



**POLICY AND STRATEGIC DEVELOPMENT COMMITTEE**

**5 APRIL 2006**

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Report of the Chief Executive

**MANAGEMENT SUPPORT UNIT (MSU) DRAFT SERVICE PLAN 2006/07**

**purpose of the report**

1. To report the Management Support Unit's (MSU) draft Service Plan 2006/7.

**introduction**

2. Each Department and the Management Support Unit within the Council is required to publish a Service Plan every year to align its activities and budget with the corporate objectives within the Council Plan. The Service Plan is therefore a key part of the Council's planning, performance management and improvement process.
3. In addition to information on performance, Best Value Reviews, consultation and customers presented in previous Service Plans, MSU's Service Plan for 2006/7 lists for the first time how the Unit is contributing to corporate efficiency savings and helping the Council meet the efficiency targets set for it by Government.

**conclusion**

4. MSU's Service Plan for 2006/7 describes how the Unit will continue to play a vital role in improving the performance of the Council and meeting the challenges set for it by Government, its partners and the needs and wishes of local people.

**RECOMMENDED**

1. It is recommended that the Management Support Unit's Draft Service Plan 2006/7 be approved.

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# **Management Support Unit**

## **Service Plan 2006/7 DRAFT**

INSERT ALTERNATIVE LANGUAGE NOTICE

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## **FOREWORD**

Looking ahead, one thing is certain. The pace of change set for us by public demands for improved services and by central government to become more efficient and responsive isn't going to slow down. Local Area Agreements, a revised and harsher Comprehensive Performance Assessment regime, Gershon efficiency targets and our desire to involve citizens more meaningfully in designing and delivering public services are just some of the pressures which we must face. To rise to these challenges we must ensure that we have the capacity and capability in place to understand these challenges and allocate our limited resources to best meet them.

The Management Support Unit, at the core of the Chief Executive's Office and the Council as a whole, has a key role in preparing the Council to meet these challenges. The actions set out in this service plan will, among other things, help the Council better understand citizen and customer needs by improving the Council's ability to consult the public and act on what they have said, enable us to achieve more through working in partnership with others and improve our own performance by rigorous scrutiny and by finding better ways of working.

These tasks will not be easy. But the record of the last three years shows that we are moving in the right direction. The second Council Plan is more focused on our priorities and our systems for monitoring and scrutinising our performance are a solid foundation for sustained improvement in the future.

Change is inevitable. More, change is to be welcomed as we can only improve Wear Valley District Council if we are ready to innovate. The challenge for us all, Members and officers alike, during the next twelve months is to ensure that the changes we have already made and are making within the Council deliver the benefits we all want for Wear Valley.

Councillor Neil Stonehouse  
Leader of the Council

Iain Phillips  
Chief Executive

## **INTRODUCTION**

### **Purpose of this Unit Plan**

This plan describes the work of the Management Support Unit and its contribution to achieving Wear Valley District Council's ambition to become the Best District Council in England.

### **How this plan will be monitored**

This Plan will be approved by the Council's Policy and Strategic Development Committee and the elements within it will be reported to Members through regular reports on the implementation of the Council Plan, the Best Value Performance Plan and reports on specific plans and strategies like the Community Safety Strategy. Progress on the Service Plan as a whole will be reported to Policy and Strategic Development Committee in October each year.

## 2. DEPARTMENTAL PROFILE

In this section we describe the work of MSU, firstly in terms of its purpose, values and contribution to the work of the Council as a whole, secondly in terms of its major functions and activities, thirdly in terms of its internal organisation, and lastly, and very importantly, in terms of the customers it serves.

This is the last Service Plan to be prepared by the Management Support Unit. From April 2006 the functions of the MSU will be incorporated into a new Department within the Chief Executive's Office headed up by a Chief Officer.

### Our Purpose

Like every part of the Council the Management Support Unit is working to make Wear Valley District Council:

The Best District Council in England

The Management Support Unit has a vital role in achieving this, particularly through making the Council:

- *Citizen focused*
- *Community Led*
- *Customer Centred*
- *A centre of management and organisational excellence*

### Our Values

Like every part of the Council the Management Support Unit is committed to treating all people equally with dignity and respect. We work to remove discrimination on the grounds of race, religion, colour, class, disability, gender, age or sexuality. We are committed to ensuring that Council services are easily accessible by all and employment and progression within the Council is also open to all. As a practical demonstration of this we will develop and embed policies across the Council to ensure that we remove discrimination, promote good community relations and deliver high quality of services to all.

We are also committed to upholding the highest standards in all our activities, ensuring that everything we do is accountable and transparent and that we use the money allocated to us efficiently and responsibly. As proof of this, MSU has played a leading role in implementing Freedom of Information across the Council and during 2005/6 delivered over £80,000 in efficiency savings.

To embed our values into everything we do the Council has adopted seven Corporate Baselines. The Management Support Units supports these values and works to extend them across the entire Council.

**Empowerment** – Empowering employees at the lowest sensible level to deliver effective and continuously improving services to our customers

**Communication** – Putting in place effective resources, structures and systems to ensure that internal and external communications are established and maintained as a corporate priority

**Consultation** – Putting in place effective resources, structures and systems to ensure that formal methods for consultation with all of our stakeholders are established and maintained as a corporate priority

**Priorities** – Putting in place effective systems to ensure that corporate and service priorities are properly planned, agreed regularly reviewed and communicated with our staff, service delivery partners and customers and embedded in our arrangements for justifying performance

**Financial Management** – Putting in place financial management systems and training support to ensure that financial resources are deployed as effectively as possible to support improved service delivery, and that these comply with modern accounting methods and practices

**Corporate Governance** – Putting in place arrangements to ensure that our activities comply with the guidance on corporate governance and develop a culture of openness and transparency, high standards and a willingness to identify and recognise where things need to be improved upon within the public gaze

**Performance Management** – Putting in place a performance management framework that will allow staff to understand how their efforts at every level will contribute to the achievement of corporate objectives and encourage the development of a culture of continuous improvement in service delivery

## **What we do**

To help Wear Valley District Council become the best, MSU:

- Communicates and consults with local people as citizens and customers and markets Wear Valley as a place to live, work and play
- Works in partnership with the Local Strategic Partnership and others, empowering citizens and communities to get involved in making decisions that affect them and where they live.
- Monitors the performance of the whole Council so that we deliver what our customers need and we can continuously improve as a Council
- Supports Members in their vital work of scrutinising the work of the Council and other public bodies in Wear Valley
- Provides expert Policy and Research that supports the work of the Council and contributes to the achievement of our corporate goals.

In short, the functions of the Management Support Unit are at the core of all modern councils committed to continuously improving their services and keeping in touch with the diverse needs of their citizens and communities.

A full list of our functions includes:

- Policy Development and Research

- Best Value
- Performance Management
- Marketing and Communications
- Community Safety
- Scrutiny Support
- Support to the Local Strategic Partnership
- Health and Safety
- Emergency Planning

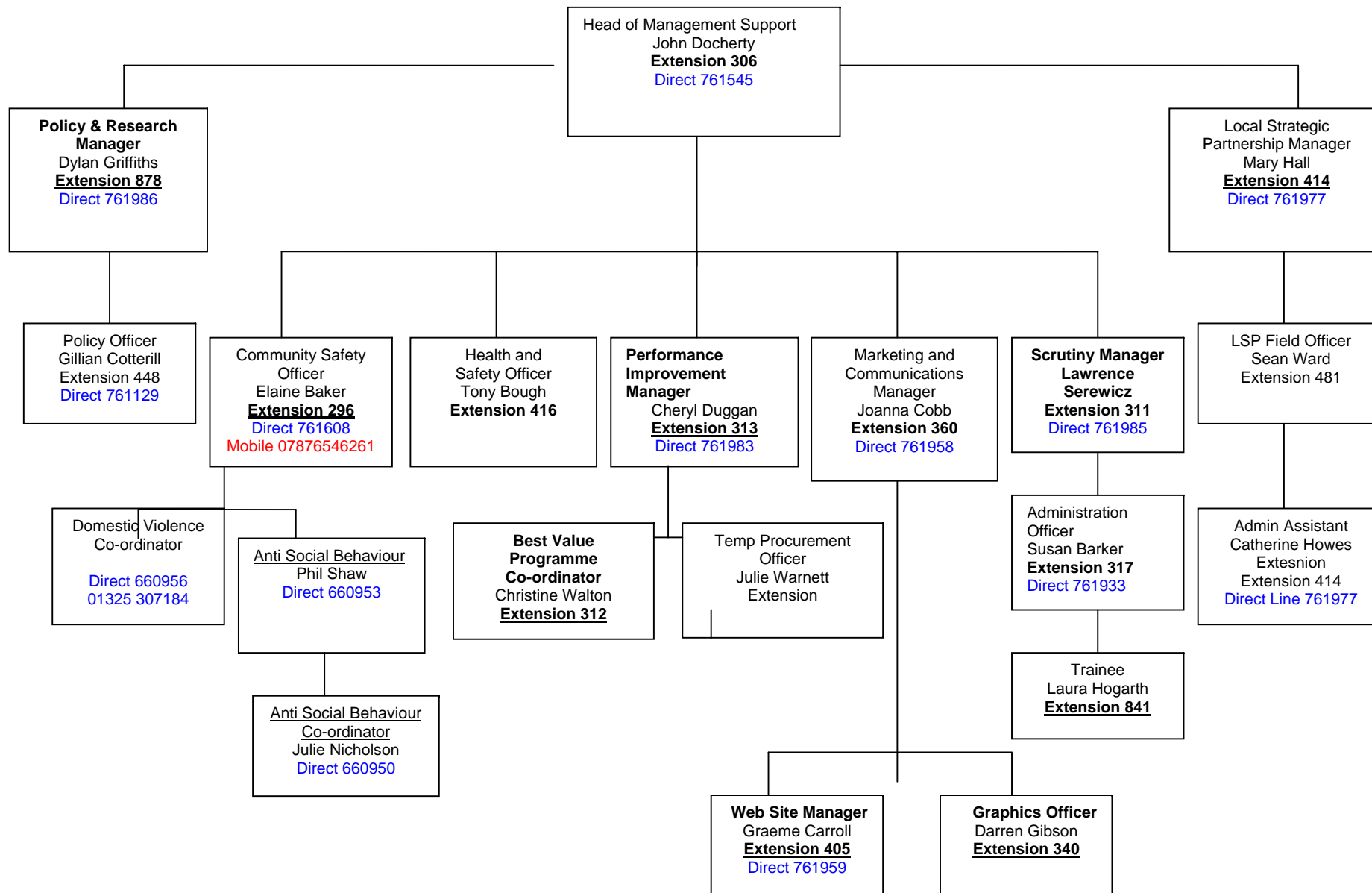
### **How we are organised**

The Management Support Unit is located within the Chief Executive's Department and consists of 19 officers (as of February 2006).

An organisational chart for the Management Support Unit can be found on the following page.



## 2.4 MSU Organisational Chart



## Who are our customers

The Management Support Unit has a number of customers. Firstly, there are our internal customers, our colleagues within other parts of Wear Valley District Council and the Members of the Council. Secondly, there are the Council's partners within the Local Strategic Partnership and other public bodies who also deliver services for people in Wear Valley like the Police, Bishop Auckland College or the National Health Service. Thirdly, and most importantly, there are the people of Wear Valley themselves.

### 1. Wear Valley District Council

As the name suggests the Management Support Unit supports the whole Council by providing the functions that are essential to the effective management of a modern local authority. Thus the whole Council, its Members, senior officers and all its employees, is our customer. We serve our customers within the Council by

- Monitoring and managing performance to develop and embed a culture of continuous improvement
- Providing the research and analysis which can show better ways of delivering services or engaging the public and stakeholders
- Supporting the work of all parts of the Council to get closer to citizens and customers
- Develop corporate policies to improve outcomes for the communities that we serve
- Communicating and consulting with our employees, customers and citizens
- Reporting to Council Members on our performance
- Co-ordinating activities with partners within the Local Strategic Partnership and beyond.

### 2. Our Partners and Stakeholders

The Council also has its customers and partners. MSU supports the work of the Local Strategic Partnership and the Crime and Disorder Reduction Partnership directly and works with partners in other public agencies, and voluntary and community groups.

The Audit Commission reviewed our support to partnerships during 2005 and we will be working over the coming year to implement its recommendations and improve the way we support and develop partnership working for the benefit of Wear Valley.

The table below lists the partnerships that MSU supports directly.

Partnership	Purpose	Specifying/ monitoring arrangements
Wear Valley Local Strategic Partnership (LSP) and supporting	To tackle issues facing Wear Valley in a coherent joined up way.	Subject to monitoring by Government Office North East (GONE)

theme groups		
2D (Support for the Voluntary and Community Sector of Teesdale and Wear Valley)	Engaging with the voluntary and community sector in addressing Wear Valley issues.	Service level agreement (SLA) under development.
Community Network	Engaging with community in addressing Wear Valley issues.	No monitoring role
Wear and Tees Community Safety Partnership (CDRP)	To work together to reduce crime and disorder	Undertake a three-year audit of crime and disorder and set reduction targets. These are monitored on a regular basis Partnership undertakes a self-assessment and has an improvement plan
Bishop Auckland Community Safety Task Group	To adopt a problem solving partnership approach to local problems, working with and empowering local communities	Answerable to the main partnership above to deliver local programmes to reduce crime and disorder
Crook and Willington Community Safety Task Group	As above	As above
Weardale Community Safety Task Group	As above	As above
Domestic Violence Task Group	To remove the hidden crime status of domestic violence and reduce repeat victims	Answerable to the main partnership. Has its own action plan, which is monitored on a regular basis.
Anti-Social Behaviour Task Group	To reduce the number of incidents of ASB in Wear Valley	As above
Hate Crime Task Group	To reduce the impact of hate crime. Hate crime includes racial and homophobic.	As above
Drug Related Crime and Substance Misuse Task Group	To address problems associated with substance misuse through education, treatment and positive enforcement.	As above

### 3. Wear Valley Citizens

MSU, like every part of Wear Valley District Council, serves the citizens of Wear Valley. Local people elect the Council, use its services and through the Council tax helps to pay for our activities. They are our key customers.

MSU helps the Council satisfy local people in several ways. We monitor the performance of the Council as a whole and, as part of the Council's Citizen's Promise, regularly tell local people about how well the Council is doing. We work with all parts of the Council to research how our performance can be raised so that our customers can receive better services. Thirdly, MSU regularly consults our citizens and customers about our services, whether they meet public needs and what improvements the public want to see.

One of our key activities over the next twelve months will be to increase the Council's capacity to consult with local people and service users and use that information more effectively. We are investing in software and training to improve how we ask for people's opinions and how we use that information to make our services better. A further challenge we will begin to tackle over the next twelve months will be to develop different ways to engage and involve local people and groups in deciding what services they want and how they should be delivered.

Last year we consulted people on the following issues:

#### Consultations undertaken by MSU during 2005-6

Subject	Who was consulted	Key findings	Action taken and links to the Service Plan
Customer Satisfaction Index (CSI)	Approx. 350 citizens surveyed	Identified levels of satisfaction and importance with aspects of Council services	Findings informed development of Council Plan and impact on formation of department's service plans.
SIMALTO	305 citizens interviewed	Gauged public views and priorities as regards the Council's budget setting process	Informed budget setting process
Community Safety Audit	Citizens	Perception of crime levels in Wear Valley and priorities for the Community Safety Strategy	Priorities in new Community Safety Strategy reflect public concerns
Disability Discrimination Act Access Survey	500 citizens targeted (through carers and local disability groups)	Accessibility of public buildings in Wear Valley for Disabled people	Programme of works to comply with DDA identified

#### Consultation for 2006/7

We are in the process of drawing up a consultation timetable for the coming year.

In 2006/07 we plan to consult our citizens on:-

- Satisfaction with the Council and its services
- Priorities for setting the Council budget

## **Review of 2005/6**

### **1. Achievements**

During 2005/6 we delivered several achievements for the Council. Some of the more significant are listed below:

#### **Policy Development and Research**

- Council Plan 2005-2008 agreed
- Research into determinants of population change completed
- Participated in development of Local Area Agreement for County Durham

#### **Best Value**

- Completed Best Value Review in Community Safety  
2 Star Service with promising prospects for improvement
- Completed Best Value Inspection in Planning  
2 Star Service with promising prospects for improvement
- Conducted indicative inspection of Housing
- Published and circulated Best Value Performance Plan in June 2005

#### **Performance Management**

- Performance Improvement Team in Waste and Recycling has investigated options for improving how much household waste we recycle or compost
- Monitored Best Value Performance Indicators six monthly and low performing BVPIs quarterly
- Monitored delivery of Council Plan actions every six months

#### **Marketing and Communications**

- Prepared Corporate Communication and Consultation Strategy
- Prepared Corporate identity and branding guidelines
- Carried out a number of public consultations including budget consultation
- Published and delivered Wear Valley Matters to 33,000 households in Wear Valley

#### **Community Safety**

- Completed Crime Audit
- Prepared Community Safety Strategy
- Set up geographical task groups to improve delivery of community safety
- New Neighbourhood Wardens

#### **Scrutiny Support**

- Completed the Planning Process Review
- Completed Budget Process Review
- Scoped and started a joint review with Teesdale Council on Flytipping
- Launched a national special interest group for fourth option authorities

#### **Freedom of Information**

- Co-ordinated the Council's response to the Freedom of Information Act
- Set up and maintained the Council's Freedom of Information database
- Surveyed all staff on awareness of Freedom of Information requirements

#### **Support to the Local Strategic Partnership**

- Consulted on Community Strategy for Wear Valley

- LSP received an amber green rating from Government Office
- LSP Leads network developed

### **Health and Safety**

- Completed First Aid Training
  - Completed Fire Warden Training
  - Completed Lift Emergency Training
  - Completed Display Screen Equipment and Guide
- **Emergency Planning**
  - Co-ordinated support to residents in Upper Weardale following a flash flood that engulfed some houses in Westgate and Stanhope
  - October 2005 – opened up Civic Centre at 8:00 pm to provide emergency overnight accommodation for people evacuated from their homes in Crook following a gas leak
  - Emergency Control Room set up and tested in July 2005

## 2. What We Did Not Do and Why

We did not achieve all that we had meant to do. Below we list what we said we would do that we were in fact unable to achieve.

- **Policy Development and Research**

<b>Action Not Completed</b>	<b>Reason for non-completion</b>
Determine which are the Council's key corporate strategies, remove unnecessary ones and ensure the remaining ones are structured around delivering our objectives (get rid of the plethora)	This is a big task and due to staff vacancies is only at an early stage
Requiring all policy committee papers to demonstrate how they take forward the corporate priorities or meet statutory requirements	A revised protocol on reports was issued in Sep 04 but its effectiveness has not been reviewed due to lack of capacity
Develop a mechanism for sharing good practice Systematically analyse good practice from NRF and other regeneration schemes and incorporate learning into mainstream services	Lack of capacity to develop a genuine learning culture Analysing good practice was not focused enough and will need to be refined to be effective
Develop our strategy to guide the enhancement of our role as community leaders including Proposals for the establishment of area based mechanisms across the District Processes to clarify, expand and enhance our working in partnership and our attractiveness as a partner Strong support for the LSP Development of Member capacity to act as leaders in their communities	The scale of this task was underestimated and the Government's agenda has developed over the past year.

- **Best Value**

<b>Action Not Completed</b>	<b>Reason for non-completion</b>
Commence Best Value Review of Regeneration	This began at the end of 2005 and should be completed in the summer of 2006
Agree Plan of Best Value Reviews	Lack of capacity given other pressures

- **Performance Management**

<b>Action Not Completed</b>	<b>Reason for non-completion</b>
Ensure that the PIs and targets we include in the Balanced Scorecards are a	Corporate Balanced Scorecard has been developed but not implemented



true reflection of our corporate priorities	systematically
Develop Corporate Balanced Scorecard to show key improvement targets	Corporate Balanced Scorecard has been developed but not implemented systematically
Build the Council's objectives into our day to day processes	This is a big task and cannot be completed quickly
Forward planning agendas of CMT, SMG and Committees and the relevant committee	Lack of co-ordinating capacity
Refine performance monitoring At top level (CMT/P&SD) continue to monitor the worst 15 PIs but add a cross cutting set of key corporate PIs from the Balanced Scorecard At service level, report performance against the departmental Balanced Scorecard to departmental management teams	We have not extended monitoring of PIs beyond worst PIs because we did not implement a Balanced Scorecard Departmental Balanced Scorecards have not been implemented
Check the Performance Management Framework for simplicity and sellability eg remove any overlaps between elements of the framework	This is a bigger task than initially anticipated. Development of Council Plan and Performance Management System will affect the Performance Management Framework
Ensure that staff are fully involved in developing their service plans	Changing culture to involve and empower staff takes time
Roll out PIT concept to identified priority service areas not in the bottom quartile but where performance could improve	Lack of capacity
Build challenge skills into the management and Member development programme	Lack of capacity to develop management development programme
Review the roles and responsibilities of senior managers to identify the most effective structure for delivering our objectives Introduce performance management system for senior managers	The time needed for restructuring the Council was underestimated
Service integration: develop a formal strategy for exploring joint working arrangements	Lack of capacity to develop a formal strategy but much joint working taking place and more being developed

- **Marketing and Communications**

<b>Action Not Completed</b>	<b>Reason for non-completion</b>
Improve consultation and integrate consultation activities across the Council	This was delayed but is due for completion in 2006/7

## **External Inspections During 2004/5**

In addition to our own internal performance monitoring processes Wear Valley District Council and MSU also welcomes inspection from the Audit Commission and other bodies to judge our progress and to point the way to further improvement.

### **2004 Annual Audit and Inspection Letter – Audit Commission**

Our annual letter highlights that as a council we are making good progress in improving our services and meeting our key objectives. We have developed an improved performance management framework, a new council plan with clearer priorities, continued the already effective performance improvement teams and have recently been awarded ALMO status to improve our housing stock. This is evidence that we are striving towards better services for our citizens and to achieve our vision to become the best District Council in England.

### **Performance Management Arrangements – Audit Commission – September 2005**

This report identifies that our Council's performance management arrangements are continuing to improve despite capacity problems during the last year. We are further embedding performance management within the authority, we have created stronger links between our priorities and service plans, and we are addressing poor performance within departments. The Audit Commission has recognised our efforts to improve capacity and resources and in turn our services. Our plans to implement performance management software in Spring 2006 are instrumental in joining up services, supporting change and implementing a more focussed cultural environment.

### **Durham Partnerships – Audit Commission Performance Summary Report – October 2005**

This report evaluates our response to two reviews carried out during 2003/04, these were the review of Partnership Control Arrangements and the review on Community Planning in County Durham. Findings from this report show that we have acknowledged and acted upon the recommendations set out in the reviews. They have stated that our progress is good and that we have met eleven of the fourteen recommendations. This is evidence of our continued efforts to improve services by acting upon the recommendations put forward. A Partnership Protocol was agreed at the end of 2005.

### **Best Value Reviews**

During 2004/05, the Audit Commission inspected both Community Safety and the Planning service. Both of these services achieved a 'good' two star rating with promising prospects for improvement. In both services, strengths outweighed the weaknesses.

A number of recommendations have been made and these are being implemented through, for example, rolling out awareness training for key officers on how the Council can consider the crime and disorder implications of all it does.

The review of our regeneration activities began at the end of 2005 and should be completed by the summer of 2006.

## Performance Indicators

updated - any other info needed on table???

In addition to monitoring, measuring and reporting performance against the Council's Best Value Performance Indicators MSU also records its own performance against a number of Performance Indicators. These are given in the table below.

BVPI	MANAGEMENT SUPPORT UNIT	Past Performance				Future Targets			
		02/03	03/04	04/05	2005/06 6 monthly	2005/06	06/07	07/08	08/09
BV003	The percentage of citizens satisfied with the overall service provided by their authority	-	47.4	-	-	triennial survey	65		
BV004	The percentage of those making complaints satisfied with the handling of those complaints		32.5	-	-	triennial survey	45		
BV126	Domestic burglaries per 1,000 households (No.)	13.59	11.75	7.9	8.81	7	7	7	
BV127a	Violent crimes per 1000 population (No.)			-	22.92	-			
BV127e	Robberies per 1,000 population (No.)	0.33	0.32	0.17	0.19	0.17	0.17	0.17	
BV128	Vehicle crimes per 1,000 population (No.)	15.3	12.27	12.53	13.13	11	10	9	
BV157	% of interactions that are enabled for electronic service delivery	53	42	89.32	100	100	100	100	
BV174	The number of racial incidents recorded by the authority per 100,000 population	0	3.2	0.63	1.62	0	0	0	
BV175	The percentage of racial incidents that resulted in further action	0	100	100	100	100	100	100	
BV225	Provision and effectiveness of services to help victims of domestic violence			-	81.81	-			
LS-SD6	Recorded crime per 1,000 population	38.1	30.42	20.56	-	20	20	20	

In addition to Performance Indicators for which MSU alone is responsible there are also a number of corporate performance indicators to which MSU contributes by having good internal processes

BV 8 The percentage of invoices for commercial goods and services which were paid by the authority within 30 days of such invoices being received by the authority

MSU data	April	May	June	July	August	September	October	November	December
% of invoices paid within 30 days	96.67	100	100	100	100	97.3	100	100	93.75

Monthly data for MSU show consistent good performance up to the third quarter and that we have achieved 100% in 6 of the 9 months.

MSU will develop Unit targets for the following indicators.

- BV 11a Percentage of top 5% of senior management posts filled by women
- BV 11b Percentage of top 5% of earners from black and minority ethnic communities
- BV11c Percentage of the top 5% of staff who have a disability (excluding those in maintained schools)
- BV 12 The number of working days/shifts lost to sickness/absence

## Strategic Analyses

MSU has a vital role in helping the Council understand the challenges and opportunities that face it and to develop policy responses that use our limited responses to meet those challenges and exploit all opportunities to benefit Wear Valley.

In this section we use the PEST (Political, Economic, Sociological and Technological) and SWOT (Strengths, Weaknesses, Opportunities, Threats) schemas to present the major challenges and opportunities facing the Unit and the Council.

### 1. PEST analysis

POLITICAL	
Issue	Action
<ul style="list-style-type: none"> <li>• Local Government Reorganisation</li> <li>• Modernisation and legislation</li> <li>• CPA harder test requirements</li> <li>• Local Area Agreements</li> <li>• ALMO</li> <li>• LSP (including allocation of money)</li> <li>• Area arrangements (new town/parish councils)</li> <li>• Regional strategies (Regional Spatial Strategy, Northern Way)</li> <li>• Development of Children's Trusts and integrated services</li> <li>• Increased importance of voluntary &amp; community sectors in policy delivery</li> <li>• Neighbourhood/Community Engagement</li> <li>• Crime &amp; Disorder</li> <li>• Equalities legislation</li> </ul>	<ul style="list-style-type: none"> <li>• Improve our corporate understanding of emerging external policy environment</li> <li>• Analyse implications of revised CPA criteria and how to respond to best advantage</li> <li>• Work with others to agree and deliver outcome targets in LAA that benefit Wear Valley</li> <li>• Secure 2** housing inspection and funding to meet Decent Homes standard</li> <li>• Support work of LSP and tie Community and Council priorities closely together</li> <li>• Continue to support Children and Young People's Planning Group &amp; Children's Centres</li> <li>• Improve the effectiveness of both voluntary and community sectors through greater involvement</li> <li>• Improve area working and create effective channels for neighbourhood and community engagement</li> <li>• Continue to support Crime and Disorder Partnership and work in partnership to deliver initiatives to reduce crime and disorder</li> <li>• Develop equalities policy and ensure capacity to implement them and update them is in place</li> </ul>

## ECONOMIC

Issue	Action
<ul style="list-style-type: none"> <li>• Budgets – mainstreaming externally funded projects</li> <li>• 2.5% savings</li> <li>• Reliance on short term/external funding</li> <li>• Amalgamation of various funding sources and allocation via LSP – possibly at a county level</li> <li>• Availability of Grants and External Funding</li> <li>• Partnerships with other authorities</li> <li>• Joint Procurement</li> </ul>	<ul style="list-style-type: none"> <li>• Continually explore new ways of procuring goods or providing services including joint procurement with other authorities or provision by voluntary or community bodies</li> <li>• Raise priority of efficiency savings within budget setting process</li> <li>• Identify which activities are most reliant on external funding and evaluate risks</li> <li>• Consider sustainability of (and exit strategies for) activity underpinned by short / medium term funding</li> </ul>

## SOCIOLOGICAL

Issue	Action
<ul style="list-style-type: none"> <li>• Rural issues</li> <li>• Greater demand for citizen involvement and neighbourhood decision making</li> <li>• Fear of crime/crime</li> <li>• Increase in crime statistics</li> <li>• Stock options/ALMO inspection</li> <li>• Ageing population</li> <li>• High levels of deprivation</li> <li>• Rural isolation making accessing services difficult</li> </ul>	<ul style="list-style-type: none"> <li>• Learn and apply lessons from Rural Pathfinder</li> <li>• Develop channels for effective citizen and community involvement</li> <li>• Deliver Community Safety Strategy and publicise facts about crime levels</li> <li>• Develop ways to respond to changing population profile and changing</li> <li>• Build in consideration of ‘accessibility’ into all Council activities</li> </ul>

## TECHNICAL

Issue	Action
<ul style="list-style-type: none"> <li>• E-Government (IEG)</li> <li>• Purchase and implementation of new Performance Management system</li> <li>• Purchase and implementation of new Survey Software</li> <li>• Need to enhance skills across council in, for example, project management</li> <li>• Need to secure Gershon efficiency savings</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure IEG targets are met – raise awareness and take up of e-enabled services</li> <li>• Procure performance management and consultation survey software systems that are fit for purpose, easy to use and deliver service improvements</li> <li>• Deliver focused training programmes for employees</li> <li>• Review working practices and opportunities offered by ICT to make working time more productive</li> </ul>

## 2. SWOT analysis

### STRENGTHS

- High calibre of staff
- Wide range of knowledge and expertise
- Team working and flexible approach to work
- Consultation and communication channels (including Teamtalk)
- Proactive/innovative approach to tasks
- Producing high quality work – sometimes externally praised
- Effective partnership working especially on crime and disorder
- Delivery of improved performance
- Recognition that MSU has a vital role in delivering improved corporate performance

### Actions to optimise

- Recruit, retain, develop and motivate team members
- Acquire and distribute information more effectively through briefings, seminars etc
- Further develop flexible working methods that deliver the goods
- Raise awareness of services provided by MSU throughout Council and improve our reputation for helpfulness, understanding our customers needs and getting results
- Continue to develop and support corporate communications
- Continue development of Best Value Reviews and other performance improvement processes
- Develop a project management approach to all work, including milestones and targets

### WEAKNESSES

- Too many tasks, too few resources
- Mixed reputation and patchy acceptance, of role within the Council
- Lack of clarity about future role, particularly around policy
- Reliance on short term funding
- Lack of political champions (e.g. a Community Safety Champion)
- Accounting system – understanding of it
- Accommodation
- Communication – further improvement needed both internally (between MSU sections and departments) and externally
- DTP resource limits
- Lack of automated data gathering for performance management
- Lack of engagement at a county/regional level can lead to loss of opportunity
- We do not lead the way in meeting deadlines and this affects perceptions in other departments and can cause problems for our MSU team colleagues
- LSP still seen as additional rather than crucial to service delivery in the future



### **Actions to improve**

- Focus on key tasks, rationalise our processes and cut our coat according to our cloth
- Explore ways of gaining additional resources, joint procurement or using ICT to increase our capacity
- Continue to improve internal relations and communications
- Maintain structured work system to monitor work loads and sustain performance improvement
- Work more externally at County and regional level
- Improve our delivery to deadlines by increased project management training
- Raise awareness of procurement and develop effective procurement strategies

### **OPPORTUNITIES**

- Vital role in modernisation agenda for local government such as area working, citizen involvement
- Council restructuring to clarify MSU's role
- Opportunity to bring new thinking and ideas to Council activities
- Development of partnership working for example, 75 Proudfoot Drive
- Procurement – new approach

### **Actions**

- Analyse and communicate clearly implications of modernisation agenda
- Demonstrate delivery of results to improve Council capacity and enhance our reputation
- Clarify our role in Council restructuring and respond enthusiastically to new challenges
- Continue to improve internal and external communications
- Promote partnership working and joint procurement to achieve corporate objectives

### **THREATS**

- Lack of resources
- Staff Turnover – loss of expertise and continuity
- Staff morale
- Lack of clarity around our role
- Poor reputation among some Members and parts of the Council
- Differing agendas of partners
- Individuals speaking to media directly and not supporting information, doing own publicity
- Reliance on short term funding

### **Actions to turn into opportunity or to neutralise**

- Bid for more resources, work in partnership or jointly procure with others to increase capacity and find new ways of working more efficiently
- Raise morale within Unit by clarifying roles, developing realistic workloads and providing effective support for all team members
- Publicise successes and demonstrate delivery of results that benefits the Council and Wear Valley
- Promote a more positive 'here to help' image among other sections of the Council

## Risk management

A well managed organisation does not ignore risk. It identifies, monitors and manages risk to minimise the impact of potential threats to the organisation's activities.

The Council has a Statement of Internal Control which describes our approach to management information and managing risks. As part of this MSU has identified the significant risks to its activities and how these risks can be reduced or managed.

Below is a table of the major risks MSU has identified for its work and the measures taken to reduce the impact of those risks.

TYPE OF RISK	RISKS TO THE DEPARTMENT	ACTIONS TO MINIMISE
<b>Political</b>	See preceding PEST analysis	
<b>Economic</b>		
<b>Social</b>		
<b>Technological</b>		
<b>Technical</b>	<ul style="list-style-type: none"> <li>Disruption of key ICT systems</li> </ul>	<ul style="list-style-type: none"> <li>Review and update our Risk Management and Disaster Recovery Strategy</li> </ul>
<b>Managerial/ Professional</b>	<ul style="list-style-type: none"> <li>Unclear role of MSU and internal expectations</li> </ul>	<ul style="list-style-type: none"> <li>Maintain and support work within all departments</li> <li>Clarify role of MSU through internal consultation and sustain activity underway in improving internal relations and communications</li> <li>Involve departments in developing service plan</li> </ul>
	<ul style="list-style-type: none"> <li>People moving on (with key skills)</li> </ul>	<ul style="list-style-type: none"> <li>Further develop team-based, outcome focussed working methods facilitating understand of each other's roles, and disseminate good practice to other depts</li> </ul>
	<ul style="list-style-type: none"> <li>Management capacity across the council</li> </ul>	<ul style="list-style-type: none"> <li>Identify capacity issues and formulate strategy to improve, ensuring that MSU support effectively targets areas of need</li> </ul>
<b>Financial</b>	<ul style="list-style-type: none"> <li>Failed growth bids</li> </ul>	<ul style="list-style-type: none"> <li>Develop bids that effectively demonstrate potential benefits of proposed activity</li> </ul>
	<ul style="list-style-type: none"> <li>Serious over/underspend of NRF</li> </ul>	<ul style="list-style-type: none"> <li>Matched funding - through LSP agreed an - appraisal mechanism for future funding of NRF projects at 50% maximum to encourage host organisations to mainstream effective projects</li> </ul>
<b>Legal Partnership/ Contractual</b>	<ul style="list-style-type: none"> <li>Overstretch on officer supporting LSP</li> </ul>	<ul style="list-style-type: none"> <li>Maintain structured work system to monitor workloads + sustain performance improvement</li> <li>Appointment of LSP officer</li> </ul>

	<ul style="list-style-type: none"> <li>Relationships with LSP theme groups, and the wider voluntary and community sector</li> </ul>	<ul style="list-style-type: none"> <li>Build on existing good practice of partnership and joint working to achieve corporate objectives</li> <li>Improve collaboration and forge further links with voluntary and community sector through relationship with 2D and other community groups</li> </ul>
	<ul style="list-style-type: none"> <li>Breaches of funding regulations</li> </ul>	<ul style="list-style-type: none"> <li>Ensure funding regulations are understood and financial management regularly reviewed</li> </ul>
<b>Physical</b>	<ul style="list-style-type: none"> <li>Physical environment</li> <li>Accidents</li> </ul>	<ul style="list-style-type: none"> <li>Review and adopt outstanding health and safety policies</li> </ul>
	<ul style="list-style-type: none"> <li>Noise</li> </ul>	<ul style="list-style-type: none"> <li>Continue to ensure that all staff conduct activities in a manner that considers and accommodates the needs of working colleagues</li> </ul>
<b>Legislative/Regulatory</b>	<ul style="list-style-type: none"> <li>FOIA</li> <li>Data Protection/Human Rights Act etc</li> </ul>	<ul style="list-style-type: none"> <li>Effectively communicate legislative requirements throughout departments through briefings and training (e.g. FOI briefings)</li> </ul>
<b>Environmental</b>	<ul style="list-style-type: none"> <li>None identified</li> </ul>	N/A
<b>Competitive</b>	<ul style="list-style-type: none"> <li>None identified</li> </ul>	N/A
<b>Customer/citizen</b>	<ul style="list-style-type: none"> <li>Reputation risk</li> </ul>	<ul style="list-style-type: none"> <li>Continue to review communication strategy and improve</li> </ul>

## RISK MANAGEMENT

<b>KEY</b>	
<b>Probability of happening</b>	<b>Severity (Impact on the Unit)</b>
1 - Low	1 – Low
2 - Medium	2 – Medium
3 - High	3 – High

### DEPARTMENT

### Management Support Unit

<b>COMMUNICATIONS</b>	<b>PROB'Y</b>	<b>SEVERITY</b>	<b>SCORE</b>	<b>RESPONSE</b>	<b>ACTION</b>	<b>RESPONSIBLE OFFICER</b>
<b>1. Desk Top Publishing</b>						
Risk of losing DTP skills	1	1	1	Train other staff		Marketing & Coms Manager
Failure to set DTP timetable leading to missed deadlines for publications	1	2	2	Effective DTP workload planning	DTP workload plan in place	Marketing & Coms Manager
Risk of DTP equipment failure	1	1	1	Regular checks and maintenance		Marketing & Coms Manager
Risk of sending out leaflets with incorrect information	1	1	1	Effective document check process		Marketing & Coms Manager
<b>2. Website</b>						
Failure to keep information up-to-date.	1	1	1	Regular communication with all Depts		Web Site Manager
Risk of children's photos published leading to possibility of child being identified	1	2	2	Develop website image policy		Web Site Manager
Risk of public posting libellous comments on message board leading to legal action	1	2	2		All additions to the Wall of Words vetted	Web Site Manager
<b>PERFORMANCE MANAGEMENT</b>	<b>PROB'Y</b>	<b>SEVERITY</b>	<b>SCORE</b>	<b>RESPONSE</b>	<b>ACTION</b>	<b>RESP OFFICER</b>

Failure to comply with priority outcomes (e-govt)	1	1	1	Develop local PI	Monitor on a regular basis	Web Site Manager
Failure to comply with the Data Protection Act 1998	1	2	2	Train staff	Develop Data Protection Policy	Data Protection Officer
<b>3. Newsletter</b>						
Failure to manage contract with Printing Firm correctly	1	1	1	Develop clear contract		Marketing & Comms Manager
Failure to meet deadlines for Printing Firm/Distribution Company	1	1	1	Clear Newsletter timetable/schedule		Marketing & Comms Manager
<b>4. Internal Communication</b>						
Lack of communicating top-down and neglecting bottom-up and across leading to insufficient dissemination of information	2	2	4	Communications Strategy		Marketing & Comms Manager
Failure to communicate important policy information (Race Equality Scheme, etc)	2	2	4	Regular features in TeamTalk and Wear Valley Matters		Marketing & Comms Manager
<b>5. External Communication</b>						
Failure to coordinate external communication leading to overloading the customer and loss of reputation	2	2	4	Communications Strategy		Marketing & Comms Manager
<b>4. Corporate Identity</b>						
Failure to set a corporate identity thus deceiving/confusing customers/citizens	1	2	2	Communications Strategy		Marketing & Comms Manager
<b>1. Performance Management Framework (PMF)</b>						
Failure to develop an adequate PMF leading to a failure to identify and deal with poor performance, a poor CPA score and direct Government intervention.	1	3	3	Set in place annual review of PMF		Performance Improvement Manager
Risk of over-bureaucratic framework leading to decline in performance	2	1	2	Work with colleagues across Council to ensure buy in for PMF		Performance Improvement Manager
Failure to implement PMF correctly leading to a poor CPA score and direct Government	1	3	3	Secure Performance Management skills. PMF	Staff employed with Performance Management	Performance Improvement

intervention.				Training programme	experience	Manager
<b>2. Performance Management System</b>						
Failure to implement PMS correctly.	1	3	3	Investigate systems fully		Performance Improvement Manager
Risk of staff not using the system	2	2	4	Train staff and ensure staff are aware of what is happening		Performance Improvement Manager
<b>3. Policy</b>						
Failure to keep in touch with Government initiatives leading to missing Gov't deadlines, not complying with laws and regulations, missing out on funding, poor CPA score	2	2	4	Raise member awareness. Increase policy capacity through additional posts. Sufficient budget to attend important events and seminars.	Policy and Strategic Development Committee set up.	Policy & Research Manager
Failure to update the Council Plan, taking into account changes in legislation	1	2	2	Annual Review to be undertaken		Policy & Research Manager
Risk of not reaching agreement over the setting up of Local Area Agreements	2	3	6	Adhere to guidance	Consultation, discussions and feed back sessions to be undertaken on a routine basis	Policy & Research Manager
Failure to meet LPSA targets	1	2	2	Monitor performance		Performance Improvement Manager

<b>BEST VALUE</b>	<b>PROB'Y</b>	<b>SEVERITY</b>	<b>SCORE</b>	<b>RESPONSE</b>	<b>ACTION</b>	<b>RESP OFFICER</b>
<b>1. Best Value Reviews</b>						
Failure to carry out Best Value reviews leading to criticism from Auditors and Government intervention	1	2	2	BVR Guidance. BV process	BVR Guidance produced	Performance Improvement Manager
Failure to implement staff training after reviews leading to insufficient skills to carry out action plan and subsequently failure of action plan	1	2	2	Implementation and monitoring plans	Included in BVR Guidance	Performance Improvement Manager
Failure to plan review schedule correctly and therefore miss key services	1	1	1	Plan review schedule		Performance Improvement Manager
<b>2. Performance Plan</b>						
Failure to complete Performance Plan leading to criticism from Auditors.	1	1	1	Performance Plan timetable		Performance Improvement Manager
<b>3. Best Value Performance Indicators</b>						
Risk of incorrect PIs in Performance Plan leading to :				Identification and Improvement plans for low scoring PI's	Quarterly report to Corporate Management Team	Performance Improvement Manager
False impression of the Council's performance	1	2	2			Performance Improvement Manager
Poor report from Auditors						Performance Improvement Manager
<b>SCRUTINY</b>	<b>PROB'Y</b>	<b>SEVERITY</b>	<b>SCORE</b>	<b>RESPONSE</b>	<b>ACTION</b>	<b>RESP OFFICER</b>
<b>1. Attendance at Scrutiny Committee meetings</b>						
Security risk from members of the public attending meetings and having access to the	2	1	2	Set/Communicate clear guidelines		Scrutiny Manager



building						
<b>2. Scrutiny Committee site visits</b>						
Potential liability/accidents for scrutiny committee and officers during site visits	1	2	2	Address corporately		Scrutiny Manager
<b>3. Representations to Scrutiny Committee members</b>						
Risk of members of the public disrupting meetings	1	1	1	Training for officers		Scrutiny Manager
<b>COMMUNITY SAFETY</b>	<b>PROB'Y</b>	<b>SEVERITY</b>	<b>SCORE</b>	<b>RESPONSE</b>	<b>ACTION</b>	<b>RESP OFFICER</b>
<b>1. Wear and Tees Community Strategy</b>						
Failure to deliver strategy, leading to increased crime and fear of crime, loss of confidence in Council and partners.	2	3	6	Regular monitoring of Strategy and action plans to deal with under performance		Community Safety Officer
<b>2. Section 17 (of the 1998 Crime and Disorder Act)</b>						
Risk of not adhering to Section 17 in all Council decisions. Bad press and possible compensation claims.	3	1	3	Increase communication. Review Section 17 implications		Community Safety Officer
Failure to listen to and act on advice from Secured by Design programme leading to increased crime and possible compensation claims.	3	1	3	Increase communication of programme.		Community Safety Officer
<b>ADMINISTRATION</b>	<b>PROB'Y</b>	<b>SEVERITY</b>	<b>SCORE</b>	<b>RESPONSE</b>	<b>ACTION</b>	<b>RESP OFFICER</b>
<b>1. Budgets</b>						
Failure to agree and set adequate budget to progress MSU work	1	3	3	Clear Budget timetable	Ensure inclusion in Section Service Plan	Head of Management Support
Failure to achieve 2.5% saving	1	2	2	Ensure that Gershon		Head of

				efficiency savings are a priority in our activities		Management Support
<b>PROCUREMENT</b>	<b>PROB'Y</b>	<b>SEVERITY</b>	<b>SCORE</b>	<b>RESPONSE</b>	<b>ACTION</b>	<b>RESP OFFICER</b>
Failure to develop strategy	1	3	3	Resources have been secured to develop Strategy and contacts made with North East Centre of Procurement Excellence		Head of Management Support
Inability to integrate policy and procedures into departments	1	3	3	Build integration of policy into action plan		Head of Management Support
<b>LSP</b>	<b>PROB'Y</b>	<b>SEVERITY</b>	<b>SCORE</b>	<b>RESPONSE</b>	<b>ACTION</b>	<b>RESP OFFICER</b>
Loss of NRF funding	2	3	6	Partners to develop exit strategies	Actions to be developed where required	LSP Manager
Risk of partnership breakdown	1	2	2	Constant monitoring by LSP Manager	Constitution group will provide a mechanism for this	LSP Manager
Loss of skilled staff	1	3	3			LSP Manager
Loss of central support to community network (funding)	2	3	6	Partnership to review support for network	Actions to be developed where required	LSP Manager
Failure to achieve performance leading to loss of capacity to deliver	1	3	3	Management and monitoring of performance and discussion about capacity to take place with partners	Actions to be developed where required	LSP Manager
Impact of Teesdale's future in relation to LSP etc.	2	2	4	Ongoing negotiations		LSP Manager

<b>HEALTH &amp; SAFETY</b>	<b>PROB'Y</b>	<b>SEVERITY</b>	<b>SCORE</b>	<b>RESPONSE</b>	<b>ACTION</b>	<b>RESP OFFICER</b>
<b>1. Sickness</b>						
Failure to monitor Sickness Absence (Stress and similar)	1					Head of Management Support
Failure to comply with statutory requirements for risk assessment	2			Review risk management strategies in place and identify where new ones are needed		Health & Safety Officer
Public Liability, Protective Regimes						Health & Safety Officer
Unexpected outcomes from job evaluation leading to loss of staff and poor morale	2	3	6			Head of Management Support
<b>2. Accidents</b>						
Failure to report accidents	2	1	2		Adhere to policy	Health & Safety Officer
Failure to investigate accidents	1	2	2		Adhere to policy	Health & Safety Officer

## Budget Management

MSU's budget is presented below. Some of the Unit's funding is met from outside sources such as Neighbourhood Renewal Fund or the North East Centre for Excellence in Procurement. MSU always strives to secure funding from outside and in everything it does, deliver value for money for the Council and the people of Wear Valley.

A challenge for all local authorities is to deliver greater value for money and operate more efficiently. Some of MSU's activities will deliver efficiency savings for the Council as a whole such as the work to improve our procurement practices that is part funded by the North East Centre for curement Excellence.

<i>Function</i>	<b>£</b>
<b><i>Policy Development</i></b>	10000
Community Planning	3680
Best Value Plan	19720
Communication Strategy	29789
Desk Top Publishing corporate	1500
Colour copier	
Internet Development Corporate	1500
Management of Scrutiny & Overview	2000
Performance Management System	35000
Climate Change	10000
Filing & General Admin	
Service Improvement Fund	32500
consultation fund	34700
Procurement	
Health and Safety	1500
Community Safety General	1000
NRF fund	50000
Building Safer Communities	12690
Home Security	
Domestic Violence	11750
Crime & Disorder Fund	50000
Children's Fund	62000
Youth Fund	45000
Primary Care Group	
Expenses (Iain)	
CPA Improvement	15000
Lifelong Learning	17500
Grants and Distributions	10000

## **Asset Management**

The Management Support Unit has one property asset which it leases from Housing Services, 75 Proudfoot Drive which houses much of the Council's Community Safety activities.

In addition to its property assets MSU has a number of operational assets including

- Land Rover for Emergency planning purposes
- Closed Circuit Television system in Bishop Auckland
- Contents of 75 Proudfoot Drive
- Laptop computer and other ICT equipment including an AppleMac
- Software packages including QuarkXpress and Macromedia Freehand MX

We are in the process of purchasing consultation and performance management software.

We will review the arrangements for maintaining our assets and evaluating whether we need to continue with our existing set of assets. .

## **Efficiency Savings**

The Gershon Efficiency Review requires local authorities to make efficiency savings of 2.5 per cent of their budget each year based on 2004/5. At least half of that budget must come from cashable savings which can either be redirected to meet the Council's priorities or passed onto council taxpayers in lower bills.

For the Management Support Unit the savings amount to £20,696.3 each year or £62,088.9 over three years.

MSU made efficiency savings of £82,060 in its 2005.06 budget as against the revised 2004/5 budget thus exceeding the efficiency target for the full three years. Many of these savings were achieved by spending less on conferences and travel which do not impact on residents and service users at all.

We will continue to look for further efficiency savings and scrutinise all expenditure rigorously.

Part of the work of MSU should also deliver efficiency savings for the whole Council. A procurement officer has been appointed to examine our procurement arrangements and find ways of procuring goods and services more cheaply. MSU has also played a key role in enabling more of our services to be delivered electronically which is normally cheaper than by other means.

MSU does not deliver many services directly to the public and it is therefore difficult to achieve non-cashable efficiency savings. These are normally to be found in high volume routine services such as processing benefit claims. Nevertheless, MSU will explore ways of working more efficiently by freeing up working time by using telephones and ICT to reduce disruptions to work and also promoting more homeworking.

Below are tables on cashable and non-cashable savings for 2005/6. Future cashable and non-cashable savings will be identified.

## Management Support Unit Efficiency Statement 2005/6

### Non Cash Backed Efficiency Measures

<b>Service Area</b>	<b>Efficiency</b>	<b>2005/06</b>
Performance Management	Performance Management Software reduces officer time needed to produce Performance Management data	
Electronic Service Delivery	Increased number of hits to website Increased number of information requests handled electronically	500
Policy, Performance Management	Homeworking	1000
Performance Management, Policy, Scrutiny, Communications	Improved use of voicemail saving officer time and improving customer response	500
<b>TOTAL</b>		<b>2000</b>

### Cash Backed Efficiency Measures

<b>Service Area</b>	<b>Efficiency</b>	<b>2005/06</b>
Policy Development	Reduced expenditure on training/conferences	2000
Policy Development	Reduced consultancy fees	5000
Performance Management	Reduced expenditure on training/conferences	3650
Performance Management	Reduced expenditure on professional fees	5000
Performance Management	Consultation	11650
Best Value	Reduced expenditure on training conferences	3000
Best Value	Publications and Subscriptions	2000
Best Value	Professional fees	2000
Best Value	Consultancy	3000
Chief Executive	Best Value Review	15000
Community Safety	Tools and Equipment	18500
Community Safety	Professional Fees	11,250
<b>Total Cashable Savings</b>		<b>82, 050</b>

## Budget Growth and Savings Bids

### Savings

<b>NAME</b>	<b>SAVING</b>
Young People's Fund	£5,000
Service Improvement Fund	£2,500
Lifelong Learning Fund	£2,500
Policy Dev't Training/Conf's	£2,000
Chief Exec Training Conf's	£2,000
BV Newsletter	£4,000
Staff advertising	£1,000
<b>Total Savings</b>	<b><u>£19,000</u></b>

### Growth Bids

The Council's budget proposes a number of new corporate initiatives which may be managed within the new Corporate Development Department of the Chief Executive's Department. These include

- Neighbourhood Fund to be part administered by the Parish town Council Forum
- Equality and Diversity Manager
- Management Development Fund
- Improved Media Management



## Corporate Mapping

Each Department is responsible for leading on a number of specific priority actions contained in the Council Plan. The key priority actions for which the MSU is responsible are:

Reference	Description
<b>Population</b>	
1a	Allocate resources, develop policies and use our influence to achieve a stable or growing population in Wear Valley
1b	Create pride and a sense of place among our young people
<b>Lifelong Learning</b>	
2a	Build community capacity and confidence to participate in neighbourhood decision making and policy delivery
<b>Crime</b>	
5a	Deliver the targets set in the Crime and Disorder Reduction Strategy
5b	Deliver the recommendations of the Community Safety Best Value Improvement Plan
<b>Capacity to Deliver</b>	
7b	Develop our community leadership role to engage and involve citizens in making decisions that matter to them
7c	Improve customer access and satisfaction
7e	Clarify our priorities
7g	Improve our Performance Management Systems
7h	Improve the way we challenge ourselves
7k	Improve corporate learning
7l	Manage Change
7m	Organisational Development
7n	Contribute to the Durham County Local Area Agreement
7o	Prepare for CPA and other external inspection

**Priority Actions for 2006/7**

The key driver for the work of the Management Support Unit is the Council Plan. Listed below are the major activities for the Management Support Unit and the Chief Executive in the current Council Plan. Detailed actions plans for each action are held by MSU.

Ref	Priority	Key Tasks in next 3 years	Key measures	By when	By whom
<b>Population</b>					
1a	Allocate resources, develop policies and use our influence to achieve a stable or growing population in Wear Valley	Include findings of population determinants review in Council Plan, supporting documents such as Local Development Framework and Community	Findings of review strengthen effectiveness of our activities to stabilise and grow population in Wear Valley	Ongoing	Head of MSU
1b	Creating pride and a sense of place among our young people	Develop a strategic approach to working with young people which ensures we: Engage with young people Identify all current areas of activity and the resources currently deployed in working with young people Identify the wider provision and activity in the community Develop a coherent set of actions which represent the best interventions we can make to improve the life opportunities of young people	Number of young people satisfied with Wear Valley as a place to live Number of young people satisfied with Council services Children and Young people element of rural pathfinder	Ongoing	Head of MSU LSP Manager

Ref	Priority	Key Tasks in next 3 years	Key measures	By when	By whom
<b>Lifelong Learning</b>					
2a	Build community capacity and confidence to participate in neighbourhood decision making and policy delivery (See also 7b)	Work with 2D and other voluntary and community groups to train people in voluntary and community work	Number of people trained in community and voluntary work Number of people who receive qualifications in community and voluntary work Number of training courses on voluntary and community work  Increasing capacity of voluntary and community groups as a result of more trained and confident volunteers	Ongoing	Head of MSU LSP Manager
<b>Community Safety</b>					
5a	Deliver the targets in Crime and Disorder Reduction Strategy to reduce <ul style="list-style-type: none"> <li>• House (and other) burglary</li> <li>• Violent Crime</li> <li>• Domestic Abuse</li> <li>• Vehicle Crime</li> <li>• Anti Social Behaviour and Criminal Damage</li> <li>• Drugs and Alcohol Misuse</li> <li>• Hate Crimes</li> <li>• Offences by prolific offenders</li> <li>• Fear of Crime</li> </ul>	Work in partnership with other bodies  Use our enforcement and regulatory powers to reduce crime  Apply 'secure by design' standards to new developments and provide measures to secure Council housing and other premises  Raise awareness of crime and how to reduce crime	Police crime statistics  British Crime Survey statistics  British Crime Survey statistics of fear of crime  Council surveys	2005-2008	Community Safety Manager

Ref	Priority	Key Tasks in next 3 years	Key measures	By when	By whom
		Provide street wardens to reduce crime and reassure residents			
5b	Deliver recommendations of Best Value Review Improvement Plan to: Align service plans more closely to Council Plan <ul style="list-style-type: none"> <li>Consider community safety issues more systematically in the Council's decision making process</li> <li>Train staff to be aware of Section 17 Community Safety implications</li> <li>Evaluate impact of measures and activities to reduce crime</li> </ul>	Develop and implement formal process to align service plans with Council Plan  Implement processes to consider systematically community safety aspects of Council activities  Train staff in Section 17  Develop and apply processes to measure impact of community safety activities	Alignment of Service and Council Plans  Staff awareness of Section 17  Measurement of impact of community safety	2005-2008	Community Safety Manager
<b>Capacity to Deliver</b>					
7b	Develop our Community Leadership role to engage and involve citizens in making decisions that matter to them	Use NRF and other funding to develop neighbourhood arrangements to tackle problems in areas of greatest need  Improve partnerships and support to Parish and Town Councils, Residents and Tenants Associations and	Audit of Partnerships, Community Groups etc  Member Development Programme to enhance Community Leadership role  Agreed action plan to develop community engagement,	Jan-Dec 2006	Chief Executive Head of MSU

Ref	Priority	Key Tasks in next 3 years	Key measures	By when	By whom
		other community groups Further develop Members as Community Leaders in their local communities	involvement and leadership across Wear Valley		
7c	Improve Customer Access and Satisfaction	Research current satisfaction levels and best practice elsewhere Develop and deliver agreed Customer Care Improvement Plan	Robust Action Plan agreed  Improved Customer Satisfaction scores	Jan-Sep 2006  Sep 2006 – Sep 2009	Head of MSU
7e	Clarify our priorities	Improve Council Planning Process and integrate Budget, Organisational Development, and Performance Management activities with our Corporate Objectives	Improved CPA, Direction of Travel, Use of Resources and other external inspection assessments	Integrated Planning Cycle June 2006 and ongoing	Chief Executive
7g	Performance Management	Develop and embed clear performance management system that uses accurate, valid robust and timely information to drive improvement	Improved Performance Management System in Place Regular reports to Members and senior officers drive improvement forward	March 2006 and ongoing	Head of MSU Performance Improvement Manager
7h	Improve the way we challenge ourselves	Programme of Best Value Reviews Programme of Performance Improvement Teams Improve use of Customer Satisfaction and other survey data	Good Service with promising prospects for improvement or higher in Best Value Reviews Sustained improved performance following PIT reports Greater customer focus in designing and reviewing services	Ongoing	Chief Executive Head of MSU Performance Improvement Manager

<b>Ref</b>	<b>Priority</b>	<b>Key Tasks in next 3 years</b>	<b>Key measures</b>	<b>By when</b>	<b>By whom</b>
7k	Improve Corporate Learning	Develop Extended Management Team Seminars Develop Policy Briefings for senior officers and Members	Improved performance through the adoption of best practice across the Council	Ongoing	Head of MSU
7l	Manage Change	Complete Restructure Develop Human Resources Strategy Develop Management Development Programme Develop Member Development Programme Respond to external changes such as Local Government Reorganisation	High morale among employees, managers and Members and confidence that they have the right skills and support to do their work	April 2006 and ongoing	Chief Executive
7m	Organisational Development (links to 7l)	Develop Service Delivery partnerships to improve quality and capacity of our services	Protocol for service delivery partnerships Innovative and high quality service delivery partnerships in place	Ongoing	Head of MSU
7n	Durham Local Area Agreement	Agree and Deliver Durham LAA	12 Stretch targets delivered and other improvement targets delivered	April 2006-2009	Chief Executive
7o	CPA and other external inspections	Prepare for CPA and other external inspections	Good or better CPA score and other external inspection assessments	Ongoing	Head of MSU

## Other actions MSU will take during 2006/7

- Policy Development and Research
  - Provide corporate policy briefings for CMT, SMG as required
  - Audit existing policies and identify where new policies are needed
  - Develop Race Equality Scheme, other Diversity and Equality policies
  - Develop Community Cohesion Policy in partnership with other agencies
  - Develop information database for development of bids, policy etc.
- Best Value
- Undertake Regeneration Best Value Review
  - Assist in the Best Value Review of Housing Services
- Performance Management
  - Develop a suite of Performance Management Framework documents
- Marketing and Communications
  - Develop capacity to consult excellently across the Council
- Scrutiny Support
  - Complete current Scrutiny reviews
  - Agree new Scrutiny Reviews
  - Monitor effectiveness of scrutiny
- Support to the Local Strategic Partnership
  - Continue to support LSP and develop policy to cope with absorption of new responsibilities
  - Respond to consultation on future LSP arrangements
- Health and Safety
  - Health and Safety actions will be developed when the new Health and Safety Officer is in post.
- Emergency Planning  
Planning and preparing for emergencies is an ongoing activity



## **POLICY AND STRATEGIC DEVELOPMENT COMMITTEE**

**5 APRIL 2006**

### Report of the Chief Executive **ASBESTOS POLICY AND GUIDE**

#### **purpose of the report**

1. To submit the revised Asbestos Policy and Management Plan which replaces the Asbestos Policy and Guide that was presented to and discussed at the Committee held on the 7<sup>th</sup> December 2005.

#### **introduction**

2. The existing asbestos Policy and Guide are being replaced due to changes in Regulations. There are currently three sets of regulations that control exposure to asbestos:
  - the Control of Asbestos at Work Regulations 2002,
  - the Asbestos (Licensing) Regulations 1983 and
  - the Asbestos Prohibitions Regulations 1992.
3. Following a review by the Health and Safety Executive (HSE) these regulations will be repealed and replaced by the Control of Asbestos at Work Regulations 2006, coming into force on the 6<sup>th</sup> April 2006.
4. The Asbestos Policy and Management plan will continue to form part of the Council's Health and Safety Management system, and its use within the Council will assist in ensuring the continued wellbeing of employees and service users. Only minimal updates have been made to ensure that the Policy continues to meet the Council's legal requirements.
5. This policy will also continue to be of importance for the identification of trends, development of risk control strategies and identification of budgetary needs.

#### **background**

6. The Policy and Management plan has been developed to comply with the new regulations and current Health and Safety Executive publications and will support previously agreed policy such as Risk Assessment.



7. The Asbestos Management Plan will be a live document containing up-to-date reference information for Managers and staff to enable them to comply with the Asbestos Policy.

### **financial implications**

8. The financial implications at this time will be minimal. The Management plan appoints an Acting Duty Holder to take the lead in Asbestos Management (the Health and Safety Officer). Although the Health and Safety Officer has experience in dealing with Asbestos issues he requires a P405 certificate in the "Management of Asbestos in Buildings" to ensure that the HSE will accept him as a 'competent person'. The cost of this course is £910.62, which can be met from existing Management Support Unit budgets.
9. The Health and Safety Officer has developed an in-house training course on Asbestos Awareness aimed at;
  - i. Persons who may come into contact with asbestos in the buildings in which they work and
  - ii. Trades persons and Supervisors whose work may bring them into direct contact with asbestos containing materials.
10. No training budget is available for training in safe working and handling of asbestos, but this will be addressed in the budgetary process once more information is available. Where required licensed asbestos contractors will be engaged to complete work on asbestos containing materials, and this activity will be covered by existing departmental budgets.

### **human resources**

11. Staff training and awareness courses will need to be delivered and these will be met from internal resources.

### **information technology**

12. Training courses will be PowerPoint based and staff will be able to access the course, for reference purposes, on the Health and Safety Policies database on Lotus Notes.

### **legal implications**

13. The Policy and Management Plan attached at Annexes A and B will cover the Council's legal requirements under the Health and Safety at Work etc. Act 1974, the Control of Asbestos at Work Regulations 2006 and Guidance produced by the Health and Safety Executive.

**conclusions**

14. In order to fulfil our legal responsibilities the Council needs to adopt the updated policy for dealing with asbestos.

**RECOMMENDED**

1. That the Asbestos Policy attached at Annex A is approved.
2. That the Asbestos Management Plan attached at Annex B is approved.

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<b>Officer responsible for the report</b>	<b>Author of the report</b>
Iain Phillips	Tony Bough
Chief Executive	Health and Safety Officer
	Ext 416

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## WEAR VALLEY DISTRICT COUNCIL

### ASBESTOS POLICY

#### Introduction

Asbestos is the generic term applied to a group of naturally occurring fibrous minerals that have remarkable insulating and heat resistant properties.

Because of this they have been used extensively in a range of building materials either in their pure form for pipe and cylinder lagging or incorporated into additional products (bonded) such as cement and used as decorative panels etc.

#### Types of Asbestos

There are three forms of asbestos, white (chrysotile), brown (amosite) and blue (crocidolite). The colours mentioned are not to be used for identification.

#### Health Risks

The health risks arise from airborne asbestos fibres being inhaled and becoming lodged in the lung tissue and can lead to irritation and formation of cancer in the form of (mesothelioma). This can take up to 40 years.

#### Legislation

Work with asbestos was formally governed by the Control of Asbestos at Work Regulations 2002, the Asbestos (Licensing) Regulations 1983 and the Asbestos Prohibitions Regulations 1992. These Regulations have been repealed and replaced by the Control of Asbestos at Work Regulations 2006.

#### Procedure

In keeping with the Wear Valley District Council's "Statement of Health and Safety Policy" the Council, as employers, recognise the need to comply with the Control of Asbestos at Work Regulations.

To achieve this the Council will:-

1. Appoint an Acting Duty Holder to take the lead on Asbestos issues.
2. Devise an Asbestos Management Plan for the effective management of asbestos.

3. Record the location, type and condition of any asbestos located on Council premises.

**These records are to be held by the Acting Duty Holder and kept by departments.**

4. Tender documents must be provided in accordance with the Asbestos Management Plan.
5. Ensure that all Contractors can comply with the Control of Asbestos at Work Regulations, and that only licensed asbestos contractors complete work with asbestos containing materials.
6. Ensure safe working practices are implemented where employees are exposed to asbestos fibres identified as being present in Council premises.
7. Maintain health records and medical surveillance of all employees who will be exposed to asbestos fibres above the action level.

**These records are to be kept by the Acting Duty holder and kept by departments.**

#### **8. Removal and Repair of Asbestos**

It is the authority's policy to engage specialist contractors for the removal of asbestos in high risk situations.

# **Asbestos Management Plan**

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# **Asbestos Management Plan**

## **1.0 Introduction**

Asbestos is the generic term applied to a group of naturally occurring fibrous minerals that have remarkable insulating and heat resistant properties. Due to this they have been used extensively in a range of building materials either in the pure form for pipe and cylinder lagging or incorporated into additional products (bonded) such as cement and used as decorative panels etc.

## **1.1 Types of Asbestos**

Asbestos is the generic name for a group of fibrous silica minerals, which have excellent fire and chemical resistance, high tensile strength and melting point temperatures, whilst at the same time being poor conductors of heat and electricity. It is these properties which have led the material to be widely used throughout the world in all types of products. Building products, oven gloves, ironing board covers, and brake pads are some of the commonly known uses, but in the past it has been used in toothpaste, mailbags, modelling clay and as artificial snow. The three most commonly used types of asbestos are, white (chrysotile), brown (amosite) and blue (crocidolite). The colours mentioned are not to be used for identification. Asbestos Containing Materials (ACM's) cannot be identified by visual examination, only laboratory analysis can indicate if a product is an ACM.

## **1.2 Health Risks**

There are various illnesses caused through work with asbestos, exemplified include.

**Asbestosis**            A serious, progressive disease associated with the long term exposure to asbestos that causes damage (scarring) to lung tissue. The symptoms of the diseases (such as shortness of breath) can be managed under medical direction.

**Lung cancer**            Asbestos is one of the leading causes of all types of lung cancer among non-smokers. Smokers have a dramatically higher chance of suffering from the disease.

**Mesothelioma** A progressive cancer of the tissue lining the chest or abdomen for which asbestos is one of the only known causes. It can take up to 40 years from initial exposure to contract Mesothelioma.

### **1.3 Legislation**

Work with asbestos is governed by the, Control of Asbestos at Work Regulations 2002, the Asbestos (Licensing) Regulations 1983 and the Asbestos Prohibitions Regulations 1992, all of which will be replaced and repealed on the 6<sup>th</sup> April 2006 by the Control of Asbestos at Work Regulations 2006.

These procedures detail the arrangements which have been drawn up for the management of asbestos containing materials in buildings, under Wear Valley District Council's control, and any buildings upon which the authority completes maintenance or building works.



## **2.0 Asbestos Management Plan – General overview**

Type 2 surveys to identify Asbestos Containing Materials have been completed for all Wear Valley District Council buildings and the resulting reports have been used to form the basis of the management plan.

### *Notes:*

*All items of Asbestos Containing Materials (ACM's) which were identified during the surveys have been subject to a risk assessment, any items of Asbestos Containing Materials prioritised as being unsafe and needing immediate action have been removed or made safe using some other control measure. Therefore, all identified Asbestos Containing Materials, which have been surveyed, are now regarded as being in good condition, which does not pose any significant risk for persons using the area.*

*It is possible that some Asbestos Containing Materials may not have been detected by the type 2 surveys and therefore maintenance workers and Contractors must remain vigilant to the risk of this during any minor works. Where significant building works are to occur a type 3 survey must be completed prior to the work commencing.*

It is intended that all identified Asbestos Containing Materials will be left in place and managed by monitoring their condition. Regular monitoring for disturbance or degradation of Asbestos Containing Materials will be undertaken by the Acting Duty Holder. The frequency of these checks will be determined by the risk assessment having considered the condition of the Asbestos Containing Material, its position in the building and its potential for future damage or deterioration. Where significant disturbance or degradation is noted, appropriate management action will be taken to make the Asbestos Containing Material and the surrounding area safe for the people using it, through either removal or encapsulation.

The Management Plan also requires special permission to be sought from the Acting Duty Holder prior to the commencement of any work, which may possibly disturb Asbestos Containing Materials. This requirement shall ensure that adequate

consideration of the dangers posed by Asbestos Containing Materials is given when determining the requirements of the work and devising a safe plan of work to protect those working in the area and avoid unplanned asbestos fibre release. Information from asbestos surveys shall be used for this purpose, although further analysis may be needed. In the case of major works and demolitions a more intrusive survey (type 3) will be undertaken in order to determine the requirements of the work to be done, prior to work commencing.

Where Maintenance work is to occur the asbestos register should be consulted to ascertain if known or suspected asbestos is present in the area where the work is to occur. The tradesperson should be informed of the presence of the ACM, and if it may be affected by the planned works the maintenance must not occur (or stop where it is discovered during the work) until the asbestos is removed or made safe.

Where the asbestos requires removal the person arranging the work should secure a licensed asbestos contractor to complete the work and a permit to work should be requested from the Acting Duty Holder.

### **3.0 Management Action**

Asbestos Containing Materials do not pose a risk to health when in good condition. It is only when damage or deterioration occurs that asbestos fibres will be released into the atmosphere, creating risks to those occupying the affected area. Where significant disturbance or deterioration of Asbestos Containing Materials is reported or otherwise becomes apparent immediate action will be taken to minimise the risks this poses to those working in and using the building in question.

There are a number of circumstances whereby disturbance or deterioration may become apparent, and the procedure for deciding appropriate management action will be determined by these circumstances.

In all circumstances the first priority will be to reduce the immediate risks posed by Asbestos Containing Materials. Therefore, where any significant disturbance or damage of Asbestos Containing Materials has been noticed the area will be cleared and secured to prevent personnel entering the contaminated area and the Acting Duty Holder shall be consulted for advice. Once this initial action has been taken to reduce immediate dangers management decisions will be made.

When disturbance or deterioration of Asbestos Containing Materials results from an emergency situation (e.g. fire), advice concerning suitable management actions will be given by the Acting Duty Holder, who should be contacted immediately.

### **4.0 Asbestos Surveys**

In order to comply with the Control of Asbestos at Work Regulations, all, buildings under the authority's control will be subject to a type 2 asbestos survey. Domestic dwellings shall be subject to a type 2 asbestos survey on a rolling programme, carried out by a UKAS accredited analyst to identify any Asbestos Containing Materials present. The programme will run forward of all major Improvement schemes to determine any asbestos issues before any work starts. One off asbestos surveys will be undertaken where possible asbestos products may be disturbed through repairs and maintenance work.









The survey will be a standard sampling, identification and assessment survey. This will involve analysis of samples taken from each type of material suspected to contain asbestos, to determine if there is asbestos content, or the assumption that asbestos is present.


*Note: Details of the three types of asbestos surveys can be found in 'Surveying, Sampling and Assessment of Asbestos-Containing Materials,' HSE Book MDHS100*

## **5.0 The Acting Duty Holder**

Wear Valley District Council will appoint a competent person to act as its Acting Duty Holder. For the purpose of this Management Plan competence is defined as an individual with sufficient experience in the management of asbestos and an appropriate qualification in relation to asbestos.

The Acting Duty Holder's role is to lead on Asbestos Management on behalf of the Chief Executive in the interests of Wear Valley District Council. The Acting Duty Holder will head the Asbestos Management structure and implement and review the effectiveness of this procedure. The Acting Duty Holder will report all of his actions directly to the Chief Executive. Specifically the Acting Duty Holder shall;

-  Hold copies of all asbestos surveys.
-  Compile a corporate asbestos register for the authority.
-  Complete asbestos risk assessments.
-  Monitor the condition of known Asbestos Containing Materials (ACM's).
-  Make information regarding the location and condition of any asbestos or any such substance available to;
  - Every person liable to disturb it, and
  - To the emergency services.
-  Assess and approve all Tender documents and issue Asbestos Permits to Work, as required.
-  Ensure that staff are informed and trained on issues around the management of asbestos.
-  Provide advice and guidance to staff as required in relation to all remedial/removal works etc.

 Report on the operation of the asbestos management plan to the Chief Executive and the Health and Safety Panel.

## **6.0 Risk assessment**

Following a type 2 survey a risk assessment shall be completed for all buildings under the control of Wear Valley District Council. Where the assessment shows that asbestos is or is liable to be present in any part of the premises the authority shall ensure that;

- (a) A determination of the risk from that asbestos is made.
- (b) A written plan identifying those parts of the premises concerned is prepared for each site.
- (c) The measures which are to be taken for managing the risk are specified in the written plan.
- (d) The Acting Duty Holder shall keep copies of each plan and ensure that relevant members of staff at each site are aware of them.

## **6.1 The Written plan**

The Written plan will ensure that;

- a) Monitoring of the condition of any asbestos or any substance containing or suspected of containing asbestos occurs.
- b) Any asbestos or any such substance is properly maintained, encapsulated or where necessary safely removed; and
- c) Ensure that information about the location and condition of any asbestos or any such substance is
  - i. Provided to every person liable to disturb it, and
  - ii. Made available to the emergency services.
- d) The person arranging the work shall ensure that a type 3 survey occurs prior to any alteration/building work or demolition work.
- e) The Acting Duty Holder shall ensure that this plan is revised at regular intervals and;
  - i. Ensure that the measures specified in the written plan are implemented by Managers.
  - ii. Ensure that the measures taken to implement the plan are recorded.
  - iii. Review the written plan where there is reason to suspect that it is no longer valid.
  - iv. Review the plan where there has been significant changes to the premises which may indicate that the plan is no longer valid.

### **7.0 Monitoring of the condition of Asbestos Containing Materials**

All asbestos surveys are to be held centrally by the Acting Duty holder and by each individual department. All ACM's are to be labelled with appropriate signage and an Asbestos Monitoring Checklist is to be completed (page 17). All staff who could come into contact with ACM's will be provided with appropriate training (please refer to section 10, page 15). The Asbestos Monitoring Checklist will detail the frequency of monitoring checks to be completed on an individually assessed basis.

### **8.0 General Duty to Avoid Unplanned Disturbance of Asbestos**

It is the duty of any person (whether an employee, contractor, architect, designer, consultant or any other person) who arranges for any work to be carried out on the fabric or services of buildings to which these procedures apply to determine whether the work will or will not possibly disturb Asbestos Containing Materials. This can be determined through consulting the type 2 survey. Where extensive building or demolition works is to occur the completion of an asbestos survey (type 2 or 3 depending on circumstances) carried out by a UKAS accredited analyst will be required.

### **9.0 Arranging work on or involving Asbestos Containing Materials**

The person arranging for work must keep a record of the location, type and condition of any asbestos located on Council premises. **These records are to be kept by departments and forwarded to the Acting Duty Holder.**

*Notes:*

*In general, asbestos work is **licensable** when it involves disturbance of asbestos thermal insulation, coatings or asbestos insulation board.*

***Non-licensable** asbestos work includes removal or repair of asbestos cement products, for example flat and corrugated sheets or guttering and other rainwater goods. Although non-licensable, the work should be given to licensed asbestos removal contractors to carry out such work, in normal circumstances.*

Tender documents must include information identifying the presence of asbestos and this must be brought to the attention of the Contractor. Where disturbance of Asbestos Containing Materials is known to be necessary or is possible, the person arranging the work will ensure that a licensed asbestos contractor is secured to carry out the work. Before any work commences the person arranging the work must provide copies of all documentation to the Acting Duty Holder, who must approve the method statements and associated documentation provided by the licensed asbestos contractor, and on approval issue a Permit to Work.

Where the work is licensable a copy of the ASB5 form should be sent to the Acting Duty Holder by the Licensed Asbestos Contractor.

#### **9.1 Clearance Notes and Other Documents**

On completion of the asbestos work undertaken under an Asbestos Permit to Work. The original copy of the Asbestos Permit to Work and all other relevant documentation, for example any existing asbestos clearance notes, special waste consignment notes, smoke test reports, air sampling tests reports, re-occupation certificate etc. must be passed to the Acting Duty Holder who will keep the records.

## **9.2 Contents of the submitted plan of work**

The plan of work/method statements provide by the licensed asbestos contractor must include the following information as a minimum;

- a) The nature and probable duration of the work.
- b) The number of persons involved in the work.
- c) The address and location where the work is to be carried out.
- d) The methods to be used to prevent or reduce exposure to asbestos, for example, the prevention and control measures, the arrangements for keeping premises and plant clean and the arrangements for the handling and disposing of asbestos waste.
- e) The type of equipment, including PPE, used for:
  - i) The protection and decontamination of those carrying out the work.
  - ii) The protection of other people present at or near the worksite.
- f) Details of the hygiene facilities, transit route and decontamination arrangements, vacuum cleaners, air monitoring, protective clothing and RPE, communication between the inside and outside of the enclosure (where relevant).
- g) Details of the use of barriers and signs, location of enclosures and airlocks, location of skips, negative pressure units, air monitoring, cleaning and clearance certification, emergency procedures (where relevant).
- h) Confirmation that all equipment complies with PAS 60 "Equipment used in the controlled removal of asbestos containing materials"

It will also be necessary for the plan to include the site layout and a description of the location and nature of the asbestos present and which ACMs will be disturbed by the work.

The person arranging for work must ensure that all Contractors can comply with the Control of Asbestos at Work Regulations, as a minimum.

The person arranging the work must ensure safe working practices are implemented where employees may potentially be exposed to asbestos fibres identified as being present in Council premises. The Acting Duty Holder can advise in such instances.

The person arranging the work must maintain health records and medical surveillance of all employees who will be exposed to asbestos fibres above the action level. **These**



**records are to be kept by departments and labelled as private and confidential. Copies should also be provided to the Acting Duty Holder.**

It is the authority's policy to engage specialist contractors for the removal of asbestos from its buildings.

### **9.3 Asbestos Permits to Work**

Only Licensed Asbestos Contractors shown as approved on Wear Valley District Councils contractor's database shall be engaged to carry out licensed asbestos work. These contractors therefore are the only ones eligible for a Permit to Work. The Acting Duty holder will approve all tender documents in relation to work with asbestos containing materials and will issue a permit to work for such activities. No work may commence unless a permit to work has been issued by the Acting Duty Holder.

Where an analyst is required a UKAS accredited analyst will be appointed by the contractor appointed to carry out asbestos work. A copy of the clearance/re-occupation certificates and consignment notes must be provided by the licensed asbestos contractor prior to the Permit to Work being signed off.

The analysts employed by the licensed asbestos contractor must hold the following:

The United Kingdom Accreditation Service (UKAS) for asbestos sampling, site testing and analysis.

The analyst shall after reported completion of the work carry out the following checks:

- The site condition and job completeness
- Visual inspections
- Clearance and air monitoring and all other required work as required to ensure that the building is fit to be re-occupied and to ensure that exposure levels are below that which is stated in Regulations.
- Any other relevant tests/checks.

All of the analysts working practices should be in accordance with Regulations, Approved Codes of Practice (AcoPs) and guidance notes as a minimum.

*Note:*

*An analyst is required in order to ensure that the contractor's work has been carried out fully and completely and that the area is fit to be re-occupied.*

**9.4 Asbestos Projects Subject to Construction (Design and Management) Regulations 1994**

The Planning Supervisor of the applicable project shall ensure that any information relating to Asbestos Containing Materials supplied by the client and designers is included in the Pre-construction (also known as Pre-tender) Health and Safety Plan, and also passed onto any contractor/sub-contractor.

## **10.0 Information, instruction and training**

Wear Valley District council shall ensure that adequate information, instruction and training is given to employees;

(a) Who are or who are liable to be exposed to asbestos, or who supervise such employees, so that they are aware of;

- (i) The properties of asbestos and its effects on health, including its interaction with smoking.
- (ii) The types of products or materials likely to contain asbestos.
- (iii) The operations which could result in asbestos exposure and the importance of preventive controls to minimise exposure.
- (iv) Safe work practices, control measures, and protective equipment.
- (v) The appropriate purpose, choice, selection, limitations and proper use of respiratory protective equipment.
- (vi) Emergency procedures.
- (vii) Hygiene requirements.
- (viii) Decontamination procedures,
- (ix) Waste handling procedures,
- (x) Medical examination requirements, and
- (xi) The control limit and the need for air monitoring, in order to safeguard themselves and other employees; and
- (xii) An introduction to the relevant regulations, Approved Codes of Practice, and Guidance that apply to asbestos work, and any disposal requirements.
- (xiii) Other work hazards including; work at height, electrical, slips, trips and falls, manual handling etc.

(b) Who carry out work in connection with the authorities duties under the Control of Asbestos at Work Regulations, so that they can carry out that work effectively.

The information, instruction and training required by the Regulations shall be;

- (a) Given at regular intervals.
- (b) Adapted to take account of significant changes in the type of work carried out or methods of work used by the employer; and
- (c) Provided in a manner appropriate to the nature and degree of exposure identified by the risk assessment, and so that the employees are aware of;
  - (i) The significant findings of the risk assessment, and

(ii) The results of any air monitoring carried out with an explanation of the findings.

Item No	Area	Description	Frequency	Any Change (damage, deterioration, removal, repair, encapsulations)

**11.0 Asbestos Monitoring Checklist**

Location	Date

							<b>Comments</b>
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**12.0 Asbestos Permit to Work**

Where asbestos may be disturbed or work involving asbestos is planned the person arranging for the work to be done must request an Asbestos Permit to Work on behalf of the appointed asbestos contractor. The person arranging the work must, in accordance with the contractor complete sections 1 – 5 and then pass this form, along with all method statements to the Acting Duty Holder.

On completion of this form, the person arranging the work should pass it to the Acting Duty Holder along with any information provided by the asbestos contractor .

<b>1.0 Details of Person Arranging the Work</b>			
<b>1.1</b>	<b>Name</b>		
<b>1.2</b>	<b>Position held</b>		
<b>1.3</b>	<b>Address</b>		
<b>1.4</b>	<b>Telephone</b>		<b>Mobile</b>
<b>1.5</b>	<b>Email</b>		
<b>2.0 Details of Work</b>			
	<b>Name of Licensed Asbestos Contractor</b>		
	<b>Address of work</b>		
	<b>Location on site</b>		
<b>2.1</b>	<b>Description of planned work (with mention of specific hazards and any disturbance, encapsulation or removal works involved)</b>		
<b>2.2</b>	<b>Date for commencement of asbestos work</b>		

2.3	Start time of asbestos work	
2.4	Daily working hours	
2.5	Expected duration of work	
2.6	Name of Planning Supervisor if CDM Regulations apply (please print)	
	Telephone Number	
	Mobile Number	
2.7	Analytic Laboratory Analysts appointed for Monitoring and Clearance contract	
2.8	Results of any asbestos surveys or sampling undertaken in addition to the existing asbestos survey.	

**3.0 Work to be carried out in accordance with the contactors plan of work (attached)**

**Items 4, 5 and 8 are to be complied with by the appointed contractor**

4.0	
Precautions to be taken if plant machinery or systems are in operation, e.g. isolation	
Signature of person isolating the equipment	

5.0	
Contractors signature (verifying hazards and control measures)	
Date	

**Confirming acceptance of the work to be done, the hazards involved and precautions required. Also confirming that the permit information and hazards associated with the task(s) have all been explained to all workers involved.**

<b>6.0</b>	<b>Permits can only be issued by the Acting Duty Holder</b>		
Acting Duty Holder			
Telephone		Mobile	
Signature			
Date			

7.0	Wear Valley employee confirmation that this permit to work form has been completed and work on site can commence.
Name (please print)	

<b>Signature</b>	
<b>Date</b>	

**8.0** Hand back the permit to the Acting Duty Holder to certify that work is completed and that the area/premises is ready for re-occupation (include clearance/re-occupation certificates where relevant).

<b>Contractors name (please print)</b>	
<b>Signature</b>	
<b>Date</b>	

<b>Document ref no.</b>	
-------------------------	--

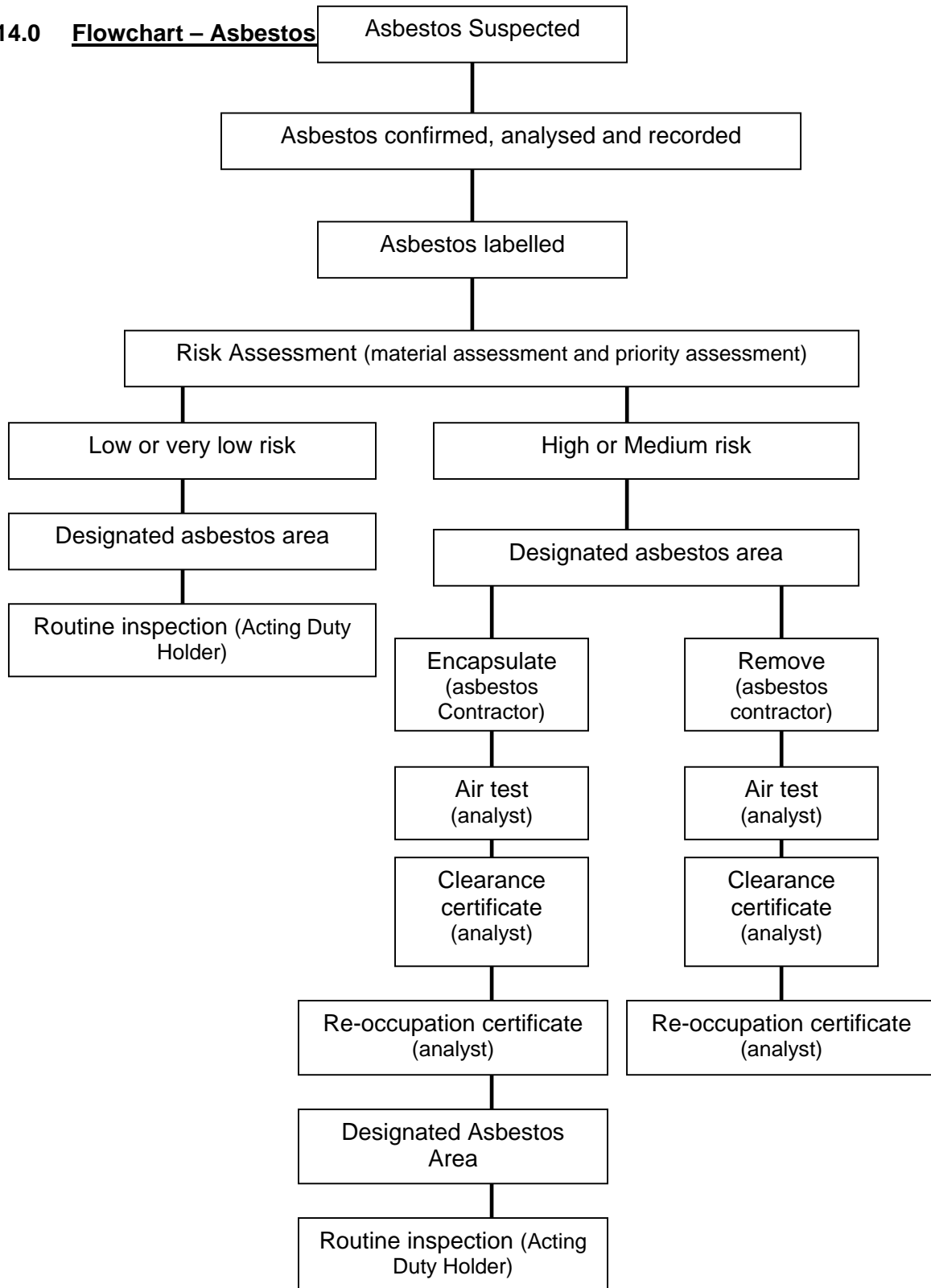
<b>Acting Duty Holder Sign off</b>	
<b>Date</b>	

### 13.0 Licensed Asbestos Contractors

<b>Company name</b>	<b>Address</b>	<b>Tel</b>	<b>service available</b>
Darlington Borough Council	Department of Community Services, Vicarage Road, Darlington, Co Durham, DL1 1JW	01325 347460	Asbestos removal works
Durham County Council	Service Direct, Contract House, Finchale Road, Framwellgate Moor, Durham, DH1 5HH	0191 3862714	Asbestos Surveys
Tyne Tees Demolition Limited	Beaumont Way, Aycliffe Industrial Park, Newton Aycliffe, County Durham, DL5 6SN	01325 303080	Asbestos removal
M.I.S. Limited	Unit 2, Watling Street Industrial Estate, Leadgate, Consett, Co Durham, DH8 6TA	01207 500463	Asbestos surveys / sampling
B.C. Environmental Services	Unit 22, Mainsforth Terrace, Newburn Bridge Industrial Estate, Hartlepool, Cleveland, TS25 1TZ	01429 860840	Asbestos removal
ENSECON	Ensecon Laboratories Ltd, Glover Network Centre, Spire Road, Washington NE37 3HB	0191 419 8100	Asbestos surveys/sampling



14.0 **Flowchart – Asbestos**





## **POLICY AND STRATEGIC DEVELOPMENT COMMITTEE**

**5 APRIL 2006**

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Report of the Chief Executive

### **REGULATION OF INVESTIGATORY POWERS ACT 2000 – UPDATE REPORT**

#### **purpose of the report**

1. To report the Council's activities undertaken under the Regulation of Investigatory Powers Act 2000 over the period from December 2004 to February 2006, and to more closely align our reports with those of the Office of Surveillance Commissioners to report annual statistics as agreed.

#### **background**

2. The Regulation of Investigatory Powers Act (RIPA) 2000 requires that authorities who are entitled to undertake "directed surveillance" and the use of "covert human intelligence sources" (CHIS), have a formal policy for managing these activities.
3. The Council endorsed a policy and procedure for compliance with the RIPA legislation at its meeting held on 30<sup>th</sup> October 2002 (Minute No. 465 refers). A copy of the RIPA policy is available from the Management Support Unit.
4. The Council's RIPA policy requires that the RIPA Monitoring Officer present an annual report to the Policy and Strategic Development Committee summarising all surveillance activities undertaken by the Council. This report is designed to comply with that requirement.

#### **surveillance activities undertaken since the previous report in december 2004 in accordance with ripa policy**

5. There have been a further four applications made for authority to undertake directed surveillance.
6. Details of the applications are held on file within the Management Support Unit.
7. No requests have been received for CHIS applications.

**conclusion**

- 8. The Council has undertaken activities under the Regulation of Investigatory Powers Act 2000 since agreeing its policy and procedures in 2002.
- 9. The arrangements for ensuring that the Council complies with the Act appear to be working well.
- 10. It is considered appropriate that the RIPA Policy and Procedures are reviewed every three years, the next review to be undertaken in September 2006 as supported by the Committee.

**RECOMMENDED**

- 1. That the Committee note the activities undertaken by the Council in respect of the Regulation of Investigatory Powers Act 2000.

**background papers:**

- 1. Regulation of Investigatory Powers Act 2000 a full copy is available from the Management Support Unit
- 2. Policy and Strategic Development Committee Report October 2002 – “RIPA Policy and Procedures” copies of this are available from the Management Support Unit.

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**Author of the report**  
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**POLICY AND STRATEGIC DEVELOPMENT COMMITTEE**

**5 APRIL 2006**

Report of the Chief Executive

**REVIEW OF THE ALLOCATION OF SEATS TO POLITICAL GROUPS, UNDER SECTION 15 OF THE LOCAL GOVERNMENT AND HOUSING ACT 1989**

**purpose of the report**

1. Following the by-election for the Coundon Ward, a request has been received for a review to be carried out of the arrangements for the allocation of seats to political groups, under Section 15 of the Act.

**political balance**

2. The revised political balance on committees is set out below.

**policy committees**

POLITICAL PARTY	Labour	Liberal Democrat	Independent	
% POLITICAL BALANCE ON COUNCIL	60% (24 Members)	27.5% (11 Members)	12.5% (5 Members)	(40 Members)
COMMITTEE				
Policy and Strategic Development	9 (60%)	4 (26.67%)	2 (13.33%)	15
Central Resources	9 (60%)	4 (26.67%)	2 (13.33%)	15
Regeneration	9 (60%)	4 (26.67%)	2 (13.33%)	15

Housing Services	9 (60%)	5 (33.33%)	1 (6.66%)	15
Community Services	9 (60%)	4 (26.67%)	2 (13.33%)	15
Total	45 (60%)	21 (28%)	9 (12%)	75

### regulatory committees

POLITICAL PARTY	Labour	Liberal Democrat	Independent	
% POLITICAL BALANCE ON COUNCIL COMMITTEE	60% (24 Members)	27.5% (11 Members)	12.5% (5 Members)	(40 Members)
Development Control	12 (60%)	6 (30%)	2 (10%)	20
Licensing	7 (58.33%)	3 (25%)	2 (16.66%)	12
Overview and Scrutiny	5 (62.5%)	2 (25%)	1 (12.5%)	8
Pool of Members to hear appeals	3 (60%)	1 (20%)	1 (20%)	5
Total	27	12	6	45
Overall Total	72 (60%)	33 (27.5%)	15 (12.5%)	120

### nominations

3. There is one vacant seat on each of the following committees for the Labour Group to appoint to, with the exception of the Overview & Scrutiny Committee where there are two seats to be appointed to:

Licensing Committee  
Housing Services Committee  
Community Services Committee  
Appeals Committee  
Overview and Scrutiny Committee

4. The Leader of Labour Group has been notified of these arrangements and is asked to make nominations.

**RECOMMENDED**

that political balance arrangements be noted and nominations to committees be made.

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**Officer responsible for the report**

Iain Phillips  
Chief Executive

**Author of the report**

Sharon Spence  
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## POLICY AND STRATEGIC DEVELOPMENT COMMITTEE

5 APRIL 2006

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### Report of the Chief Executive **EMPLOYMENT PROCEDURE RULES**

#### **purpose of the report**

4. To seek authority to suspend Employment Procedure Rules in order to proceed with the implementation of the revised organisational arrangements within the Council.

#### **background**

5. A report which proposed re-organisational arrangements at corporate level was considered at a special meeting of this committee on 11<sup>th</sup> January and the recommendations of that meeting were ratified at a Special Council meeting held on 12<sup>th</sup> January.
6. Briefly, the deletion of the existing four Director posts and that of Head of Management Support was agreed. Essentially that could lead to those post-holders being made redundant. However, in such circumstances it has been custom and practice for the Council to operate the process of the 50% rule, ie that staff whose job has changed should be directly assimilated into a new position where such a post is available, if that post contains at least 50% of the duties of their previous post. This principle is reiterated in the Council's adopted Redundancy Policy.
7. The following new posts were created as a result of the restructure :-
  - Strategic Director for the Community;
  - Strategic Director for the Environment and Regeneration;
  - Strategic Director for Resource Management; and
  - Chief Officer – Corporate Developmentand it is proposed that the 50% rule detailed above be utilised to assimilate the majority of those displaced.
8. Members should note that an existing post-holder has given written notification that they do not wish to be considered as a candidate for any of the newly established posts, and that has been accepted.

**the constitution**

- 6. The Council's Constitution includes advice on Officer Employment Procedure Rules. In accordance with paragraph 3 (b) of Part IV of Schedule 1 of the Local Authorities (Standing Orders) (England) Regulations 2001 appointments to the post of Statutory Chief Officer, within the meaning of Section 2 (6) of the Local Government and Housing Act 1989, should be made by an Appointments Committee.

**financial implications**

- 7. There are no financial implications arising from the suspension of the Officer Employment Procedure Rules.

**conclusion**

- 8. In order to apply the 50% rule and slot in where appropriate it will be necessary to suspend Officer Employment Procedure Rules.

**RECOMMENDED**

- 1. That Employment Procedure Rules be suspended in respect of the first stage of the implementation of the re-organisation arrangements agreed by Council on 12<sup>th</sup> January 2006.

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<b>Officer responsible for the report</b>	<b>Author of the report</b>
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