share Protected Characteristics will be important for the effectiveness of the Equality Policy.
49. It is proposed that the purpose of such engagement will include involvement of representatives in the provision of expertise, on a case by case basis, to:
  - (a) advise on equality impact assessments;
  - (b) provide a perspective on local issues to inform the Equality Analysis;
  - (c) reflect on regional and national guidance and good practice and its application in Darlington;
  - (d) facilitate early, informal discussion about views on emerging equalities issues.

## **Performance Management**

50. Performance management of the policy will be the responsibility of the Head of Strategy, Performance and Communications. These arrangements will be incorporated into the corporate performance management framework and embed equalities into all areas of service planning. There are several broad components that require performance management:
  - (a) Progress in carrying out the actions focused on delivering the Equality Objective

- (b) The effectiveness of the Equality Policy in guiding work across the Council towards fair outcomes - is it making a difference?
51. Progress towards delivery of the policy and objective will be measured in a number of ways:
- (a) A number of selected indicators (**Annex 5**) will be added to the corporate performance management framework. These indicators will be regularly reviewed and, where new priorities are identified or emerge, new indicators may be added.
  - (b) Questions to determine staff perceptions of how well they understand equalities and their responsibilities have been added to the staff survey, in order to establish a baseline for monitoring going forward as training is delivered.
  - (c) Equality information relating to Darlington Borough Council's workforce and the wider borough will continue to be published on the website.
  - (d) The Corporate Equalities Group will produce an annual status report on how progress towards the objective is being achieved, outlining key actions taken over the previous 12 months and any equality-related measures which have shown significant change.
  - (e) Service areas will be tasked with ensuring equalities is embedded within their own performance monitoring arrangements.
52. Whilst performance management of the policy and objective will sit with the Head of Strategy, Performance and Communications, delivery of the Equality Objective will require sufficient budget and commitment from Assistant Directors and management to release staff for training and embed an equalities culture within their service, as per the equality governance arrangements.
53. Information gathered as a result of performance monitoring will be used to inform learning and future action plans.

### **Action Plan**

54. Action plans will identify actions and responsibilities for delivering:
- (a) Equality Analysis which needs to be reviewed annually;
  - (b) Equality Objectives which need to be reviewed at least every four years;
  - (c) Improvement plans, where required, to address performance issues.



## **Communication of the Equality Policy**

55. The updated Equality Policy and Objective will be communicated to staff through staff briefings, the corporate induction and equality training. Councillors will receive information about the Equality Policy and Objective as part of their induction programme and in Member Briefings. The Equality Policy and Objective will also be published on our website for members of the public to view. Alternative formats of this information will be available on request.
56. Ongoing work in respect of the Policy will be communicated to staff, members and the public as it is undertaken.

## Equality Policy: ANNEX 1

### Definitions of Legally Protected Characteristics

**Age:** where this is referred to, it refers to a person belonging to a particular age (e.g. 32 year olds) or range of ages (e.g. 18 - 30 year olds).

Note: It is lawful to treat people differently because of their age in circumstances where the law allows, or requires, people to be treated differently because of their age.

**Disability:** a person has a disability if they have a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

Note: In Darlington we use the definition above but have previously found it helpful to place this in the context of a social model approach to disability. We will continue to do so. See paragraph 25.

**Gender reassignment:** As well as providing protection for transgender people The Act also extends its protection to transsexual people. A transsexual person is someone who proposes to, starts or has completed a process to change their gender. The Equality Act no longer requires a person to be under medical supervision to be protected – so a woman who decides to live as a man but does not undergo any medical procedures would be covered. It is discrimination to treat transsexual people less favourably for being absent from work because they propose to undergo, are undergoing or have undergone gender reassignment than they would be treated if they were absent because they were ill or injured.

**Marriage and Civil Partnership:** marriage is defined as a 'union between two people'. Civil partnership is defined as 'legal recognition of a couple's relationship. Civil partners must be treated the same as married couples on a wide range of legal matters.

Note: For public authorities, only the first aim of the general duty applies to this characteristic, and only in relation to employment matters.

**Pregnancy and Maternity:** Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment

context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating someone unfavourably because they are breastfeeding.

**Race:** Refers to the Protected Characteristic of Race. It refers to a group of people defined by their race, colour, and nationality (including citizenship), ethnic or national origins.

**Religion and Belief:** Religion means any religion and a reference to religion includes a reference to a lack of religion. Belief means any religious or philosophical belief and a reference to belief includes a reference to a lack of belief.

**Sex (formerly gender):** Refers to a person's biological sex, both men and women are protected under the Equality Act. This section of the Equality Act also covers discrimination towards a transgender person on the grounds of the sex they most associate with. Discrimination towards a transgender person with reference to the fact that they are transgender is covered in a separate section of the Equality Act.

**Sexual orientation:** Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.

## **Reasonable Adjustments Notes: ANNEX 2**

1. The Council as a provider of services and also as an employer is required to make reasonable adjustments for disabled employees or service users.
2. As a provider of services we may need to make changes to help disabled customers or potential customers to use our services. The types of changes that will be reasonable will depend on the circumstances but could include making changes to the way things are done (for instance to a policy), to buildings (for instance to improve access or using a better venue) and by providing auxiliary aids and support (for instance providing information in an accessible format, an induction loop or additional staff support or home visits).
3. Reasonable adjustments are required wherever disabled customers or potential customers would otherwise be at a substantial disadvantage compared with non-disabled people. A substantial disadvantage is more than a minor or trivial disadvantage. Service providers cannot charge disabled customers for reasonable adjustments.
4. The Equality Act 2010 requires that service providers forward plan and take steps to address barriers that impede disabled people. For instance considering the range of disabilities that actual or potential service users might have (and not waiting until a disabled person experiences difficulties using a service, as this may make it too late to make the necessary adjustment).
5. As an employer we may need to make changes to the recruitment to a particular role and for employees to any elements of a job that place a disabled person at a substantial disadvantage compared to non-disabled people. What constitutes a reasonable adjustment will depend on the circumstances.

6. When recruiting consideration will need to be given to the types of questions that can be asked and the assessment process followed (for instance adjustments may be required to enable a candidate to sit a test, for instance by providing an auxiliary aid).
7. For existing employees adjustments may need to be made to enable an employee to be able to carry out their role without disadvantage. For instance providing accessible parking, better building access, auxiliary aids, or specialist equipment. What is reasonable will depend on the circumstances.
8. If a person requests something that they believe to be a reasonable adjustment, and the Council disagrees, the onus is on the Council to demonstrate why it is not reasonable.
9. Officers should seek appropriate guidance from Human Resources or Legal Services as is appropriate when considering what adjustments may be reasonable to make.

## EIA Guidance Notes: ANNEX 3

### Introduction

1. This guidance should be used alongside the Initial Officer Assessment form and Equality Impact Assessment Record Form.
2. EIA should be carried out when revising or introducing new:
  - (a) Policies
  - (b) Strategies
  - (c) Budget proposals
  - (d) Procedures
  - (e) Service design and commissioning
  - (f) Capital and transformation projects.

EIA can also be used to assess existing services or activities for fair access and fair outcomes for everyone in the community. For the sake of simplicity these are all referred to as activities in this guidance and in the EIA Record Form.

3. EIA will vary with the activity being assessed, and officers are encouraged to be creative, proportionate and sensible within the broad approach set out here to integrate EIA appropriately into their activities.
4. An EIA may be triggered by a range of factors, including the review or development of a policy or service plan; the instigation of a new action such as a capital project, commissioning activity or procurement of goods; significant changes to budgets; or an 'impact alert' by partners, stakeholders or the general public highlighting effects or impacts on people with Protected Characteristics of a Council service, activity or facility.
5. Where an officer is unclear as to whether an EIA should be undertaken they should seek support through the relevant pages of the intranet, their Equality Advisor and/or the Policy and Performance team.

## **The Public Sector Equality Duty**

5. The Public Sector Equality Duty requires all public bodies to consider the needs of individuals in their day-to-day work – in shaping policy, delivering services and in relation to their own employees.
6. The Equality Duty has three aims. These require public bodies to have due regard to the need to:
  - (a) Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act;
  - (b) Advance equality of opportunity between people who share a Protected Characteristic and people who do not share it; and
  - (c) Foster good relations between people who share a Protected Characteristic and people who do not share it.
7. The legally Protected Characteristics are defined in Annex 1 of the Equality Policy. The policy provides more information on the Equality Duty and the Council's approach to meeting its requirements.
8. Equality Impact Assessment (EIA) is the tool used to enable the Council to meet the duty and to demonstrate that it has done so. If due regard cannot be demonstrated, decisions may be challenged and proposals delayed by judicial review resulting in lost time, money and negative publicity.
9. EIA should be carried out as an integral part of the planning of an activity. It does not take place at one point in time, but should evolve with the planning process, from concept to final product.

## **Effects and Impacts**

10. The purpose of EIA is to identify, assess and seek to avoid, minimise or mitigate the negative impacts of the activity on people because of their Protected Characteristics. In doing this it is important to understand the distinction between effects and impacts. This can best be illustrated by an example. The loss of a bus service will affect all the

people who use that service – the effect is that there is no bus to make the usual journey to work or the shops and everybody experiences the effect equally. The impact will be experienced differently by different people, depending on their circumstances. Some people may not be able to get out, and become more isolated and perhaps depressed. Some will have to do their shopping at a local shop, spending more and being less able to afford other goods and services. For others, there may be positive impacts from teaming up with friends to car-share, or improving their health by walking or cycling.

11. The role of EIA is to go beyond an understanding of the shared effects of an activity, to identify the varying impacts on individuals. Doing that may require engagement with the affected people, because only they know how they will be impacted.

### **Initial Screening**

12. The first stage of EIA is for the officer(s) responsible for the activity to carry out an initial screening form to scope the EIA. This may be done by a single officer if the activity or proposal is minor, but for larger and more complex matters such as the development of a new strategy or policy a group of officers familiar with the area of work should be involved. The screening form will determine whether a full EIA is required, to inform the decision-making process.
13. When considering whether the activity is relevant to equality, you will need to ask yourself:
  - (a) What information do I have to base my initial screening on? What does this information tell me?
  - (b) Will the activity have an impact on service users, communities or employees? Consider this in terms of the numbers of people affected *and* the likely extent of impact i.e. a service change may be likely to affect a number of individuals but the level of impact on those individuals will only be small or, conversely, a decision may only affect a small number of residents but the level of impact on each individual will be significant.
  - (c) Does it potentially affect different groups of people differently?



- (d) Will the activity have an impact on one or more aim of the equality duty?
  - (e) Has previous engagement or assessment shown that the activity is relevant to equality?
  - (f) Does it have an effect on how other organisations operate in terms of equality (i.e. commissioned services)?
  - (g) Does the function relate to an area of established inequality?
14. In some cases like grant giving, commissioning, funding programmes or changes to service delivery (including new, reduced or closing services), it will be easy to show a relevance to equality. However some functions may be less straightforward to judge.
15. You should use the Initial Screening form to communicate whether the activity has demonstrated a relevance to equality or not.
16. Where the Initial Screening demonstrates that the activity is relevant to equality:
- (a) Briefly use the tick boxes to show which characteristics the activity is relevant to;
  - (b) Ensure that the completed Initial Screening form is signed off at Assistant Director-level. Sign-off must be in the form of an actual signature and not an emailed authorisation.
  - (c) Make sure a copy of the Initial Screening form is retained
  - (d) You will then need to undertake a full EIA.
17. Where your Initial Screening form demonstrates that the function is not relevant to equality:
- (a) Provide a full narrative of how this conclusion was reached in the 'Reason for decision' box. Simply stating 'no relevance' or 'no information available' will not be sufficient; the Council must be able to show that its decisions are based on thorough analysis of robust data.
  - (b) A copy of the Initial Screening form should be retained for future reference.

- (c) NB if the Initial Screening suggests that there will be no effect on people with Protected Characteristics, the activity should continue to be monitored for such effects as it develops.

### **Carrying out a Full EIA**

18. If the Initial Screening form has identified that the activity is relevant to equality then a full EIA should be undertaken using the Equality Impact Assessment Record.
19. The key issue in EIA is whether we need to engage with people who will be impacted by the activity, and when and how to engage. The key principle is that impacts can only be properly identified by the people who will experience them. Where the Initial Screening Form has identified that the activity is relevant to equality then it is likely that engagement/ consultation will be required.
20. For complex activities it may be that the initial screening cannot identify the people likely to be affected or the level of impact because the required information is not available in the early stages of the activity. Nevertheless it may be apparent that impacts are likely in the future (for example with the implementation of detailed proposals that have not yet been specified or designed).
21. In this case, you should consider whether there is anything at the current stage of development (for example in the wording of draft policies) that could cause disadvantage to people with Protected Characteristics in future or which does not make the most of opportunities for positive impact in the future implementation of the activity.
22. If so, you will need to decide whether to make appropriate changes. These should be recorded in the action plan (Section 8 of the EIA Record Form) as part of the full documentation of the EIA.
23. As soon as it is apparent that people with particular Protected Characteristics are likely to be impacted by the activity, it is advisable to consult with the stakeholder/representative organisations for the relevant Protected Characteristics for guidance in identifying the groups of people with which to engage and how to engage with them.

24. Further officer assessment should be carried out as the activity develops, to further identify affected people and any engagement required.

### **Two Key Questions on Engagement**

25. Officers must ask two vital questions, depending on the nature and scale of the activity:
  - (a) Have all the people who will be affected by the activity been identified, informed and invited to be involved via a suitable method?
  - (b) Is the activity (proposal or action) framed in a lawful way (legal advice is recommended here) - can the Council do what it is proposing in the way it is proposing to do it? The answer to this question may change the view of the people who are affected and need to be involved.
26. Legal advice should be sought if there is any uncertainty on these questions; representative organisations may also offer views on them.
27. A further question to ask at this stage is whether it is possible or realistic to identify and seek to engage with all of the people who may be impacted by an activity. Whilst we have emphasised the best practice of engaging directly with affected people with Protected Characteristics this will not always be practical, particularly where the activity will impact directly on a wide population. Engagement may then need to involve focus groups or proxy groups such as the staff and members of representative organisations.
28. A record and commentary of the engagement/ consultation carried out should be included in the engagement and consultation box of the EIA Record form, including details of the stakeholders/ groups who have been involved, together with the method and dates of engagement. Engagement might take place through a range of channels such as phone, email, social media, the Council website and post.
29. Experience shows that small group and one-to-one sessions work better than large consultation type forums or other channels for exploring impacts. Impacts are personal to the individual and often emotionally charged, and it takes time and effort to identify them. Officers need to listen and encourage, and record what people say.

30. Staff involved in engagement sessions should be good listeners and able to encourage and support people to express themselves. Staff may also need to be DBS-cleared.
31. Sometimes the emotive nature of discussions about impacts on individuals may mean that both members of the public and staff may need additional support during and/or immediately after these discussions. Lead officers for each activity will assess the need for additional support and details of how to access this.

## **Assessment**

32. Once the engagement / consultation has been done then an analysis of the findings should be undertaken in section 3 of the EIA record form. Officers should include a detailed narrative of why any of the impacts identified will have this effect.
33. Whilst not Protected Characteristics, the EIA form includes an assessment of whether the activity might affect either those on low incomes, those living in rural locations or those who are carers. This is so that Officers and Members are also able to consider service users from other social excluded groups in their decision-making.
34. Officers should also seek to identify any cumulative impacts from the activity in Section 4 of the EIA Record form. This involves an analysis of whether the activity will affect anyone more because of a combination of Protected Characteristics. Officers should include what they think the effect might be and why, providing evidence from engagement, consultation and/or service user data or demographic information, etc. Further, Officers should seek to identify whether there are any other Council activities of which they are aware which might also impact on the same protected characteristics.

## **Analysis**

35. The following content relates to action following involvement and engagement, but it is vital that evolving equalities thinking and findings are documented and taken into account in any reporting/decisions as the activity develops. The officer(s) responsible for the activity should feed EIA findings into its planning/development. The EIA record document assists officers to do this, but the key questions at this stage are:

(a) To what extent does the activity result in a positive or negative impact for people with Protected Characteristics?

- (b) In relation to disabled people, does the activity affect people with different needs differently?
- (c) Is there evidence of unlawful discrimination, requiring the activity to be changed?
- (d) Will the activity increase equality of opportunity for people with Protected Characteristics?
- (e) Will the activity help to reduce harassment and victimisation, and foster good relations?
- (f) Does the evidence gathered through involvement and engagement show that the activity could be modified to avoid negative impacts on Protected Characteristics, or that such impacts could be minimised or mitigated?

### **When is the EIA Complete?**

- 36. This is not quite as simple a question as it sounds. It is essential to maintain a clear separation between identifying and reporting impacts, and planning and recommending ways to manage (avoid, minimise or mitigate) those impacts. Therefore once the impacts have been identified through engagement it is recommended that a line be drawn under the equalities impact assessment and that it be signed-off by the responsible officers (Section 6 of EIA Record Form).
- 37. However, this is not the end of the overall process. EIA findings must be made available to decision-makers so that they can make decisions on the activity in the light of their full potential impact. Equalities findings and perspectives must also be taken into account in making recommendations to decision-makers, but these findings and perspectives will be balanced with all the other considerations that need to be taken into account – finance and funding, health and safety, staffing and capacity, the benefits and costs of the activity, and so on.
- 38. The recommendations (Section 7 EIA Record Form) may include proposals for managing the impacts. Ways of avoiding, minimising or mitigating impacts may have been identified during the EIA process, whether by officers or people engaged in the

process. It is essential that the impacts of the activity are reported separately from and without being modified or 'softened' by proposals for managing them.

39. Any proposals for managing impacts included in the report and recommendations should then be fed back into the Action Plan and Performance Management arrangements (Section 8 of the EIA Record Form), so that their implementation can be managed and monitored.

## **Reporting Findings**

40. Reporting the findings of EIA to decision-makers may occur at several stages, depending on the complexity of the activity. Interim reports on feasibility studies or options appraisals, whether to executive boards or Cabinet, should include the latest equalities findings. Reports recommending final decisions on activities must await and include the findings of the full EIA process. Impacts must be reported separately from any proposals to manage those impacts, so that decision-makers have a clear understanding of the potential effects of their decision. The full EIA should be made available to decision-makers within the reporting/decision-making process.

## **Decision-Making**

41. As noted above, reports and recommendations on any proposal or action, whether to chief officers or Cabinet and from feasibility to final report, should include current equalities thinking, even where a full Equality Impact Assessment has not been required.
42. The Equalities and Human Rights Commission's guidance for decision makers, 'Making Fair Financial Decisions', outlines what Members should be looking for in an EIA. This includes:
  - (a) A written record of equality considerations
  - (b) Consideration of the actions that would help to avoid or mitigate impacts on particular protected groups
  - (c) A clear evidence base for making decisions, with sources for all information clearly stated.

43. Members should seek to ensure that EIA and decisions are transparent, and that the process complies with the law. The guidance can be accessed at:

<https://www.equalityhumanrights.com/en/advice-and-guidance/public-sector-equality-duty-guidance>

### **After Completion**

44. The completed EIA Record Form, including the Action Plan, should be retained. The completed EIA will also be posted on the Council website, to provide an up-to-date view of equalities activity for the benefit of stakeholders and the general public.

## EIA Screening Form and Record Form: ANNEX 4

### Initial equality impact assessment screening form

This form is an equality screening process to determine the relevance of equality to an activity, and a decision whether or not a full EIA would be appropriate or proportionate.

<b>Directorate:</b>	
<b>Service Area:</b>	
<b>Activity being screened:</b>	
<b>Officer(s) carrying out the screening:</b>	
<b>What are you proposing to do?</b>	
<b>Why are you proposing this? What are the desired outcomes?</b>	
<b>Does the activity involve a significant commitment or removal of resources? Please give details</b>	

**Is there likely to be an adverse impact on people with any of the following protected characteristics as defined by the Equality Act 2010, or any other socially excluded groups?**

**As part of this assessment, please consider the following questions:**

- **To what extent is this service used by particular groups of people with protected characteristics?**
- **Does the activity relate to functions that previous consultation has identified as important?**
- **Do different groups have different needs or experiences in the area the activity relates to?**

**If for any characteristic it is considered that there is likely to be a significant adverse impact or you have ticked 'Don't know/no info available', then a full EIA should be carried out where this is proportionate.**



Protected characteristic	Yes	No	Don't know/ Info not available
Age			
Disability			
Sex (gender)			
Race			
Sexual Orientation			
Religion or belief			
Gender reassignment			
Pregnancy or maternity			
Marriage or civil partnership			
<b>Other</b>			
Carer (unpaid family or friend)			
Low Income			
Rural Location			
<b>Does the activity relate to an area where there are known inequalities/probable impacts (e.g. disabled people's access to public transport)? Please give details.</b>			
<b>Will the activity have a significant effect on how other organisations operate? (e.g. partners, funding criteria, etc.). Do any of these organisations support people with protected characteristics? Please explain why you have reached this conclusion.</b>			
<b>Decision (Please tick one option)</b>	EIA not relevant or proportionate:		Continue to full EIA:
<b>Reason for Decision</b>			
<b>Signed (Assistant Director)</b>			
<b>Date</b>			



# DARLINGTON

Borough Council

## Equality Impact Assessment Record Form

This form is to be used for recording the Equality Impact Assessment (EIA) of Council activities. It should be used in conjunction with the guidance on carrying out EIA in **Annex 2** of the Equality Policy. The activities that may be subject to EIA are set out in the guidance.

EIA is particularly important in supporting the Council to make fair decisions. The Public Sector Equality Duty requires the Council to have regard to the need to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations.

Using this form will help Council officers to carry out EIA in an effective and transparent way and provide decision-makers with full information on the potential impact of their decisions. EIAs are public documents, accompany reports going to Councillors for decisions and are published with committee papers on our website and are available in hard copy at the relevant meeting.

<b>Title of activity:</b>	
<b>Name of Directorate and Service Area:</b>	
<b>Lead Officer and contact details</b>	
<b>Assistant Director accountable for this EIA</b>	
<b>Who else will be involved in carrying out the EIA:</b>	

<b>When did the EIA process start?</b>		
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## Section 2 – The Activity and Supporting Information

<b>Details of the activity</b> ( describe briefly - including the main purpose and aims) (e.g. are you starting a new service, changing how you do something, stopping doing something?)
<b>Why is this being proposed? What are the aims? What does the Council hope to achieve by it?</b> (e.g. to save money, meet increased demand, do things more efficiently)
<b>What will change? What will be different for service users/ customers and/ or staff?</b>
<b>What data, research and other evidence or information is available which is relevant to the EIA?</b>
<b>Engagement and consultation</b> (What engagement and consultation has been done regarding the proposal and what are the results? What consultation will be needed and how will it be done?)
<b>What impact will this activity have on the Council's budget?</b> (e.g. cost neutral, increased costs or reduced costs? If so, by how much? Explain briefly why this is the case)

Section 3: Assessment

How will the activity affect people with protected characteristics?	No Impact	Positive impact	Negative impact	Why will it have this effect? (refer to evidence from engagement, consultation and/or service user data or demographic information, etc)
Age				
Disability (Mobility Impairment, Visual impairment, Hearing impairment, Learning Disability, Mental Health, Long Term Limiting Illness, Multiple Impairments, Other – Specify)				
Sex (Gender)				
Race				
Gender Reassignment				
Sexual Orientation				

<b>Religion or belief</b>				
<b>Pregnancy or maternity</b>				
<b>Marriage or civil partnership</b>				
<b>How will the activity affect people who:</b>	<b>No impact</b>	<b>Positive Impact</b>	<b>Negative Impact</b>	<b>Why will it have this effect?</b> (Refer to evidence from engagement, consultation and/or service user data or demographic information, etc)
<b>Live in a rural location?</b>				
<b>Are carers?</b>				
<b>Are on a low income?</b>				

Section 4: Cumulative Impacts

**Cumulative Impacts – will the activity affect anyone more because of a combination of protected characteristics?** (e.g. older women or young gay men – state what you think the effect might be and why, providing evidence from engagement, consultation and/or service user data or demographic information, etc)

**Are there any other activities of which you are aware which might also impact on the same protected characteristics?**

Section 5: Analysis

**a) How will the activity help to eliminate discrimination, harassment and victimisation?**

**b) How will the activity help to advance equality of opportunity?**

**c) How will the activity help to foster good relations?**

**During the engagement/ consultation process were there any suggestions on how to avoid, minimise or mitigate any negative impacts? If so, please give details.**

Section 6 - Sign-off when assessment is completed

Officer Completing the Form:		
Signed	Name:	
	Date:	
	Job Title:	
Assistant Director:		
Signed	Name:	
	Date:	
	Service:	

Section 7 – Reporting of Findings and Recommendations to Decision Makers

<p><b>Next Steps to address the anticipated impact</b> (Select one of the following options and explain why this has been chosen – remember we have a duty to make reasonable adjustments so that disabled people can access services and work for us)</p>
<p>a) <b>No negative impact on people because of their Protected Characteristics and therefore no major change is needed to the activity</b> (There is no potential for discrimination or adverse impact identified)</p>
<p>b) <b>Negative impact identified – recommend continuing with the activity</b> (Clearly specify the people affected and the impacts, and providing reasons and supporting evidence for the decision to continue. The EIA identifies potential problems or missed opportunities. Officers will advise to change the proposal to reduce or remove these adverse impacts, or the Council will achieve its aim in another way which will not make things worse for people. There must be compelling reasons for continuing with the proposal which will have the most adverse impacts.)</p>
<p>c) <b>Negative impact identified - adjust the activity in light of the identified impact to avoid, minimise or mitigate the impact</b> (The EIA identifies potential problems or missed opportunities. The Council will change the proposal to reduce or remove these adverse impacts, or it will achieve the aim in another way which will not make things worse for people)</p>
<p>d) <b>Actual or potential unlawful discrimination – stop and remove the activity</b> (The EIA identifies actual or potential unlawful discrimination. It should be stopped.)</p>
<p><b>Explanation of why the option above has been chosen</b> (Including any advice given by legal services)</p>
<p></p>

**If the activity is to be implemented how will you find out how it is affecting people once it is in place? (How will you monitor and review the changes?)**

**Section 8 – Action Plan and Performance Management**

List any actions you need to take which have been identified in this EIA, including post implementation reviews to find out how the outcomes have been achieved in practice and what impacts there have actually been on people with protected characteristics

<b>What is the negative impact?</b>	<b>Actions required to reduce/eliminate the negative impact (if applicable)</b>	<b>Who will lead on action</b>	<b>Target completion date</b>

<b>Performance Management</b>	
<b>Date of the next review of the EIA</b>	
<b>How often will the EIA action plan be reviewed?</b>	
<b>Who will carry out this review?</b>	



## **Performance Management: ANNEX 5**

The following performance measures will be added to the corporate performance monitoring framework:

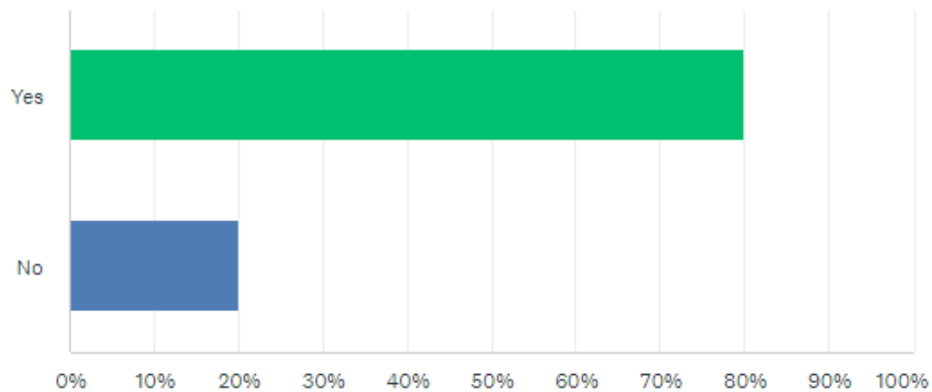
- Proportion of staff members who have completed basic equality training
- Workforce equality data
- Service access statistics

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## Appendix 1

### Consultation responses

**Q1** Do you agree with the proposed new objective of: To provide ongoing training and support for staff and members to help them meet their duties under the Equality Act of 2010, and continue to report on progress.



**Q2** Please make a comment about your choice of answer about the proposed objective

- [answered no] Although training and support are important, should part of the objective not be to ensure staff and members ARE meeting their duties under the Equality Act 2010?
- [answered yes] This is a positive objective however it would be useful to consider going further than you legal duty and ensure you are fully inclusive of LGBTQ+ staff and service users. for example understanding the needs of non-binary/gender fluid people.

**Q3** We want to ensure that we continue to provide inclusive services to the people of Darlington. Please let us know if there are areas of work around Equality and Diversity which you feel need to be included in our Objective(s).

- Treating people with dignity and respect in spite of current disabilities including physical and mental health conditions.
- You mention you are exploring creating an LGBTQ+ group, this would be a positive visible signal to the wider community but also to support allies(non lgbt+ people) to uderstand the issues the community still face in 2022 with regard to homophobia, biphobia and transphobia as well as people with mutiple marginilisations, LGBT+people or colour for example.

**Q4** If you have any comments about the updated Equality Policy please give them here

- I don't believe yr training is working towards equality for all service users
- Good clear policy but feel there could be more added to help sign-post people to where the support can be found, and for people who unexpectantly find themselves with a new characteristic (newly disabled though an accident, or diagnosed with a clinical mental health problem for example) what steps should they take to ensure they get the support they need? There is a line in Annex 2 but that was all i could see that generally cover this.
- Have you given any thought to how you will support non-binary staff within the council or those who wish to work for the local authority. The policy uses gendered language and does

not reference gender nonconforming people at all. trans masculine staff who are pregnant would not, I suspect use 'she/her' pronouns or refer to themselves as 'women'.

### **Conversation with Darlington Association on Disability (DAD)**

The policy has hardly changed since we wrote it as an Equality Scheme. Which was adapted from our original Disability Equality Scheme document.

- The Equality Scheme is referred to on page 17 even though its now a policy. Though trivial it shows no one has looked at this in depth.
- The Equality Objective for the period 2018-2022 was what I requested at the time. This was “To remind all Members and staff of their duties under the Equality Act 2010, demonstrate how the council has done this via training and engagement with services users and support organisations, and publicise the differences that this work has made.” However even though they say that this is happening I am experiencing in many departments that the penny isn’t dropping.
- Proposed measurement: 2023-2027 is: Continue to measure percentage of staff and members trained, and complaints relating to discrimination based on a protected characteristic.
- Potential for further objectives: One objective should be not only to continue to train staff it should start by letting every member of staff at all levels that this an Equality policy. Secondly, the section that refers to disability and reasonable adjustment needs to made clear that that DBC either as a service provider or employer doesn’t have the monopoly of saying what is reasonable. In fact by law if a disabled person requests something that they believe to be a reasonable adjustment and DBC disagrees the onus is on DBC like all service providers or employers to demonstrate why its not reasonable. It is not up to the disabled person to demonstrate that it is reasonable. In my experience DBC is very lacking in this area and training is needed and should be added to the objectives.

**ECONOMY AND RESOURCES SCRUTINY COMMITTEE  
2 FEBRUARY 2023**

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**ECONOMY 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 next 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.
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.

**Recommendation**

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

**Luke Swinhoe  
Assistant Director Law and Governance**

**Background Papers**

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

Paul Dalton: Extension 5805

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 and Climate Change	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.
Council Plan	The report contributes to the Council Plan in a number of ways through the involvement of Members in contributing to the delivery of the Plan.
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. The Council Plan sets the vision and strategic direction for the Council through to May 2023, with its overarching focus being 'Delivering Success for Darlington'.
7. In approving the Council Plan, Members have agreed to the vision for Darlington which is a place where people want to live and businesses want to locate, where the economy continues to grow, where people are happy and proud of the borough and where everyone has the opportunity to maximise their potential.
8. The vision for the Economy Portfolio is :-

**'a borough where economic growth is high and the benefits are enjoyed by all residents'**

by delivering

- (a) More sustainable and well paid jobs
- (b) More businesses
- (c) More homes

9. The vision for the Resources Portfolio is :-

**'a Council that is financially stable and delivering much needed services and support for the Borough'**

### Forward Plan and Additional Items

10. 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.
11. Details of the items included on the Forward Plan has been attached at **Appendix 2** for information.

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## ECONOMY AND RESOURCES SCRUTINY COMMITTEE WORK PROGRAMME

	Topic	Timescale	Lead Officer	Scrutiny's Role
<b>RESOURCES</b>				
	Performance Management Framework	Work to be undertaken to look at relevant PI's. Informal meeting to be arranged	Relevant Assistant Directors	To understand/monitor and challenge the indicators
	Medium-Term Financial Plan - Monitoring	Quarterly monitoring reports to be submitted to meetings of this Scrutiny Committee	Brett Nielsen	To contribute and challenge the Medium-Term Financial Plan and assist with the implementation and development of the required savings
	Medium-Term Financial Plan	December – February 2022/23	Brett Nielsen	To provide a response to Cabinet on the proposals in relation to the Medium-Term Financial Plan
	Capital Programme and project Position Statement	Quarterly monitoring reports to be submitted to meetings of this Scrutiny Committee	Anthony Hewitt	To look at the position
	Customer Services and Digital Strategy	November 2023	Anthony Sandys	To brief Members on the work being undertaken

	Equality Policy	2 February 2023	Ellie Walker	To brief Members on the work undertaken to refresh the existing Equality Policy prior to consideration by Cabinet on 7 March 2023.
<b>ECONOMY</b>				
106	Economic Strategy	2 February 2023	Mark Ladyman	Development of Strategy
114	Housing Strategy	TBC	David Hand	Development of the Strategy and Actions
209	Climate Change	On-going	Cabinet Member	To update on the work of the Review Group
	Levelling Up	TBC	Mark Ladyman	
	Markets Update	2 February 2023	Mark Ladyman	To update Scrutiny on compliance with the contract
	Towns Fund	2 February 2023	Mark Ladyman	To update Scrutiny

**DARLINGTON BOROUGH COUNCIL  
FORWARD PLAN**

**APPENDIX 2**



**FORWARD PLAN  
FOR THE PERIOD: 4 JANUARY 2023 - 31 MAY 2023**

Title	Decision Maker and Date
Climate Change Progress	Council 26 Jan 2023 Cabinet 10 Jan 2023
Council Plan 2020/23 Performance Report - Quarter 2	Cabinet 10 Jan 2023
Disabled Facilities Grant Policy and Regulatory Reform Order Policy	Cabinet 10 Jan 2023
East Street Office Development	Cabinet 10 Jan 2023
Future Development of Indoor Market	Cabinet 10 Jan 2023
Maintained Schools Capital Programme - Summer 2023	Cabinet 10 Jan 2023
Schedule of Transactions - January 2023	Cabinet 10 Jan 2023
Town Centre Parking Offer	Cabinet 10 Jan 2023
Calendar of Council and Committee Meetings 2023/24	Cabinet 7 Feb 2023
Darlington Capital Strategy including Capital Programme	Council 16 Feb 2023 Cabinet 7 Feb 2023
Housing Revenue Account - Medium Term Financial Plan 2023/24 to 2026/27	Council 16 Feb 2023 Cabinet 7 Feb 2023
Land at Blackwell – Proposed Development and Parkland Restoration	Cabinet 7 Feb 2023
Medium Term Financial Plan 2023/24 to 2026/27	Council 16 Feb 2023 Cabinet 7 Feb 2023
Project Position Statement and Capital Programme Monitoring - Quarter 3	Cabinet 7 Feb 2023
Prudential Indicators and Treasury Management Strategy Report 2023/24	Council 16 Feb 2023 Cabinet 7 Feb 2023
Revenue Budget Monitoring - Quarter 3	Cabinet 7 Feb 2023
Schools Admissions 2024/25	Cabinet 7 Feb 2023
Housing Services Allocations Policy	Cabinet 7 Mar 2023
Housing Services Damp and Mould Policy	Cabinet 7 Mar 2023
Housing Services Low Cost Home Ownership Policy	Cabinet 7 Mar 2023
Local Transport Plan	Cabinet 7 Mar 2023
Regulatory Investigatory Powers Act 2000 (RIPA)	Cabinet 7 Mar 2023
Annual Procurement Plan	Cabinet 25 Apr 2023
Proposed Construction and Skills Hub on Council Land at Faverdale	Cabinet
Supplementary Polling Policy (SPD) Design Code – Skerningham Garden Village	Cabinet 7 February 2023

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