

Efficiency and Resources Scrutiny Committee Agenda



9.30 am Thursday, 12 July 2018
Committee Room 2, 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 consider times of meetings of this Committee for the Municipal Year 2018/19, on the dates as agreed in the calendar of meetings by Cabinet at Minute C1111/Feb/18
4. To approve the Minutes of the meeting of this Scrutiny Committee held on 19th April, 2018 (Pages 1 - 4)
5. Year-End Sickness Absence 2017/18 –
Report of Managing Director
(Pages 5 - 32)
6. Corporate Health and Safety Report 2017/18 –
Report of Managing Director
(Pages 33 - 46)
7. Procurement –
Presentation by the Assistant Director Law and Governance
8. Performance Indicators Q4 - 2017/18 –
Report of Performance Manager
(Pages 47 - 54)

9. Revenue Budget
 - (a) Revenue Outturn 2017-18 –
Report of Managing Director
(Pages 55 - 76)
 - (b) Revenue Budget Monitoring 2018/19 - Quarter 1 –
Report of Managing Director
(Pages 77 - 92)
10. Work Programme –
Report of the Managing Director
(Pages 93 - 100)
11. SUPPLEMENTARY ITEM(S) (if any) which in the opinion of the Chair of this
Committee are of an urgent nature and can be discussed at this meeting
12. Questions



Luke Swinhoe
Assistant Director Law and Governance

Wednesday, 4 July 2018

Town Hall
Darlington.

Membership

Councillors Haszeldine, Carson, Coultas, Crichlow, Crumbie, Johnson, K Nicholson,
Mrs H Scott and C Taylor

If you need this information in a different language or format or you have any other queries on this agenda please contact Shirley Burton, Democratic Services Manager, Resources Group, during normal office hours 8.30 a.m. to 4.45 p.m. Mondays to Thursdays and 8.30 a.m. to 4.15 p.m. Fridays E-mail: shirley.burton@darlington.gov.uk or telephone 01325 405998

EFFICIENCY AND RESOURCES SCRUTINY COMMITTEE

19th April, 2018

PRESENT – Councillor Haszeldine (in the Chair); Councillors Carson, Coultas, Crumbie, Johnson and K Nicholson. (6)

APOLOGIES – Councillor H. Scott and C Taylor (2)

ABSENT – Councillor Crichlow

ALSO IN ATTENDANCE – Nicola Shelley, North East Purchasing Organisation

OFFICERS IN ATTENDANCE – Elizabeth Davison, Assistant Director, Finance, Human Resources and Systems, Luke Swinhoe, Assistant Director, Law and Governance, Sarah Hutchinson, Head of Procurement and Contracts (Commercial) and the Performance Manager.

ER34. DECLARATIONS OF INTEREST – There were no declarations of interest reported at the meeting.

ER35. MINUTES – Submitted - The Minutes (previously circulated) of the meeting of this Scrutiny Committee held on 22nd February, 2018

RESOLVED - That the Minutes be approved as a correct record.

ER36. NORTH EAST PURCHASING ORGANISATION (NEPO) – Nicola Shelley, Associate Director of the North East Purchasing Organisation (NEPO) gave a presentation on the work that Organisation did with local authorities within the North East to procure goods and services in order to deliver savings, maximise efficiencies and promote best practice, through collaborative procurement.

Particular reference was made to the governance arrangements around the organisation, which was a not for profit organisation and was jointly funded by Member authority subscriptions, the collaborative procurement arrangements, the categories of solutions available to Member authorities and the benefits to those authorities and suppliers of using those solutions.

It was reported that, in 2016/17, Darlington's total contracted spend through NEPO was £8.8 million with 34 solutions used, its membership fee in 2016/17, was £55,000 and the rebate received was £88,000. The return on investment, based on the use of collaborative procurement opportunities, calculated in accordance with Crown Commercial Services methodology, was £293,000 (inclusive of rebate).

Discussion also ensued on the additional unmeasured benefits to Darlington in the use of the electronic procurement system (Pro Contract) as well as access to Darlington suppliers of public contract opportunities across the region which was £62.2 million for 2016/17 (inclusive of Darlington Borough Council spend)

It was reported that, not all of Darlington's procurement was undertaken through a NEPO contract, some contracts and services were procured locally in accordance with

Contract Procedure Rules if that was deemed to be the best option.

RESOLVED – That the thanks of this Scrutiny Committee be extended to Nicola Shelley for her interesting and informative presentation.

ER37. PERFORMANCE INDICATORS QUARTER 3 – 2017/18 – The Director of Neighbourhood Services and Resources submitted a report (previously circulated) updating Members on the current position against those key performance indicators under the remit of this Scrutiny Committee for the period October to December 2017.

Particular reference was made to FHR 001, number of full-time equivalent working days lost to sickness (excluding schools) which, although was showing an improvement on the same quarter last year, was unlikely to meet the year-end target. It was reported that the figures were disappointing in view of the on-going health and well-being initiatives and we discussed the processes and procedures in place to ensure management actions were implemented in accordance with those policies and procedures and specific targeted work being undertaken in service areas with particularly high levels of absence.

RESOLVED – That the report be received.

ER38. WORK PROGRAMME – The Director of Neighbourhood Services and Resources submitted a report (previously circulated) requesting that consideration be given to the work programme items scheduled to be considered by this Committee and to give consideration to any additional areas Members felt should be added to the previously approved work programme.

Particular reference was made to a number of quads of aims which had been received since the last meeting of this Scrutiny Committee and Members considered whether to add these to the agreed work programme.

RESOLVED – (a) That the report be received.

(b) That, in relation to the request for an item to be included on the work programme in relation to Procurement, the Assistant Director Law and Governance and the Head of Procurement and Contracts (Commercial) be requested to give a presentation to the next ordinary meeting of this Scrutiny Committee on how the Council procures its contracts and the processes and procedures followed.

(c) That, in relation to the request for an item to be included on the work programme in relation to the Community Survey, this item be not added to the work programme as the Members concerned are satisfied with the responses received.

(d) That, in relation to the request for an item to be included on the work programme in relation to the Housing Revenue Account (HRA), the Assistant Director, Housing and Building Services be requested to give a presentation to a future meeting of this Scrutiny Committee on the HRA and the Housing Business Plan.

(e) That, in relation to the request for an item to be added to the work programme in relation to Section 106 Planning Agreements, as this information is reported six-monthly

to the Planning Applications Committee, Members look at the information which is already available and bring it back to this Scrutiny Committee if it felt necessary.

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YEAR END SICKNESS ABSENCE 2017/2018

Purpose of Report

1. To inform Members of the Efficiency and Resources Scrutiny Committee of the sickness absence figures for 2017/18 and an overview of the plans for continuing support to our workforce.

Summary

2. The year-end outturn is 9.22 days (4.17%) per FTE, a reduction of 0.5 days from last year (9.7 days: 4.3%) and 0.32 days over target of 8.9 days.
Appendix 1 shows the headline figures in an “*at a glance*” format.
3. The Council continues to promote the health, safety and wellbeing of its employees through a number of initiatives and further plans are in place to support the wider wellbeing of our workforce to aid the reduction of sickness absence and increase resilience of employees to face the challenges ahead.

Recommendations

4. It is recommended that Members;
 - a. note the absence statistics detailed within this report including the 9.22 days year end outturn
 - b. note the proactive steps that are being taken to our wellbeing offer and supporting our managers to reduce absence

Paul Wildsmith
Managing Director

Background Papers

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

Helen Whiting ext. 5469

S17 Crime and Disorder	This report has no implications for Crime and Disorder
Health and Well Being	This report notes the services provided to staff improve their health and wellbeing.
Carbon Impact	There are no issues which this report needs to address.
Diversity	There are no issues relating to diversity which this report needs to address

Wards Affected	The impact of the report on any individual Ward is considered to be minimal.
Groups Affected	The impact of the report on any individual Group is considered to be minimal.
Budget and Policy Framework	This report does not represent a change to the budget and policy framework.
Key Decision	This is not a key decision.
Urgent Decision	This is not an urgent decision
One Darlington: Perfectly Placed	Action detailed in the report supports the Healthy Darlington aspect of the SCS.
Efficiency	Good absence management has a positive impact on efficiency.

MAIN REPORT

Year End Performance at a Glance

5. The year-end outturn is 9.22 days (4.17%) per FTE, a reduction of 0.5 days from last year (9.7 days: 4.3%) and 0.32 days over target of 8.9 days. **Appendix 1** shows the headline figures in an “*at a glance*” format.
6. This report does not provide narrative around last year’s performance but discussions can be picked up at the meeting. **Appendices 2 to 12** provide further analysis on the year-end outturn which may aid discussions;
 - a. Appendix 2 - % of the Workforce with Zero Absences
 - b. Appendix 3 – Absence by Service Group
 - c. Appendix 4 – Absence by Reason
 - d. Appendix 5 – Difference in days lost by absence reason (Comp. to 16/17)
 - e. Appendix 6 – Significant increase / reduction in absence reasons by AD
 - f. Appendix 7 – Long Term / Short Term Sickness Absence Analysis
 - g. Appendix 8 – Long Term Sickness Categories
 - h. Appendix 9 – Management Actions
 - i. Appendix 10 – Logged interventions
 - j. Appendix 11 – Absence by Age, Gender and Salary Profile and Stress Related absence profiles
 - k. Appendix 12 – Stress Related Absence by Quarter since 2013-14
7. Headlines from the Appendices include;
 - a. Stress continues to be the highest reason for absence, work related stress is less than non-worked related stress, and there is an overall reduction of work related stress – 35.3% v 64.7% (*47.3% v 52.7% in 2016/17*)
 - b. Stress related illness accounted for 28.9% of all absence (*26.4% in 2016/17*)
 - c. Days lost to work related stress per FTE has reduced by 0.27 days per FTE, (0.94 days)
 - d. The highest absence levels were in Adult’s Services at 14.74 days per FTE, this is a reduction of 0.11 days from 16/17
 - e. Children and Adults Services as a whole have seen a reduction of 0.54 days per FTE compared with 16/17, the largest of all Service Groups
 - f. Attendance rate has marginally increased, 95.8% v 95.7%
 - g. Zero absence rate has increased, 45.4% v 43.0%
 - h. Number of employees taking one day of absence or less has increased (123 employees v 109 employees)
 - i. Compassionate management cases have reduced 9.2% v 11.1% of all absence
 - j. Long term absences (>20 days) have increased slightly 52.2% v 52.1%
 - k. Short Term absences (<20 days) are again less than long term absence, and stands at 47.8% v 47.9%
 - l. Days lost by age is highest for 65+ (21.1 days per FTE), however, only 15 employees fall into this category and the age group still maintains the highest zero absence.

- m. Absence levels across the Tees Valley remain high, at an average of 9.65 days, DBC ranks third behind Redcar (8.32 days) and Stockton (8.70 days). Full details can be seen in **Appendix 1**.

Continuation of Well-being and Interventions to Reduce Absence Rates

8. Following the success of the 2016/17 wellbeing programme, HR continued with wellbeing activities and events with the assistance of other services / teams. Collectively we engaged with 845 employees with over 25 different sessions.
9. Alongside the events we have also continued the visual awareness of wellbeing advice via topical monthly Occupational Health (OH) briefs.
10. The new flexi time policy was implemented in March 17, feedback continues to be positive and the features such as, removal of core hours is reported to assist employees work life balance whilst maintaining service provision.
11. Awareness raising of absence statistics is improving, although, anecdotal evidence suggests there is still work to do. In April 17, absence dashboards were launched with the aim of being more engaging, hopefully encouraging managers to discuss at team meetings. These absence sheets are now going to a wider audience with all levels of management included. Feedback on the dashboards has been positive.
12. The Children's Services agile working project is now complete and embedded. Days lost per FTE to stress related illness within Children's Services in 2016/17, was 6.1 days, 65% of this was deemed work related, in 2017/18 that figure was 3.9 days, with 32% work related. Although, high compared to the Council average 2.67 days, of which 35% is work related, this is a real step in the right direction of which the ability to work in an agile manner may have assisted.
13. Agile working continues to be rolled out, Adult Services front line officers are the next large cohort to receive tablets / laptops to enable agile working. It is hoped that by enabling employees to be more effective and productive, it will reduce pressure and stress on teams and give opportunities for a better work life balance, alongside other interventions and strategies. Feedback from users of agile technology is positive although, care needs to be taken to ensure that employees are able to 'switch off' out of hours which can lead to negative impacts.
14. Following its launch in November 2017, The Mental Health Awareness Sessions for Managers continue to be popular, over 100 Managers have attended the sessions to date. As well as raising awareness, the 'Lite' course helps Managers to spot signs at an early stage, whilst providing advice on supporting colleagues with mental health issues and sign posting for professional advice if necessary. Feedback from managers has been positive and the sessions will run until June 2019. There is also an AC10 module available to Managers to support and reinforce their learning.
15. There has been increased assistance from HR with regards to interventions, the logging of these is also now more robust. As demonstrated in **Appendix 10**,

the numbers of sickness absence reviews and Occupational Health appointments have been steadily rising since April 17, Q1 -116, Q2 - 184, Q3 208 and Q4 - 272.

16. This is particularly evident in Adults Services where there were 26 logged interventions in Q1 compared to 66 in Q4. It is also worth noting that absence levels during Q4 in Adults, are the lowest they've been since we began recording absence by AD in 2012/13. This trend has continued into April 18 where absence levels within the Division are the lowest they have been since 2013/14.
17. We aim to ensure that employees are aware of the services that are available to them. This includes the support available from Physiotherapy and Counselling providers, signposting options to local agencies and charities for a range of issues from mental health, financial advice, as well as, the local terms and conditions offer. The employee benefits video continues to be used widely across wellbeing events, induction and recruitment processes. It is pleasing to report the video is well received. We are holding an Employee Benefits Market Place event in June 2018 to widen the awareness of our offer further.
18. Absence levels have reduced slightly this year, however, it is not possible to identify that the reduction is a result of the wellbeing campaigns and interventions over a short space of time. It may take a few years of sustained reduction to provide this evidence.
19. It is not however, sufficient to continue to watch our absence outturns to determine the wellbeing of our workforce. Culture and work pressures are a powerful indication of employee behaviours and addressing stress related absence is not necessarily going to be combatted without addressing the root cause of issues, regardless of softer wellbeing initiatives implemented.
20. Unmanageable workloads are nationally recognised in the public sector (*CIPD Health and Wellbeing at Work Report 2018*) to be the greatest cause of stress at work. There is also a reported increase of leaveism (employees using allocated time off to work) and presenteeism (people working whilst unwell).
21. Locally, positivity can be taken from the results of the 2018 employee survey. In 2014; 29 employees strongly agreed that the Council supports their health and wellbeing, and 36 employees strongly agreed that their service supported their health and wellbeing.
22. In 2018, figures for the same questions are 148 and 160 employees agreeing positively, giving an 85.3% and 84.5% agreement rate. This demonstrates that employees value the additional support we are providing in this area, which in turn, along with the positive results from the other questions in the survey, should contribute to a more motivated, loyal and productive workforce.
23. Areas to watch relating to workload include the employee survey questions "*I can do what I believe I need to get done in my contractual hours*" (73% employees agreeing) and "*I do not feel that I have to rush in order to deliver within specified deadlines*" (56% employees agreeing). These questions out-turned a good improvement on the 2014 responses however, there are some

teams that have high percentages of disagreement. Individual team results are available to AD's to consider.

Where Next?

24. It is proposed that the softer side of WB activities will continue and expand where possible. The results of the employee survey are positive in all of the themes; Leadership, Communication, Change, Values and Wellbeing. Wellbeing has an integral link with all areas, to reduce this focus may impact on wider motivation and engagement strategies.
25. Since 14/15, absence has always peaked in Q3, in most years. Q3 generally sees increases in Stomach, Liver Kidney and Infections and these absences continue to rise again in Q4. For the last 4 years, Stress related absence has peaked in Q3, this can be seen in **Appendix 12**. It is proposed that we carry out a number of targeted wellbeing events in the run up to Q3 around stress prevention. Further analysis can also be carried out to see if any particular areas are disproportionately affected during these months and targeted action plans can be put in place.
26. We need to continue to create a culture where wellbeing, mental health and healthy lifestyles need to be openly discussed, promoted and supported, linked to strategies and policies.
27. Following the 2018 Employee Survey, employee focus groups and other actions will be arranged to help engage and motivate employees and asking for assistance in shaping strategies to create more outcomes in the future.
28. As agile working becomes more widely available, it would be useful to explore the correlation between agile / flexible working and absence rates. It is currently too early to explore impact in the Council. A recent *APSE Survey* asked whether hot desking and / or agile working has impacted on absence figures. Many Council's reported that it was too early to identify impacts, however, a couple reported that agile working had certainly assisted with team flexibility and this was reported to assist with reduced absence in some teams. Hot desking and impact on absence had mixed reviews and experiences.

Stress Related Absence

29. As stress related absence is our highest reason of sickness, a closer look at the figures is wise. **Appendix 12** has further analysis on stress related absence including split by work related and personal related absence and then further by team, gender, and salary. **Appendix 13** shows the stress related absence by quarter from 2015, as detailed above. Q3 seems to be a peak for stress related absence each year.
30. The figures in the appendices are based on what employees perceive to be the reason for their stress related absence. The split between work related stress absence and personal stress absence is not always clear and the lines between people's work and domestic responsibilities are often blurred. Many people find it hard to leave their stress at the office or home and as an employer we need to be aware of the complexity of individuals and tailor support to ensure that we

maintain an engaged and healthy workforce. We already use numerous methods of support to maintain attendance at work or assist employees back into the workplace following stress related absence. Engaging employees in wellbeing awareness and resilience is also now embedded into our programme of training delivery and support.

31. Looking at **Appendix 11** the highest percentage of work related stress in 2017/18 is within Economic Growth however, the highest percentage of personal stress is within Neighbourhood Services. Interestingly, males have reported greater work related stress than females in 2017/18 (53%) whereas, females have reported greater personal stress (69%). Personal stress in females is also greater in the lower age groups up to age 39 (87%). Between the ages of 50-59 female personal related stress is 74% whereas males in the same age category report 26% personal related stress. This may be linked to female health issues around this age and increasing carer duties for elderly parents which traditionally females take on.
32. Further analysis of **Appendix 11** and raw absence data shows that in 2017/18, those earning between £35k and £45k (core management / professional level) took on average 9.17 days off. Stress related absence accounted for 41% of this, 12% more than the Council average. 63% of the 587 days were considered work related; (28% higher than Council average).
33. Comparing the local figures with nationally reported trends the data is interesting. Looking at male and female split, according to *Perkbox's 2018 UK Workplace Stress Survey*, the most stressed worker in the UK is a 25-34 year old male living in Cardiff, Wales. In this survey, men are significantly more likely to report experiencing work related stress than females, which is the same finding to the Council data for 2017/18. National and Local Government were ranked second in the category of industries to most likely to experience work related stress.
34. A recent CIPD study revealed that an increased tendency to work unpaid overtime and the 'always on' digital culture in workplaces is negatively affecting managers' wellbeing. The study reports, 1 in 10 of the managers surveyed had taken time off work for mental health issues in the past year, for an average of 12 days.
35. Absence management needs to continue to be firmly identified as a priority for all managers. HR are stepping up on monitoring absence alongside managers and prompting action where this is not been taken. This is time consuming and resource heavy, but is likely to be having a positive impact on the absence figures, as already demonstrated within Adults Services.
36. The manager's programme has a dedicated session on stress and raises the profile of stress risk assessments and gives managers the ability to undertake an assessment in a safe environment. The sessions have been welcomed and there is an increase in the use of stress risk assessments in a timely manner.
37. The 2017 H&S culture survey lightly touched on wellbeing the same way as the recent employee survey has done but this has not explored specific stress

issues. As stress is an ongoing concern a wellness survey which will take into account the HSE standards relating to stress will be undertaken in Autumn 18.

38. Clarity around promoting and branding the wellness survey will be needed on what we do with the results and why we want them; for example, do we want this to simply be a temperature check to reinforce and evidence absence results? Questions could also look at lifestyle to gauge the physical health and resilience of our workforce which could then determine opportunities to introduce further softer wellbeing activities around physical exercise as this is proven in the clinical world to assist with productivity and resilience.
39. Work is currently underway reviewing the offer from the OH service to ensure that it fits with our absence priorities and is efficient.

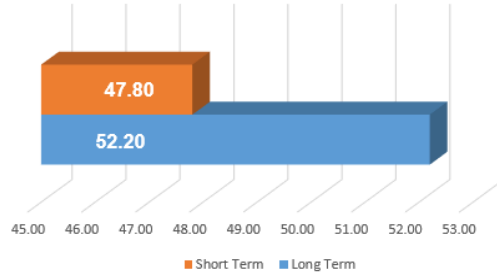
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SICKNESS ABSENCE AT A GLANCE

Absence Outturn for 2017/18 = 9.22 days per FTE

Overall 25 wellbeing events have engaged with 845 employees


Long Term and Short Term Absence %



Total FTE days lost = 12,742.49

Year End Outturns (FTE Days)	
NS&R	8.22
Eco.G	7.27
C&A	11.31
Total	9.22 days

Tees Valley (TV) Comparisons	
Darlington	9.22 days
Stockton	8.70
M'Boro	10.96
Redcar	8.32
H'pool	11.05
Average across TV = 9.65 days	



Compassionate Management Cases

1178.54 days
(9.3% of all absence)
2016/17

1518.89 days
(11.1% of absence)

Nearly 800 Occupational Health / HR inventions and support meetings have taken place in 2017/18 to support absence.
(based on those recorded)

Please ensure that all absence meetings are recorded and copied to HR for filing

CAN'T MAKE IT?
DON'T NEED IT?





Physiotherapy & Counselling services must have at least 24 hours' notice of your cancellation during working hours, otherwise your service is charged

Please help us reduce costs by telephoning the provider when you cannot attend your appointment

DNA's where Council is charged 2017/18

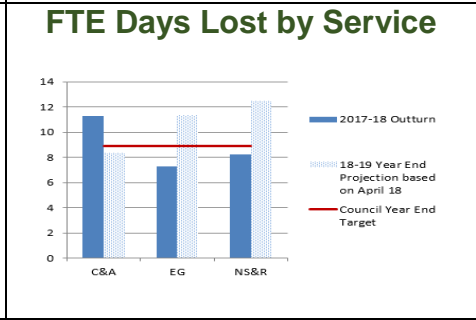
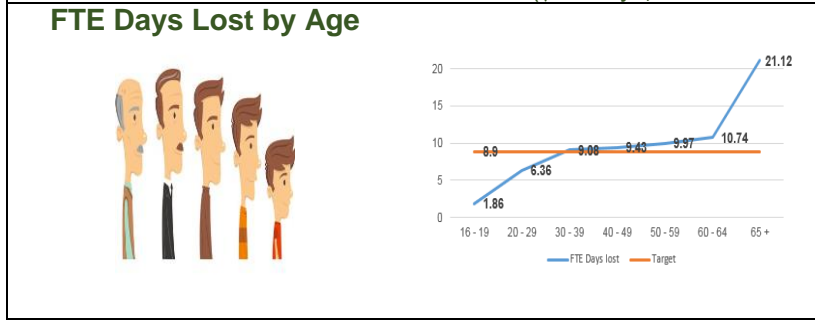
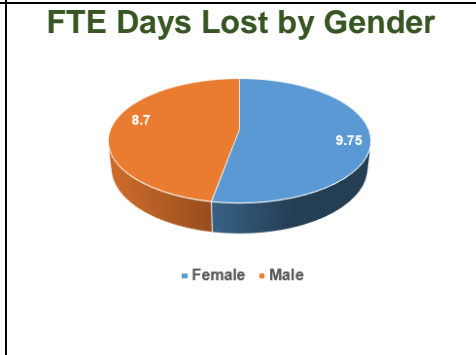
Occupational Health	Physiotherapy	Counselling
57 sessions 9%	73 sessions 8.3%	33 sessions 7%

Absence Rates and Trends for 2017/18

ATTENDANCE RATE 95.8%	ZERO ABSENCE 45.4% Employees had no absence	123 employees had 1 days absence And below
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Reductions in Absence

- Other Musculo-skeletal (↓760 days)
- Back / Neck (↓386 days)
- Gento-urinary, Gynaecological (↓98 days)
- Neurological (↓80 days)
- Pregnancy Related (↓57 days)
- Stomach, Liver, Kidney, Digestion (↓48 days)
- Infections (↓42 days)

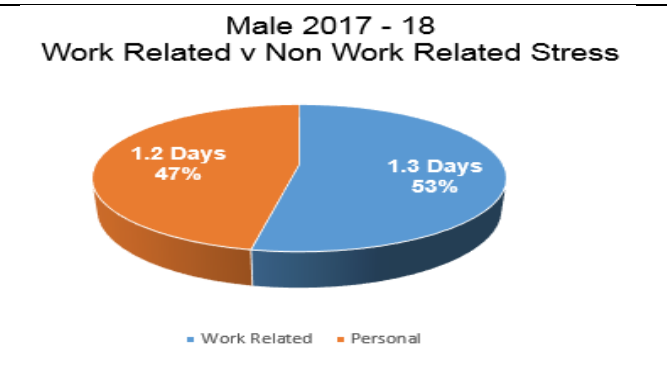
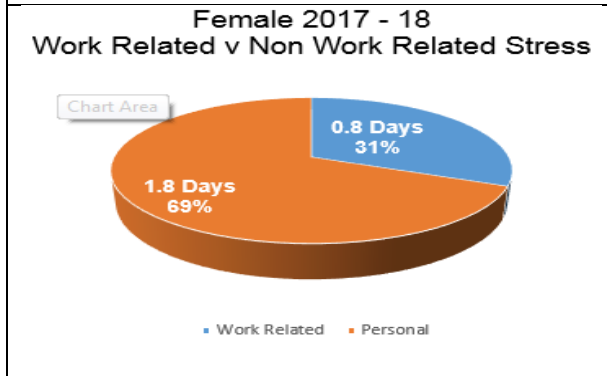
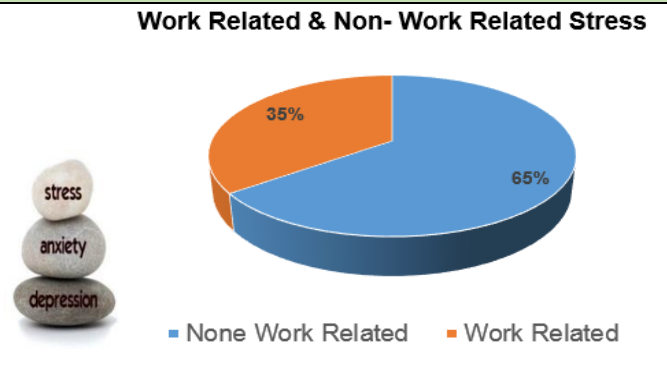
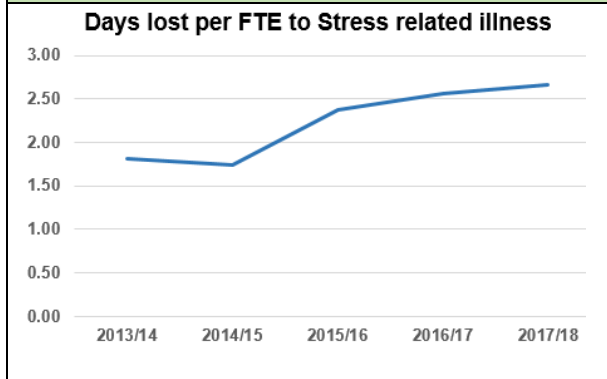


**Have you seen the Latest OH Briefs ?
See them all on the Intranet**

Good to Know – What’s in your Absence toolkit ?

<p>Flexi time</p> <p>Phased returns</p> <p>121's</p> <p>Stress Risk Assessments</p> <p>Regular Breaks</p> <p>Resilience Techniques</p> <p>Workload reviews</p> <p>Coaching</p> <p>Team Building</p>	<p>Flexible working</p> <p>Agile working</p> <p>Counselling</p> <p>Physiotherapy</p> <p>Email management</p> <p>Occupational Health</p> <p>Training</p> <p>Time Management</p> <p>Mentoring</p>
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Spotlight on Stress Statistics 2017/18



Stress, Depression and Mental Health is the Highest Absence Reason in the Council

In the last 12 months the number of working days lost to stress, depression and mental health makes up 28.9% of all absence (increase by 0.1 days Per FTE on 2016/17)

Nationally 12.5 Million days were lost because of work-related stress, depression and anxiety in 16/17

Service Group	Days lost - All stress per FTE (16/17)	Days lost to WR stress per FTE (16/17)
Childrens & Adults	3.51 (3.59)	1.48 (1.70)
Economic Growth	1.95 (1.30)	1.13 (0.95)
NS&R	2.24 (2.07)	0.50 (0.89)
Total	2.67 (2.56)	0.94 (1.21)

In 2017/18 Work Related Stress Absence in the Council was higher in Males than Females and dominant in the age group of 50-59

Age	Female		Male	
	Work Related % of all Stress	Personal % of all Stress	Work Related % of all Stress	Personal % of all Stress
16-19	0.0	100.0	N/A	N/A
20-29	4.9	95.1	95.9	4.1
30-39	16.4	83.6	40.8	59.2
40-49	33.1	66.9	43.3	56.7
50-59	25.8	74.2	73.1	26.9
60-64	33.3	66.7	56.1	43.9
65+	0.0	100.0	0.0	100.0

?? What do you think you could do to address your stress ??

Well Being results from the Employee Survey

Great News over 19% improvement on well being score compared to 2014

HEALTH & WELLBEING

93% are clear about our role(s) and responsibilities and **93%** understand others' roles. **88%** have some say about how our work is done and **90%** feel that our team(s) work well together.

HEALTH & WELLBEING

85% feel that the Council supports their wellbeing**84%** feel that their service supports their wellbeing.

Where Next ?

Wellbeing comes in many forms. What will you pledge for yourself and others? Here is just a few ideas. You will probably have more so please share them.

- Walking meetings
- Regular 121's that discuss stress, mental health and concerns freely
- Take regular lunch breaks and breaks that you are entitled to
- Walk the stairs instead of the lift
- Park your car a little further away from work and walk
- Sleep well
- Eat well
- Explore your stress pressures / indicators and ways to relieve your stress
- Drink more water
- Attend only aspects of meetings that you have an active involvement in or are required to attend
- Explore time management techniques
- Maximise technology to assist you to maximise your time – for example, learn a new skill to manage you emails.

% of the workforce had zero absences during 2017/18
Head count Exc. Casuals, salary range is FTE salary (16/17)

Gender	Average Headcount	Headcount with Zero absence	% Zero sickness absence
Overall	1628.5	739	45.4 (43.0)
Female	1028.5	439	42.7 (40.6)
Male	600	300	50.0 (47.1)

Department	Average Headcount	Headcount with Zero	% Zero sickness absence
Neighbourhood Services & Resources	817	383	46.9 (41.1)
Economic Growth	220	98	44.6 (50.5)
Children and Adult's Services	591.5	258	43.6 (42.2)

Salary Range £	Average Headcount	Headcount with Zero absence	% Zero sickness absence
< 12,145	15	5	33.3 (31.3)
12,145 - 14,999	1.5	1	66.7 (34.5)
15 - 19,999	587	266	45.3 (38.5)
20 - 24,999	366	148	40.4 (38.9)
25 – 29,999	294.5	119	40.1 (43.5)
30 – 34,999	146.5	72	49.2 (49.7)
35 – 39,999	92	57	62.0 (59.6)
40 – 44,999	77.5	48	61.9 (67.5)
45 – 49,999	15	6	40.0 (58.8)
50,000 +	33.5	17	50.8 (68.9)

Age range	Average Headcount	Headcount with Zero absence	% Zero sickness absence
16-19	21.5	11	51.2 (43.2)
20-29	146	71	48.6 (38.6)
30-39	348	137	39.4 (37.8)
40-49	437	196	44.9 (45.1)
50-59	527.5	232	44.0 (42.9)
60-64	116	70	60.3 (53.0)
65+	32.5	22	67.7 (61.3)

PT / FT	Average Headcount	Headcount with Zero Absence	% Zero sickness absence
Part Time	588	289	49.2 (41.3)
Full Time	1040.5	450	43.3 (44.0)

APPENDIX 3

Sickness Absence information by Service Group 2017/18

Absence Summary - March 2018 Cumulative

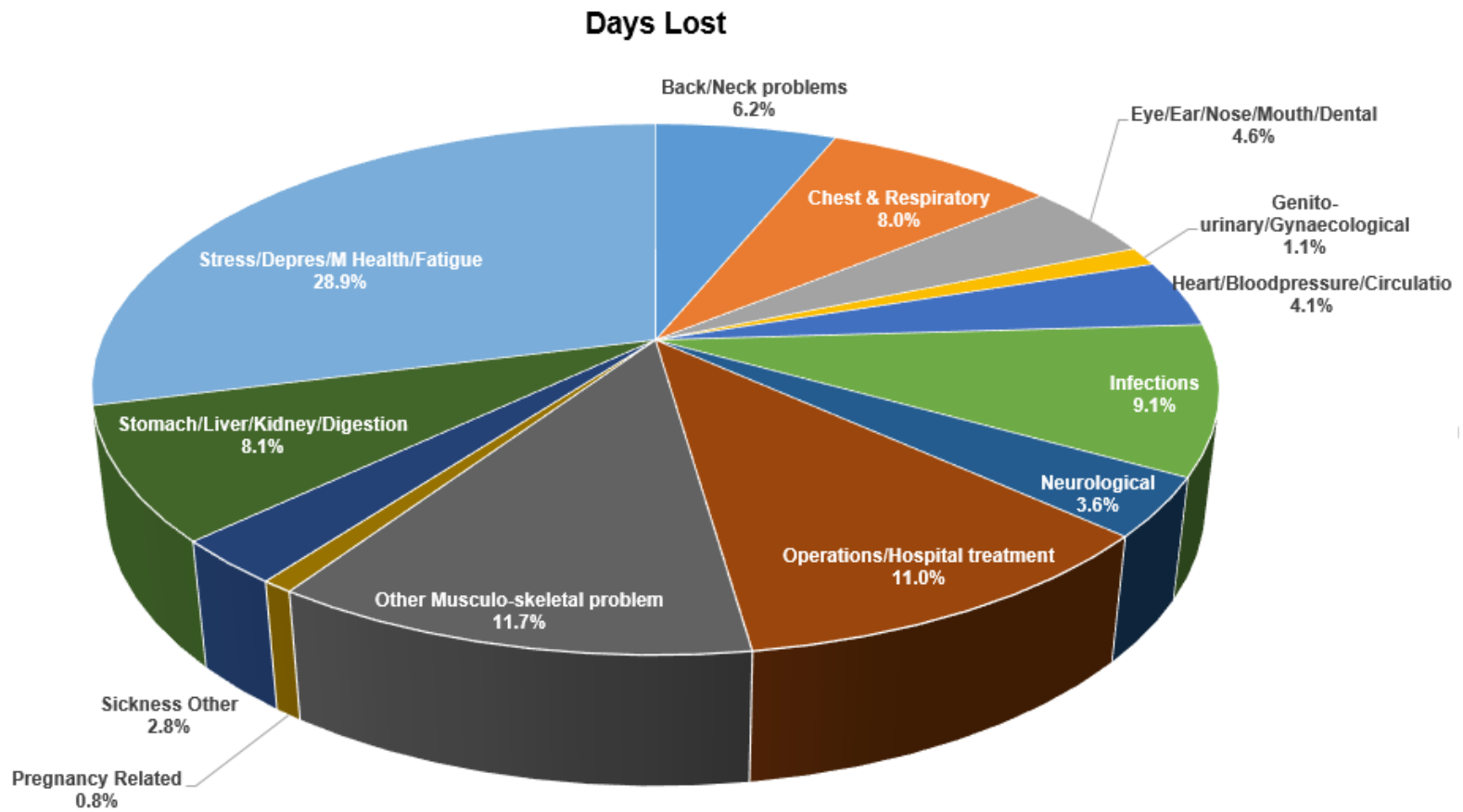
Council Target 17/18 - 8.90 days per FTE

Group / Division	Total working days lost April 16 - March 2017	Days lost per FTE April 16 - March 2017	FTE Average 2017/18	Total working days lost April 17 - March 18	Days lost per FTE April 17 - March 18	% of Working Days lost April 17 - March 18	Variation from previous year (days lost per FTE)	Monthly cost of Absence	Year to Date cost of absence
Neighbourhood Services & Resources	5911.83	8.64	692.98	5696.89	8.22	3.72	-0.42	£ 58,345	£ 607,020
Community Services	3206.07	10.71	304.76	2424.95	7.96	3.60	-2.75	£ 23,325	£ 239,771
Finance, Human Resources & Systems	407.40	6.12	71.26	276.36	3.88	1.75	-2.24	£ 1,823	£ 36,903
Housing and Building Services	2030.41	8.01	250.17	2646.29	10.58	4.79	2.57	£ 25,842	£ 277,728
Law and Governance	247.45	4.87	50.62	311.29	6.15	2.78	1.28	£ 5,479	£ 43,231
Communications, CD & DP	20.50	1.62	14.17	31.00	2.19	0.99	0.57	£ -	£ 4,634
Economic Growth	1365.69	7.34	185.63	1349.87	7.27	3.29	-0.07	£ 15,724	£ 176,514
Economic Initiative	227.90	7.68	29.76	157.81	5.30	2.40	-2.38	£ -	£ 25,733
Transport and Capital Projects	739.54	7.56	97.25	681.20	7.00	3.17	-0.55	£ 12,088	£ 85,224
Regulatory Services	398.25	6.93	57.62	510.86	8.87	4.01	1.94	£ -	£ 65,556
Children and Adults	6422.92	11.85	503.62	5695.73	11.31	5.12	-0.54	£ 56,879	£ 790,716
Adults Social Care	2311.86	14.85	153.73	2265.24	14.74	6.67	-0.11	£ 17,002	£ 294,096
Commissioning, Performance & Transformation	622.09	5.68	88.80	565.62	6.37	2.88	0.69	£ 389	£ 68,582
Public Health	14.12	2.57	5.11	7.00	1.37	0.62	-1.20	£ -	£ 1,540
Children's Services	2790.19	14.50	173.81	2158.79	12.42	5.62	-2.08	£ 25,978	£ 316,703
Educational Services (Excludes Schools)	684.66	8.79	81.17	699.08	8.61	3.90	-0.18	£ 13,510	£ 109,795
Authority Total (excluding schools)	13703.44	9.70	1382.23	12742.49	9.22	4.17	-0.48	£ 130,948	£ 1,574,250

Includes Business Support and (all of former OPU up to Dec 16)

Includes Customer Services and Property Services

Sickness Absence by Reason 2017-18



APPENDIX 5

Difference in days lost by absence reason in comparison to 2016-17

Sickness Reasons	2017/18	2016/17	2017-18	2016/2017 v 2017/2018	
	FTE Days Lost	FTE Days Lost	Occurrences of absence (16-17)	Variance in days lost	
				-	+
Operations, Hospital Treatment	1402.7	1039.5	71 (56)		363.2
Heart, Blood Pressure, Circulation	524.2	417.7	23 (19)		106.5
Stress, Depression, Mental Health, Fatigue	3686.5	3617.2	199 (187)		69.3
Chest Respiratory	1013.7	976.3	97 (126)		37.4
Neurological	548.0	538.0	134 (158)		9.9
Eye, Ear, Nose, Mouth/Dental	587.6	590.8	133 (160)	3.3	
Sickness Other	351.6	390.7	28 (38)	39.1	
Infections	1156.5	1196.4	385 (373)	39.9	
Stomach, Liver, Kidney, Digestion	1057.1	1103.7	437 (482)	46.7	
Pregnancy Related	99.1	155.9	25 (20)	56.8	
Gentio-urinary, Gynaecological	146.5	244.7	24 (50)	98.2	
Back Neck	791.8	1178.1	94 (111)	386.2	
Other Musculo-skeletal	1492.0	2252.3	127 (162)	760.2	

Significant increase / reduction in absence reasons by AD 2017/18

AD Area	FTE	Total Days Lost	Total Days FTE lost 2017/18 (16/17)	Variance	Significant increase / reduction in absence reasons (variation of more than 20 FTE days)
Building Services (Including Property)	88.84	858.49	9.66 (3.93)	+5.73	Stress, Depression, Mental Health, Fatigue (169.41) Back, Neck (117.48) Chest, Respiratory (108.01) Other Musculo-skeletal (75.01) Infections (52.49) Operation, Hospital Treatment (-20.00)
Law and Governance	50.62	311.29	6.15 (4.87)	+1.28	Stress, Depression, Mental Health, Fatigue (68.62) Other (30.67)
Revenue and Customer Services	161.33	1787.80	11.08 (10.28)	+0.80	Stress, Depression, Mental Health, Fatigue (276.63) Operation, Hospital Treatment (157.59) Chest, Respiratory (108.99) Neurological (72.49) Heart, Blood Pressure, Circulation (-26.50) Stomach, Liver, Kidney (-29.48) Gentio-urinary, Gynaecological (-39.80) Eye, Ear, Nose, Mouth/Dental (-42.15) Back, Neck (-106.92) Other Musculo-skeletal (-271.65)
Commissioning, Performance and Transformation	88.80	565.62	6.37 (5.68)	+0.69	Operation, Hospital Treatment (91.00) Stress, Depression, Mental Health, Fatigue (22.63) Eye, Ear, Nose, Mouth/Dental (-23.00) Gentio-urinary, Gynaecological (-23.01) Neurological (-52.97) Pregnancy Related (-64.50)
Strategy Performance and Communications	14.17	31.00	2.19 (1.62)	+0.57	

Adults Services	153.73	2265.24	14.74 (14.85)	-0.11	Stress, Depression, Mental Health, Fatigue (435.89) Operation, Hospital Treatment (146.84) Pregnancy Related (26.76) Other (-21.92) Stomach, Liver, Kidney (-35.07) Gentio-urinary, Gynaecological (-42.00) Heart, Blood Pressure, Circulation (-62.98) Infections (-134.19) Back, Neck (-219.69)
Education	81.17	699.07	8.61 (8.79)	-0.18	Eye, Ear, Nose, Mouth/Dental (157.31) Infections (45.82) Operation, Hospital Treatment (41.68) Other Musculo-skeletal (39.09) Back, Neck (-46.47) Other (-50.68) Stress, Depression, Mental Health, Fatigue (-166.44)
Cultural Services	148.63	709.27	4.77 (5.47)	-0.77	Stomach, Liver, Kidney (56.39) Gentio-urinary, Gynaecological (43.44) Operation, Hospital Treatment (32.17) Eye, Ear, Nose, Mouth/Dental (21.21) Pregnancy Related (-21.12) Back, Neck (-47.64) Other Musculo-skeletal (-52.25) Stress, Depression, Mental Health, Fatigue (-56.27)
Public Health	5.11	7.00	1.37 (2.57)	-1.20	
Children's Services	173.81	2158.79	12.42 (14.50)	-2.08	Operation, Hospital Treatment (98.20) Heart, Blood Pressure, Circulation (68.16) Infections (57.31) Other (56.38) Stomach, Liver, Kidney (-21.75) Back, Neck (-32.57) Neurological (-47.98) Gentio-urinary, Gynaecological (-54.73) Other Musculo-skeletal (-247.35) Stress, Depression, Mental Health, Fatigue (486.05)

Finance & HR	71.26	276.36	3.88 (6.12)	-2.24	<p>Operation, Hospital Treatment (21.18)</p> <p>Chest, Respiratory (-36.14)</p> <p>Stress, Depression, Mental Health, Fatigue (-40.68)</p> <p>Other Musculo-skeletal (-67.63)</p>
Economic Initiative	29.76	157.81	5.30 (7.68)	-2.38	<p>Stress, Depression, Mental Health, Fatigue (-30.73)</p> <p>Infections (-46.41)</p>
Transport and Capital Projects	97.25	681.20	7.00 (7.56)	-0.55	<p>Stress, Depression, Mental Health, Fatigue (80.60)</p> <p>Heart, Blood Pressure, Circulation (33.81)</p> <p>Stomach, Liver, Kidney (32.88)</p> <p>Gentio-urinary, Gynaecological (29.00)</p> <p>Eye, Ear, Nose, Mouth/Dental (-21.33)</p> <p>Chest, Respiratory (-26.22)</p> <p>Back, Neck (-44.10)</p> <p>Neurological (-50.07)</p> <p>Other Musculo-skeletal (-84.76)</p>
Environmental Services (Including Quality)	156.04	1715.68	11.00 (15.24)	-4.24	<p>Heart, Blood Pressure, Circulation (109.91)</p> <p>Stomach, Liver, Kidney (-26.58)</p> <p>Eye, Ear, Nose, Mouth/Dental (-47.59)</p> <p>Infections (-71.02)</p> <p>Other Musculo-skeletal (-89.27)</p> <p>Chest, Respiratory (-140.11)</p> <p>Operation, Hospital Treatment (-170.19)</p> <p>Stress, Depression, Mental Health, Fatigue (-252.20)</p>

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Long Term/Short Term Sickness Absence Analysis 2017-18

		Short Term / Long term %				2017/2018
		Q1	Q2	Q3	Q4	ST/LT
Neighbourhood Services and Resources Group	ST	60.0	45.0	54.0	49.3	51.7
	LT	40.0	55.0	46.0	50.7	48.3
Economic Growth	ST	59.0	45.4	48.5	57.9	52.2
	LT	41.0	54.6	51.5	42.1	47.8
Children & Adults Services	ST	47.5	46.8	41.7	51.0	42.9
	LT	52.5	53.2	58.3	59.0	57.1
TOTAL	ST	51.8	45.8	47.5	47.0	47.8
	LT	48.2	54.2	52.5	53.0	52.2

Long Term/Short Term Sickness Absence Analysis 2016-17

		Short Term / Long term %				2016/2017
		Q1	Q2	Q3	Q4	ST/LT
Neighbourhood Services and Resources Group	ST	53.1	48.6	49.3	57.1	52.2
	LT	46.9	51.4	50.7	42.9	47.8
Economic Growth	ST	73.4	44.6	56.2	48.1	52.3
	LT	26.6	55.4	43.8	51.9	47.7
Children & Adults Services	ST	43.1	37.8	37.0	52.3	42.9
	LT	56.9	62.2	63.0	47.7	54.7
TOTAL	ST	51.2	42.4	44.5	54.0	47.9
	LT	48.8	57.6	55.5	46.0	52.1

APPENDIX 8

Long Term Sickness Categories 2017/18

Service Group	Absent	Number of Employees				Total
		4 weeks – 3 months	3 -6 months	6 - 12 months	over 12 months	
NS&R	No. of new employees (Inc. those still off from 16/17)	17	2	0	0	19
	Number of new employees to category Q2	7	7	2	0	16
	Number of new employees to category Q3	14	8	3	0	25
	Number of new employees to category Q4	16	10	3	0	29
Economic Growth	No. of new employees (Inc. those still off from 16/17)	2	0	1	0	3
	Number of new employees to category Q2	3	1	0	0	4
	Number of new employees to category Q3	5	1	1	0	7
	Number of new employees to category Q4	3	1	0	0	4
Children & Adults Services	No. of new employees (Inc. those still off from 16/17)	18	10	3	0	31
	Number of new employees to category Q2	11	3	1	1	16
	Number of new employees to category Q3	16	10	0	0	26
	Number of new employees to category Q4	7	2	0	0	9
Total	No. of new employees (Inc. those still off from 16/17)	37	12	4	0	53
	Number of new employees to category Q2	21	11	3	1	36
	Number of new employees to category Q3	35	19	4	0	58
	Number of new employees to category Q4	26	13	3	0	42

Management Actions 2017/18

		Neighbourhood Services and Resources Group	Economic Growth	Children & Adults Services	Total
Review Meetings	Q1	50	6	19	75
	Q2	73	11	43	127
	Q3	55	21	58	135
	Q4	86	21	77	184
	Total	264	59	197	520
Medical Appointments	Q1	20	2	19	41
	Q2	20	5	32	57
	Q3	31	10	32	73
	Q4	31	8	49	88
	Total	102	25	132	259
Disciplinary Capability Actions	Q1	0	0	3	3
	Q2	0	0	3	3
	Q3	3	1	0	4
	Q4	1	0	2	3
	Total	4	1	8	13
Disciplinary Capability Dismissals	Q1	0	1	0	1
	Q2	0	0	2	2
	Q3	1	0	0	1
	Q4	0	0	0	0
	Total	1	1	2	4
Ill Health Retirements	Q1	0	0	1	1
	Q2	0	0	0	0
	Q3	1	0	1	2
	Q4	0	0	0	0
	Total	1	0	2	3
Total Number of Interventions Q1–Q4		372	86	341	799
% of interventions compared to No. of emps in Dept (Headcount Exc. Casuals)		45.7	39.1	57.7	49.1

APPENDIX 10

Logged Interventions 2017/18

Division	Occupational Health	Absence Review Meetings	Total Interventions	FTE Average 2017/18	Total working days lost April 17 - March 18	Days Lost per Intervention	Days lost per FTE April 17 - March 18
Public Health	1	0	1	5.11	7.00	7.00	1.37
Community Services	64	173	237	304.76	2449.80	10.34	8.04
Adults Social Care	59	127	186	153.73	2265.24	12.18	14.74
Law and Governance	9	15	24	50.62	311.29	12.97	6.15
Transport and Capital Projects	16	36	52	97.25	681.20	13.10	7.00
Economic Initiative	1	7	8	29.76	157.81	19.73	5.30
Commissioning, Performance & Transformation	11	15	26	88.80	565.62	21.75	6.37
Regulatory Services	8	15	23	57.62	510.86	22.21	8.87
Children's Services	47	43	90	173.81	2158.79	23.99	12.42
Educational Services (Excludes Schools)	14	12	26	81.17	699.08	26.89	8.61
Housing and Building Services	26	70	96	250.17	2646.29	27.57	10.58
Finance, Human Resources & Systems	3	7	10	71.26	276.36	27.64	3.88
Communications, CD & DP	0	0	0	14.17	31.00	Nil Interventions Recorded	2.19
Division	Occupational Health	Absence Review Meetings	Total Interventions	FTE Average 2017/18	Total working days lost April 17 - March 18	Days Lost per Intervention	Days lost per FTE April 17 - March 18
Children & Adults	103	267	370	503.62	5695.73	15.39	11.31
Economic Growth	25	58	83	185.63	1349.87	16.26	7.27
NS&R	131	195	326	692.98	5721.74	17.55	8.26
Council	259	520	779	1382.23	12767.34	16.39	9.24

APPENDIX 11

Absence by Profile 2017/18

Age Band	Days lost per FTE (15/16)	Top reason for absence	2 nd Highest Absence Reason	3 rd Highest Absence Reason
16 -19	1.9 (4.4)	Stomach/Liver/Kidney/ Digestion	Infections	Eye/Ear/Nose/Mouth/Dental
20 – 29	6.4 (7.4)	Stress/Depres/Mhealth/ Fatigue	Back/Neck problems	Stomach/Liver/Kidney/ Digestion
30 – 39	9.0 (8.1)	Stress/Depres/Mhealth/ Fatigue	Other Musculo-skeletal problem	Stomach/Liver/Kidney/ Digestion
40 – 49	9.4 (10.2)	Stress/Depres/Mhealth/ Fatigue	Operations/Hospital treatment	Other Musculo-skeletal problem
50 – 59	10.0 (10.9)	Stress/Depres/Mhealth/ Fatigue	Chest & Respiratory	Operations/Hospital treatment
60 – 64	10.7 (10.0)	Stress/Depres/Mhealth/ Fatigue	Other Musculo-skeletal problem	Stomach/Liver/Kidney/ Digestion
65+	21.1 (11.3)	Stress/Depres/Mhealth/ Fatigue	Operations/Hospital treatment	Heart/ Bloodpressure/ Circulation

FTE Salary Band	Days lost per FTE (15/16)	Top reason for absence	2 nd Highest Absence Reason	3 rd Highest Absence Reason
Below £12,145	3.1 (6.2)	Stomach/Liver/Kidney/ Digestion	Infections	Other Musculo-skeletal problem
£12,145 – £14,999	0.0 (15.8)	N/A	N/A	N/A
£15,000 – £19,999	9.9 (10.7)	Stress/Depres/Mhealth/ Fatigue	Other Musculo-skeletal problem	Stomach/Liver/Kidney/ Digestion
£20,000 – £24,999	9.3 (9.0)	Stress/Depres/Mhealth/ Fatigue	Other Musculo-skeletal problem	Stomach/Liver/Kidney/ Digestion
£25,000 – £29,999	10.5 (11.7)	Stress/Depres/Mhealth/ Fatigue	Operations/Hospital treatment	Chest & Respiratory
£30,000 – £34,999	7.7 (8.4)	Stress/Depres/Mhealth/ Fatigue	Infections	Other Musculo-skeletal problem
£35,000 – £39,999	8.2 (4.6)	Stress/Depres/Mhealth/ Fatigue	Operations/Hospital treatment	Other Musculo-skeletal problem
£40,000 – £44,999	10.4 (10.3)	Stress/Depres/Mhealth/ Fatigue	Eye/Ear/Nose/Mouth/Dental	Operations/Hospital treatment
£45,000 – £49,999	11.9 (2.9)	Chest & Respiratory	Stress/Depres/Mhealth/ Fatigue	Neurological / Sickness Other
£50,000+	2.9 (3.4)	Operations/Hospital treatment	Infections	Other Musculo-skeletal problem

Stress Related Absence Profiles

Work Related Stress v Personal Stress

Group / Division	Work Related Stress				Personal Stress			
	Days per FTE 16-17	% of all Stress 16-17	Days per FTE 17-18	% of all Stress 17-18	Days per FTE 16-17	% of all Stress 16-17	Days per FTE 17-18	% of all Stress 17-18
Children and Adults	1.71	47.30	1.48	42.07	1.91	52.70	2.03	57.93
Adult's	0.20	6.92	2.79	48.12	2.71	93.08	3.00	51.88
Comm, Perf & Transformation	0.35	26.86	1.13	60.23	0.96	73.14	0.74	39.77
Children	3.96	65.49	1.24	31.84	2.09	34.51	2.66	68.16
Education	1.23	47.76	0.00	0.00	1.35	52.24	0.43	100.00
Public Health	0.00	N/A	0.00	N/A	0.00	N/A	0.00	N/A
Economic Growth	1.02	71.59	1.13	58.01	0.40	28.41	0.82	41.99
Economic Initiative	2.19	100.00	0.00	0.00	0.00	0.00	1.15	100.00
Highways, Design & Projects	0.05	11.90	0.25	19.87	0.38	88.10	1.01	80.13
Regulatory Services	2.07	75.80	3.23	90.35	0.66	24.20	0.34	9.65
NS&R	0.87	42.80	0.50	22.27	1.16	57.20	1.74	77.73
Community Services	0.72	31.48	0.39	31.15	1.58	68.52	0.86	68.85
Building & Housing Services	1.21	64.98	0.77	21.05	0.65	35.02	2.90	78.95
Finance, HR & Systems	0.44	22.57	0.48	39.00	1.50	77.43	0.76	61.00
Law & Governance	0.83	42.42	0.00	0.00	1.12	57.58	3.31	100.00
Strat, Perf & Communications	0.00	N/A	0.00	N/A	0.08	100.00	0.00	N/A
Total	1.21	47.34	0.94	35.29	1.35	52.66	1.73	64.71

Work Related Stress v Personal Stress

Females v Males

Female 2017 - 18

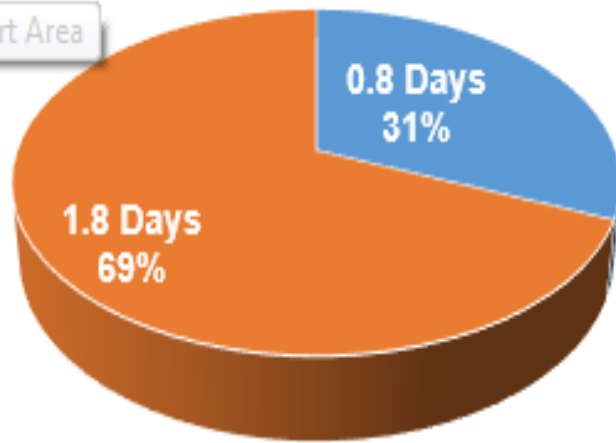
Male 2017 - 18

Work Related v Non Work Related Stress

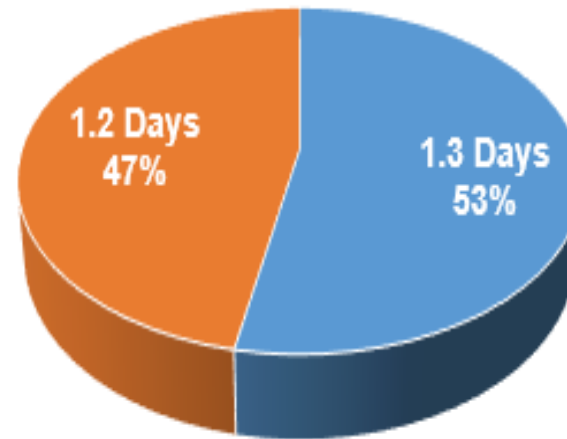
Work Related v Non Work Related Stress

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Chart Area



■ Work Related ■ Personal



■ Work Related ■ Personal

Profile Work Related Stress v Personal Stress 2017-18

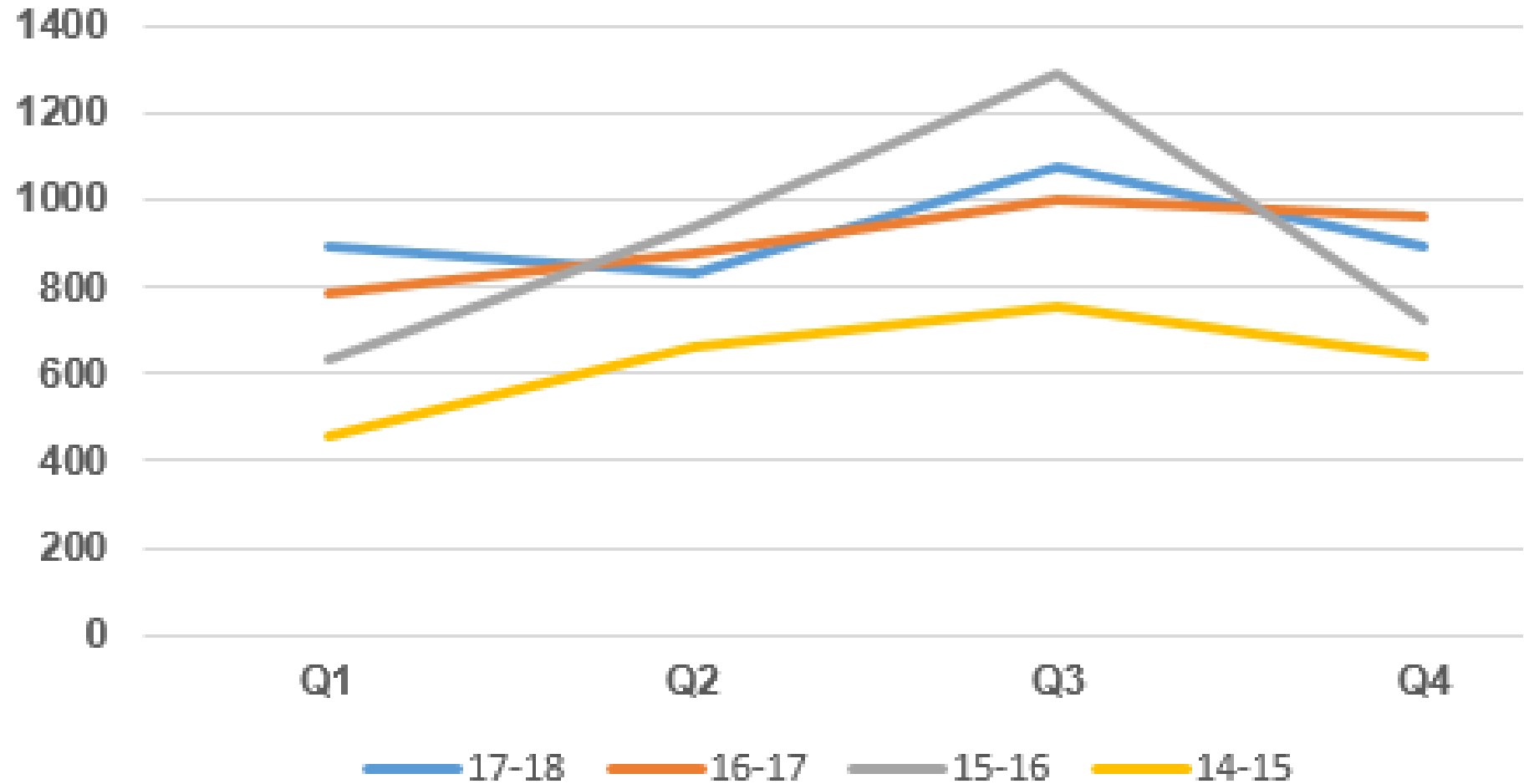
Age and Gender Profile

	Female		Male	
	Work Related	Personal	Work Related	Personal
Age	% of all Stress	% of all Stress	% of all Stress	% of all Stress
16-19	0.0	100.0	N/A	N/A
20-29	4.9	95.1	95.9	4.1
30-39	16.4	83.6	40.8	59.2
40-49	33.1	66.9	43.3	56.7
50-59	25.8	74.2	73.1	26.9
60-64	33.3	66.7	56.1	43.9
65+	0.0	100.0	0.0	100.0

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Stress related absence by quarter from 2014-15

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CORPORATE HEALTH AND SAFETY REPORT 2017/18

Purpose of the Report

1. To inform Members of the Efficiency and Resources Scrutiny Committee of the organisations performance in terms of health and safety for the financial year 2017/18 and the objectives set for 2018/19.

Summary

2. The focus has been to embed the health and safety management system and improve health and safety compliance.
3. A review of the Corporate Health and Safety Policy and General Statement of Intent has been carried out, along with the Think Safety Promise, refreshing the Council's commitment to health and safety.
4. Overall performance indicators show an improvement for the year.

Recommendations

5. It is recommended that Members :-
 - (a) Note the 2017/18 achievements and health and safety performance statistics.
 - (b) Note the health and safety objectives for 2018/19.

Paul Wildsmith
Managing Director

Background Papers

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

Joanne Skelton: Extension 6256

S17 Crime and Disorder	This report has no implications for Crime and Disorder
Health and Well Being	This report notes the health and safety performance figures for 2017/18 and the objectives for 2018/19 which aim at improving health and safety within the Council.
Carbon Impact	There are no issues which this report needs to address.
Diversity	There are no issues relating to diversity which this report needs to address
Wards Affected	The impact of the report on any individual Ward is considered to be minimal.
Groups Affected	The impact of the report on any individual Group is considered to be minimal.
Budget and Policy Framework	This report does not represent a change to the budget and policy framework.
Key Decision	This is not a key decision.
Urgent Decision	This is not an urgent decision
One Darlington: Perfectly Placed	Action detailed in the report supports the Healthy Darlington aspect of the SCS.
Efficiency	Good health and safety performance has a positive impact on efficiency.

MAIN REPORT

Overview

6. A full review of the Corporate Health and Safety Policy has been carried out and reflects the commitment of elected members and senior management to health and safety within the organisation. The Policy has been issued as a booklet and in electronic format via Academy 10. The Council's General Statement of Intent poster has also been updated and displayed at various locations throughout the organisation.
7. Think Safety initiatives have continued with the Think Safety Promise 2017 signed by Assistant Directors, refreshing their promise to health and safety including:
 - Consider safety when making decisions and value equal to service delivery.
 - Actively set a good example.
 - Meet at least 3 times a year with H&S Champions.
 - Allow staff to stop service delivery for health and safety reasons.
8. Corporate Driving Arrangements have been updated and have introduced a number of new requirements to manage driving related road risk. A revised 'driver declaration' form, including driver profile questions is to be completed on employment and reviewed at least every 6 months along with driving licence checks. A Driving at Work and Road Safety module has been added to Academy 10 which should be completed by all employees required to drive at work.
9. Lone working devices were introduced into the Council towards the end of 2015 to support existing arrangements i.e. risk assessments, logging in and out protocols, conflict management training and the employee protection register (EPR). There are now 192 devices being used by over 30 service areas, with approx. 500 employees having access to a device.
10. The recent Employee Survey 2018 included two specific questions on Health and Safety at Work. 99% responded 'I understand my responsibilities in regard to health and safety at work' and 93% 'I feel the council takes health and safety issues seriously'. These mirror the positive responses from the Health and Safety Culture Survey undertaken in January 2017 and reinforce that managers and employees understand the importance of addressing and preventing health and safety issues.
11. The Employee Survey also showed positive results with Health and Wellbeing compared to the 2014 survey. Questions in this section reflect the key themes covered in the HSE's Management Standards, which are areas of work design, that if managed correctly are associated with good health, productivity and low accident and sickness absence rates. Collectively 85% of respondents felt the organisation supported their health and wellbeing a significant increase from the 46% response in 2014.
12. Overall performance indicators show a general improvement for the year, further details below.

Performance

13. Measuring performance is a vital means of checking risks are being managed effectively, providing confidence that enough is being done and/or identifying how things could be improved in the future.
14. The number of employee accidents / ill health cases that required reporting to the HSE has reduced by 4 on the previous year, to 9. The reportable accident rate is 5.4 (per 1000 FTE) a decrease on 2016/17 accident rate of 7.5.
15. One reportable accident resulted in a specified injury, a fractured arm. The employee was carrying a piece of flagstone which broke off knocking his arm against the wagon. Details of the Council's year on year accident / incident / near miss data is provided in **Appendix 1**.
16. The other types of HSE reportable accidents/ ill health were, manual & handling (5), slip, trip and fall (2), struck by (1), carpal tunnel syndrome, (1). Investigation findings included, lack of safe systems of work and a need for improved monitoring arrangements. See **Appendix 2** Reportable Accidents by Type and Service Area.
17. In response a review of the risk assessments in those areas has been carried out and further supervisory training has been undertaken.
18. As detailed above there was one occupational disease diagnosed in 2017/18. Carpal tunnel syndrome is not always caused by work related factors however, it can be made worse by exposure to vibration with the use of hand held vibratory power tools. Measures implemented to reduce the risk of ill health associated with the use of vibratory equipment include the assessment of work activities, suitable equipment, reduction in exposure time, maintenance of equipment, monitoring and health surveillance.
19. Accidents to members of the public or others, must be reported to the HSE if they result in an injury and the person is taken directly from the scene of the accident to hospital for treatment. In 2017/18 there were 5 reports; a contractor working on a construction site, a slip on ice at the cemetery, a child struck by a gate in a play park area, and 2 school pupils, a trip in school field and the other struck equipment in sports hall.
20. The Council's accident rate (minor and reportable) was 103.89 per 1000 FTE employees. This is a slight increase on 2016/17 where the rate was 103.79. The accident incidence rate allows us to compare performance to previous years, whilst taking into account a reduction in the workforce. The accident rate can also be used to compare performance between internal services, see **Appendix 3**.

NB. The average FTE for 2017/18 was 1665.15 compared to 2016/17 1734.18.

21. Minor accidents / incidents have reduced by 3 to 164. Minors, are classified as those which do not require reporting to the HSE but have resulted in injury or harm. Housing Services has seen the largest rise, the highest cause of these being verbal abuse or threatening behaviour, there were 9 reported incidents (5 customer services, 3 Housing and 1 Revs and Bens). **Appendix 4** shows the most common type of minor accident by service for the last 3 years.

22. In respect of verbal abuse and threatening behaviour, operating procedures have been reviewed and an additional response arrangement is in place at all our customer facing receptions which includes a link group for communicating urgent messages between the various receptions, relevant services and CCTV control centre.
23. At the end of the financial year 87% of employees that required health surveillance had completed this within the required time period. The majority of those overdue were by no more than a month, with 4 being as a result of sickness absence. Health surveillance includes; monitoring for signs of hand arm vibration; lung function tests for effects of exposure to dust i.e. silica, skin checks and audiometry test for signs of noise induced hearing loss.
24. There were 263 working days lost as a result of accidents in 2017/18, 25 of these days were from injuries sustained in 2016/17. This represents a drop of 55% on the previous year. The equivalent of 0.16 days were lost per FTE to industrial injury in 2017/18 compare to 0.33 in 2016/17. **Appendix 5** year on year days lost as a result of accidents.
25. There were 13 accidents resulting in lost time in 2017/18, lasting on average 18 days each. Manual handling related (8) and slips, trips and falls (4) and (1) hit by falling object. 6 were from Environmental Services, 2 Highways and 1 each in Culture, Housing, Building Services, Adults and Schools.
26. 2017/18 was another positive year for near miss reporting with 153 reports completed. Services are actively encouraged to promote the benefits near miss reporting as every report submitted and corrective action taken potentially prevents an injury. Details are provided in **Appendix 6** show reporting comparisons between services and the previous year.
27. Work related stress (WRS) accounted for 35.3% of all stress related absence, being 1,301 FTE days lost. 2016/17 WRS accounted for 47.3% (1,711 FTE days). Stress related absence is the highest cause of sickness absence standing at 29% of all days lost with musculoskeletal the second highest at 11.7%. Whilst WRS has decreased overall it is still a significant concern, as members will be aware we have a number of methods of support to staff including a counselling service, wellbeing initiatives and wellness awareness and resilience training. All managers are also attending a Mental Health for Managers training session so they are equipped to identify and help staff with mental health issues.

Brief outline of objectives for 2018/19

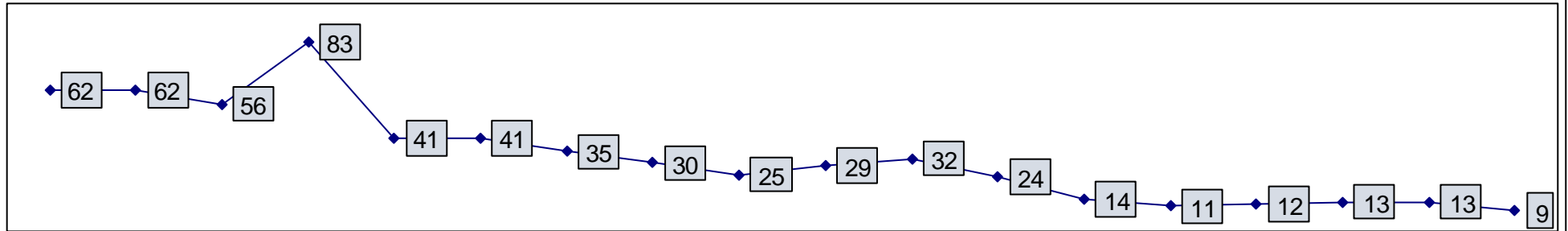
28. To ensure continual improvement in both health and safety management and health and safety culture the following strategic priorities have been identified as applicable to the whole Council. Each element compliments and supports the other in achieving the main aim of a safe and healthy workplace.
29. Ensure the health and safety management system is embedded across the Council, by continuing to plan for hazard identification, risk assessment and risk control to include routine and non-routine activities as well as addressing behavioural issues.

30. Review the Corporate Health and Safety Policy and General Statement of Intent and refresh the Think Safety Promise, to reflect the recent structural changes within the organisation.
31. Continue to review and develop arrangements and ensure they are effectively and consistently implemented within the Authority to comply with legal requirements and industry standards.
32. Develop and implement, as part of the Resource Link project, an electronic incident management system.
33. Ensure a full programme of health and safety training is provided including the use of e-learning options / Academy 10 where possible.
34. Continue to introduce effective health and safety documentation and data control of the health and safety management system.
35. Continue to ensure emergency preparedness and response, through adequate first aid provision, fire arrangements and security threats, etc.
36. Continue to measure and monitor health and safety performance (key performance indicators) utilising both proactive and reactive measures.
37. Carryout a programme of audits ensuring non-conformance and corrective and preventive actions are reported to senior management.

Conclusion

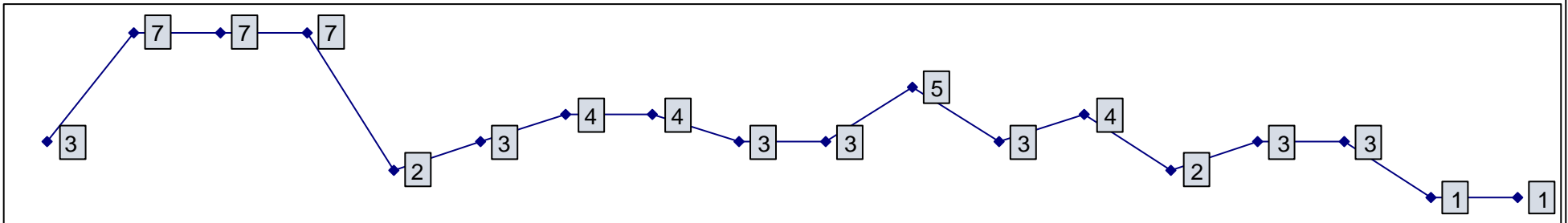
38. Health and safety in the organisation continues to be a high priority and the performance results show improvements are again being made. The objectives for 2018/19 will ensure for continual improvement and embed health and safety into all the councils' activities.

Year on Year HSE Reportable Employee Accidents / Ill Health



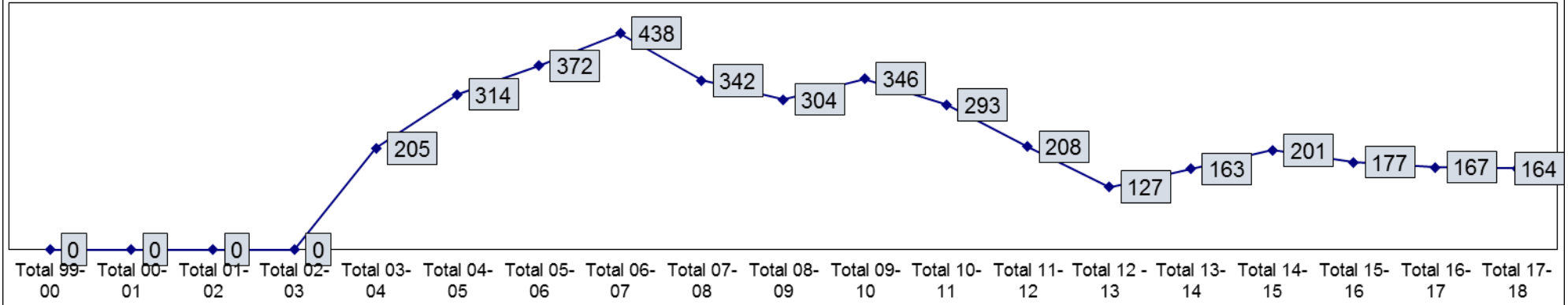
Total 00-01 Total 01-02 Total 02-03 Total 03-04 Total 04-05 Total 05-06 Total 06-07 Total 07-08 Total 08-09 Total 09-10 Total 10-11 Total 11-12 Total 12-13 Total 13-14 Total 14-15 Total 15-16 Total 16-17 Total 17-18

Year on Year Specified Employee Accidents

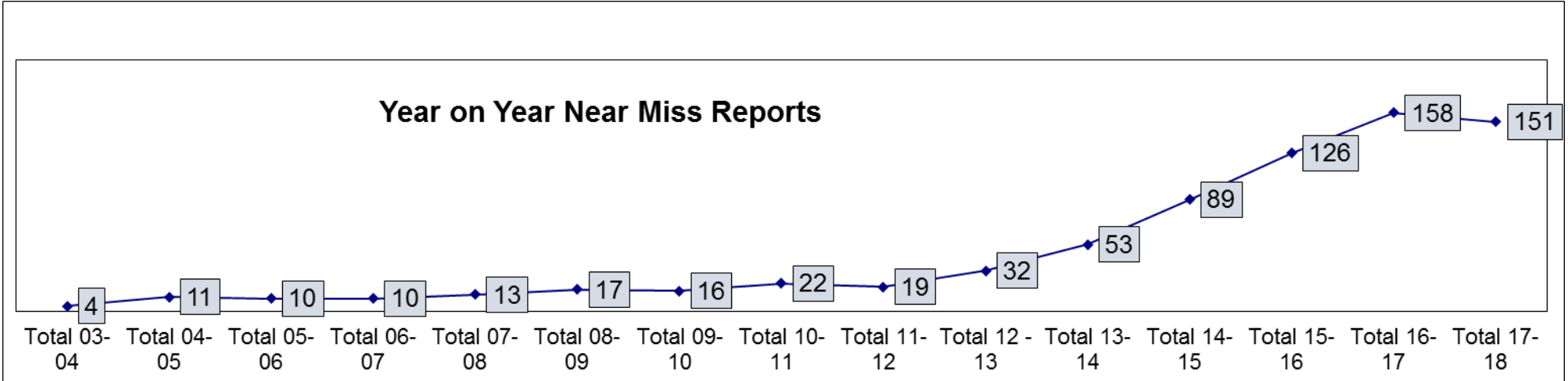


Total 00-01 Total 01-02 Total 02-03 Total 03-04 Total 04-05 Total 05-06 Total 06-07 Total 07-08 Total 08-09 Total 09-10 Total 10-11 Total 11-12 Total 12-13 Total 13-14 Total 14-15 Total 15-16 Total 16-17 Total 17-18

Year on Year Minor Employee Accidents / Violent Incidents



Year on Year Near Miss Reports

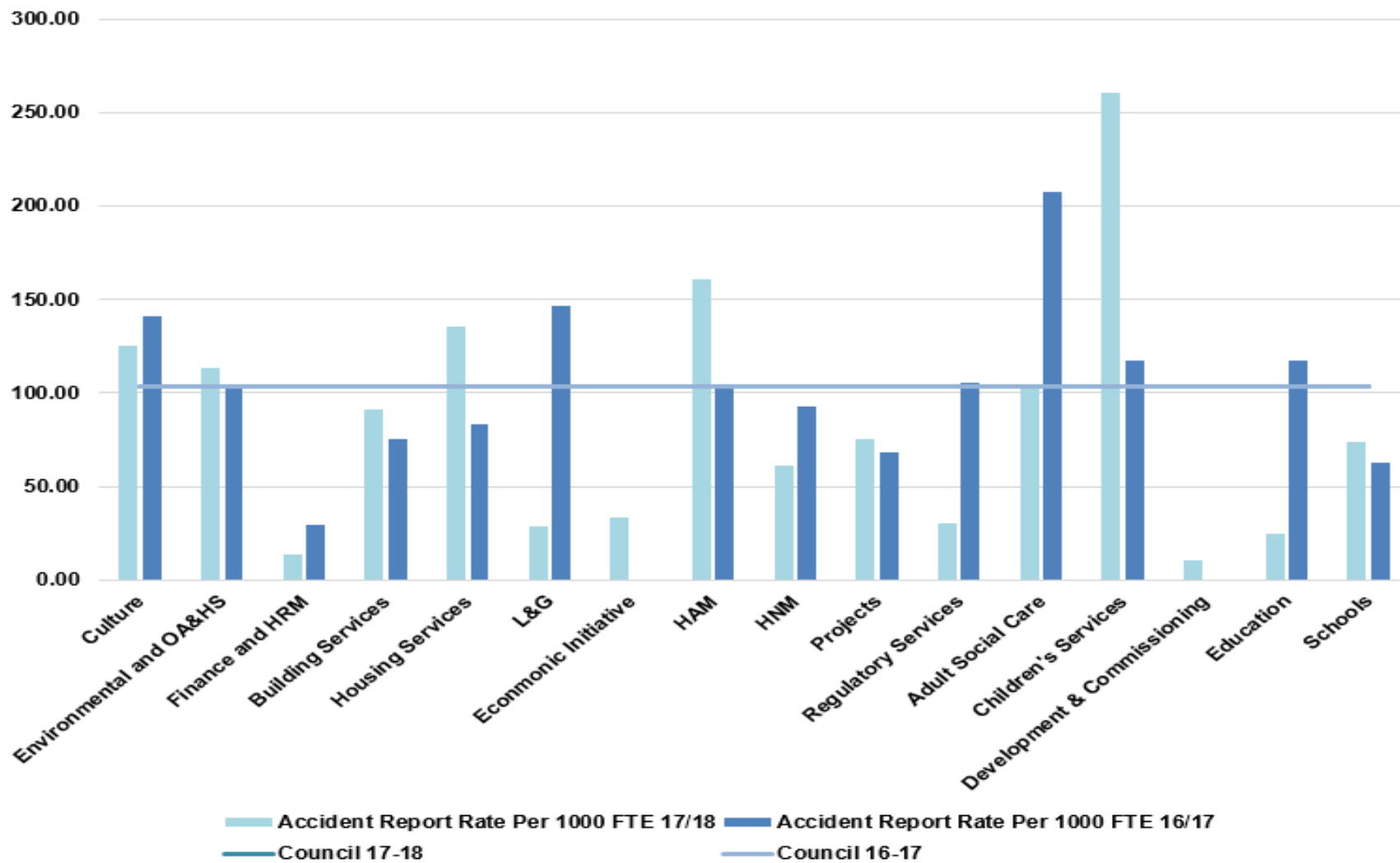


Reportable Accident by Type and Service Area

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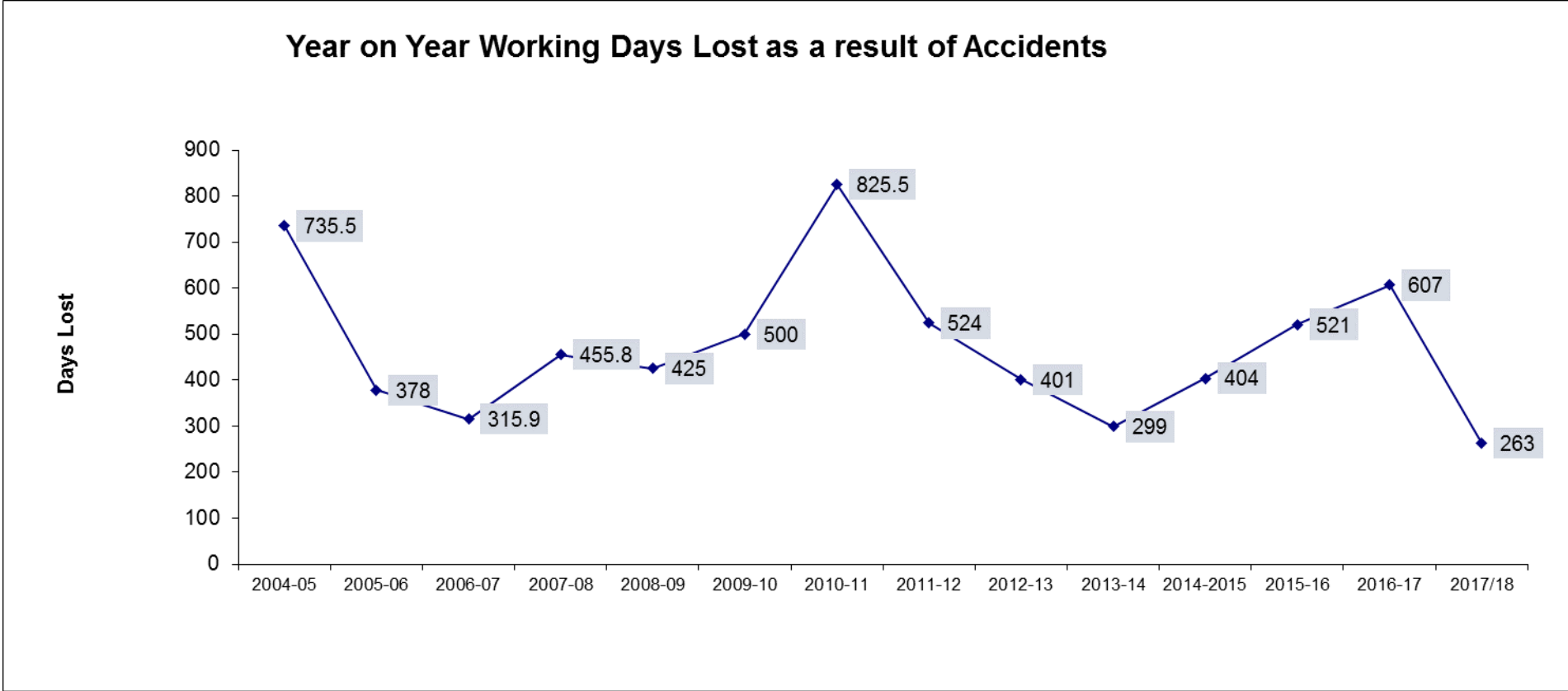
Service Area (16/17 total)	Injured by animal	Striking against	Struck by moving object	Manual Handling	Contact with sharp object	Slip, Trip or Fall on the same level	Falls from height	Exposure to harmful substance	Physical assault	Ill Health	Total
Culture								(1)			(1)
Environmental Services				1		1 (1)					2 (1)
Housing Services				1 (1)							1 (1)
Building Services				(1)	(1)						(2)
Highways Asset Management				2		1	(1)			1	4 (1)
Highways Network Management						(1)					(1)
Adults	(1)		1	1 (3)							2 (4)
Children's				(1)							(1)
Schools											
Law and Governance	(1)										(1)
Total	(2)		1	5	(1)	2 (2)	(1)	(1)		1	9 (13)

Accident Rate per 1000 FTE



Top 3 Most common Minor Accidents by Service Group

Service Group	17-18	16-17	15-16
Neighbourhood Services and Resource	Verbal Abuse or Threatening Behaviour	Verbal Abuse or Threatening Behaviour	Verbal Abuse or Threatening Behaviour
	Slip, Trip or Falls	Slip, Trip or Falls	Physical Assault
	Striking Against	Manual Handling	Manual Handling
Economic Growth	Manual Handling	Slips, Trips or Falls	Verbal Abuse or Threatening Behaviour
	Slip, Trip or Falls	Manual Handling	Slip, Trip or Falls
	Striking Against	Struck by	Manual Handling
Children and Adults Services	Verbal Abuse or Threatening Behaviour	Physical Assault	Physical Assault
	Physical Assault	Verbal Abuse	Slip, Trip or Falls
	Struck by	Manual Handling	Verbal Abuse or Threatening Behaviour
Total	Verbal Abuse or Threatening Behaviour	Verbal Abuse or Threatening Behaviour	Verbal Abuse or Threatening Behaviour
	Slip, Trip or Falls	Physical Assault	Physical Assault
	Physical Assault	Slip, Trip or Falls	Manual Handling



Near misses – 16/17 v 17/18

Division / Service Group	17-18	16-17	Difference
Neighbourhood Services & Resources	101	109	-8
Culture	17	12	5
Environmental (Inc. OA&HS)	10	17	-7
Finance & HR	20	8	12
Building Services	8	22	-14
Housing Services	37	41	-4
Law and Governance	9	9	-
Communications	0	0	-
Economic Growth	23	20	3
Economic Initiative	3	0	3
Capital Projects	1	1	-
Highways Asset Management	12	10	2
Highways Network Management	3	6	-3
Regulatory Services	4	3	1
Children & Adult's	29	27	2
Adult Social Care	15	11	4
Children's Services	3	14	-11
Commissioning, Strategy and Performance	3	1	2
Public Health	2	1	1
Education	6	N/A	6
Schools	0	2	-2
Total	153	158	-5

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Efficiency and Resources Scrutiny Committee

Date 12 July 2018

ITEM NO.

PERFORMANCE INDICATORS Q4 2017/18

Purpose of the Report

1. To provide Members with an update on performance against key performance indicators.
2. To provide Members with a proposed basket of performance indicators for 2018/19 and to seek feedback on that proposed basket.
3. To note the proposed schedule for performance reporting set out in para 14.

Report

Q4 (end of year) performance summary

4. This report provides quarter 4 (1 January – 31 March) (end of year) 2017/18 performance information in line with an indicator set and scrutiny committee distribution agreed by Monitoring and Coordination Group on 12 June 2017, and subsequently by scrutiny committee chairs.
5. The indicators included in this report are aligned with key priorities and the majority are used to monitor the Corporate Plan 2017/21. Other indicators may be referenced when appropriate in narrative provided by the relevant assistant directors, when providing the committee with performance updates.
6. It is suggested monitoring focuses on issues and exceptions, and relevant assistant directors will be in attendance at the meeting to respond to queries raised by the committee regarding the performance information contained within this report.
7. 10 (Ten) indicators are reported to the committee, all on a quarterly basis. Data is also available for 'LGP 008 Contracted spend as a % of total non-salary spend' which had been unavailable for reporting as a result of an error in Agresso.
8. Targets have been set for 7 (seven) of these indicators:
 - a) 4 (Four) of these indicators have met their year-end target
 - i. FHR 019 – Staff turnover – voluntary leavers
 - ii. HBS 003 – Housing Benefit overpayments recovered
 - iii. HBS 009 - % of Council Tax collected in year
 - iv. HBS 010 - % of Business Rates collected in year

b) The remaining 3 (three) indicators failed to achieve target for end of year however 2 (two) indicators achieved performance better than at year-end than last year:

- i. FHR 001 – working days lost due to sickness (excluding schools)
- ii. LGP 008 – Contracted spend as a % of total non-salary spend

And the remaining indicator did not achieve target and performance was worse than at year-end last year:

- iii. HBS 002 Amount in £'s of Council Tax arrears collected

9. 3 (three) indicators have not been set a year-end target. Of these

a) 2 (two) indicators achieved performance at year-end better than at year-end last year

- i. FHR 003 Number of reportable employee accidents / ill health
- ii. FHR 008 Complaints upheld by the Local Government Ombudsman / Housing Ombudsman'

b) 1 (one) achieved year-end performance worse than at year-end last year

- i. 'FHR 009 Number of complaints upheld by the Information Commissioner's Office

10. A detailed performance scorecard is attached at Appendix 1.

Scrutiny indicators 2018/19

11. A review of the indicator set and scrutiny committee allocation is required to ensure the continued relevance of the indicator set to the scrutiny committee's work plan for 2018/19.

12. The 2017/18 baskets of indicators have therefore been reviewed by Directors / Assistant directors for continued relevance and it is proposed the basket of indicators for Efficiency and Resources Scrutiny Committee remains unchanged for 2018/19.

13. Monitoring and Co-ordination group has reviewed and agreed the overall proposed set of indicators for 2018/19 and their allocation to individual scrutiny committees in accordance with their areas of responsibility and existing allocation, and also the proposed quarterly performance reporting schedule set out below:

- Q1 - October 2018
- Q2 - December 2018
- Q3 - March 2019
- Q4 - June / July 2019

14. The proposed indicator set for 2018/19 for Efficiency and Resources Scrutiny Committee is attached at **appendix 2**.

15. This Scrutiny Committee performance report is compiled by the Corporate Performance Team. All queries regarding the format of this report should be addressed to Barbara.Copson@Darlington.gov.uk

Recommendations

16. It is recommended:

- a) that performance information provided in this report is reviewed and noted, and relevant queries raised with appropriate assistant directors;
- b) that the committee reviews the proposed basket of performance indicators for 2018/19 and provides feedback as appropriate;
- c) that the committee notes the proposed schedule for performance reporting for 2018/19.

17. This Scrutiny Committee performance report is compiled by the Corporate Performance Team. All queries regarding the format of this report should be addressed to Barbara.Copson@Darlington.gov.uk

Neil Bowerbank – Head of Strategy, Performance and Communications

Barbara Copson Performance Manager x 6054

Background papers

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

S17 Crime and Disorder	This report supports the Council's Crime and Disorder responsibilities
Health and Well Being	This report supports performance improvement relating to improving the health and wellbeing of residents
Sustainability	This report supports the Council's sustainability responsibilities
Diversity	This report supports the promotion of diversity
Wards Affected	This report supports performance improvement across all Wards
Groups Affected	This report supports performance improvement which benefits all groups
Budget and Policy Framework	This report does not represent a change to the budget and policy framework
Key Decision	This is not a key decision
Urgent Decision	This is not an urgent decision

One Darlington: Perfectly Placed	This report contributes to the Sustainable Community Strategy (SCS) by involving Members in the scrutiny of performance relating to the delivery of key outcomes
Efficiency	Scrutiny of performance is integral to optimising outcomes.



Efficiency and Resources

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

Indicator Num	Indicator Description	Reported	What is best	Measure of unit	Latest England Av	Latest North East Av	Latest other benchmark Av	2014/15	2015/16	2016/17	Data at same period last year	Latest data performance from same period last year	June	Sept	Dec	Mar	Mar - Num	Mar - Den	Trend from when last reported	Performance against target	March compare to target	Year End Target	Comments
FHR 001	DBC number of FTE working days lost due to sickness (excluding schools)	Monthly	Smaller	Num/Rate	-	-	-	9.3	8.8	9.7	9.7	↑	1.8	3.8	6.7	9.2	12,742	1,382		↓	↓	8.9	Qtr 4 Figures have improved on the same period last year - 961 days, 0.48 per FTE. Of the 12761 Days lost 52% (52% 16/17) is long term (LT) 16% of this was deemed compassionate in nature. There have been 188 Cases of LT (178 Individuals), 135 have now returned to work with 26 leaving the Council (a further 6 left after returning to work), the remaining 18 are still off but being managed, details can be found within AD comments. Stress related absence is the highest cause, 29% (26% of which 35% (47%) is work related. In total 978 employees have taken time off due to sickness absence - 60% of workforce. Year end outturn 9.23 days per FTE (9.7) Updated 16/05/18 due to adjustment
FHR 003	Number of reportable employee accidents / ill health	Quarterly	Smaller	Num	-	-	-	11	13	13	13	↑	0.0	1.0	7.0	8.0	8					-	Qtr 4 1 reportable accident in Q4, total for the year 8 reports. 3 x manual handling, 1 carpal tunnel syndrome, 2 x slip/fall from height, 2 x moving and handling.
FHR 008	Number of complaints upheld by the Local Government Ombudsman/Housing Ombudsman	Quarterly	Smaller	Num	-	-	-	3.0	11	7.0	7.0	↑	5.0	5.0	5.0	6.0	6					-	Qtr 4 Q1 - Adult Social Care received 1 Upheld decision, compared to 4 for the same period in the previous year. Children's Services received two upheld decisions compared to 0 for the same period in the previous year. Education received 1 Upheld decision, compared to 0 for the same period the previous year. Q 2 and 3 - The Local Government and Social Care Ombudsman (new name) and the Housing Ombudsman did not uphold any complaints during the second and third quarters of 2017/18. Q4 - Adult Social Care received 1 Upheld decision, the same number for the same period in the previous year.
FHR 009	Number of complaints upheld by the Information Commissioner's Office	Quarterly	Smaller	Num	-	-	-	3.0	9.0	1.0	1.0	↓	0.0	1.0	3.0	3.0	3					-	Qtr 4 Q1 - The ICO did not uphold any complaints. Q2 - The ICO partly upheld 1 complaint. It related to an Environmental Information Regulations request for Development Management Information. The ICO concluded that while the Council had applied the regulations correctly we delayed in doing so. Q3. The ICO upheld two complaints. The first related to an Environmental Information Regulations request for Development Management. The ICO concluded the Council had failed to demonstrate disclosure would adversely affect a legitimate economic interest and ordered the Council to disclose the information relating to Durham Tees Valley Airport. The Council has appealed the ICO's decision to the first-tier tribunal. The second related to an FOI request for Development Management. The ICO concluded the Council failed to respond to respond to the request regarding the roll out of superfast broadband within timescale.
FHR 019	Staff turnover - Voluntary Leavers	Quarterly	Smaller	%	-	-	-	7.8	7.0	6.8	6.8	↓	1.3	3.8	5.5	7.3	145	1,996		↑	↑	10.0	Qtr 4 Higher than in 16/17 (6.76). Further details can be seen in AD comments. (27 people have retired, excluding those the Turnover rate would be 5.91).
HBS 002	Amount in £'s of Council Tax arrears collected	Monthly	Bigger	Num	-	-	-	1,271,644	1,549,537	1,567,911	1,567,911	↓	476,546	886,983	1,260,642	1,477,347	1,477,347			↓	↓	1,500,000	Qtr 4 Performance has been met for 2017/18
HBS 003	Amount in £'s of Housing Benefit overpayments recovered	Quarterly	Bigger	Num	-	-	-	991,571	1,063,561	1,202,060	1,202,060	↓	261,389	524,680	815,691	1,106,519	1,106,519			↑	↑	950,000	Qtr 4 Performance has been exceeded for 2017/18
HBS 009	% of Council Tax collected in year	Monthly	Bigger	%	97	82	-	95	95	96	96	↔	27	53	79	96	51,120,938	53,472,843		↔	↑	96	Qtr 4 Performance has been met for 2017/18.
HBS 010	% of Business Rates collected in-year	Monthly	Bigger	%	98	83	-	98	98	98	98	↑	31	56	80	99	34,316,200	34,703,330		↑	↑	98	Qtr 4 Performance has been met for 2017/18.
LGP 008	Contracted spend as a % of total non-salary spend	Quarterly	Bigger	%	-	-	-	-	-	72	72	↑	75	76	79	74	18,081,431	24,562,563	↓	↓	↓	80	Qtr 4 The data has now been corrected and rerun for the whole year. The contract register has a few things that still need updating which should bring the figure higher.

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Efficiency and Resources Scrutiny Committee – Proposed indicators 2018/19

	Indicator reference	Indicator Description	Reported
1	FHR 001	DBC number of FTE working days lost due to sickness (excluding schools)	Quarterly
2	FHR 003	Number of reportable employee accidents / ill health	Quarterly
3	FHR 008	Number of complaints upheld by the Local Government Ombudsman/Housing Ombudsman	Quarterly
4	FHR 009	Number of complaints upheld by the Information Commissioner's Office	Quarterly
5	FHR 019	Staff turnover - Voluntary Leavers	Quarterly
6	HBS 002	Amount in £'s of Council Tax arrears collected	Quarterly
7	HBS 003	Amount in £'s of Housing Benefit overpayments recovered	Quarterly
8	HBS 009	% of Council Tax collected in year	Quarterly
9	HBS 010	% of Business Rates collected in-year	Quarterly
10	LGP 008	Contracted spend as a % of total non-salary spend	Quarterly

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REVENUE OUTTURN 2017/18

SUMMARY REPORT

Purpose of the Report

1. To consider the revenue outturn 2017/18 report.

Summary

2. Attached at **Annex 1** is the revenue outturn 2017/18 report which was considered by Cabinet at its meeting held on 5 June, 2018

Recommendation

3. It is recommended that Members consider and discuss the revenue outturn 2017/18 report.

Elizabeth Davison
Assistant Director Resources

Background Papers

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

Elizabeth Davison: Extension 2601

S17 Crime and Disorder	There are no specific crime and disorder implications in this report.
Health and Well Being	There are no issues relating to health and well being which this report needs to address.
Carbon Impact	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.
One Darlington: Perfectly Placed	The subject matter of the report, the Councils financial standing and financial management, is critical to delivery of the SCS, 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

REVENUE OUTTURN 2017-18

Responsible Cabinet Member - Councillor Stephen Harker
Efficiency and Resources Portfolio

Responsible Director - Paul Wildsmith, Managing Director

SUMMARY REPORT

Purpose of the Report

1. To present the revenue outturn 2017-18 (subject to Audit), to allow Members to consider the results in light of the Council's Medium Term Financial Plan (MTFP) and also to consider the Collection Fund and Housing Revenue Account outturn.

Summary

2. The draft year end position shows a welcomed improvement of £0.530M from the opening balance projections reported in the 2018/19 to 2021/22 MTFP.
3. Whilst there have been changes to the bottom line figures for each department the most significant is within Children and Adult Services with an overall improvement of £0.712M. This is primarily due to the reduced requirement for residential and nursing beds in Adult Social Care over the year. There has however, in common with Council's across the country, been an increase in expenditure in Children's Services with the ongoing pressure in looked after children (LAC) and the high costs of individual placements. This pressure cannot be underestimated and will need to be managed carefully next year.
4. Cabinet have previously approved carry forwards of £0.709M, in addition to this further year end carry forward requests of £1.189M have been made and are detailed in the report. The provisional outturn figure makes the assumption that all of these carry forwards are approved.
5. The Outturn figures are welcomed especially as a number relate to the early delivery of savings which provides a solid base for achieving future year efficiencies. The increase in balances will assist the Council in managing the risks inherent in the MTFP in relation to the delivery of savings and mitigate potential pressures.

Recommendation

6. It is recommended that :-
- (a) The revenue outturn for 2017-18 be noted.
 - (b) The additional carry forward requests of £1.189M referred to in paragraphs 14 to 18 below be approved and carried forward into 2018-19.
 - (c) The earmarked reserve requested in paragraphs 25 and 26 be approved.

Reasons

7. The recommendations are supported in order to maintain appropriate management arrangements for the Council's finances and make effective use of the Council's resources.

Paul Wildsmith
Managing Director

Background Papers

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

Elizabeth Davison: Extension 5830

S17 Crime and Disorder	There are no specific crime and disorder implications in this report.
Health and Well Being	There are no issues relating to health and well being which this report needs to address.
Carbon Impact	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.
One Darlington: Perfectly Placed	The subject matter of the report, the Council's financial standing and financial management, is critical to delivery of the SCS, but this report does not contain new proposals.
Efficiency	The report contains updated information regarding efficiency savings contained in the MTFP and also spend to save requests included in the carry forward totals.
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

8. The year-end position shows an improvement of £0.530M from the opening balance projections in the 2018/19 to 2021/22 MTFP report.
9. The draft General Fund Reserve position at 31 March 2018 is £20.763M, a summary of which is shown in **Appendix 1**. Of this, £11.777M is planned to be used in 2018-2022 to assist the MTFP, £4.330M is set aside to cover our risk balances, £4.100M was identified for the Futures Fund over the life of the MTFP with the remaining £0.556M available to assist the Council in the period 2018–2022 and beyond.

Departmental Resources

10. Departmental Resource projections are summarised in **Appendix 2** and detailed in **Appendices 2(a) to 2(e)**. The outturn identifies an underspend of £1.431M compared with the 2017-21 MTFP and this assumes the carry forward requests detailed further in this report are approved. The departmental outturn projections reported to Cabinet for the third quarter were used as the basis for the opening balance projections for the 2018-21 MTFP and therefore any variances reported below are from both the third quarter report and the 2018-21 MTFP. Significant variances are explained below.
11. The **Children and Adult Services Group** is forecasting an under spend of £0.414M, an improvement of £0.712M. Of this overall improvement, the Children's Services position has worsened by £0.422M (including an additional £0.356M of carry forward requests) and the Adult Social Care position has improved by £1.134M.

Children's Services

- (a) Assessment Care Planning & LAC - Ongoing costs of agency social workers across the four assessment teams and the Looked After Through Care team to cover maternity and additional demand within leaving care, have created an additional pressure of £0.090M. In addition cost pressures have continued as children leave care (£0.200M), in particular the costs of placement and accommodation.
- (b) First Response & Early Help - Additional savings have been achieved across a number of Early Help budget lines, some short term associated with staff turnover however others are due to the early achievement of savings required in 2018/19 associated with the new early help model (£0.130M). Savings of £0.033M are being requested to be rolled forward to facilitate the implementation of services changes during 2018/19.
- (c) Adoption & Placements – There are ongoing pressures of placing children in external residential and independent fostering placements and whilst the number has only increased slightly the nature of the placements have been complex causing the projected over spend to rise by an additional £0.190M.

This is in common with Council's across the country and has been raised as a national issue. In addition savings in adoption are £0.100M less than projected as incoming inter-agency fees have not been received due to placements not being made in the year. These fees should be received in future years. These pressures have been offset by savings within in-house fostering provision of £0.040M.

- (d) Transport Unit – There is a limited supply of special education placements in the borough and the number of children being placed in out of area specialist provision has continued to grow as demand increases, this is putting a strain on the transport budget with a further £0.075M pressure in the period.
- (e) Healthy New Towns - Year 2 funding has been received for the Digital Platform (£0.166M) but the programme has slipped due to the service not starting until Quarter 3 2017/18. As this funding is for a specific purpose it is requested to be carried forward into 2018/19.

Adult Social Care

- (f) Adult Services is reporting a £2.143M underspend position, an improvement of £1.134M in the quarter. The primary reason is the continued reduction in residential and nursing placements. Historically there is an increase in demand over the winter period, however this year it has not come to fruition. This along with a general reduction in placements has accounted for a further saving of £0.550M.
- (g) Furthermore short break stay usage has also reduced over the year, this wasn't previously reported due to the uncertainty in the figures following the introduction of the new system, however this has now been resolved and the further saving of £0.275M can now be released. There has been a reduction in the use of transport following review which has generated a £0.064M saving and there has also been additional income of £0.245M from client contributions and health funding.

12. The **Economic Growth Group** is reporting an outturn under spend position of £0.276M, a small change from Quarter 3. This position includes an additional £0.288M of carry forward requests that are referred to later in this report. While there has been some variations between services over the last quarter these have balanced out across the group.

13. The **Neighbourhood Services and Resources Group** underspent by £0.737M, £0.379M lower than previously reported. Included within this are additional carry forward requests of £0.409M that are referred to later in this report.

- (a) Democratic Services – an improvement of £0.92M from additional income received along with savings in staffing and supplies and services across a number of budget lines has been put forward and is detailed later in the report.
- (b) Administration – Savings within the central postal budget have been made primarily from lower than expected usage for the Hippodrome (£0.065M).

- (c) Communications and Engagement – A positive movement across the area with savings in supplies and services budgets within the engagement team (£0.044M) and lower utilisation of the design and print budget in the final quarter of the year (£0.027M).
- (d) Income from cremations was greater than anticipated over the last quarter of the year with an increase in service use of 10% over the budgeted profile resulting in an improvement of £0.080M.
- (e) Slippage on spend in the Events budget along with increased hire income in the Market Square and Joseph Pease have improved the position by £0.041M from Quarter 3.
- (f) Waste Management saw an improvement of £0.048M with reduced tonnages going to landfill. Recycling levels were unchanged.
- (g) Winter maintenance service saw some significant gritting over the last 4 months of the season due to severe winter conditions. Salt usage was up on the previous year with 7,500 tons of salt spread, this is an increase of 5,000 on last season. The overall impact of this winter has been an over spend of £0.149M against budget.
- (h) Essential responsive repairs required to the property portfolio over the latter part of the year has seen an increase in spend of £0.250M. Works required have been varied and many have required immediate attention. Much of this work is carried out by external contractors and is supplemented by the council's own team. Work has been ongoing to review and update the condition report on the property portfolio, works carried out include, conversions required due to facilitate the expansion of the Department for Education and the requirement for additional office accommodation, renewal of the loop system at the Town Hall, and refurbishment work on boilers across the portfolio.

Carry Forward requests

14. There are a number of carry forward requests to 2018-19 amounting to £1.189M relating to underspends from departments detailed below and are additional to the £0.709M already approved previously. The requests are categorised into the four areas: slippage, spend to save/MTFP transition, assist in achieving the conditions of the MTFP and emerging pressures and approval is requested to carry these amounts forward into the new financial year.
15. **Slippage** – There is £0.502M of slippage on planned projects across the Council in the following areas:
 - (a) £0.030M for the development and implementation of new project management software which will introduce an integrated control point solution replacing the existing paper based systems, the budget for this was identified in 2017/18 but the procurement has slipped and a carry forward is therefore required.

- (b) £0.018M slippage on the purchase of equipment including a scanner for Building Control and noise reduction equipment for Environmental Health due to delays in meeting the order requirements.
- (c) £0.015M carry forward of budget to deliver a local traffic management scheme identified within year but has not been able to be delivered in year due to delays arising from the design process.
- (d) £0.022M There has been some small slippage on a number of Economic Growth projects over the year including local plan, sector proposition and Highways Asset Management System (HAMS) level 3. It is requested to carry this forward to allow completion of the work.
- (e) £0.050M to support the ongoing implementation of an improved mobile and job costing solution for Housing and Building Services. The project has partially slipped due to the complexities of the integrations between various ICT systems.
- (f) £0.048M on various Street Scene repairs and maintenance works including fencing at the Denes and refurbishment of the Town Centre water feature due to contractor delays causing work to slip.
- (g) £0.014M – To complete the implementation of the Electronic Document & Records Management System (EDRMS) within Development Control. When complete EDRMS will allow efficient case management and access to records across services. In addition the public and officers will be able to view planning records online to improve access to planning information. This work was commenced in 2017/18 but will be completed during 2018/19 requiring carry forward of budget allocations to pay for the final works.
- (h) £0.025M to continue to deliver training across social care to implement “Signs of Safety” to ensure that the programme is embedded into day to day working practices. Signs of Safety is the Child Protection focused strengths based methodology that is being embedded across Children’s Services. During 2018/19 Signs of Safety Training will continue to be commissioned, with Practice Lead, Leadership & Management and Service Specific Workshops/Support Sessions delivered in order to fully immerse and embed the methodology. Ofsted comments indicated that whilst initial training had commenced in 2017/18, further work was required to ensure full compliance regarding Signs of Safety.
- (i) £0.007M to complete the implementation of onsite work by Capita to allow the development of performance management reporting mechanisms in Children’s and Education services, including staff training and development. This work commenced in 2017/18 but slipped into 2018/19.
- (j) £0.030M - Members will be aware that the Councils Equality scheme has recently been approved and there is a requirement to ensure all our staff are aware and adequately trained in all aspects of equality. Funding was put aside for this from the training budget and needs to be carried into 2018/19 to be drawn down over the year.

- (k) £0.243M for the Healthy New Towns Digital Platform, £0.207M of which was carried forward from 2016/17.

16. **Assist in achieving the 3 conditions set out in the MTFP, namely Building Strong Communities, Growing the Economy and Spending Wisely.** The following £0.260M of carry forwards all meet the criteria described above and are as follows:

- (a) £0.080M There has been significant damage to highways, footways and verges over the winter associated with this year's extreme winter weather. The carry forward is requested to develop initiatives to lead to a more sustainable way to manage damage across the highway network, particularly grass verges.
- (b) £0.038M Companion passes. Cabinet considered and agreed a new criteria for the assessment of companion bus pass holders for implementation in 2018/19. The new assessment process will be applied to existing Companion Pass holders and new applicants in all categories. There is an ongoing Occupational Therapy cost for assessing new Companion Pass applicants (if no evidence exists through Social Care records) and an initial cost in assessing the 358 existing Companion Pass holders. The funding will cover this initial assessment.
- (c) £0.032M additional net income was generated in the 2017/18 events programme. Due to a limited delivery budget for events in future years it is requested the surplus be carried forward to support both the 2018/19 program and staff training, especially traffic management which will allow staff to erect, dismantle and manage road closures for various events.
- (d) £0.060M for the purchase of street litter bins to support the new resources allocated to street scene as part of the MTFP. New smart bins will be purchased for the town centre which can hold up to 8 times the capacity of existing litter bins and a range of larger bins for other areas across the town where there are ongoing problems with litter and overflowing street bins.
- (e) £0.030M unspent supplies and services budget to undertake a piece of work commissioned from the Citizens Advice Bureau (CAB) to deliver a 12 month project that will raise awareness among local residents of benefits available to them and provide support in claiming those benefits.
- (f) £0.020M of unused community safety funds, to provide additional funding for a number of planned community safety initiatives across the town to complement the community safety agenda priorities.

17. **Pressures** - £0.312M of pressures have been identified for 2017/18 as follows:

- (a) £0.070M - There have been significant increases in the cost of the software licenses for specialist software products (AutoCad). The carry forward would fund the costs for the next three years as well as facilitate a refresh of desktop computers to ensure designers can use the most up to date software

effectively and efficiently. The software is essential to carry out our highway design and statutory traffic management functions.

- (b) £0.019M - for professional fees in the Legal Services required in 2018/19.
 - (c) £0.024M - additional income received during 2017/18 to allow further developments of the One Darlington magazine during 2018/19. In addition this extra resource will provide some security within the budget during 2018/19 should revenues from partners decrease.
 - (d) £0.028M - additional election income received in 17/18 into 18/19 to pay for potential Borough and Parish Council by elections that are not currently budgeted for and to support the preliminary costs of the 2019 elections.
 - (e) £0.015M - to provide additional capacity in the Child Sexual Exploitation Services (CSE) delivered by Barnardo's due to increasing demands on the current service. CSE is a high priority safeguarding area for Children's Services.
 - (f) £0.005M - to provide additional capacity for the Independent Visitor service for Looked After Children due to increasing demands on the current service. The Council has a statutory duty to provide sufficient independent visitor support for all LAC children.
 - (g) £0.015M - The Joint Negotiating Committee for Coroners have agreed the pay scales and for the Durham Coroner this has been agreed at £130k due to the local complexities. There is a back pay element to the award and it is requested £0.015M is carried forward to fund this payment.
 - (h) £0.136M – The Council's license agreements for Microsoft software packages are due to be renewed but Microsoft are moving away from the existing software onto the new Microsoft 365 package. The move to this system will increase license costs by £34,000 per year over four years of the MTFP, therefore the carry forward request will cover this increased cost. The new system will lead to more efficient working practices in officer time and also may replace some other systems over time as contracts come up for renewal saving resources elsewhere within the ICT budget.
18. **Spend to Save** - £0.115M of spend to save carry forward requests have been identified as follows:
- (a) £0.008M - to support agile working for staff with the Commissioning and Contracts team and provide training in negotiation and influencing skills.
 - (b) £0.033M - of one-off underspend within the Early Help service to allow flexibility and transition arrangements during the next phase on the implementation of the new early help model to assist with developing an edge of care model.

- (c) Systems £0.044M - Civica e-portal payment store. The purchase of this on-line form that will allow our customers to Apply, Book and Pay for services including for instance bulky waste collections. As we move into the digital era this functionality is vital to ensuring we keep demand with our customers' expectations and it will also bring future efficiencies in processing.
- (d) Systems £0.010M - the authority has made a significant investment in a major upgrade to the Customer Relationship Management (CRM) system. This application allows the management of all contacts (telephone, e mail, web and face to face) into the council and is a key enabler to channel shift, facilitating the movement of expensive contacts (telephone and face to face) into web based self-service ones. The design and structure of the new version means that we can design our own on line forms and target service areas that would benefit most from online, self-service forms. To do this we need to provide training to officers to maximise the potential efficiencies.
- (e) £0.020M to carry forward savings within Democratic Services staffing budgets to fund the Enhanced Democratic Committee Management System. This system will provide efficiencies within working practices.

19. The School balances are in a positive position and are shown in **Appendix 2e**.

Council Wide and Corporately Managed Resources

20. There has been an improvement in Corporately Managed Resources in the last quarter of £0.208M. There has been an improvement in the financing costs outturn of £0.132M relating to £0.049M increased income from investments and a further improvement of £0.080M relating to the saving on the Minimum Revenue Provision. A total of £0.156M of additional non-ring-fenced grant has been received during the year which was not specifically required by a service so will be transferred to general reserves. The Council Wide budget improved by £0.010M and the under spend on the Contingencies budget at outturn reduced by £0.031M.

Housing Revenue Account

21. HRA projections are shown in **Appendix 3**. The HRA remains in a stable position.

Collection Fund

22. The Collection Fund account reflects the statutory requirements for the Council to maintain a separate Fund in relation to the operation of Council Tax and Business Rates Retention Scheme (BRRS). The Fund records all of the transactions for billing in respect of Non Domestic Rates (NDR) and Council Tax, exemptions and discounts granted, provision for bad debts and appeals and payments made to the Council's General Fund, the Police and Fire & Rescue precept authorities and Central Government.

23. The Business Rates Collection Fund outturn deficit is £0.909M, of which Darlington's share is £0.446M. Darlington's deficit will be met from Section 31 grant

received during 2017/18 from Central Government for various exemptions and discounts granted under statute.

24. The Council Tax Collection Fund outturn is a deficit of £0.127M, of which Darlington's share is £0.106M. The previous forecast was a break even position. Any council tax surplus or deficit cannot be released or charged to the General Fund in the financial year it is incurred, therefore the deficit will be held within the Collection Fund pending monitoring of the performance of the Council Tax Collection Fund during 2018/19.

Earmarked Reserves

25. 20% Additional Planning Fees – in January 2018 the government allowed Local Authorities to increase their planning application fees by 20% if they commit to invest the additional fee income in their planning department. It is proposed to setup a reserve to capture this additional income and allow the service to draw down on it as appropriate.
26. Digital Apprenticeship Services Account (DASA) – from April 2017 eligible employers pay a levy of 0.5% of their payroll to HMRC which is subsequently credited to a DASA for the employer to use toward approved apprenticeship training costs. The accounting treatment for the DASA requires an earmarked reserve to be created to record the unspent balance of the DASA at the end of the financial year.

Conclusion

27. The Council's draft revenue reserve at the end of 2017-18 is £20.763M, which is £0.530M better than the initial 2018-19 MTFP position. The £0.530M consists of an improvement of £0.322M in departmental resources and an overall improvement in corporately managed resources of £0.208M.
28. An additional £1.189M is being requested to be carried forward into 2017/18 to meet future commitments on top of the £0.709M already approved.
29. Whilst the improved position is helpful it does not change the financial context in which the Council is currently planning. The additional reserves of £0.530M are welcomed, particularly in the context of the significant savings required over the coming years.

Outcome of Consultation

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

REVENUE BUDGET MANAGEMENT 2017/18**Projected General Fund Reserve at 31st March 2018**

	2017-21 MTFP (Feb 2017) £000
Medium Term Financial Plan (MTFP) :-	
MTFP Planned Opening Balance 01/04/2017	16,697
Approved net contribution from balances	(1,685)
Planned Closing Balance 31/03/2018	15,012
Increase in opening balance from 2016-17 results	639
Projected corporate underspends / (overspends) :-	
Economic Growth based savings	310
Neighbourhood Services & Resources based savings	30
Council Wide	294
Financing Costs	600
Release of Living Wage Contingency	69
Apprentice Levy Contingency Saving	95
Release of Employers NI Contingency	275
Pensions Contingency Saving	87
Release Tees Valley Probation Service (ARCC) Earmarked Reserve	1,000
Release planned 2017/18 contribution to Redundancy Reserve	765
Additional non-ringfenced grant	156
Projected General Fund Reserve (excluding Departmental) at 31st March 2018	19,332
Planned Balance at 31st March 2018	15,012
Improvement	4,320

Departmental projected year-end balances

	Improvement / (decline) compared with 2017-21 MTFP £000
Children & Adults Services	417
Economic Growth	276
Neighbourhood Services & Resources	738
TOTAL	1,431

Summary Comparison with :-

	2017-21 MTFP £000
Corporate Resources - increase in opening balance from 16/17 results	639
Corporate Resources - additional in-year Improvement/(Decline)	3,341
Quarter 1 budget claw back	340
Departmental - Improvement / (Decline)	1,431
Improvement / (Decline) compared with MTFP	5,751
Projected General Fund Reserve at 31st March 2018	20,763

GENERAL FUND REVENUE BUDGET MANAGEMENT 2017/18

	Budget			Expenditure				Variance £000
	Original 2017/18 £000	Approved Adjustments £000	Amended Approved Budget £000	Expenditure £000	C/fwds previously approved by Cabinet £000	C/fwds to be approved at Outturn £000	Outturn £000	
Departmental Resources								
Children & Adults Services	53,023	(1,023)	52,000	51,085	142	356	51,583	(417)
Economic Growth	6,552	(208)	6,344	5,282	498	288	6,068	(276)
Neighbourhood Services & Resources	20,641	607	21,248	19,896	69	545	20,510	(738)
Total Departmental Resources	80,216	(624)	79,592	76,263	709	1,189	78,161	(1,431)
Corporate Resources								
Council Wide	(2,754)	2,959	205	(89)	0	0	(89)	(294)
Financing Costs	1,645	(27)	1,618	1,018	0	0	1,018	(600)
Contingencies Budget								
Living Wage	69	(69)	0	0	0	0	0	0
Apprentice Levy	274	(94)	180	179	0	0	179	(1)
Employers NI	275	(275)	0	0	0	0	0	0
Pensions	(1,319)	(1,022)	(2,341)	(2,309)	0	0	(2,309)	32
Mid-Year Savings								
Economic Growth based savings	0	310	310	0	0	0	0	(310)
Neighbourhood Services & Resources based savings	0	30	30	0	0	0	0	(30)
Additional non-ringfenced grant	0	0	0	(156)	0	0	(156)	(156)
Total Corporate Resources	(1,810)	1,812	2	(1,357)	0	0	(1,357)	(1,359)
Net Expenditure	78,406	1,188	79,594	74,906	709	1,189	76,804	(2,790)
Contributions To / (From) Reserves								
Planned Contribution from General Fund Reserves (MFTP)	(920)	0	(920)	(920)			(920)	0
Departmental Brought Forwards from 2016/17	0	(1,745)	(1,745)	(1,745)			(1,745)	0
In-Year Contribution to General Fund Reserves	0	557	557	(1,000)			(1,000)	(1,557)
General Fund Total (excluding 2016-17 b/f)	77,486	0	77,486	71,241	709	1,189	73,139	(4,347)

Note: Appendix 1 shows an increase in reserves of £0.698M brought forward from 2016/17 and also the release of the planned

REVENUE BUDGET MANAGEMENT UPDATE 2017/18

	<i>Budget</i>			<i>Expenditure</i>	(Under)/ Over Spend £000
	Original Budget £000	Approved Adjustments £000	Amended Approved Budget £000	Expenditure £000	
<u>Council Wide</u>					
Public Health Reprovision	(2,759)	2,959	200	0	(200)
Airport	27	0	27	7	(20)
Procurement Savings	(22)	0	(22)	(96)	(74)
	(2,754)	2,959	205	(89)	(294)
In Year Over/(Under) Spend	(2,754)	2,959	205	(89)	(294)

REVENUE BUDGET MANAGEMENT UPDATE 2017/18

	Budget			Expenditure	(Under)/ Over Spend £000
	Original Budget £000	Approved Adjustments £000	Amended Approved Budget £000	Expenditure £000	
<u>Children & Adults Services</u>					
<u>Director of Adults & Children</u>	173	3	176	192	16
<u>Children & Adult Services</u>					
Transformation & Performance	589	54	643	627	(16)
Business Support	1,246	(25)	1,221	1,252	31
	1,835	29	1,864	1,879	15
<u>Children's Services</u>					
Children's Services Management & Other Services	429	8	437	568	131
Assessment Care Planning & LAC	2,911	30	2,941	3,521	580
First Response & Early Help	2,598	(337)	2,261	1,783	(478)
Youth Offending / ASB	411	(7)	404	315	(89)
Adoption & Placements	9,675	25	9,700	11,249	1,549
Quality Assurance & Practice Improvement	467	(91)	376	445	69
	16,491	(372)	16,119	17,881	1,762
<u>Development & Commissioning</u>					
Commissioning	2,533	(764)	1,769	1,594	(175)
Voluntary Sector	272	160	432	179	(253)
Workforce Development	172	8	180	162	(18)
	2,977	(596)	2,381	1,935	(446)
<u>Education</u>					
Education	1,911	(230)	1,681	1,436	(245)
Schools	0	0	0	0	0
Transport Unit	0	0	0	389	389
	1,911	(230)	1,681	1,825	144
<u>Public Health & Community Safety</u>					
Public Health	99	1	100	100	0
Community Safety	0	0	0	(20)	(20)
Healthy New Towns	0	207	207	(36)	(243)
	99	208	307	44	(263)
<u>Adult Social Care & Health</u>					
External Purchase of Care	23,540	(30)	23,510	21,360	(2,150)
Intake & Enablement	838	27	865	489	(376)
On-going Long Term Care - Older People	1,303	(21)	1,282	1,311	29
On-going Long Term Care - Physical Disability	9	0	9	3	(6)
On-going Long Term Care - Learning Disability	1,566	57	1,623	1,590	(33)
On-going Long Term Care - Mental Health	1,066	(106)	960	957	(3)
On-going Long Term Care - Children's	453	10	463	533	70
Service Development & Integration	762	(2)	760	1,086	326
Total Adult Social Care & Health	29,537	(65)	29,472	27,329	(2,143)
In Year Over/(Under) Spend	53,023	(1,023)	52,000	51,085	(915)
<u>Carry Forward Requests</u>					
Futures Fund - Public Sector (initially approved as part of 2016-17 Outturn Report)					50
Futures Fund - Voluntary (initially approved as part of 2016-17 Outturn Report)					92
Healthy New Towns - Digital Platform					243
Community Safety - Community Safety Initiatives					20
Workforce Development - Continue signs of safety training					25
Commissioning - CSE Services					15
Commissioning - Independent Visitors					5
Commissioning - Agile Working					8
Family Support - Early Help transition costs					33
Planning Unit - Capita training					7
Total Carry Forward Requests					498
Revised In Year Over/(Under) Spend					(417)

REVENUE BUDGET MANAGEMENT UPDATE 2017/18

	Budget			Expenditure	(Under)/ Over Spend £000
	Original Budget £000	Approved Adjustments £000	Amended Approved Budget £000	Expenditure £000	
<u>Economic Growth</u>					
Director of Economic Growth	155	4	159	161	2
<u>Economic Initiative</u>					
AD Economic Initiative	120	6	126	124	(2)
Built & Natural Environment	141	2	143	139	(4)
Christmas Lights	0	0	0	3	3
Consolidated Budgets	152	(140)	12	7	(5)
Development Management	(112)	2	(110)	(292)	(182)
Economy	320	136	456	380	(76)
Investment & Funding	(4)	168	164	122	(42)
Place Strategy	272	180	452	434	(18)
	889	354	1,243	917	(326)
<u>Regulatory Services</u>					
AD Regulatory Services	111	2	113	93	(20)
Building Control	126	25	151	151	0
CCTV	136	8	144	190	46
Emergency Planning	92	0	92	77	(15)
Environmental Health	456	(184)	272	200	(72)
Flood & Water Act	81	13	94	59	(35)
General Licensing	0	0	0	0	0
Parking	(2,225)	29	(2,196)	(2,095)	101
Private Sector Housing	135	(130)	5	(12)	(17)
Property Management & Estates	(468)	(183)	(651)	(616)	35
Taxi Licensing	0	0	0	0	0
Trading Standards	249	(34)	215	188	(27)
	(1,307)	(454)	(1,761)	(1,765)	(4)
<u>Transport & Capital Projects</u>					
AD Transport & Capital Projects	114	2	116	117	1
Building Design Services	13	10	23	(9)	(32)
Capital Projects	109	43	152	133	(19)
Car Parking R&M	639	(74)	565	558	(7)
Concessionary Fares	3,255	(50)	3,205	3,151	(54)
Highways	2,524	(75)	2,449	1,890	(559)
Highways - DLO	(493)	(8)	(501)	(510)	(9)
Regeneration Projects	134	3	137	189	52
Sustainable Transport	189	27	216	126	(90)
	6,484	(122)	6,362	5,645	(717)
<u>Joint Levies & Boards</u>					
Coroners	179	0	179	164	(15)
Environment Agency Levy	102	0	102	102	0
Outside Contributions	50	10	60	58	(2)
	331	10	341	324	(17)
In Year Over/(Under) Spend	6,552	(208)	6,344	5,282	(1,062)
<u>Carry Forward Requests</u>					
Highways - HAMM Level 3 (Slippage) (previously agreed in Q2 2017/18)					29
Strategy & Commissioning - Local Plan (Slippage) (previously agreed in Q3 2016/17)					49
Economic Growth - Long Term Resilience & Longevity (agreed Q3)					385
Highways DLO - Highways Maintenance & Safety Supervisor (agreed Q3)					35
Building Control - ICT equipment & scanner					10
Capital Projects - Software development					30
Highways - Software Licences (Autocad, etc.)					30
Highways - New hardware required to run new versions of Autocad, etc.					40
Highways - Local traffic management scheme					15
Highways - Highways, footpath & verges winter damage					80
Concessionary Fares - Companion passes assessments					38
Environmental Health - Noise Monitoring Equipment					8
Economy - Sector Proposition (i.e. Bio pharmacy)					22
JLB - Coroners Pay					15
Total Carry Forward Requests					786

REVENUE BUDGET MANAGEMENT UPDATE 2017/18

	Budget			Expenditure	(Under)/ Over Spend £000
	Original Budget £000	Approved Adjustments £000	Amended Approved Budget £000	Expenditure £000	
	<u>Economic Growth</u>				
Revised In Year Over/(Under) Spend					(276)

REVENUE BUDGET MANAGEMENT UPDATE 2017/18

	Budget			Expenditure	(Under)/ Over Spend £000
	Original Budget £000	Approved Adjustments £000	Amended Approved Budget £000	Expenditure £000	
<u>Neighbourhood Services & Resources</u>					
Director of Neighbourhood Services & Resources	150	(26)	124	129	5
<u>AD Finance & Human Resources</u>					
Financial Services & Governance	1,382	(52)	1,330	358	(972)
Financial Assessments & Protection Systems	201	3	204	189	(15)
Xentrall Services (D&S Partnership)	612	203	815	840	25
Complaints & Freedom of Information	1,505	97	1,602	1,596	(6)
Human Resources	151	12	163	163	0
Health & Safety	580	6	586	499	(87)
	132	2	134	62	(72)
	4,563	271	4,834	3,707	(1,127)
<u>AD Law & Governance</u>					
Democratic Support	1,173	9	1,182	1,028	(154)
Registrars	(52)	8	(44)	(28)	16
Administration	627	77	704	618	(86)
Legal & Procurement	960	(18)	942	1,053	111
	2,708	76	2,784	2,671	(113)
<u>AD Housing & Bulding Services</u>					
Voluntary Sector Support	0	0	0	0	0
<u>AD ICT</u>					
	569	6	575	561	(14)
<u>Chief Executive</u>					
Chief Executive Officer	227	4	231	224	(7)
Communication & Engagement	771	(18)	753	668	(85)
Darlington Partnership	14	22	36	36	0
Management of Arts	100	39	139	122	(17)
	1,112	47	1,159	1,050	(109)
<u>Community Services</u>					
AD Community Services	116	3	119	119	0
Building Cleaning - DLO	62	7	69	72	3
Cemeteries & Crematorium	(916)	85	(831)	(867)	(36)
Civic Theatre	15	61	76	76	0
Commercial Catering - DLO	0	0	0	4	4
Allotments	1	(5)	(4)	12	16
Dolphin Centre	583	(174)	409	550	141
Eastbourne Complex	44	(41)	3	9	6
Head of Steam	216	3	219	201	(18)
Indoor Bowling Centre	12	0	12	4	(8)
Libraries	803	(2)	801	794	(7)
Markets	(129)	(8)	(137)	(138)	(1)
Community Services - Other DLO	0	0	0	0	0
Outdoor Events	109	46	155	123	(32)
School Meals - DLO	16	6	22	24	2
Move More	0	3	3	2	(1)
Sports Development	0	0	0	0	0
Stray Dogs	53	1	54	51	(3)
Street Scene	4,429	163	4,592	4,512	(80)
Transport Unit - Fleet Management	(12)	0	(12)	(1)	11

REVENUE BUDGET MANAGEMENT UPDATE 2017/18

	Budget			Expenditure	(Under)/ Over Spend £000
	Original Budget £000	Approved Adjustments £000	Amended Approved Budget £000	Expenditure £000	
<u>Neighbourhood Services & Resources</u>					
Waste Management	2,789	(100)	2,689	2,591	(98)
Winter Maintenance	403	3	406	555	149
	8,594	51	8,645	8,693	48
<u>Building Services</u>					
Construction - DLO	(480)	24	(456)	(642)	(186)
Maintenance - DLO	(367)	26	(341)	(343)	(2)
Other - DLO	102	(17)	85	1	(84)
Corporate Landlord	2,361	169	2,530	2,823	293
	1,616	202	1,818	1,839	21
<u>General Support Services</u>					
Works Property & Other	106	0	106	101	(5)
<u>Housing</u>					
Local Taxation	290	13	303	354	51
Customer Services	572	(53)	519	443	(76)
Rent Rebates / Rent Allowances / Council Tax	(132)	0	(132)	(94)	38
Housing Benefits Administration	106	15	121	40	(81)
Homelessness	264	5	269	282	13
Service, Strategy & Regulation and General	123	0	123	120	(3)
	1,223	(20)	1,203	1,145	(58)
In Year Over/(Under) Spend	20,641	607	21,248	19,896	(1,352)
<u>Carry Forward Requests</u>					
Dolphin Centre - Slippage on refurbishment of softplay (previous agreed in Q2 2017/18)					32
Management of Arts (previously agreed in Q3 2017/18)					17
Human Resources (previously agreed in Q3 2017/18)					20
Systems - Civica					14
Engagement - CAB					30
Engagement - One Darlington magazine					24
Democratic - Enhanced Democratic CMS system					20
Democratic - Election costs					20
Democratic - Members allowances					8
Other - DLO Mobilisation upgrade Building Services					50
Library - Professional Fees					7
Outdoor Events - Town Centre hires & sponsorship					32
Indoor Bowling - Backdated service charges					8
Street Scene - Refurbishment of Town Centre water feature					10
Street Scene - Play Area work delayed due to weather					3
Street Scene - Works within Denes following HLF funded restoration					35
Street Scene - Support radio solution for Environmental Services					4
Street Scene - Replacement street litter bins					60
HRM - Equalities Training					30
Systems - Civica					44
Systems - LAGAN					10
ICT					136
Total Carry Forward Requests					614
Revised In Year Over/(Under) Spend					(738)

BUDGET MANAGEMENT 2017/18

SCHOOLS CLOSING BALANCES 2017/18					
School Name	Opening Balance at 1st April 2017	Formula Budget Allocation	Total Available	Closing Balance at 31st March 2018	Closing Balance as proportion of Formula Budget Allocation
	£000	£000	£000	£000	%
<u>Primary</u>					
Borough Road Nursery	79	309	388	35	11%
George Dent Nursery	23	453	476	(28)	(6%)
Red Hall Primary	157	1,040	1,197	175	17%
St. Teresa's RC Primary	219	1,166	1,385	193	17%
Whinfield Primary	84	2,012	2,096	139	7%
Harrowgate Hill Primary	437	2,171	2,608	317	15%
Primary Total	999	7,151	8,150	831	

HOUSING REVENUE ACCOUNT 2017/18

	Budget			Expenditure	
	Original Budget £000	Approved Adjustments £000	Amended Approved Budget £000	Expenditure £000	(Under)/ Over Spend £000
<u>Housing Revenue Account</u>					
<u>Income</u>					
Working Balance Brought Forward	(7,384)	0	(7,384)	(15,925)	(8,541)
Rents Of Dwellings (Gross)	(19,661)	0	(19,661)	(20,010)	(349)
Sundry Rents (Including Garages & Shops)	(544)	0	(544)	(397)	147
Charges For Services & Facilities	(3,025)	0	(3,025)	(3,096)	(71)
Contribution towards expenditure	(331)	0	(331)	(285)	46
Interest Receivable	(26)	0	(26)	(38)	(12)
Total Income	(30,971)	0	(30,971)	(39,751)	(8,780)
<u>Expenditure</u>					
Management	5,411	322	5,733	5,304	(429)
Maintenance	3,840	0	3,840	3,426	(414)
Capital Financing Costs	3,642	0	3,642	3,518	(124)
R.C.C.O.	12,077	0	12,077	9,505	(2,572)
Rent Rebate Subsidy Limitation	30	0	30	85	55
Increase in Bad Debt Provision	250	0	250	195	(55)
Future Major Capital Expenditure Fund	3,919	0	3,919	3,919	0
Working Balance Carried Forward	1,802	(322)	1,480	13,799	12,319
Total Expenditure	30,971	0	30,971	39,751	8,780
(Surplus)/Deficit	0	0	0	0	0

CABINET
10 JULY 2018

ITEM NO.

REVENUE BUDGET MONITORING 2018-19 – QUARTER 1

Responsible Cabinet Member - Councillor Stephen Harker
Efficiency and Resources Portfolio

Responsible Director - Paul Wildsmith, Managing Director

SUMMARY REPORT

Purpose of the Report

1. To provide an early forecast of the 2018-19 revenue budget outturn as part of the Council's continuous financial management process.
2. To inform Cabinet of the budget rebasing exercise carried out following the 2017-18 outturn results.

Summary

3. This is the first revenue budget management report to Cabinet for 2018-19. The latest projections following a rebasing exercise show an overall improvement of £0.955M. The overall improvement is due to £0.530M of balances carried forward from the 2017-18 outturn and the rebasing exercise which has returned £0.425M to general reserves. Whilst the Children & Adults Services Group is forecasting a break even position overall, Children's Services are forecasting an over spend of £0.908M. This is being offset by underspend within Adult Social Care of £1.308M, of which £0.400M will be returned to reserves with the remainder balancing the deficit. Details of both are referred to later in this report.

Recommendation

4. It is recommended that :-
 - (a) The forecast revenue outturn for 2018-19 be noted.
 - (b) Further regular reports be made to monitor progress and take prompt action if necessary.

Reasons

5. The recommendations are supported by the following reasons :-

- (a) To continue effective management of resources.
- (b) To continue to deliver services to agreed levels.

Paul Wildsmith
Managing Director

Background Papers

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

Elizabeth Davison: Extension 5830

S17 Crime and Disorder	There are no specific crime and disorder implications in this report.
Health and Well Being	There are no issues relating to health and well being which this report needs to address.
Carbon Impact	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.
One Darlington: Perfectly Placed	The subject matter of the report, the Councils financial standing and financial management, is critical to delivery of the SCS, 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

6. This is the first revenue budget management report to Cabinet for 2018-19 and provides an early forecast of the 2018-19 revenue position as part of the Council's continuous financial management process.
7. 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 first 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.
8. The information in this report has been taken from the financial records for May and managers' projections for the remainder of the year, using their knowledge of events affecting the service they manage.
9. As has been the case in the last few years a review of the 2018-19 budgets has been undertaken during April and May and managers have been proactive in scrutinising their budgets in light of the 2017-18 outturn position. In total managers have identified £0.410M of on-going savings and £0.015M of one-off savings which can be removed from budgets into reserves without impacting on service delivery.
10. Overall the projected General Fund reserves position at 31st March 2019 is £16.445M, a welcome £0.955M improvement on the planned balances in the 2018-22 MTFP. Of this £0.530M relates to the improvement in the Council's 2017-18 outturn position plus the £0.425M returned to reserves as a result of the recent rebasing exercise.

Departmental Resources

11. Departmental Resource projections are summarised in **Appendix 2** and detailed in **Appendices 2(a) to 2(d)**. It is difficult for managers to predict year end positions at this early stage and with the exception of the **Children and Adult Services Group**, management projections indicate all other budgets are on line to be achieved.
12. The **Children and Adult Services Group** is forecasting an overall year-end break even position. However, Children's Services is forecasting a pressure of £0.908M within the Looked After Children placement budgets, from externally provided placements;
 - (a) Independent residential placements are projected to be over spent by £0.936M, this is a result of an increase in children from 30 when the budget was set (in January) to 37 in the current projection. At an average cost over £0.100M, any increase in numbers creates a significant pressure on the budget. A number of the placements are still in the assessment stage so the full extent is not yet known, it may therefore be the case that these children will not remain in the placement for the full year and subsequently the projected

expenditure would reduce. That being said at this stage a prudent approach is being taken given the pressures faced on the service over the last few years.

- (b) Independent fostering is projected to be over spent by £0.061M based on the number of currently placed children. Again, there has been an increase in the number of placements with 69 children currently in placements against 61 children when the budget was set.
- (c) The pressures in external provision is being offset by some smaller savings in the in-house provision.
- (d) Work is ongoing within the department to bring the budgets back on line, with all placements being scrutinised and efforts made to ensure they are commissioned at the best rates. Transformation work is continuing to look at alternatives to independent provision to reduce budget pressures. The in-house foster carer offer is being revised, which is expected to increase the amount of children placed with in-house foster carers and therefore reducing the need to use expensive external provision.
- (e) Following on from the positive financial out turn position, Adult Services have continued to underspend. Since the budget was set there has been a 12.5% (66) reduction in residential and nursing placements. There are a number of factors to account for this including provisions made to enable people to remain in their own homes longer and the success of the rapid response team which helps people to get back to normality when they leave hospital which in turn prevents or reduces the need for domiciliary care.
- (f) In total Adults are projected to under spend by £1.308M and whilst in previous years we would look to claw this back into reserves, given the significant pressure in Children's Services only £0.400M has been returned to reserves. The situation will remain under constant review and if the position improves this decision will be revisited.

13. The School balances and allocations are shown in **Appendix 2(e)**. Information on projected closing school balances is not yet available but will be included in future reports to Cabinet.

Council Wide and Corporately Managed Resources

14. The Council Wide and Corporately Managed Resources projections at this stage indicate all budgets are on line to be achieved.

Housing Revenue Account

15. HRA projections are shown in **Appendix 3**. The HRA remains in a stable position.

Collection Fund

16. The Collection Fund account reflects the statutory requirements for the Council to maintain a separate Fund in relation to the operation of Council Tax and Business Rates Retention Scheme (BRRS). The Fund records all of the transactions for

billing in respect of Non Domestic Rates (NDR) and Council Tax, exemptions and discounts granted, provision for bad debts and appeals and payments made to the Council's General Fund, the Police and Fire & Rescue precept authorities and Central Government. At this stage in the year, no surplus or deficit is forecast.

Conclusion

17. The Council's projected revenue reserves at the end of 2018-19 are £16.445M, £0.955M more than the initial 2018-22 MTFP position and include a brought forward amount of £0.530M from 2017-18 and the rebasing exercise of £0.425M. Departmental Resources are forecast to be in line with budget.
18. Of the £16.445M projected reserves, we have a risk reserve balance of £4.330M and a commitment to use £11.134M to support the 2018–2022 MTFP, leaving £0.981M one off funding to further support the general fund moving forward.
19. Whilst the improved position is helpful it does not change the financial context in which the Council is currently planning.

Outcome of Consultation

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

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REVENUE BUDGET MANAGEMENT 2018/19**Projected General Fund Reserve at 31st March 2019**

	2018-22 MTFP (Feb 2018) £000
Medium Term Financial Plan (MTFP) :-	
MTFP Planned Opening Balance 01/04/2018	20,233
Approved net contribution from balances	(4,743)
Planned Closing Balance 31/03/2019	15,490
 Increase in opening balance from 2017-18 results	 530
 Projected corporate underspends / (overspends) :-	
Adult Social Care & Health based savings	400
Resources based savings	25
 Projected General Fund Reserve (excluding Departmental) at 31st March 2019	 16,445
 Planned Balance at 31st March 2019 Improvement	 15,490 <hr/> 955 <hr/>

Departmental projected year-end balances

	Improvement / (decline) compared with 2018-22 MTFP £000
Children & Adults Services	0
Economic Growth & Neighbourhood Services	0
Resources	0
 TOTAL	 <hr/> 0 <hr/>

Summary Comparison with :-

	2018-22 MTFP £000
Corporate Resources - increase in opening balance from 17/18 results	530
Quarter 1 budget claw back	425
Departmental - Improvement / (Decline)	0
 Improvement / (Decline) compared with MTFP	 <hr/> 955 <hr/>
 Projected General Fund Reserve at 31st March 2019	 <hr/> 16,445 <hr/>

GENERAL FUND REVENUE BUDGET MANAGEMENT 2018/19

	Budget			Expenditure	Variance
	Original 2018/19	Approved Adjustments	Amended Approved Budget	Projected Outturn	
	£000	£000	£000	£000	
Departmental Resources					
Children & Adults Services	55,458	(400)	55,058	55,058	0
Economic Growth & Neighbourhood Services	18,448	84	18,532	18,532	0
Resources	9,468	(231)	9,237	9,237	0
Total Departmental Resources	83,374	(547)	82,827	82,827	0
Corporate Resources					
Council Wide	769	122	891	891	0
Financing Costs	915	0	915	915	0
Contingencies Budget					
Pensions	(2,370)	0	(2,370)	(2,370)	0
Apprentice Levy	195	0	195	195	0
Futures Fund	(400)	2,900	2,500	2,500	0
Mid-Year Savings					
Adult Social Care & Health based savings	0	400	400	0	(400)
Resources based savings	0	25	25	0	(25)
Total Corporate Resources	(891)	3,447	2,556	2,131	(425)
Net Expenditure	82,483	2,900	85,383	84,958	(425)
Contributions To / (From) Reserves					
Planned Contribution from General Fund Reserves (MTFP)	(1,843)	(2,900)	(4,743)	(4,743)	0
General Fund Total (excluding 2017-18 b/f)	80,640	0	80,640	80,215	(425)

Note: Appendix 1 shows an increase in reserves of £0.530M brought forward from 2017/18.

REVENUE BUDGET MANAGEMENT UPDATE 2018/19

	Budget			Expenditure			(Under)/ Over Spend £000
	Original Budget £000	Approved Adjustments £000	Amended Approved Budget £000	Expenditure to May £000	Projected Spend £000	Total Projection £000	
<u>Council Wide</u>							
Salary Pay Award	916	0	916	0	916	916	0
Airport	27	0	27	0	27	27	0
Senior Management Savings	(152)	122	(30)	0	(30)	(30)	0
Procurement Savings	(22)	0	(22)	(89)	67	(22)	0
	769	122	891	(89)	980	891	0
In Year Over/(Under) Spend	769	122	891	(89)	980	891	0

REVENUE BUDGET MANAGEMENT UPDATE 2018/19

	Budget			Expenditure			(Under)/ Over Spend £000
	Original Budget £000	Approved Adjustments £000	Amended Approved Budget £000	Expenditure to May £000	Projected Spend £000	Total Projection £000	
<u>Children & Adults Services</u>							
Director of Adults & Children	179	0	179	47	132	179	0
<u>Children & Adult Services</u>							
Transformation & Performance	498	0	498	72	426	498	0
Business Support	1,186	(11)	1,175	194	981	1,175	0
	1,684	(11)	1,673	266	1,407	1,673	0
<u>Children's Services</u>							
Children's Services Management & Other Services	487	(1)	486	58	428	486	0
Assessment Care Planning & LAC	2,944	158	3,102	540	2,562	3,102	0
First Response & Early Help	2,177	(241)	1,936	(322)	2,258	1,936	0
Youth Offending / ASB	228	15	243	(10)	253	243	0
Adoption & Placements	11,416	(93)	11,323	1,770	10,461	12,231	908
Quality Assurance & Practice Improvement	452	0	452	(20)	472	452	0
	17,704	(162)	17,542	2,016	16,434	18,450	908
<u>Development & Commissioning</u>							
Commissioning	1,943	118	2,061	447	1,614	2,061	0
Voluntary Sector	282	0	282	87	195	282	0
Workforce Development	183	0	183	(31)	214	183	0
	2,408	118	2,526	503	2,023	2,526	0
<u>Education</u>							
Education	2,046	55	2,101	1,789	312	2,101	0
Schools	0	0	0	891	(891)	0	0
Transport Unit	0	0	0	230	(230)	0	0
	2,046	55	2,101	2,910	(809)	2,101	0
<u>Public Health & Community Safety</u>							
Public Health	99	0	99	(1,357)	1,456	99	0
Community Safety	0	0	0	0	0	0	0
Healthy New Towns	0	0	0	(167)	167	0	0
	99	0	99	(1,524)	1,623	99	0
<u>Adult Social Care & Health</u>							
External Purchase of Care	25,223	(130)	25,093	(4,325)	28,301	23,976	(1,117)
Intake & Reablement	892	(270)	622	180	442	622	0
On-going Long Term Care - Older People	1,336		1,336	60	1,292	1,352	16
On-going Long Term Care - Physical Disability	5		5	9	(4)	5	0
On-going Long Term Care - Learning Disability	1,691		1,691	122	1,574	1,696	5
On-going Long Term Care - Mental Health	888		888	121	942	1,063	175
On-going Long Term Care - Children's	443		443	36	420	456	13
Service Development & Integration	860		860	21	839	860	0
Total Adult Social Care & Health	31,338	(400)	30,938	(3,776)	33,806	30,030	(908)
In Year Over/(Under) Spend	55,458	(400)	55,058	442	54,616	55,058	0

REVENUE BUDGET MANAGEMENT UPDATE 2018/19

	<i>Budget</i>			<i>Expenditure</i>			(Under)/ Over Spend £000
	Original Budget £000	Approved Adjustments £000	Amended Approved Budget £000	Expenditure to May £000	Projected Spend £000	Total Projection £000	
<u>Economic Growth & Neighbourhood Services</u>							
Director of Economic Growth & Neighbourhood Services	164	0	164	27	137	164	0
<u>Planning, Economic Initiatives & Asset Management</u>							
AD Economic Initiative	128	0	128	22	106	128	0
Building Control	134	0	134	19	115	134	0
Built & Natural Environment	145	0	145	22	123	145	0
Consolidated Budgets	152	0	152	0	152	152	0
Development Management	(112)	0	(112)	20	(132)	(112)	0
Economy	294	0	294	(84)	378	294	0
Environmental Health	270	0	270	61	209	270	0
Experience Darlington	40	0	40	1	39	40	0
Place Strategy	297	0	297	28	269	297	0
Property Management & Estates	(597)	0	(597)	(251)	(346)	(597)	0
	751	0	751	(162)	913	751	0
<u>Capital Projects, Transport & Highways</u>							
<u>Planning</u>							
AD Transport & Capital Projects	121	0	121	20	101	121	0
Building Design Services	28	0	28	(82)	110	28	0
Capital Projects	173	0	173	38	135	173	0
Car Parking R&M	577	0	577	477	100	577	0
Concessionary Fares	3,221	0	3,221	456	2,765	3,221	0
Flood & Water Act	82	0	82	(59)	141	82	0
Highways	2,396	0	2,396	117	2,279	2,396	0
Highways - DLO	(504)	41	(463)	568	(1,031)	(463)	0
Investment & Funding	(23)	0	(23)	(11)	(12)	(23)	0
Regeneration Projects	139	0	139	25	114	139	0
Sustainable Transport	189	0	189	(255)	444	189	0
	6,399	41	6,440	1,294	5,146	6,440	0
<u>Community Services</u>							
AD Community Services	121	0	121	20	101	121	0
Allotments	9	0	9	(7)	16	9	0
Building Cleaning - DLO	77	0	77	(351)	428	77	0
Cemeteries & Crematorium	(818)	0	(818)	(18)	(800)	(818)	0
Commercial Catering - DLO	0	0	0	0	0	0	0
Community Services - Other DLO	0	0	0	0	0	0	0
Dolphin Centre	479	(86)	393	214	179	393	0
Eastbourne Complex	(21)	0	(21)	55	(76)	(21)	0
Emergency Planning	94	0	94	(11)	105	94	0
Head of Steam	231	(4)	227	63	164	227	0
Hippodrome	(41)	76	35	(407)	442	35	0
Indoor Bowling Centre	13	0	13	1	12	13	0
Libraries	827	(4)	823	158	665	823	0
Markets	(7)	0	(7)	38	(45)	(7)	0
Move More	0	0	0	(141)	141	0	0
Outdoor Events	174	0	174	10	164	174	0
School Meals - DLO	23	(2)	21	60	(39)	21	0
Strategic Arts	101	0	101	15	86	101	0
Street Scene	4,703	9	4,712	1,166	3,546	4,712	0
Transport Unit - Fleet Management	(12)	(10)	(22)	(1,738)	1,716	(22)	0
Waste Management	2,746	1	2,747	(365)	3,112	2,747	0
Winter Maintenance	416	0	416	180	236	416	0
	9,115	(20)	9,095	(1,058)	10,153	9,095	0

REVENUE BUDGET MANAGEMENT UPDATE 2018/19

	Budget			Expenditure			(Under)/ Over Spend £000
	Original Budget £000	Approved Adjustments £000	Amended Approved Budget £000	Expenditure to May £000	Projected Spend £000	Total Projection £000	
<u>Economic Growth & Neighbourhood Services</u>							
<u>Community Safety</u>							
AD Regulatory Services	114	0	114	15	99	114	0
CCTV	200	0	200	(181)	381	200	0
Community Safety	100	0	100	(42)	142	100	0
Environmental Crime Team	45	0	45	7	38	45	0
General Licensing	0	0	0	(14)	14	0	0
Parking	(2,011)	0	(2,011)	(371)	(1,640)	(2,011)	0
Private Sector Housing	8	0	8	20	(12)	8	0
Stray Dogs	53	0	53	13	40	53	0
Taxi Licensing	0	0	0	(78)	78	0	0
Trading Standards	221	0	221	35	186	221	0
Youth Offending	12	0	12	5	7	12	0
	(1,258)	0	(1,258)	(591)	(667)	(1,258)	0
<u>Building Services</u>							
Construction - DLO	(443)	(6)	(449)	(2,564)	2,115	(449)	0
Maintenance - DLO	(344)	(35)	(379)	1,023	(1,402)	(379)	0
Other - DLO	0	1	1	(36)	37	1	0
Corporate Landlord	2,549	103	2,652	710	1,942	2,652	0
	1,762	63	1,825	(867)	2,692	1,825	0
<u>General Support Services</u>							
Works Property & Other	105	0	105	0	105	105	0
<u>Joint Levies & Boards</u>							
Environment Agency Levy	105	0	105	26	79	105	0
Outside Contributions	51	0	51	0	51	51	0
	156	0	156	26	130	156	0
<u>Housing</u>							
Local Taxation	344	92	436	170	266	436	0
Rent Rebates / Rent Allowances / Council Tax	(132)	0	(132)	3,388	(3,520)	(132)	0
Housing Benefits Administration	141	27	168	66	102	168	0
Customer Services	470	(119)	351	62	289	351	0
Homelessness	301	0	301	(37)	338	301	0
Service, Strategy & Regulation and General Services	130	0	130	(408)	538	130	0
	1,254	0	1,254	3,241	(1,987)	1,254	0
In Year Over/(Under) Spend	18,448	84	18,532	1,910	16,622	18,532	0

REVENUE BUDGET MANAGEMENT UPDATE 2018/19

	Budget			Expenditure			(Under)/ Over Spend £000
	Original Budget £000	Approved Adjustments £000	Amended Approved Budget £000	Expenditure to May £000	Projected Spend £000	Total Projection £000	
<u>Resources</u>							
Managing Director	391	(143)	248	105	143	248	0
Darlington Partnership	16	0	16	(131)	147	16	0
<u>AD Resources</u>							
Finance & Governance	1,349	13	1,362	390	972	1,362	0
Financial Assessments & Protection	208	0	208	29	179	208	0
Communications & Engagement	839	2	841	58	783	841	0
Systems	657	0	657	271	386	657	0
Xentrall (D&S Partnership)	1,461	0	1,461	0	1,461	1,461	0
Human Resources	527	(4)	523	94	429	523	0
Health & Safety	141	(15)	126	35	91	126	0
	5,182	(4)	5,178	877	4,301	5,178	0
<u>AD Law & Governance</u>							
Complaints & FOI	168	0	168	32	136	168	0
Democratic Services	1,203	0	1,203	133	1,070	1,203	0
Registrars	(40)	0	(40)	(37)	(3)	(40)	0
Administration	720	(84)	636	113	523	636	0
Legal & Procurement	1,069	0	1,069	148	921	1,069	0
	3,120	(84)	3,036	389	2,647	3,036	0
<u>AD ICT</u>	577	0	577	9	568	577	0
<u>Joint Levies & Boards</u>							
Coroners	182	0	182	(12)	194	182	0
In Year Over/(Under) Spend	9,468	(231)	9,237	1,237	8,000	9,237	0

BUDGET MANAGEMENT 2018/19

SCHOOLS PROJECTED BALANCES 2018/19					
School Name	Opening Balance at 1st April 2018	Formula Budget Allocation	Total Available	Projected Closing Balance at 31st March 2019	Projected Closing Balance as proportion of Formula Budget Allocation
	£000	£000	£000	£000	%
<u>Primary</u>					
Borough Road Nursery	35	308	343	35	11%
George Dent Nursery	(28)	421	393	(28)	(7%)
Red Hall Primary	175	859	1,034	175	20%
St. Teresa's RC Primary	193	1,152	1,345	193	17%
Whinfield Primary	139	2,031	2,170	139	7%
Harrowgate Hill Primary	317	2,067	2,384	306	15%
Primary Total	831	6,838	7,669	820	

Information on projected closing school balances at 31st March 2019, other than for Harrowgate Hill Primary, is not yet available. Closing balances have been entered to match the opening balances.

HOUSING REVENUE ACCOUNT 2018/19

	Budget			Expenditure			(Under)/ Over Spend £000
	Original Budget £000	Approved Adjustments £000	Amended Approved Budget £000	Expenditure to May £000	Projected Spend £000	Total Projection £000	
Housing Revenue Account							
Income							
Working Balance Brought Forward	0	0	0	(13,884)	0	(13,884)	(13,884)
Rents Of Dwellings (Gross)	(19,619)	0	(19,619)	(3,288)	(16,237)	(19,525)	94
Sundry Rents (Including Garages & Shops)	(446)	0	(446)	(72)	(347)	(419)	27
Charges For Services & Facilities	(3,055)	0	(3,055)	(309)	(2,761)	(3,070)	(15)
Contribution towards expenditure	(290)	0	(290)	0	(290)	(290)	0
Interest Receivable	(25)	0	(25)	0	(25)	(25)	0
Total Income	(23,435)	0	(23,435)	(17,553)	(19,660)	(37,213)	(13,778)
Expenditure							
Management	5,442	114	5,556	1,608	3,955	5,563	7
Maintenance	3,917	0	3,917	(321)	4,238	3,917	0
Capital Financing Costs	18,206	0	18,206	0	18,206	18,206	0
Rent Rebate Subsidy Limitation	30	0	30	0	30	30	0
Increase in Bad Debt Provision	350	0	350	0	350	350	0
Working Balance Carried Forward	(4,510)	(114)	(4,624)	16,266	(7,119)	9,147	13,771
Total Expenditure	23,435	0	23,435	17,553	19,660	37,213	13,778
(Surplus)/Deficit	0	0	0	0	0	0	0

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**EFFICIENCY AND RESOURCES SCRUTINY COMMITTEE –
WORK PROGRAMME**

SUMMARY REPORT

Purpose of the Report

1. To consider the draft work programme for this Scrutiny Committee for the Municipal Year 2018/19 and to consider any additional areas which Members would like to suggest should be included.

Summary

2. The work programme has been reviewed and revised for the Municipal Year 2018/19 and Members are requested to consider the attached document

Recommendations

3. Members' views are requested.

Paul Wildsmith
Managing Director

Background Papers

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

Shirley Burton : Extension 5998

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

MAIN REPORT

Information and Analysis

4. 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.
5. Each topic links to the outcomes and the conditions in the Sustainable Community Strategy – One Darlington Perfectly Placed :-

SCS Outcomes :

Children with the Best Start in Life
More Businesses more jobs

A safe and caring community
More people caring for our environment
More people active and involved
Enough support for People when needed
More people health and independent
A place designed to thrive

Three Conditions :

Build Strong Communities

Grow the Economy

Spend Every Pound Wisely

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

Forward Plan and Additional Items

7. Members wish to add any topics to the above, a Quad of Aims will need to be developed and submitted prior to the item being brought to Scrutiny Committee, to ensure that it does contribute to the strategic aims of the Council.
8. Once the Work Programme has been agreed by this Scrutiny Committee, any Member seeking to add a new item to the work programme will need to complete a quad of aims. A revised process for adding an item to a previously approved work programme, has been agreed by the Monitoring and Co-ordination Group.

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EFFICIENCY AND RESOURCES SCRUTINY COMMITTEE WORK PROGRAMME – 2018/19

Topic	Timescale	Lead Officer	SCS Outcome	Darlington Conditions	Link to PMF (Metrics)	Scrutiny's Role
Sickness Absence Year-end out-turn	12 th July, 2018	Helen Whiting	One Darlington Perfectly Placed	Spend Every Pound Wisely	FHR 001	To consider the year-end figures
Health and Safety Year end out-turn	12 th July, 2018	Joanne Skelton	One Darlington Perfectly Placed	Spend Every Pound Wisely	FHR 003	To consider the year-end figures
Medium-Term Financial Plan	Quarterly monitoring reports to be submitted to meetings of this Scrutiny Committee 12 th July, 2018 (Quarter 1) 8 th November, 2018 (Quarter 2) 7 th February, 2019 (Quarter 3)	Elizabeth Davison	One Darlington Perfectly Placed	Spend Every Pound Wisely		To contribute and challenge the Medium Term Financial Plan and assist with the implementation and development of the required savings
Performance Management Framework	Quarterly monitoring reports to be submitted to meetings of this Scrutiny Committee. 13 th September, 2018 (Quarter 1) 20 th December, 2018 (Quarter 2) 14 th March, 2019 (Quarter 3)	Barbara Copson/ Relevant Assistant Directors	One Darlington Perfectly Placed	Spend Every Pound Wisely	FHR 001 FHR 003 FHR 008 FHR 009 FHR 019 HBS 002 HBS 003 HBS 009 HBS 010 LGP 008	To provide Members with an update regarding the Performance Management Framework.

Schedule of Charges	To be considered as part of the Medium-Term Financial Plan proposals	Elizabeth Davison/ Relevant Assistant Directors	One Darlington Perfectly Placed	Spend Every Pound Wisely		To review the current charges for services within the remit of this Scrutiny Committee
Procurement	12 th July 2018	Luke Swinhoe/Sarah Hutchinson	One Darlington Perfectly Placed	Spend Every Pound Wisely	LGP 008	To look at how the Council procures its contracts and the processes and procedures in place
Capital Management, Procurement and Controls	13 th September, 2018	Paul Wildsmith/Dave Winstanley/ Pauline Mitchell	One Darlington Perfectly Placed	Spend Every Pound Wisely	LGP 008	To look at the controls in place
Housing Revenue Account and the Housing Business Account	13 th September, 2018	Pauline Mitchell	One Council Perfectly Placed	Spend every pound wisely	HBS 002 HBS 003 HBS 009 HBS 010	To receive a briefing on the HRA and Housing Business Plan
Allocation of Section 106 Monies	To be programmed if needed.	John Anderson	One Council Perfectly Placed	Spend every pound wisely	ECI 108 ECI 114 ECI 115 ECI 116 ECI 117 ECI 130	To look at the information currently available in relation to Section 106 Agreements

FHR 001	DBC number of FTE working days lost due to sickness (excluding schools)
FHR 003	Number of reportable employee accidents / ill health
FHR 008	Number of complaints upheld by the Local Government Ombudsman/Housing Ombudsman
FHR 009	Number of complaints upheld by the Information Commissioner's Office
FHR 019	Staff turnover - Voluntary Leavers
HBS 002	Amount in £'s of Council Tax arrears collected
HBS 003	Amount in £'s of Housing Benefit overpayments recovered
HBS 009	% of Council Tax collected in year
HBS 010	% of Business Rates collected in-year
LGP 008	Contracted spend as a % of total non-salary spend
ECI 108	S.106 - Number entered into within current financial year
ECI 114	Total amount of S106 funding secured since 2010
ECI 115	S106 - Amount received [affordable housing/infrastructure/green space etc] since 2010
ECI 116	S106 - Total Amount outstanding [affordable housing/infrastructure/green space etc.] since 2010
ECI 117	S106 - Amount spent since 2010
ECI 130	% of Section 106 agreements signed within target time.

