

CABINET

Thursday,
29 September 2005
10.00 a.m.

Conference Room 1,
Council Offices,
Spennymoor

AGENDA and REPORTS

AGENDA

1. APOLOGIES

2. DECLARATIONS OF INTEREST

To notify the Chairman of any items that appear in the agenda in which you may have an interest.

3. MINUTES

To confirm as a correct record the Minutes of the meeting held on 15th September 2005. (Pages 1 - 6)

KEY DECISIONS

CULTURE AND RECREATION PORTFOLIO

4. FEASIBILITY STUDY ARTS RESOURCE - SPENNYMOOR LEISURE CENTRE (KEY DECISION)

Report of Arts Development Officer. (Pages 7 - 16)

OTHER DECISIONS

REGENERATION PORTFOLIO

5. VIEW: SHAPING THE NORTH EAST: REGIONAL SPATIAL STRATEGY SUBMISSION DRAFT

Report of Director of Neighbourhood Services. (Pages 17 - 26)

REGENERATION PORTFOLIO

RESOURCE MANAGEMENT

6. SPEND ANALYSIS PROJECT

Report of Director of Resources. (Pages 27 - 34)

RESOURCE MANAGEMENT AND WELFARE AND COMMUNICATIONS PORTFOLIOS

7. OCCUPATIONAL HEALTH SAFETY MANAGEMENT STRATEGY AND SYSTEM

Report of Director of Resources. (Pages 35 - 66)

MINUTES

8. OVERVIEW AND SCRUTINY COMMITTEE 1

To consider the minutes of the following meetings:

- (a) Overview and Scrutiny Committee 1 - 30th August 2005 (Pages 67 - 70)
- (b) Overview & Scrutiny Committee 1- 6th September 2005 (Pages 71 - 74)

9. AREA 1 FORUM

To consider the minutes of the meeting held on 5th September 2005. (Pages 75 - 78)

EXEMPT INFORMATION

The following items are not for publication by virtue of Paragraphs 1, 8, 9 and 10 of Part 1 of Schedule 12 A of the Local Government Act 1972. As such it is envisaged that an appropriate resolution will be passed at the meeting to exclude the press and public.

KEY DECISION

RESOURCE MANAGEMENT PORTFOLIO

10. REVIEW OF PRINTING SERVICES (KEY DECISION)

Joint report of Chief Executive Officer and Director of Resources. (Pages 79 - 92)

OTHER DECISION

REGENERATION PORTFOLIO

11. ASSET MANAGEMENT - LAND SALE AT DEAN AND CHAPTER INDUSTRIAL ESTATE, FERRYHILL

Joint report of Head of Strategy and Regeneration and Director of Resources. (Pages 93 - 96)

12. PLANNING DELIVERY GRANT 2005/06

Joint report of Director of Neighbourhood Services and Chief Executive Officer. (Pages 97 - 112)

MINUTES

13. EMPLOYMENT ISSUES PANEL

Minutes of the meeting held on 9th September 2005. (Pages 113 - 114)

14. ANY OTHER BUSINESS

Lead Members are requested to inform the Chief Executive Officer or the Head of Democratic Services of any items they might wish to raise under this heading by no later than 12 noon on the day preceding the meeting. This will enable the Officers in consultation with the Chairman to determine whether consideration of the matter by the Cabinet is appropriate.

N. Vaulks
Chief Executive Officer

Council Offices
SPENNYMOOR
21st September 2005

Councillor R.S. Fleming (Chairman)

Councillors Mrs. A.M. Armstrong, Mrs. B. Graham, A. Hodgson, M. Iveson, D.A. Newell, K. Noble, J. Robinson J.P and W. Waters

ACCESS TO INFORMATION

Any person wishing to exercise the right of inspection in relation to this Agenda and associated papers should contact Gillian Garrigan, on Spennymoor 816166 Ext 4240

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Item 3

SEDGEFIELD BOROUGH COUNCIL

CABINET

Conference Room 1,
Council Offices,
Spennymoor

Thursday,
15 September 2005

Time: 10.00 a.m.

Present: Councillor R.S. Fleming (Chairman) and
Councillors Mrs. A.M. Armstrong, Mrs. B. Graham, A. Hodgson,
D.A. Newell, J. Robinson J.P and W. Waters

In Attendance: Councillors W.M. Blenkinsopp, Mrs. B.A. Clare, Mrs. J. Croft, A. Gray,
Mrs. J. Gray, B. Hall, D.M. Hancock, J.G. Huntington, B. Meek,
J.P. Moran, G. Morgan, Mrs. E.M. Paylor, A. Smith,
Mrs. I. Jackson Smith, T. Ward and J. Wayman J.P

Apologies: Councillors M. Iveson and K. Noble

CAB.53/05 DECLARATIONS OF INTEREST
Members had no interests to declare.

CAB.54/05 MINUTES
The Minutes of the meeting held on 1st September 2005 were confirmed as a correct record and signed by the Chairman.

CAB.55/05 FIXED PLAY EQUIPMENT SAFETY AUDIT (KEY DECISION)
Consideration was given to a report seeking approval to undertake work identified by the National Playing Fields Association (NPFA) to meet existing safety standards and performance indicators for local equipped areas of play. (For copy see file of Minutes).

It was explained that an analysis of the NPFA Annual Audit of Fixed Play Areas Report had highlighted twelve play areas in need of more extensive work that fell outside the annual repair and maintenance budget for playground equipment. The specific requirements for each play area and proposals for their future development, taking account of public consultation were detailed in Appendix 1, with the estimated costs set out in Appendix 2.

Members' attention was also drawn to the proposals to relocate the play area at Tudhoe South, Spennymoor and to remove equipment from six sites.

RESOLVED : (1) *That as part of the allocation of £350,000 for play sites in 2006/07, £70,000 be allocated to*

re-site the play area in Tudhoe South , Spennymoor and £100,500 to complete repair work to a further 11 play sites, scheduled in the report.

- (2) *That the repair work to the 12 sites, valued at £100,500, be scheduled within the 2005/06 financial year.*
- (3) *That the schedule for the removal of play equipment from 6 of the 12 play sites, identified in the report, be approved.*

CAB.56/05 SEDGEFIELD BOROUGH LOCAL DEVELOPMENT FRAMEWORK - SUBMISSION DRAFT STATEMENT OF COMMUNITY INVOLVEMENT (KEY DECISION)

Consideration was given to a report seeking approval of the draft Statement of Community Involvement for public consultation. (For copy see file of Minutes).

It was reported that the draft Statement of Community Involvement detailed how the Council intended to engage with those who had an interest in matters relating to development in their area and the preparation of local development documents. The Statement was seen by the Government as very important in its aim of developing a more inclusive planning system.

It was pointed out that the Submission Draft Statement of Community Involvement would be published for a statutory six weeks consultation period and would undergo a public examination if any objections were received to suggest that the Statement failed the tests of soundness.

Members noted that the Statement would be submitted to Council for adoption following the conclusion of public consultation/public examination.

RESOLVED : That the draft Statement of Community Involvement at Appendix 1 to the report, be approved for public consultation.

CAB.57/05 SEDGEFIELD BOROUGH LOCAL DEVELOPMENT FRAMEWORK - DRAFT RESIDENTIAL EXTENSIONS SUPPLEMENTARY PLANNING DOCUMENT (KEY DECISION)

Consideration was given to a report seeking approval of the Draft Residential Extensions Supplementary Planning Document for public consultation. (For copy see file of Minutes).

It was explained that Sedgefield Borough had experienced a significant increase in household extension applications over the past few years and there was clear evidence that the Council's existing Supplementary Planning Guidance Note 4, adopted in 2000, had become out-of-date and required review. Final year students from the University of Newcastle had therefore been commissioned to identify national best practice and make

recommendations to help develop a revised Supplementary Planning Document. Council officers had subsequently refined the work to suit local circumstances.

The Draft Residential Extensions Supplementary Planning Document provided detailed advice and guidance on general design principles, porches, forward, side, rear, rural and roof extensions, conservatories, dormer windows, garages, outbuildings, walls, fences and other material considerations.

It was pointed out that the draft document would be published for a statutory period of six weeks, however it would not be subject to independent examination.

RESOLVED : That the Draft Residential Extensions Supplementary Planning Document at Appendix 1 to the report, be approved for public consultation.

CAB.58/05 REVENUE BUDGETARY CONTROL REPORT - POSITION AT 31ST JULY 2005

The Leader of the Council presented to a report regarding the above. (For copy see file of Minutes).

The report gave details of the approved budget for the main portfolios for the first four months of 2005/06, actual income and expenditure, projected probable outturn for 2005/06 based on spend to date and known commitments as well as variance between the annual budget and the projected probable outturn.

With regard to the General Fund, it was expected that balances amounting to £587,000 would be used compared to an original forecasted use of £800,000.

It was reported that an overspend of £183,000 was predicted in respect of the Housing Revenue Account before the refund of LSVT expenses from Sunderland Housing Group.

Members noted that the Training and Employment Service was anticipated to make an operating loss in the region of £95,000 in line with the initial budget forecast.

RESOLVED : (1) That the financial position for 2005/06 be noted.

(2) That further reports be submitted to Cabinet detailing the position as at 30th September 2005, 31st December 2005 and final outturn as at 31st March 2006 in line with the Budgetary Control Monitoring Arrangements 2005/06.

(3) That detailed reports be submitted to future Strategic Working Groups in order to monitor progress throughout the year.

CAB.59/05 CAPITAL BUDGETARY CONTROL REPORT 2005/2006 - POSITION TO 31ST JULY 2005

Consideration was given to a report reviewing the progress made to date in meeting the Council's spending targets and outlining developments that had occurred during the financial year which have had an impact on the overall capital programme. (For copy see file of Minutes).

It was reported that a gross total of £3.284m had been spent in the first four months to 31st July 2005. Additional grants and contributions of £0.236m had been received resulting in a net spend position of £3.048m or 20% of the revised net Capital Programme.

The report gave details of progress that had been made on major capital projects during 2005/06 and the total level of capital resources likely to be available to finance the 2005/06 capital programme.

- RESOLVED :**
- (1) That the four month spend position to 31st July 2005 be noted.*
 - (2) That further reports be submitted to Cabinet detailing the position as at 30th September 2005, 31st December 2005 and final outturn as at 31st March 2006 in line with the Budgetary Control Monitoring Arrangements 2005/06.*
 - (3) That detailed project based reports be submitted to all future Strategic Working Groups in order to monitor progress throughout the year.*

CAB.60/05 DEVELOPMENT OF THE NEIGHBOURHOOD WARDEN SERVICE

The Lead Member for Community Safety presented a report seeking approval to establish a dedicated Neighbourhood Warden Streetsafe Unit. (For copy see file of Minutes).

It was proposed that Streetsafe Unit would have the same core duties and training as the main Neighbourhood Warden Service, however it would focus on response to signal crimes, joint initiatives with partner agencies and mobile CCTV operations.

The report also gave details of a pilot scheme for Neighbourhood Wardens, working with Sedgefield Borough Housing Department with funding support from the Housing Revenue Account.

- RESOLVED :**
- (1) That a Neighbourhood Warden Streetsafe Unit be established with a particular focus on signal crime, joint initiatives with partner agencies and mobile CCTV operations.*
 - (2) That a pilot be introduced for the remainder of 2005/06 providing Neighbourhood Warden*

*Services to York Hill and Tudhoe Moor,
Spennymoor on behalf of the Housing Department
and that any subsequent planned expansion of this
service be considered within the Medium Term
Financial Plan for 2006/07 – 2008/09.*

CAB.61/05 OVERVIEW AND SCRUTINY COMMITTEE 3

Consideration was given to the Minutes of the meeting held on 12th July 2005. (For copy see file of Minutes).

With regard to Minute No.OSC(3)4/05, it was intended that the Annual Overview and Scrutiny Report would be submitted to the meeting of Council on 30th September 2005.

RESOLVED : That the report be received.

ACCESS TO INFORMATION

Any person wishing to exercise the right of inspection, etc., in relation to these Minutes and associated papers should contact Mrs. G. Garrigan on Spennymoor 816166 Ext 4240

Published on 16th September 2005

The key decisions contained in these Minutes will be implemented on Monday 26th September 2005 unless they are called in by five members of the appropriate Overview and Scrutiny Committee.

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Item 4

KEY DECISION

REPORT TO CABINET
29 SEPTEMBER 2005

REPORT OF ARTS
DEVELOPMENT OFFICER

Portfolio: Culture & Recreation

Feasibility Study, Arts Resource – Spennymoor Leisure Centre

1 SUMMARY

- 1.1 As part of the process of managing the Borough's leisure centres in relation to both the Asset Management Plan and also providing leisure accommodation appropriate for future demands, members of Cabinet are aware of the medium term proposals for the redevelopment of Spennymoor Leisure Centre.
- 1.2 A feasibility study was commissioned in July 2005 undertaken by Arts UK to establish whether there is a need for an arts resource within the Borough and if there is how would such a facility be placed within the arts community and add value to existing leisure centre accommodation.
- 1.3 In August 2005 the feasibility study was completed and this report to Cabinet details its findings.

2 RECOMMENDATION

- 2.1 That Cabinet note the findings of the feasibility study.
- 2.2 That more detailed work is commissioned which will serve as evidence for submission for possible external lottery funding.
- 2.3 That a sum of £15,000 be allocated from Borough Council contingencies to move the feasibility study onto the second stage of development.

3 DETAIL

- 3.1 The Borough Council have been engaged in the development of the arts for some considerable time working very closely with Arts Council of England in the strategic planning of Arts policy.
- 3.2 In 2003, the IDEA reported to the Borough Council the importance of placing arts at the strategic centre of the organisation and understanding the importance of the arts as a vehicle in cross-cutting areas of work which incidentally are now, in 2005, key priorities for the

Authority; namely equality and diversity, children and young people, improvements to the environment and the public realm, the health of the Borough's residents and so on. Examples of the way the arts are assisting in each of these priorities are well documented.

- 3.3 In 2004 an external arts audit was undertaken to identify gaps within the Borough in terms of facility provision, the distribution of the voluntary arts sector and practical opportunities for practising artists. These findings contributed to the feasibility study. The arts audit has led to the creation of an arts forum across the Borough which feeds into the Environment and Leisure Policy Group of the Local Strategic Partnership.
- 3.4 The Council's Overview and Scrutiny Committee 2 have recently completed a review of Arts Development and their findings and recommendations will be presented to Cabinet shortly.
- 3.5 Members of Cabinet are acutely aware of the need to sustain the viability of leisure facility stock and flexibility in accommodation is necessary in order to cater for the ever changing demands from the public. Consideration of the medium term proposals to alter facility accommodation at Spennymoor Leisure Centre has been part of an on-going process and it was obvious in 2004 that as a consequence of the development of the new gymnastics centre and extension of the fitness suite that accommodation at Spennymoor Leisure Centre needed to be critically analysed in light of the strategic arts documents referred to earlier.
- 3.6 In July 2005 Arts UK were commissioned with the financial support of the Arts Council of England to assess demand for an arts resource within the Borough.
- 3.7 The report which is available for inspection has a number of key findings.
 - There is evidence that local people are supportive of and want an Arts Resource.
 - There is a high level of voluntary/community resources in the Borough however, they do not provide a year round programme, have little opportunity to bring professional artists/companies into the programme and for some facilities are heavily effected by the school timetable such as exams and holidays.
 - Spennymoor Leisure Centre has already been highlighted as a valuable resource for arts activity in the Borough as many large-scale events, performances, concerts and workshops take place in this venue.

- Having an existing building which can be converted at reasonable cost is a considerable advantage and probably unrepeatable
- A number of local arts groups and organisations would base themselves at the Arts Resource
- The lack of professional facilities and resources in Sedgefield Borough would be met by an Arts Resource
- The Arts Resource would have a key role in developing local people's skills and levels of attainment through education and outreach work.
- The Arts Resource should not rely on ticket and other trading income but should offer participatory, education, arts development and training as its main thrust.

4 FINANCIAL IMPLICATIONS

- 4.1 The areas identified within Spennymoor Leisure Centre which could be developed into an arts resource and are shown on the attached plans will in the very near future require investment as part of the Councils' Asset Management Plan.
- 4.2 Members are already aware of the need to invest in the existing public bar area, the concourse area, other meeting and activity rooms and the Capricorn Ballroom.
- 4.3 In order to give a sense of direction and status to this investment plan, the proposed investment geared to an arts resource would establish a broader customer base at Spennymoor Leisure Centre and create accommodation which is more in keeping with a hugely demanding public.

Capital Resources

- 4.4 The feasibility study identifies 3 costed options for investing in an arts resource which range from £155,000 to £800,000. Details of the scope of the work can be found at appendix 1.
- 4.5 An arts resource the like of which is indicated in their feasibility study would require external arts lottery and other similar funding to be secured. Although there would be the need for the Borough Council to invest Capital resources in the project, the majority of funding should come from other sources.

Revenue Implications

- 4.6 The need to limit revenue costs associated with capital projects is the principle being followed across all Council portfolios.

The delivery of an arts resource at Spennymoor Leisure Centre must not lead to an increase in the operating costs of these areas and this steer should be given to the authors of a stage 2 feasibility study.

- 4.7 In order to establish more detail with regard to costs, design issues, mechanical and electrical considerations, structural issues and definitive resource implications, a second stage study is required.
- 4.8 It is anticipated that costs to move this agenda forward would be in the region of £20,000 but this work is required before any arts lottery application can be submitted. Partnership funding to the value of £5,000 may be available, leaving a sum of approximately £15,000 to be allocated by the Borough Council which would be met from contingencies.

5 CONSULTATION

- 5.1 Anchored within the feasibility study was extensive public consultation. The authors consulted with over 250 groups, organisations and individuals in Sedgefield Borough and elsewhere both regionally and nationally. Information was gathered from face-to-face interviews, telephone interviews, public meetings, desk research and a questionnaire. The response to the study on behalf of residents of the Borough was extremely robust with organisations, groups and individuals representing over 36,000 people.

6 OTHER MATERIAL CONSIDERATIONS

- 6.1 The findings of the feasibility study do not point the Borough Council in the direction of creating an arts centre reliant upon ticket sales. The key findings from the public consultation was to provide an arts resource capable of linking with other external activity and develop a local network between amateur and professional artists, community groups and young people.
- 6.2 An arts resource developed at Spennymoor Leisure Centre must position itself within the arts agenda for the Borough to complement existing voluntary programmes and other small scale accommodation¹ to maximise the benefits of opportunities for residents to be engaged in different art forms.
- 6.3 Many artists were interviewed in the feasibility study. The findings indicated that artists were very interested in being a part of the art resource as there is a serious lack of artist's studios in the North East. Artists indicated that they wished to offer workshops/performances in

¹Sedgefield Community College (drama studio), Greenfield Art and Community College (drama studio and gallery), Mordon Village Hall (performance space), Shildon Civic Hall (stage)

return for accommodation. Artists would provide delivery for the arts resource education programme internally or through outreach sessions. The true costs of the artist's time would enable a healthy programme to take place immediately. It is important to highlight that artists who are interested in studio space in the arts resource are looking for space where groups can come and interact in functional well equipped rooms so classes, education workshops can take place. Key artists that have highlighted interest have been from digital artists, music artists and visual/performance companies.

Contact Officer: Mrs Katie Banner
Telephone No: (01388) 816166 ext : 4412
Email Address: kbanner@sedgefield.gov.uk

Ward(s)

Key Decision Validation:
 Affecting two or more wards
 Expenditure over £100,000

Background Papers
 IDEA Report (2003)
 Arts Audit (2004)
 Spennymoor Arts Resource Feasibility Study by Arts UK, July 2005

Examination by Statutory Officers

	Yes	Not Applicable
1. The report has been examined by the Councils Head of the Paid Service or his representative	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. The content has been examined by the Councils S.151 Officer or his representative	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. The content has been examined by the Council's Monitoring Officer or his representative	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. The report has been approved by Management Team	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Option A: Full Refurbishment and conversion

Includes full strip out of all existing fitting and finishes and strip out of Mechanical and electrical alterations to building interior to form new spaces as required and a fit out of all finishes. Mechanical and electrical services will be renewed and connected to existing plant. The building will be re-branded to the front elevation including limited external works

£814,500

Option B: Medium level Refurbishment and conversion

Includes removal of existing unwanted fit out items and making good of minor modifications to internal room layout.

£300,500

Option C: Basic redecoration

Includes essential maintenance repair work carried out as per the property survey report and an allowance for a general redecoration of all decorated surfaces.

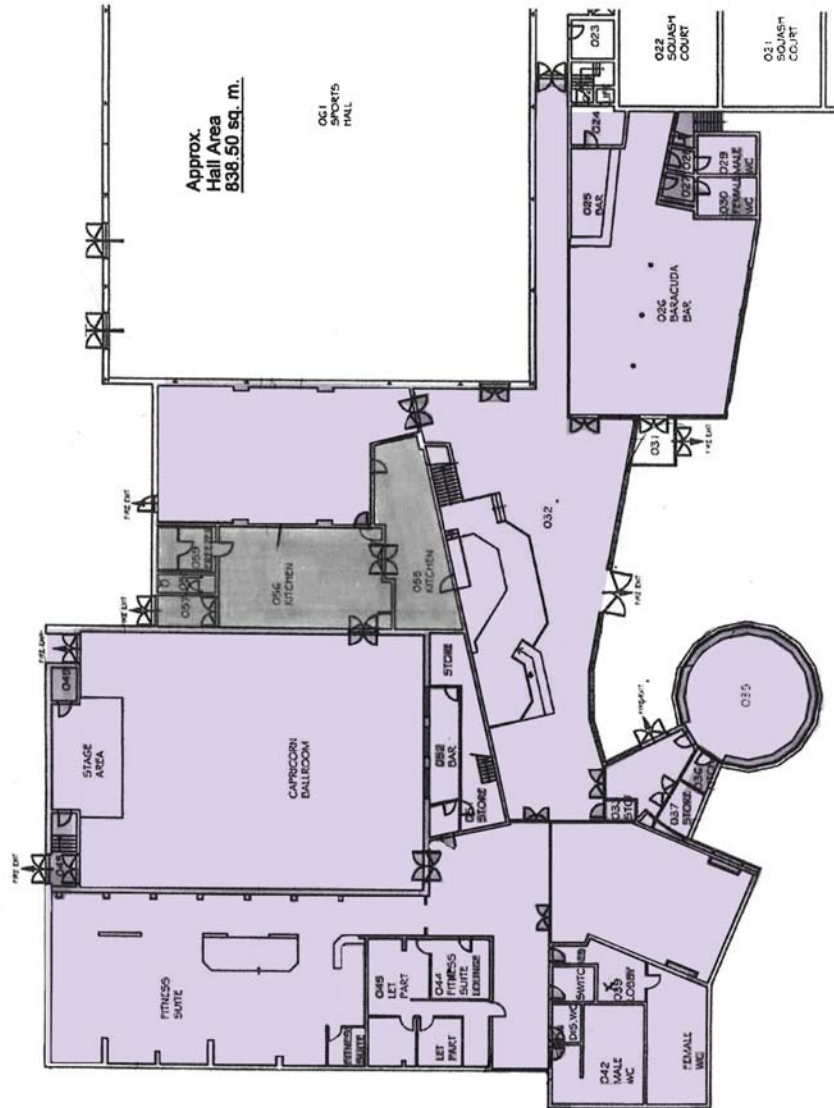
£155,000

Further Works (over and above A-C)

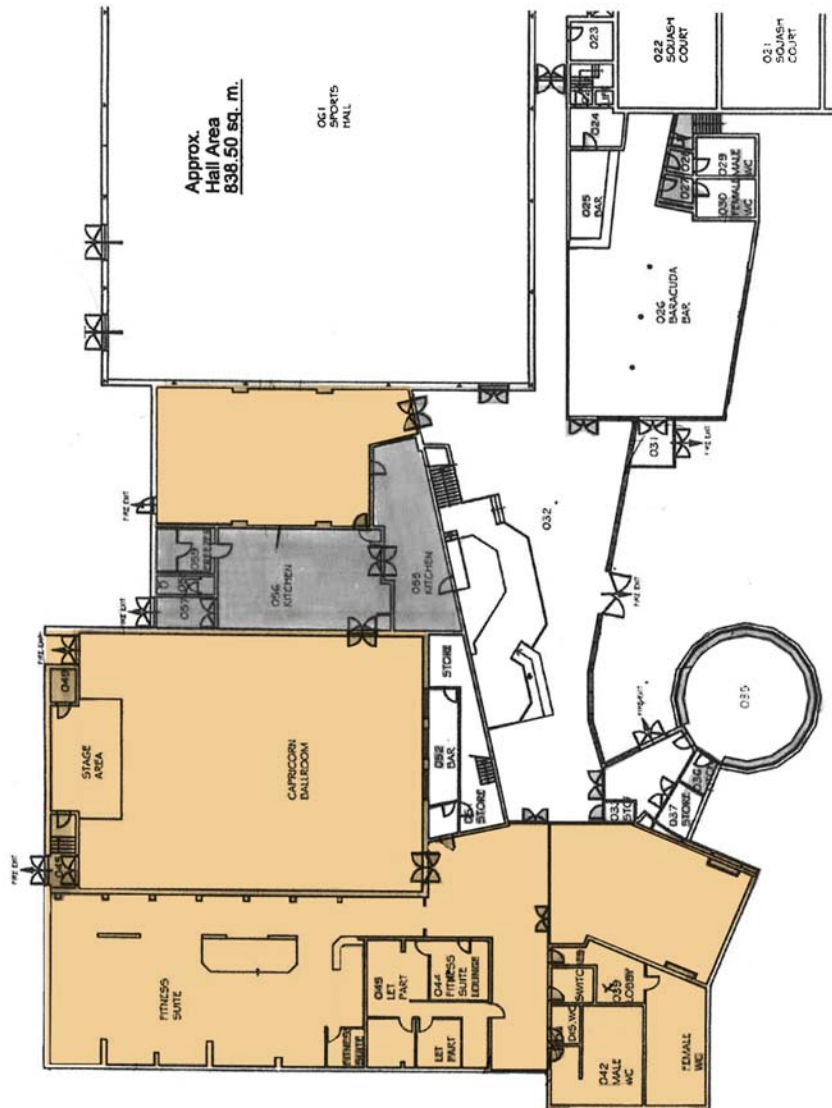
Upgrade current main entrance and corridor	£11,000.00
2 No. external canopies to the courtyard	£16,000.00
Entrance feature/sculpture	£15,000.00
New curtain walling to façade	£76,000.00
New delivery entrance doors and road alterations/layby	£40,000.00
Air conditioning to Fitness Suite, Ballroom and Bar	£60,000.00
Air conditioning to Sports Hall	£80,000.00
(over and above renewal of M&E services – Option A)	
Acoustic baffles/treatments (1,000sqm)	

Exclusions

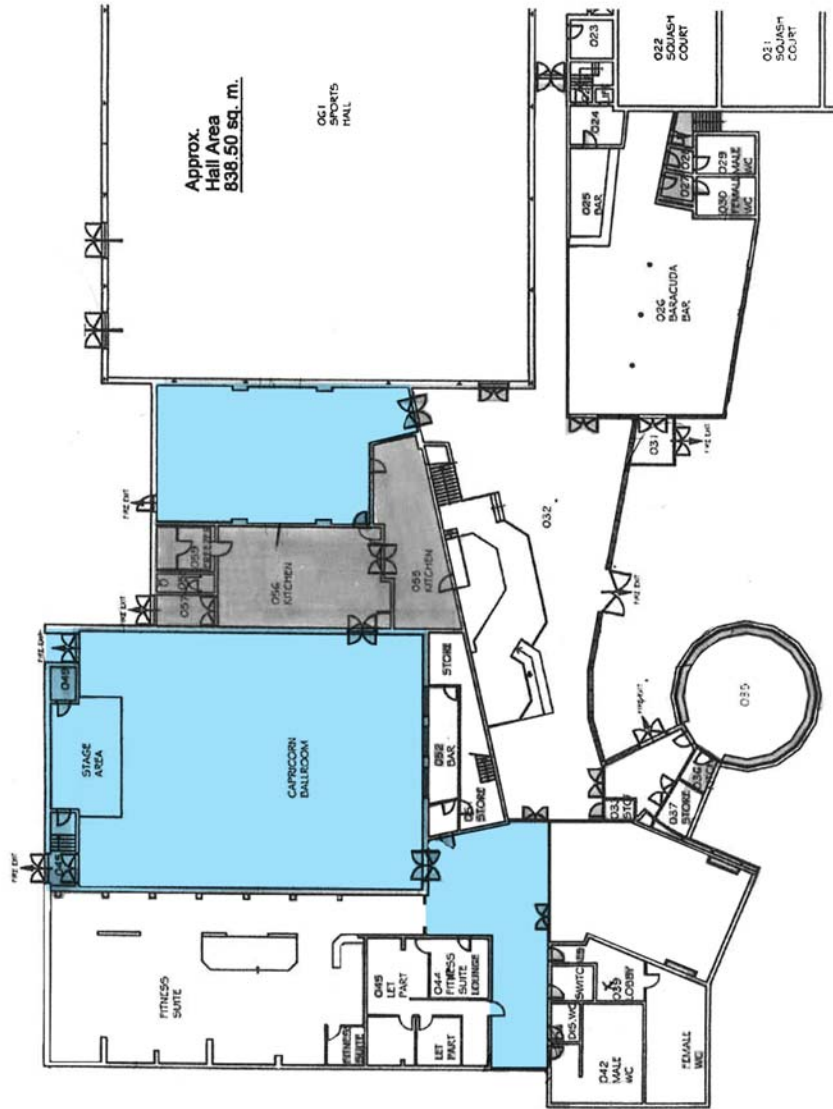
Value Added Tax
 Professional fees and planning and building regulation fees
 Upgrade/modifications to utility supplies
 Data/telephone equipment and installation
 CCTV installation
 Asbestos removal if applicable
 Loose furniture and fittings



Cost Option A – Full Refurbishment and Conversion



Cost Option B – Medium Level Refurbishment and Conversion



Cost Option C – Basic Redecoration

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Item 5

REPORT TO CABINET

29 September 2005

REPORT OF DIRECTOR OF NEIGHBOURHOOD SERVICES

Portfolio: Regeneration

VIEW: SHAPING THE NORTH EAST - REGIONAL SPATIAL STRATEGY SUBMISSION DRAFT

1 SUMMARY

- 1.1 The Submission Draft Regional Spatial Strategy (RSS) sets out a long-term strategy for spatial development in the North East to 2021. Once approved, the RSS will form part of the statutory development plan for the Borough. The Council's Local Development Framework (which will replace the current adopted Local Plan) will have to be in general conformity with the RSS.
- 1.2 The Submission Draft takes forward the RSS process following the public consultation exercise on the Consultation Draft RSS between November 2004 and February 2005. The commonality between the documents is that they are aspirational, seeking to reduce the economic disparities between the North East and the rest of England. At the consultation draft stage, the Borough Council made comments on the introduction of City Regions; the development potential at NetPark; the need to provide for a stable population; and, to ensure that planned Housing Market Restructuring programmes are recognised and promoted.
- 1.3 The Borough Council's response to the Submission Draft focuses on the Tees Valley City Region, Housing Provision and Employment issues.

2 RECOMMENDATION

- 2.1 That Cabinet examines the attached Statement at Appendix 1 on the Submission Draft Regional Spatial Strategy and approves this as the formal response of the Council to the North East Assembly's consultation.

3 THE SUBMISSION DRAFT REGIONAL SPATIAL STRATEGY

City Regions

- 3.1 The Three Northern Regional Development Agencies (RDA's) in September 2004 submitted to the ODPM the 'Northern Way Growth Strategy' programme to facilitate and sustain economic growth in the three Northern Regions (The North East, The North West & Yorkshire and the Humber). This is to address regional economic underperformance, labour market imbalance and a range of socio economic indicators, which illustrate the growing gap between the Northern Regions and the rest of the UK. The RSS will provide the land use interpretation of this Growth Strategy. The Consultation Draft RSS was unable to fully explore these issues due to the timing of the documents' release. This has been rectified in the Submission Draft RSS.
- 3.2 The Submission Draft RSS seeks to develop an Integrated Tees Valley City Region, focussing its locational strategy on future development opportunities within the conurbations and main towns in the City Regions. In Sedgefield Borough, Newton Aycliffe, Spennymoor and Shildon are recognised as main towns in the Tees Valley City Region. Newton Aycliffe is further recognised for its important employment contribution to the City Region, as is NetPark in Sedgefield. Newton Aycliffe, Spennymoor and Shildon are recognised as key communities where regeneration should be prioritised. Full recognition is now given to the Housing Market Renewal initiatives within the Borough. The additional paragraphs and expansion of the Policy for the Tees Valley City Region concept is therefore broadly welcomed.
- 3.3 However, the Submission Draft RSS needs to fully explore and recognise the potential of the Newton Aycliffe-Darlington axis to act as an important location within, and gateway to, the Tees Valley City Region and which takes advantage of the employment land and transport accessibility offered by these major communities. Moreover, the Borough has long been established as part of the central corridor in County Durham where development should be promoted. Given that the Tyne & Wear City Region extends south to include Durham City (which lies to immediate north of the Borough), some additional text could be included to recognise the development opportunities offered by the Borough where development cannot be accommodated within Durham City because of the City's major environmental constraints.

Housing Provision

- 3.4 The Submission Draft RSS continues the housing policy themes of the consultation draft, seeking to re-balance the housing stock in the region with an emphasis on development in the conurbations and main towns. This will be achieved through a combination of demolition and replacement of old housing stock, and the development of new housing sites in sustainable, predominately urban locations. The policy objective underpinning this approach is to secure a greater concentration of housing development in the larger urban centres and conurbations. The Submission Draft however recognises the need for County Durham to maintain a stable population and not be subject to population decline. This new policy stance is welcomed and supported.
- 3.5 The outcome of this strategy for Sedgefield Borough is a housing allocation sufficient to deliver sustainable communities and helps promote physical renewal of the Borough's housing stock and communities. The Borough Council has been allocated 4,000 new

dwellings between 2004-2021. It is clear that the proposed additional dwellings contained in Policy 30 have taken into account social, economic and environmental policy drivers, as well as population trend projections. Sedgefield Borough provides a major source of employment opportunities in the County. For example, Newton Aycliffe Industrial Park is the second largest concentration of employment land in the North East Region. Furthermore, the Borough's regional profile will be strengthened by the development at NetPark (acknowledged by the Submission Draft RSS as a regional important employment hub). It is important for the development of sustainable communities that new housing development takes place in communities that are easily accessible to employment hubs to reduce the potential for transport growth in the Region.

- 3.6 The Submission Draft RSS recognises that to deliver sustainable communities, there needs to be a more balanced mix of housing type, size and tenure in the Region. The Submission Draft further recognises that the former Durham Coalfield area has a high proportion of high density, terraced housing stock. This housing type is more prevalent in areas of low demand and disadvantage. The Regional Housing Aspirations Study clearly demonstrated the property types that people do and do not aspire to. Terraced properties are low in peoples' aspirations of places to live. It is vitally important that the local authorities in the Region recognises these issues and tackles them positively. Failure to address this housing issue will lead to greater number of empty properties throughout the Region. The Submission Draft therefore prioritises development within identified housing market renewal initiatives, one of which is the former Durham Coalfield. This is strongly welcomed. It will however be important that in this regional context, the priority for Housing Market Restructuring in County Durham is maintained and not weakened to aid the promotion of similar conurbation based programmes. The Durham Coalfield Housing Market initiative equally supports the RSS's strategy to achieve more sustainable communities, and is particularly important because of its contribution towards settlement renewal and physical regeneration in areas facing economic restructuring.

Employment

- 3.6 The Submission Draft RSS seeks to strengthen the region's economic competitiveness, by encouraging development within the City Regions it also links to the Region's Economic Strategy and its focus on the development of a strong knowledge based economy for the region.
- 3.7 NetPark is now fully recognised as a regionally significant prestige employment location, both within the City Region and employment sections of the Submission Draft RSS. At the Consultation Draft RSS stage, it only anticipated the development of 15 hectares of land by 2021. This related solely to the current site. The Borough Council questioned this situation. The Submission Draft RSS takes account of the Borough Council's comments to maintain momentum and build a critical mass of development necessary to create a regionally significant and self-sustaining location for scientific and technology based business development. The Submission Draft RSS has allocated 77 hectares of development at NetPark, to be brought forward through the Local Development Framework process. This is to be fully welcomed and supported.

Other Matters

- 3.8 The Submission Draft RSS raises a number of other matters that the Borough should provide comments, such as the airport-related expansion of Newcastle and Durham-Tees Valley Airports and the importance given to the tourism sector of the economy. These matters are fully explored in Appendix 1.

4 RESOURCE IMPLICATIONS

- 4.1 There are no direct implications at this stage in the consultation process, though there might be additional impacts in terms of staff resources and on other priorities in promoting the Council's representations at any future Public Examination into the RSS on behalf of the ODPM.

5 CONSULTATIONS

- 5.1 The Regional Assembly as part of the preparation process for the RSS has engaged officers in numerous consultations.
- 5.2 The current timetable for preparing the RSS is for a Public Examination in March 2006, following this consultation. Final approval by the Secretary of State of the RSS is expected in the spring of 2007.

6 OTHER MATERIAL CONSIDERATIONS

- 6.1 In terms of environmental sustainability the draft RSS's proposals and policies have been subject to a Sustainability Appraisal report, produced by an independent consultancy. The RSS will also have an impact in the longer term on issues such as social inclusion and community safety issues. There are no risk management issues associated with the report.

7 OVERVIEW AND SCRUTINY IMPLICATIONS

- 7.1 None

8 LIST OF APPENDICES

- 8.1 Appendix 1 - [Response of Sedgefield Borough Council to the Submission Draft Regional Spatial Strategy.](#)

Contact Officers: Chris Myers
Telephone No: (01388) 816166 ext **4328**
Email Address: cmyers@sedgefield.gov.uk

Ward(s)
All

Key Decision Validation: This is not a Key Decision as the report relates to a consultation document

Background Papers

View: Shaping the North East – Regional Spatial Strategy Submission Draft
RSS Background Technical Papers (10)
Sustainability Appraisal of the Submission Draft RSS

Examination by Statutory Officers

	Yes	Not Applicable
1. The report has been examined by the Councils Head of the Paid Service or his representative	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. The content has been examined by the Councils S.151 Officer or his representative	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. The content has been examined by the Council’s Monitoring Officer or his representative	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. The report has been approved by Management Team	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Appendix 1

RESPONSE OF SEDGEFIELD BOROUGH COUNCIL TO THE SUBMISSION DRAFT REGIONAL SPATIAL STRATEGY

Sedgefield Borough is situated in the South of County Durham with a resident of population of 87,206 (Census 2001). The Borough contrasts modern and developing business and industrial areas, with a mix of rural and former colliery settlements. Strategically located for good access to both the Tyne and Wear and Teesside areas, Sedgefield is well placed to access many of the facilities in the North East, while also offering great potential for further development. This is evidenced through major projects such as NetPark and Locomotion, the National Railway Museum in Shildon, which demonstrate the Borough's contribution to the RSS's vision for the North East Region.

City Regions

The locational strategy states that future development opportunities should be focused on the conurbations and main towns in the City Regions. In Sedgefield Borough, Newton Aycliffe, Spennymoor and Shildon are recognised as main towns in the Tees Valley City Region. The Borough welcomes the broad City Region concept, in terms of land use planning opportunities, in both the RSS and Northern Way Growth Strategy. However, it should be recognised that within the City Regions, the conurbations and main towns offer a variety of locational and sustainable advantages.

Similarly, the economic and tourism value of the Darlington and Shildon areas in terms of railway heritage has not been fully recognised as part of the Tees Valley City Region context. The "birth of the railways" heritage theme should not just link Shildon to Stockton. There is potential to extend this theme further to include the Weardale railway, further into the Durham Dales.

It is important that the economic opportunities offered by the Aycliffe Industrial Park along with Newton Aycliffe and the connectivity of the Darlington-Bishop Auckland rail corridor for employment, retail and leisure activities, as well as serving some of the most disadvantaged communities in the South Durham part of the Tees Valley City Region is fully identified in the RSS to ensure that economic opportunities are maximised.

Sedgefield Borough Council therefore broadly supports the Tees Valley City Region concept (Policy 7 and paragraphs 2.77-2.125) but requests that additional text is included to fully address the opportunities offered within the Newton Aycliffe-Darlington area of the City Region, linking employment opportunities with transport accessibility.

Housing

It is accepted that the housing policies put forward in the RSS seek to re-balance the housing stock in the region with an emphasis on development in the conurbations and the larger urban centre so as to secure more sustainable patterns of development.

The outcome of this strategy for Sedgefield Borough is a housing allocation that will help maintain a stable population, and helps to promote local objectives to deliver sustainable communities and support physical renewal of the Borough's housing stock and communities. It is clear that the proposed additional dwellings contained in Policy 30 have taken into account social, economic and environmental policy drivers, as well as population trend projections. It is important for the development of sustainable communities that new housing development takes place in communities that are easily accessible to employment hubs to reduce the potential for transport growth in the Region.

The Submission Draft RSS recognises that in order to deliver sustainable communities, there needs to be a more balanced mix of housing type, size and tenure in the Region. The Submission Draft further recognises that the former Durham Coalfield area has a high proportion of high density, terraced housing stock. This housing type is more prevalent in areas of low demand and disadvantage. The Regional Housing Aspirations Study clearly demonstrated the property types that people do and do not aspire to. Terraced properties are low in peoples' aspirations of places to live. It is vitally important that the local authorities in the Region recognises these issues and tackles them positively. Failure to address this housing issue will lead to greater number of empty properties throughout the Region. The Submission Draft therefore prioritises development within identified housing market renewal initiatives, one of which is the former Durham Coalfield. This is strongly welcomed.

It will however be important that in this regional context, the priority for Housing Market Restructuring in County Durham is maintained and not weakened to aid the promotion of similar conurbation based programmes. The Durham Coalfield Housing Market initiative equally supports the RSS's strategy to achieve more sustainable communities, and is particularly important because of its contribution towards settlement renewal and physical regeneration in areas facing economic restructuring.

Sedgefield Borough Council supports the RSS's housing strategy for Sedgefield Borough as its implementation will help to positively support the housing market renewal initiatives and economic role the Borough could play in contributing to the renaissance of the North East.

The support expressed in the RSS for the Durham Coalfield Housing Market Renewal Programme is welcomed as this supports the RSS's strategy to achieve more sustainable communities, and is particularly important because of its contribution towards settlement renewal and physical regeneration in areas facing economic restructuring.

Employment

The fact the Submission Draft RSS recognises NetPark as a regionally significant prestige employment location is strongly supported. In order to maintain momentum and the critical mass of development necessary to create a regionally significant and self-sustaining location for scientific and technology based business development; there is a need for the RSS to allocate additional land to support the development of NetPark. The Submission Draft allocates 77 hectares of land to come forward through the Borough's Local Development Framework. Again, this is strongly supported as this will help diversify the Borough's economic base.

The RSS recognises that an important component of the employment portfolio of the Region is the provision of reserve sites for strategic inward investment. Identification of Heighington Lane West, Newton Aycliffe as one of the three such sites in the Region is supported and this helps to further strengthen the employment offer available in the Tees Valley City region area.

Table 1 provides a sub-regional breakdown of the supply of employment land. Within this table, there is a section on the proposed reduction of supply of employment land through the de-allocation of land. This table provides an indicative figure for de-allocation of employment land in County Durham (35 hectares) but importantly does not identify where this land is. Policy 18 does however recommend that Local Authorities undertake local employment land assessments, and that this should be used to assess the need to protect employment land from redevelopment, and examine the potential of existing employment allocations to be re-allocated to other uses or be de-allocated. This policy approach is to be supported.

Sedgefield Borough Council supports the designation of NetPark as a regionally significant prestige employment location and the new allocation of gross development area of 77 hectares with 49 net hectares of developable land to be developed by 2021.

The allocation of Heighington Lane West as a reserve employment site is welcomed.

Transport

The support given to the sustainable growth and expansion of Newcastle International and Durham-Tees Valley Airports for airport-related development is welcomed. However, it is important that the potential arbitrary restrictions placed on the growth of Durham-Tees Valley airport in terms of passenger numbers in the Consultation Draft RSS have been removed as they could have unduly hampered the employment and economic potential of the Tees Valley City Region. The Region requires dynamic airports able to respond to opportunities. Policy 21 is therefore supported. It is however important that the growth in demand and economic activity associated with the airport is managed effectively in terms of the environmental and transportation impacts. There is a need for the Regional Transport Strategy and Local Transport Plans' to provide an integrated transport framework that enables the airport's economic growth potential to be realised in a manner that enables the employment opportunities created to be accessed across the City Region area.

The Borough welcomes the importance given to provide an effective regional transport network that ensures that the benefits offered by good transport links are secured by all socio-economic groups through accessibility to jobs, learning and other key public services. It is also important that the RSS encourages the delivery of goods from the South East of England by means other than heavy goods vehicles, such as by air, sea and rail. This could have a significant impact on the congestion levels experienced on the Region's motorways. It is important that the RSS provides a policy framework to enable this change in delivery pattern to occur. To some extent, the Submission Draft RSS achieves this aim through the policies supporting development at the Region's airports and seaports. However, the RSS continues to be weak on rail issues and it is therefore important that the RSS recognises the benefits offered by, and commits to the proposed Tursdale Road-Rail Freight Interchange, close to Durham City and to the north of the Borough.

Sedgefield Borough Council supports the sustainable growth and expansion of Newcastle and Durham-Tees Valley Airports' but that this expansion should be managed by reference to environmental and transport impacts.

In order to provide a balanced transport network, the Borough seeks the allocation of the proposed Tursdale Road-Rail Freight Interchange in the RSS rather than rely purely on air and port freight facilities in the Region.

Culture & Tourism

The tourism section within the consultation draft RSS was weak. The Submission Draft RSS provides greater detail on the growing importance of this sector to the regional economy and seeks to promote these cultural and tourist assets.

Paragraph 3.21 lists some regionally important tourist and cultural facilities. However, Locomotion: The National Railway Museum is not one of them. The museum is the first national museum in the North East of England, a joint venture between Sedgefield Borough Council and the National Railway Museum and houses more than 60 vehicles from the national collection. The opening of the museum is the first stage of the Locomotion 'journey' with many expansions planned for the future, including an apprenticeship scheme in partnership with South West Durham Training Centre to offer skills training, whilst renovating vehicles saved for the national collection, as well as digitised archives and further renovation of important railway buildings on the site.

Visitor numbers for the first year of operation were anticipated to be 60,000 and to date; in less than a year visitors' figures have reached over 200,000. An economic impact model was commissioned before Locomotion was operational which anticipated a £1 million effect upon the local economy in its first operational year. The model is to be rerun following completion of the first year in order to make a comparison between actual and projected figures.

Locomotion has already become an award winning attraction. It has won a National Museum and Heritage Award; an environment award for the new collection building was a finalist in the Gulbenkian Museum of the Year Awards and is a contender for European Museum of the Year to be announced in the autumn. Having now reached the 200,000 visitors' mark within its first year Locomotion is now in the elite list of museums in the country for volume.

The Culture and Tourism section of the RSS should be amended to reflect the importance of Locomotion to the regional economy and its importance as a nationally recognised tourist facility.

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Item 6

CABINET

29 SEPTEMBER 2005

REPORT OF DIRECTOR OF RESOURCES

Resource Management Portfolio

SPEND ANALYSIS PROJECT

1 SUMMARY

- 1.1 This report sets out details of the proposed Spend Analysis project to be carried out to examine the procurement spend throughout the Council.
- 1.2 The Project Organisation Structure identified for the project accompanies this report.

2 RECOMMENDED

It is recommended that Cabinet ...

- 2.1 Approves the Spend Analysis project and the Project Organisation Structure at Appendix 1.

3 BACKGROUND

Procurement

- 3.1 Procurement is an item high on many national agendas at this moment in time, with the focus clearly on how to improve service delivery and value for money through better procurement, thereby improving efficiency and delivering better value for money to our taxpayers. In order to achieve this the Government has launched a number of national programmes, of which procurement is heavily involved.

National Procurement Strategy

- 3.2 In October 2003 the Office of the Deputy Prime Minister (ODPM) launched the National Procurement Strategy for Local Government 2003 – 2006 (NPS). Its aim is to help Council's recognise the potential of effective and innovative procurement to improve service delivery and to also help Council's realise potential savings and other benefits from working together in partnership.
- 3.3 The NPS also encourages Council's to use their 'spending power' to shape markets and to reap 'Community Benefits' (economic, social and environmental) in line with Community Strategies.

Gershon Efficiency Review

- 3.3 No longer is it enough to demonstrate that we can deliver economies of scale and cost savings through good purchasing practice. The Efficiency Review chaired by Sir Peter Gershon demands more from the procurement community in terms of savings, but it also requires us to be more effective in our roles – for example e-Procurement and furthermore to help our colleagues improve their efficiency in terms of productiveness
- 3.4 The NPS and the Efficiency Review are thus complementary as both are encouraging every Council to make a real, positive and sustainable difference to the communities that we serve on a daily basis. We must ensure that our citizens receive efficiency services that truly meet their needs – crucially without compromising quality in any way

Comprehensive Performance Assessment

- 3.4 Specific consultation from the Audit Commission in respect of its proposals for CPA 2005 onwards for District Council's was published 6 September 2005 and runs until the end of October 2005. The final model is therefore not known at this stage, however, a report will be submitted to a future Cabinet to outline the contents of the consultation paper and the implications for the Council.
- 3.5 At this stage, it is clear that the options proposed have similar characteristics in terms of their reliance on self assessment and common themes throughout the contents of the assessment methodology, although the final structure can significantly differ dependant on the chosen option. In particular the common frameworks proposed by the Audit Commission consists of the following distinct areas of work:
- A Corporate Assessment
 - Direction of Travel Assessment
 - Service Block Assessments
 - Use of Resources Assessment
- 3.6 Procurement has a huge part to play throughout all the elements of the new CPA process and is specifically targeted in the CPA framework. Procurement is an underpinning component of both the Corporate Assessment and Use of Resources areas and is likely (this element is subject to further specific consultation) to form an element of the Direction of Travel Assessment. Procurement is also set out as a cross-cutting area within the Service Block Assessments, meaning the Council will be required to demonstrate how procurement is used to deliver the services identified within the Service Blocks.
- 3.7 The Use of Resources Assessment is made up of 5 themes with the Value for Money theme being specifically relevant to procurement.
- 3.8 Each theme consists of a number of Key Lines of Enquiry (KLOE), which are scored and then combined to arrive at a judgment for each theme. There are 2 KLOE's in relation to Value for Money with KLOE 5.2, point 3, relating directly to procurement.

- 3.9 The KLOE form the basis of the auditor's judgements and are supported by 'descriptors' for the Value for Money theme. These describe what performance by a Council at each level might look like or identify the arrangements it should have in place. Descriptors and criteria are included for performance levels 2, 3 and 4.

4. SPEND ANALYSIS PROJECT

- 4.1 Spend Analysis is a logical, understood, accurate and robust method used to analyse the Council's procurement spend, by examining the volume and value of purchasing transactions the Council is making. The project focuses on identifying what is strategic spend (long term investments or contracts) and what is tactical (responsive buying to meet an immediate requirement). It will define what mechanisms are in place or need to be established to encourage and to enforce the use of corporate contracts.
- 4.2 It is clear from the above that the Council must be able to demonstrate that it achieves good value for money and that it manages and improves value for money. In order to achieve this the Spend Analysis project will allow the Council to:
- ❑ Understand what goods and services are bought; who buys them; and where they are bought from.
 - ❑ Define how many transactions we process with suppliers (i.e. number of invoices) and what is value of our spend with suppliers (who are our biggest suppliers?).
 - ❑ Identify opportunities for achieving savings through efficient contracting of goods and services.
 - ❑ Deliver a delivery plan to achieve the savings and efficiencies identified.
- 4.3 This project is a very importance piece of work for the Council and will assist in the preparation for the next phase of CPA. 'Management buy-in' is critical to the success of this project, in order to realise the importance and raise the profile it is proposed that the project is reported to and delivered through the Heads of Service Group where clear commitment and ownership will be established, and that it is reported to Cabinet for information.

5 RESOURCE IMPLICATIONS

Staffing Implications

- 5.1 There are no direct resource implications as a result of this report. However, it is imperative that staff are identified, who have knowledge of the procurement spend and contracts established within their respective departments, to work with the Council's Corporate Procurement Manager to contribute to the preparation of base data and analysis.

Financial Implications

- 5.2 The aim of the procurement function is to enable the Council to obtain goods, services and works that represent value for money. Increasing or improving the service delivered from the same or less resource achieves an efficiency gain. This can result in cash savings or improvement of services through better use of resources and is highlighted in the Gershon Efficiency Review. Upon completion of this project a plan of targeted expenditure and efficiency gains to be achieved will be established.

6 CONSULTATIONS

- 6.1 It is proposed the Spend Analysis project will be delivered through the Heads of Service Group. Accountability and commitment is key to the success of this project and in order to ensure 'buy-in' from all departments the Corporate Procurement Manager will be attending the Heads of Service Group on 7 October 2005 to introduce and discuss the issues of this project.
- 6.2 The Project Organisation Structure, attached as Appendix 1 details the organisation structure proposed for the delivery of this project.

7 OTHER MATERIAL CONSIDERATIONS

Legal Implications

- 7.1 One of the objectives identified for this project is to ensure all future procurement undertaken within the Council is compliant with the regulatory framework, i.e. the EU Regulations. All contracts, which are above the European Union financial threshold, will be identified and included in the contract programme.
- 7.2 This project will impact on the future procurement spend of the Council which will in turn will impact on the Contract Procedure Rules within the Council's Constitution. A review of these rules is currently in progress and it is imperative that this project is linked to the review to ensure the revised Contract Procedure Rules reflect the project findings.

Risk Management

- 7.3 The key risks for the project are identified in the Project Definition document, a detailed copy of this document is held by the Council's Corporate Procurement Manager.

ICT Requirements

- 7.4 There are no hardware requirements for this project. The North East Centre of Excellence has provided the COGNOS Powerplay licence there is no further software requirements. Both the Council's Corporate Procurement Manager and the ICT Principal ICT Officer have received Powerplay training.

8. OVERVIEW AND SCRUTINY COMMITTEE IMPLICATIONS

8.1 The Council's Corporate Procurement Manager has revised the Procurement Service Improvement Plan, which will be reported to Overview & Scrutiny Committee 1 on 6 September 2005. This SIP includes under section 3 'Resources and Performance Management' includes the following actions related to this Spend Analysis Project:

- ❑ Undertake a spend analysis of the Council's procurement spend.
- ❑ Develop an understanding of the level of savings to be achieved and prioritise actions that deliver efficiencies.
- ❑ Consider the number of suppliers used by the Council and if necessary develop a plan to rationalise the existing supplier base.

9. LIST OF APPENDICES

9.1 Appendix 1 – Spend Analysis Project Organisation Structure

Contact Officer: Julie Nicholson
Telephone No: (01388) 816166 ext 4436
Email Address: jnicholson@sedgefield.gov.uk

Ward(s): N/A

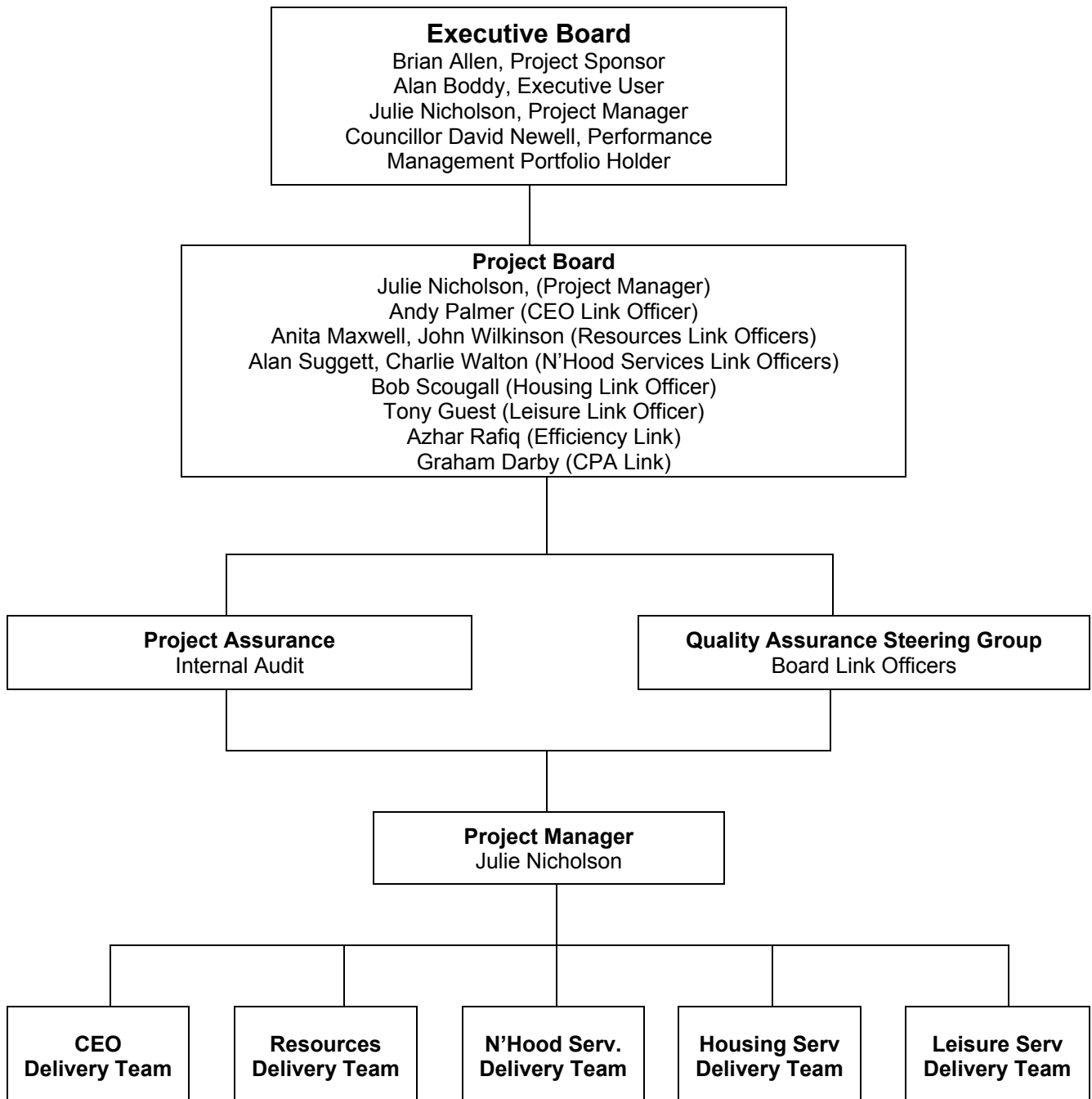
Background Papers

Internal		
1	Procurement Service Improvement Plan	January 2003
2	Procurement Strategy	March 2003
3	CPA High Level Action Plan	March 2004
4	Management Team Report: Comprehensive Performance Assessment Framework and the Use of Resources Assessment	Director or Resources July 2005
External		
4	SBC Procurement BVR	Audit Commission May 2002
5	National Procurement Strategy for Local Government 2003 – 2006.	ODPM October 2003
6	Releasing Resources for the Frontline: Independent Review of Public Sector Efficiency	HM Treasury July 2004
7	SBC Procurement Fitness Check	I&DeA August 2004
8	Efficiency, Gershon & Procurement	SOLACE July 2004
9	SBC, CPA - Final Report	Audit Commission March 2004
10	A Modern Approach to Inspecting Services	Audit Commission August 2004
11	Proposals for CPA from 2005	Audit Commission December 2004
12	Taking Stock, the National Procurement Strategy for Local Government, One Year On.	I&DeA March 2005
13	CPA – the harder test	Audit Commission June 2005

Examination by Statutory Officers

	Yes	Not Applicable
1. The report has been examined by the Councils Head of the Paid Service or his representative	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. The content has been examined by the Councils S.151 Officer or his representative	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. The content has been examined by the Council's Monitoring Officer or his representative	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. The report has been approved by Management Team	<input checked="" type="checkbox"/>	<input type="checkbox"/>

SPEND ANALYSIS PROJECT ORGANISATION STRUCTURE



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Item 7

REPORT TO CABINET

29 September 2005

REPORT OF DIRECTOR OF RESOURCES

Resource Management and
Welfare and Communications Portfolio

OCCUPATIONAL HEALTH SAFETY MANAGEMENT STRATEGY AND SYSTEM

1. SUMMARY

- 1.1 This report sets out the details of, and proposes the introduction of an Occupational Health and Safety Management Strategy and System to promote health, safety and welfare, which must become the fundamental cornerstones of all the Council's occupational health and safety activities and processes.
- 1.2 The management system will provide the framework for managing Occupational Health and Safety (OHS) responsibilities and is based on the Health and Safety Executive (HSE) HSG65 (*Successful Health and Safety Management*) and other internationally recognised standards, which measure performance and ensure the achievement of continuous improvement and compliance with current and future legislation.
- 1.3 The benefits of the introduction of an Occupational Health and Safety Strategy are:
 - Potential reduction in the number of accidents
 - Legal and regulatory compliance
 - Demonstration to Political Management, Executive, Employees, Stakeholders and other interested parties of the authority's commitment to health and safety.
 - Demonstration of an innovative and forward thinking approach
 - Better management of health and safety risks, now and in the future
 - Potential reduction in public and employee liability costs
 - Improved health, safety and welfare arrangements
 - More productive and healthy workforce
 - Greater protection and care for the general public

2 RECOMMENDATIONS

It is recommended that Cabinet considers and approves the following;

- 2.1 The Occupational Health and Safety Management System and Strategy (Appendix 1) as the basis for a structured approach for introducing and managing occupational health, safety and welfare, across the council.
- 2.2. The current baseline position reflected in the Gap Analysis Improvement Action Plan (Appendix 3)
- 2.3 The proposed Occupational Health and Safety Hierarchical Communication System at (Appendix 4).

2.4 The proposed Future Occupational Health and Safety Work Programme (Appendix 5), which specifically identifies the key actions necessary for progressing the occupational management system, and improving the public's health and safety.

2.5 The proposed reporting arrangements (Appendix 6).

3. **DEVELOPING HEALTH AND SAFETY**

Background Information

3.1 **Health and Safety Importance**

To achieve the corporate ambitions and values set out in the Corporate Plan **to achieve excellence throughout its operational activities** and to be recognised as attaining world class status in this field the Council needs to:

- Move away from re-active performance measurement and introduce pro-active measures that identify foreseeable hazards and risks that are notified as non-conformances and subject to corrective action reports, which must be closed out in acceptable time limits.
- Adopt a quality based focussed approach, using risk management techniques such as root cause analysis. *(A powerful risk management tool used to identify, record and visually represent the possible causes of a problem)*
- Develop risk assessments that cover all operational aspects, work activities and processes that are suitable and sufficient and consider all hazards and risks associated with those activities.
- Develop a continuous improvement ethos, and innovative partnerships, to achieve the principles of pro-active management of health risks, and to ensure compliance with health and safety regulations throughout the organisation.
- Raise awareness, train, and stimulate all sectors of the organisation by working with others - employees, trade unions, management, insurers, loss adjusters to achieve provision of good occupational health and safety.
- Train all personnel in all aspects of health and safety and make clear that effective health and safety management is a collective responsibility in which individuals must play their part.
- Regularly report and monitor the success of safety performance by producing recommended action and improvement plans, and defined programmes with clear milestone achievements.
- Adopt new legislation as and when published by the Health and Safety Commission and Health and Safety Executive (HSC/HSE) or other legislative bodies and disseminate the information to all appropriate employees within the Council.
- Adopt and promote the health of employees by encouraging exercise, healthy eating and other activities that improve the quality of life, welfare and well being,

and improve individual and organisational performance of all personnel employed by the Council.

- Use the information and knowledge gained from re-active information in pro-active ways, by ensuring adequate control parameters are in place to prevent re-occurrence.

3.2 Links With The Corporate Strategy

The pro-active and effective management of occupational health and safety contributes significantly and directly to the Councils Corporate Values. It will enable the Council to:

- *Be open, accessible, equitable, fair and responsive*
The Occupational Health and Safety Management system is a transparent (computer based) system that is accessible to all Managers and employees. In time it will contain Health and Safety information on all Council activities
- *Consult with service users, customers and partners*
The whole foundation of the Occupational Health and Safety Management system success is based on consultation with all stakeholders.
- *Invest in our employees*
The Occupational Health and Safety Management system invests in our employees by raising health and safety, welfare, and awareness, both upwards and downwards in the organisation structure. It also allows for the identification of specific training needs of employees.
- *Be responsible with and accountable for public finances*
The Occupational Health and Safety Management system ensures adequate control parameters are in place resulting in potential reduction in public and employee liability costs.
- *Achieve continuous improvement and innovation in service delivery*
The Occupational Health and Safety Management system is predominately a pro-active system that monitors performance and effectively and routinely leads to innovation and continuous improvement in the services provided to the general public.
- *Take account of sustainability, risk management and crime and disorder*
The Occupational Health and Safety Management system format incorporates the use of risk management techniques as the basis of achieving its primary objectives.

3.3 Health and Safety Commission Strategy

The proposed Occupational Health and Safety Strategy (Appendix 1) complements the actions and visions of the Health and Safety Commission (HSC) and the Health and Safety Executive (HSE) in their published document **A Strategy For Workplace Health and Safety in Great Britain to 2010 and Beyond.**

3.4 **Baseline Assessment of Current Status**

The Council at this moment in time does not have a formal management system or structured approach in dealing with occupational health, safety and welfare. The basis and mission of the management system is to allow organisations, employees, and employees' representatives to protect people's health and safety by ensuring that risks in the changing workplace are properly controlled and managed.

The current informal/unstructured system does not allow for the analytic measurement of performance in this field. The Occupational Management System (OMS) is based on standards which monitor and measure performance, and specifies a process of achieving continuous improvement and constant innovation and importantly complies with current legislation.

3.5 **Occupational Gap Analysis Report**

An Occupational Health and Safety (OHS) pre-assessment survey or commonly known as the Gap Analysis report was conducted in September 2004, to determine the Council's position, set against HSG65 (Successful Health and Safety Management) and the internationally recognised occupational health and safety management standard OHSAS 18001 (Occupational Management System) and the British Standard BS8800 (Occupational Management System).

The survey's findings were published in October 2004 and covered the following modules:

- Policy and Organisation
- Employee Consultation
- Information, Instruction and Training
- Performance Monitoring and Review
- Risk Assessments
- Occupational Health and First Aid
- Work Equipment
- Safe Systems of Work
- Fire Safety and Emergency Procedures
- Personal Protective Equipment
- Workplace

The graph at Appendix 2 (Health and Safety Management Review 2004) indicates the percentage score achieved by the Council in the various modules

Each section that failed to reach a best practice score of 80% was then subject to an action priority coding.

These codings range from:

- Priority 1** – Recommendations that are critical and should receive management attention or planning within 3 months. Where action cannot be commenced, an action plan must be written with clear stages and expected completion dates and times.
- Priority 2** – Recommendations that are important and must receive management attention with a view to completion within 6 months time.

- **Priority 3** – Recommendations that are desirable and must be completed within 12 months, but which do have the potential to cause substantial impact.

This survey formed the basis of the action improvement plan Appendix 3. (Gap Analysis Action Improvement Plan)

3.6 Internal Health and Safety Audits

The survey's findings indicated the clear and urgent need for a monitoring and investigation regime that included a closed-loop non-conformance and corrective action reporting audit procedure.

This procedure was instituted as a matter of priority. Audits are now conducted by health and safety personnel, non-conformance and Corrective Action Reports (CAR) are raised and the responsibility for closing these actions lies with the immediate manager, who has responsibility for the process activity.

3.7 Escalation Procedure

Failure to close out the CAR report within the 3 month period now results in the escalation process being instituted, the process is as follows:

- Auditee (Line Manager/Supervisor or person with immediate responsibility for the activity or process) must close out the report within 3 months of report issue date.
- Auditee failed to close out CAR, it is then escalated to Head of Service (HS), and it then becomes the responsibility of the HS to close out that report.
- Head of Service failed to close out CAR, it is then escalated to the department Director, and it then becomes the responsibility of the Director to close out the report.
- Director failed to close out CAR, it is then escalated to Chief Executive, and it is then the responsibility of the Chief Executive to ensure the report is closed out.

The whole basis of the escalation procedure, which reflects recognised best practice, is to ensure collective and accountable responsibility.

3.8 Risk Assessments

The Gap Analysis report also indicated a score of 60% for all associated regulations requiring risk assessments to be carried out. This score is below the recognised best practice (See Appendix 2) and requires review of the current arrangements for carrying out and recording risk assessments to ensure that they are suitable and sufficient and are acted on.

This can be achieved by training appropriate personnel and by the creation of an aspects register within the management system that identifies and includes every departmental activity, process, and service, requiring an associated risk assessment.

3.9 Occupational Health and Safety Hierarchical Communication System

The proposed Occupational Health and Safety Hierarchical Communication System (Appendix 4) clearly defines the lines of communication from departmental safety groups up to Cabinet. It is proposed that;

- Cabinet approves Occupational Health and Safety policies, and the Cabinet Member – led Corporate Strategy and Performance Improvement Strategic Working Groups monitor progress against it.
- Management Team helps to refine policies and closely monitors performance via detailed statistical and graphical analysis of the related work programme and accidents.
- The Risk Management Group develops policies and manages the practical application of occupational health and safety through a series of department safety groups.
- Finally, key occupational health and safety issues are consulted upon via the Council's recognised trade union consultation framework.

In designing and refining this arrangement via the Council's Risk Management Group, consideration was given as to whether or not there should be a specific Safety Committee that covers all of the operational aspects of the Council as opposed to the present system of departmental safety groups.

Following careful consideration it was agreed that the current system of department safety groups with representatives from those departments on the Risk Management Group, negates the need for a Safety Committee and offers more value in that they discuss issues which are pertinent to their specific operational and work activities. They also provide an excellent vehicle for debating and developing policy prior to Cabinet consideration and approval. The system also allows for transparency and for both upwards and downwards communication.

Importantly all group meetings are attended by the Resources Officer (Safety and Policy) who passes on information and guides the group in legislative requirements, practices and procedures.

3.10 Future Work Programme

Appendix 5 summarises a future work programme over and above the Gap Analysis Improvement Action Plan referred to in Appendix 3. This programme considers the implications of new or proposed legislation and its effects on the Council's activities and processes, highlighting future policies and strategies that need to be developed in the coming 12 months.

In accordance with the proposed communication system, each of these documents will be presented to Management Team before formal Cabinet approval is sought.

3.11 Management Team Occupational Reporting Arrangements

To ensure that Management at the highest level is aware of the actual impact of the proposed Occupational Health and Safety Management System and Strategy, it is proposed that Management Team receives quarterly statistical Occupational Health, Safety and Welfare reports on the following key activities:

- ❑ Employee accident trends analysis
- ❑ Public accident trends analysis
- ❑ Audit status, Closed Out trends analysis
- ❑ Health and Safety Improvement Plan status
- ❑ Future Work Programme status

3.12 Employees/General Public

The Council is committed to being open about what it does to ensure that employees and the general public are kept informed about health and safety at work.

The Council accepts, as a primary factor, that reducing risks protects people; it therefore re-assures the general public that risks from the Council's work activities are properly controlled.

The approach set out in the Occupational Health and Safety Strategy and work programme will contribute directly to reducing the numbers of members of the general public suffering injuries and ill health from the Council's work activities.

Specifically, it is anticipated that the work carried out under these programmes will also reduce the risks to members of the general public in areas such as, construction, legionella, domestic gas installations, slips and trips, and the use of the Council's leisure facilities.

Over the next twelve months, specific risks to the general public will be identified and reduced through proactive risk assessments and reduction activities. In doing so it is proposed that the Council will adopt the following principles:

- ❑ Be transparent and open about what we do, why and how, sharing what we know with others;
- ❑ Work to develop new relationships with those who we have not traditionally reached, to secure their engagement and participation in improving health and safety;
- ❑ Consider information and views received about health and safety;
- ❑ Report on incidences, accidents and dangerous occurrences at work where it is clearly in the public interest, for example:
 - Where an accident gives rise to general public or local alarm leading to a need for explanation;
 - Where we need to satisfy the public that the matter has been thoroughly investigated and all avenues for further action identified; and
 - Where lessons for improving health and safety have been learnt and widely circulated.

An action plan to address this important area will be developed in the next six months

4. RESOURCE IMPLICATIONS

- 4.1 The introduction of the Occupational Health and Safety Management System and Strategy is not expected to result in any additional direct costs to the Council. However the management of the system could be further strengthened by aligning it to the existing safety personnel who currently work within departments and can operate as autonomous units and in isolation of the corporate centre. These personnel are key to the integrated approach set out in this report's recommended reporting structure and arrangements.

These actions would not require departmental safety officers to do anything different from their current workload requirements. However it would ensure that the Council has a co-ordinated integral system for the management and control of documents and safety audit procedures.

5. CONSULTATION

- 5.1 The Occupational Health and Safety Management system is still being developed and refined to ensure the Council has a structured approach in place, capable of dealing with and developing new ways to establish and maintain an effective health, safety and welfare culture in a changing work environment, so that all the Council's employees take their responsibilities seriously, and are fully involved and associated risks are properly managed.
- 5.2 To this end consultation has taken place at each development stage involving discussions with key officers and consideration/approval at Risk Management Group meetings.
- 5.3 The Health and Safety Executive and Zurich Municipal were also sent copies of the Health and Safety Strategy and invited to comment, however, under their normal protocols they were unable to give any formal feedback.

6. OTHER MATERIAL CONSIDERATIONS

- 6.1 The Occupational Health and Safety Management strategy is a live document that requires regular input of information to take effect in an ever-changing work and regulatory environment. The input of this information will allow for the effective performance measurement of health, safety and welfare activities and processes that exist and operate within the Council's scope of influence.
- 6.2 In developing and improving a positive culture of openness, the Council will consult and work in co-operation with the general public, providing information on health and safety policies, procedures, guidance, work instructions, risk assessments and other related documents which have, or may have, an effect on members of the general public.

7. OVERVIEW AND SCRUTINY IMPLICATIONS

None at this stage.

8. LIST OF APPENDICES

Appendix 1 – Occupational Health and Safety Strategy

- Appendix 2 – Health and Safety Management Review 2004
- Appendix 3 – Gap Analysis Action Improvement Plan
- Appendix 4 – Occupational Health and Safety Hierarchical Communication System
- Appendix 5 – Future Work Programme
- Appendix 6 – Occupational Reporting Arrangements

Contact Officer: Alan Boddy/John Thompson
Telephone No: (01388) 816166 ext 4500/4483
Email Address: aboddy@sedgefield.gov.uk
johnthompson@sedgefield.gov.uk

Ward(s) Not ward specific

Key Decision Validation Not a key decision

Background Papers

HSG 65 Successful Health and Safety Management
 OHSAS 18001 Occupational Management System
 BS 8800 Occupational Management System
 A Strategy For Workplace Health and Safety in Great Britain To 2010 and Beyond (HSC)
 Health and Safety At Work Act 1974 and its associated Regulations

Examination by Statutory Officers

	Yes	Not Applicable
1. The report has been examined by the Councils Head of the Paid Service or his representative	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. The content has been examined by the Councils S.151 Officer or his representative	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. The content has been examined by the Council's Monitoring Officer or his representative	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. The report has been approved by Management Team	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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**SEDGEFIELD BOROUGH
COUNCIL**

**OCCUPATIONAL
HEALTH & SAFETY
STRATEGY**

**John Thompson
HRO (Policy & Safety)
May 2005**



FOREWORD

The 'Modernising Government' agenda has provided us with challenges and opportunities. We have been assigned responsibility for providing the strategic lead in our communities, we have been empowered to promote economic, social and environmental well being for our Borough, and as part of the Best Value regime we are required to continuously improve service delivery.

Occupational Health and Safety Management is an essential part of the business that underpins all of the Council's activities and processes, and the effective management of employees is key to providing efficient and effective services.

We realise that developing the skills of our managers and employees and providing appropriate health, safety and welfare conditions are vital if we are to meet the challenges facing us and take advantage of the opportunities available to us. This Occupational Health and Safety Strategy sets out how we aim to achieve this.

A handwritten signature in black ink that reads "Norman Vaulks". The signature is written in a cursive style with a horizontal line underneath the name.

Norman Vaulks
Chief Executive Officer

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Health and Safety Corporate Planning	4
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The Way Forward	8
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HEALTH AND SAFETY STRATEGY

The Occupational Health and Safety Strategy is designed to promote health, safety, and welfare, and is a fundamental cornerstone of all of the Council's activities and processes.

The strategy is structured around the deployment of a Corporate Occupational Health and Safety Management System.

The management system provides the framework for managing Occupational Health and Safety (OHS) responsibilities and is based on HSG65 (Successful Health and Safety Management) and the international recognised occupational health and safety management standard OHSAS 18001 (Occupational Management System) and the British Standard BS8800 (Occupational Management System), which measure performance and ensure the achievement of continuous improvement and compliance with current legislation.

Significantly the strategy supports the following corporate values:

- ❑ *Be open, accessible, equitable, fair and responsive*
The Occupational Health and Safety Management system is a transparent (computer based) system that is accessible to all Managers and employees. In time it will contain Health and safety information on all Council activities
- ❑ *Consult with service users, customers and partners*
The whole foundation of the Occupational Health and Safety Management system success is based on consultation with all stakeholders.
- ❑ *Invest in our employees*
The Occupational Health and Safety Management system invests in our employees by raising health, safety, and welfare, awareness, both upstream and downstream in the organisation structure. It also allows for the identification of specific training needs of employees.
- ❑ *Be responsible with and accountable for public finances*
The Occupational Health and Safety Management system ensures adequate control parameters are in place resulting in potential reduction in public and employee liability costs.
- ❑ *Achieve continuous improvement and innovation in service delivery*
The Occupational Health and Safety Management system is predominately a pro-active system that monitors performance and effectively and routinely leads to innovation and continuous improvement.
- ❑ *Take account of sustainability, risk management and crime and disorder*
The Occupational Health and Safety Management system format incorporates the use of risk management techniques as the basis of achieving its primary objectives.

The measurable benefits of the Occupational Health and Safety Strategy are:

- ❑ Potential reduction in the number of accidents
- ❑ Demonstration of legal and regulatory compliance
- ❑ Demonstration to other interested parties of the authority's commitment to health and safety
- ❑ Demonstration of an innovative and forward thinking approach
- ❑ Better management of health and safety risks, now and in the future
- ❑ Potential reduction in public and employee liability costs
- ❑ Improved health, safety and welfare arrangements
- ❑ More productive and healthy workforce

THE NATIONAL CONTEXT

The strategy complements the actions and visions of the Health and Safety Commission (HSC) and the Health and Safety Executive (HSE) in their published document ***A Strategy For Workplace Health and Safety In Great Britain To 2010 and Beyond***. Their general statement reads:

Our vision is to gain recognition of health and safety as a cornerstone of a civilised society and, with that, to achieve a record of workplace health and safety that leads the world.

The mission of the HSC and HSE is to work with organisations to protect people's health and safety by ensuring that risks in the changing workplace are properly controlled.

They propose to achieve those aims by:

- ❑ Protecting people by providing information and advice, promoting and assuring a goal-setting system of regulation, undertaking and encouraging research and enforcing the law where necessary.
- ❑ Influencing organisations to embrace high standards of health and safety and to recognise the social and economic benefits.
- ❑ Developing new ways to establish and maintain an effective health and safety culture in a changing economy, so that all employers take their responsibilities seriously, the workforce is fully involved and risks are properly managed.
- ❑ Doing more to address the new emerging work-related health issues.
- ❑ Achieving higher levels of recognition and respect for health and safety as an integral part of a modern, competitive business and public sector and as a contribution to social justice.

HEALTH AND SAFETY CORPORATE PLANNING

The Council's overall aim is to secure quality services for local people and all Council services are geared towards making the Borough a more healthy, prosperous and attractive place in which to live, work, or visit, and a place with strong communities.

In 2003 the Council adopted the four ambitions of the Community Strategy and revised the corporate values, as follows:

Corporate Aims, Community Outcomes and Values	
<p>A Healthy Borough</p> <ul style="list-style-type: none"> ❑ Safeguarding public health ❑ Promoting independent living ❑ Creating leisure opportunities ❑ Promoting cultural activities 	<p>A Prosperous Borough</p> <ul style="list-style-type: none"> ❑ Promoting business and employment opportunities ❑ Maximising learning opportunities
<p>An Attractive Borough</p> <ul style="list-style-type: none"> ❑ Ensuring a cleaner, greener environment ❑ Improving towns, villages and the countryside ❑ Reducing waste and managing natural resources 	<p>A Borough with Strong Communities</p> <ul style="list-style-type: none"> ❑ Securing quality affordable housing ❑ Promoting safer neighbourhoods ❑ Engaging local communities and promoting local democracy
<p>And in doing so we will ...</p> <ul style="list-style-type: none"> ❑ Be open, accessible, equitable, fair and responsive ❑ Consult with service users, customers and partners ❑ Invest in our people [employees] ❑ Work in partnership with others ❑ Be responsible with and accountable for public finances ❑ Achieve continuous improvement and innovation in service delivery ❑ Tackle disadvantage and promote social inclusion ❑ Take account of sustainability, risk management and crime and disorder 	

The three year rolling Corporate Plan is the main business plan for the Council, setting out the ambitions and priorities for the future. The Corporate Plan is supported by a Medium Term Financial Plan and is to be complemented by a Workforce Plan. Together these documents will help determine where and how the Council can best use its limited resources to provide quality services and value for money.

The Council's Performance Management arrangements ensure the corporate ambitions and priorities are communicated to all employees and elected members.

Contained within the Corporate Plan are the key strategic performance indicators of the Council. The strategic indicators are the means by which the Council will monitor its overall performance.

SEDGEFIELD BOROUGH COUNCIL RISING TO THE CHALLENGE OF OCCUPATIONAL HEALTH AND SAFETY

To achieve the corporate ambitions and values set out in the corporate plan and the national aims set out in the HSC/HSE strategy, the Council will:

- ❑ Move away from re-active performance measurement and introduce pro-active measures that identify foreseeable hazards and risks, these will be notified as

non-conformances and be subjected to corrective action reports, which must be closed out in acceptable time limits.

- ❑ Adopt a quality based focussed approach, using risk management techniques such as root cause analysis. (*Root Cause Analysis is – A powerful risk management tool used to identify, record and visually represent the possible causes of a problem*)
- ❑ Develop a continuous improvement ethos, and innovative partnerships, to achieve the principles of pro-active management of health risks.
- ❑ Raise awareness and stimulate all sectors of the organisation by working with others - employees, trade unions, management, insurers, loss adjusters to achieve provision of good occupational health and safety.
- ❑ Train all personnel in all aspects of health and safety and will make clear that effective health and safety management is a collective responsibility in which individuals must play their part.
- ❑ Regularly report and monitor the success of the safety performance by producing recommended action and improvement plans, and defined programmes with clear milestone achievements.
- ❑ Adopt new legislation as and when published by the HSC/HSE or other legislative bodies and disseminate the information to all appropriate employees within the council.
- ❑ Adopt and promote the health of employees by encouraging exercise, healthy eating and other activities that improve the quality of life, welfare and well being, and improving individual and organisational performance of all personnel employed by the council.

OCCUPATIONAL HEALTH SAFETY COMMUNICATION FRAMEWORK

To communicate this message effectively, the Council has developed a clear transparent, open two-way communication system between political management, the executive and its employees; this has been achieved via a hierarchical reporting system.

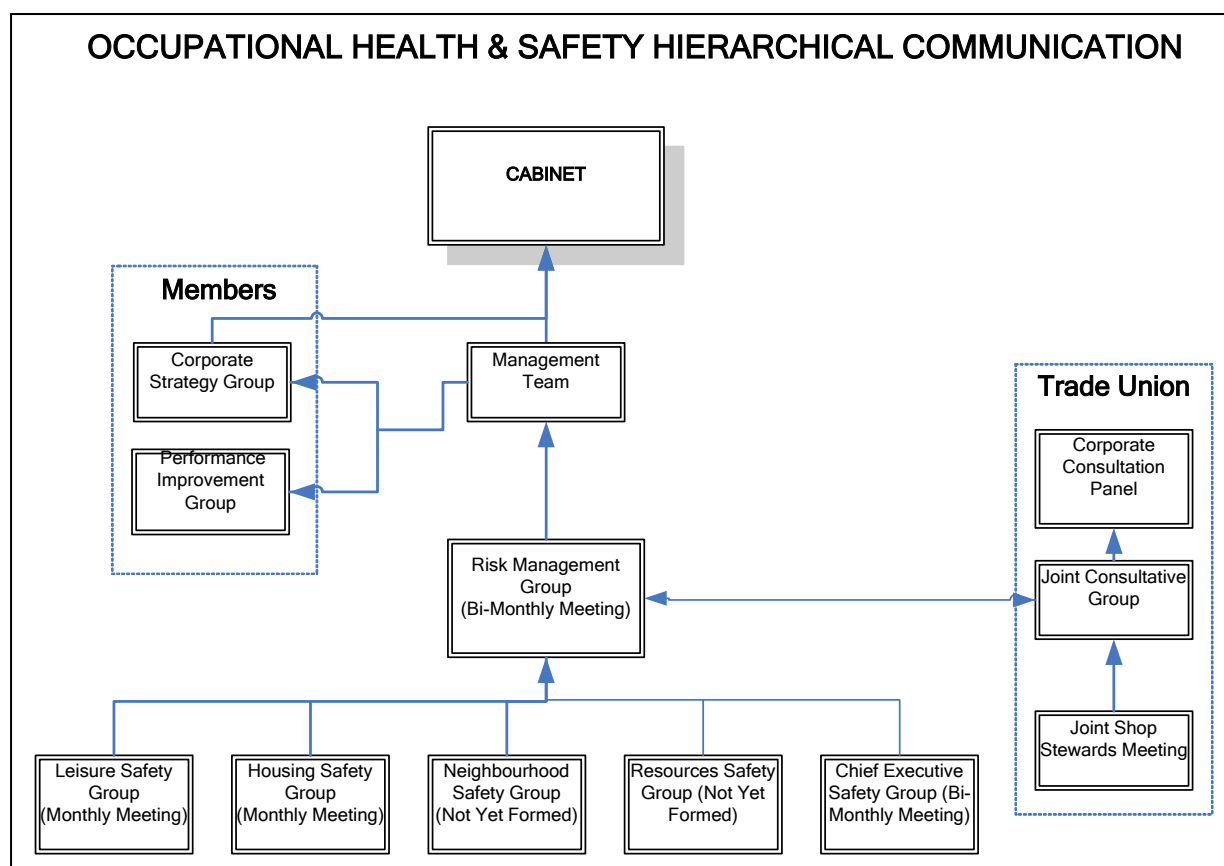
At the political level, Cabinet approves Occupational Health and Safety policy, and the Cabinet Member – led Corporate Strategy and Performance Improvement Strategic Working Groups monitor progress against it.

The Management Team helps to refine policy and closely monitors performance via detailed statistical and graphical analysis of the related work programme and accidents.

The Risk Management Group develops policy and manages the practical application of occupational health and safety through a series of department safety groups.

Finally, key occupational health and safety issues are consulted upon via the Council's recognised trade union consultation framework.

The hierarchical arrangement is shown diagrammatically below.



HOW WAS THIS STRATEGY DEVELOPED?

This strategy was developed from the findings of the Occupational Health and Safety Gap Analysis report and refined via the Corporate Risk Management Group

The gap analysis report was used to benchmark the Council against the international assessment specification standard OHSAS 18001 Occupational Management System.

The gap analysis report covered the following eleven disciplines:

- Policy and Organisation*
- Employee Consultation*
- Information, Instruction & Training*
- Performance Monitoring & Review*
- Risks Assessments*
- Occupational Health & First Aid*
- Work Equipment*
- Safe Systems of Work*
- Fire Safety & Emergency Procedures*
- Personal Protective Equipment*
- Workplace*

The report's findings were based on the Council's overall activities and processes in all areas. Some individual areas proved to have good systems in place that would have merited higher performance indicators within the overall scoring scheme,

however the report averaged the strengths and weaknesses of all areas of activity, in determining the overall positioning on the scoring chart.

The scoring charts were based on 20% incremental panels, and the positioning of the completed panel determined the percentage performance overview for that sector. The positioning is subjective, but is based on the evidence that had been produced or was available.

The gap analysis report was used to identify the strengths and weaknesses in the Council's Occupational Health and Safety Management.

The report identified specific non-conformances that were prioritised in line with their representative findings in relationship to current legislation and best practice principles.

The priority coding is based on the following action requirements;

- **Priority 1**
Recommendations, which are critical and must receive management attention, or planning within 3 months. Where action cannot be commenced, an action plan must be written with clear stages and expected completion times.
- **Priority 2**
Recommendations, which are important and must receive management attention with a view to completion within 6 months.
- **Priority 3**
Recommendations which are desirable and must be completed within 12 months, but which do not have the potential to cause substantial impact.

THE WAY FORWARD

The detailed findings of the gap analysis report provide the basis for this strategy and become the determining factor on the way in which the Council will move forward to achieve corporate aims and objectives.

A separate Occupational Health and Safety Work Programme identifies the non-conformances associated with the eleven health and safety disciplines, and defines what is needed for the occupational management system to succeed, by identifying the requirement for developing strategic and operational policies and procedures appertaining to health, safety and welfare.

Furthermore the action plan identifies milestones to enable performance to be measured on each actionable indicator.

HOW WILL THIS STRATEGY BE MONITORED

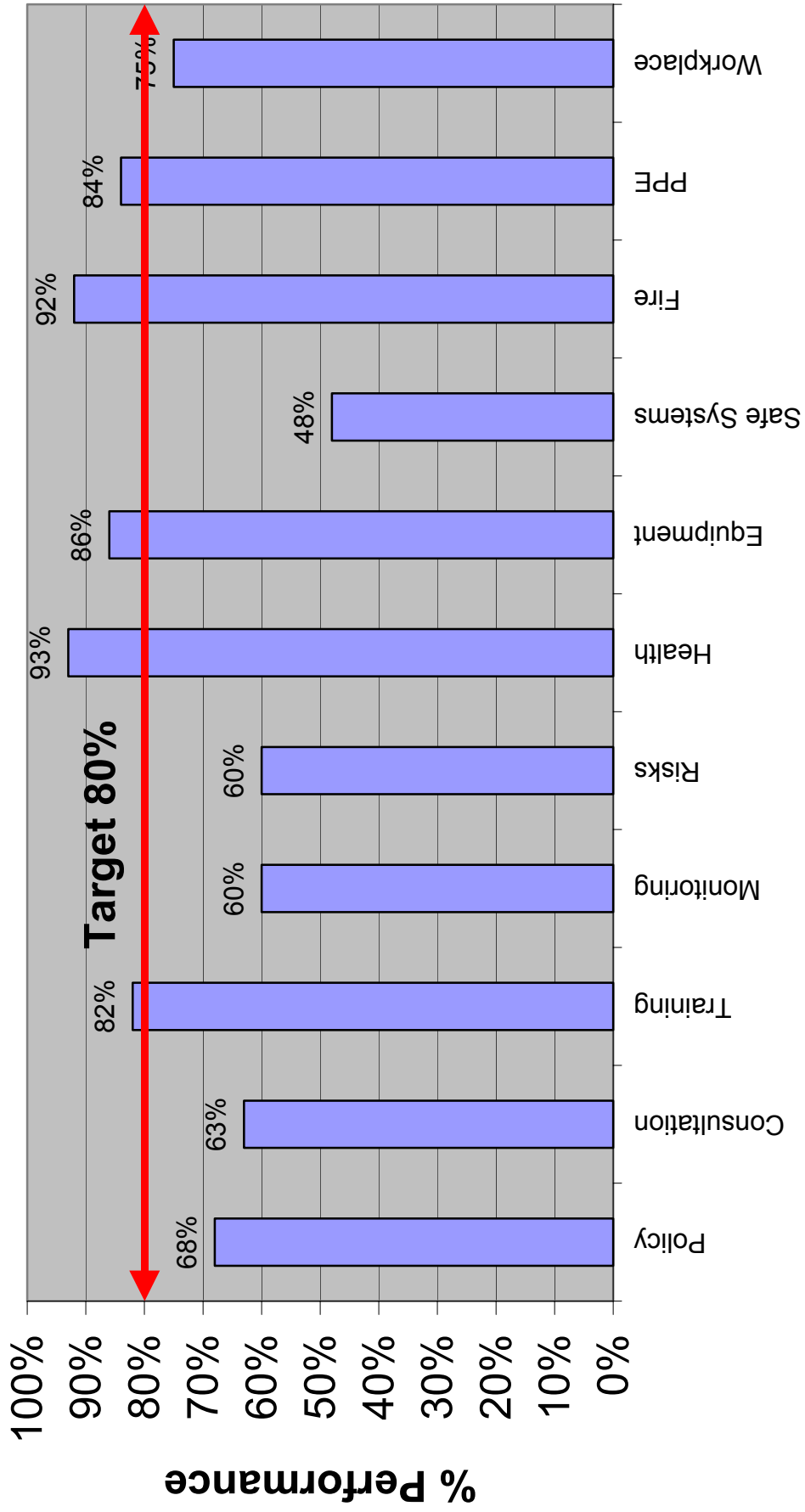
For this strategy to be effective there is a need to set and monitor key performance indicators.

These performance indicators will allow the Council to benchmark its activities and processes and cover such things as:

- ❑ Accident, Investigation trends analysis
- ❑ Non-conformance and Corrective Action reports percentage close outs
- ❑ Employee and Public Liability Claims
- ❑ Monitoring of absence and sickness

Reports will be fed into the Risk Management Group (RMG) as part of that agenda, and the minutes from the RMG along with recommendations, and the detailed reports themselves. will be forwarded to the Management Team, Corporate Strategy Group and Performance Improvement Group, for consideration and then to Cabinet for approval, as necessary.

HEALTH & SAFETY MANAGEMENT REVIEW 2004



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GAP ANALYSIS IMPROVEMENT PLAN
Health & Safety Improvement Plan 2004/05

ACTION (measure)

Ref No	Owner	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Policy & Organisation													
1.0.1	JT/CE										C		
1.0.2	Dept Dir												
1.0.3	JT												
1.0.4	Dept Dir												
1.0.5	IT							C					
1.0.6	Dept Dir												
1.0.9	JT	C											
1.0.11	JT				C								
1.0.12	CEO												
1.0.15	JT			C									
1.0.16	JT/HM												
Employee Consultation													
2.0.1	JT								C				
2.0.2	JT		C										
2.0.3	Dept Dir										C		
2.0.6	JT												
Information, Instruction & Training													
3.0.11	JT/Heads												
3.0.12	JT												
Performance Monitoring & Review													
4.0.2	JT			C									
4.0.6	JT		C										
4.0.7	JT						C						
4.0.8	JT												
4.0.9	JT		C										
4.0.10	JT					C							
4.0.11	JT				C								
4.0.13	Heads												

GAP ANALYSIS IMPROVEMENT PLAN
Health & Safety Improvement Plan 2004/05

ACTION (measure)

Ref No	Owner	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Risk Assessments													
5.0.2	Heads												
5.0.3	JT/Heads												
5.0.4	JT/Heads												
5.0.5	JT/Heads												
5.0.7	JT/Heads												
5.0.8	Heads												
5.0.9	Heads			C									
5.0.10	Dept Dir	C											
5.0.11	JT				C								
5.0.12	JT												
5.0.13	JT	C											
Occupational Health & First Aid													
6.0.2	Heads												
Work Equipment													
7.0.1	Dept Dir		C										
7.0.2	Dept Dir												
7.0.3	Dept Dir												
7.0.8	Heads												
Safe Systems of Work													
8.0.1	Heads												
8.0.2	Heads												
8.0.3	JT/Heads												
8.0.4	Heads												
8.0.5	JT/Dir												
8.0.6	JT												
8.0.7	JT	C											
8.0.9	JT/Heads												

GAP ANALYSIS IMPROVEMENT PLAN
Health & Safety Improvement Plan 2004/05

ACTION (measure)

Ref No	Owner	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Fire Safety & Emergency Procedures													
9.0.13	JT												
9.0.16	JT/Heads												
Personal Protective Equipment													
10.0.1	Depts												
10.0.4	Heads												
10.0.5	Heads												
10.0.9	Dir												
Workplace													
11.0.7													
11.0.8													

Priority Code System

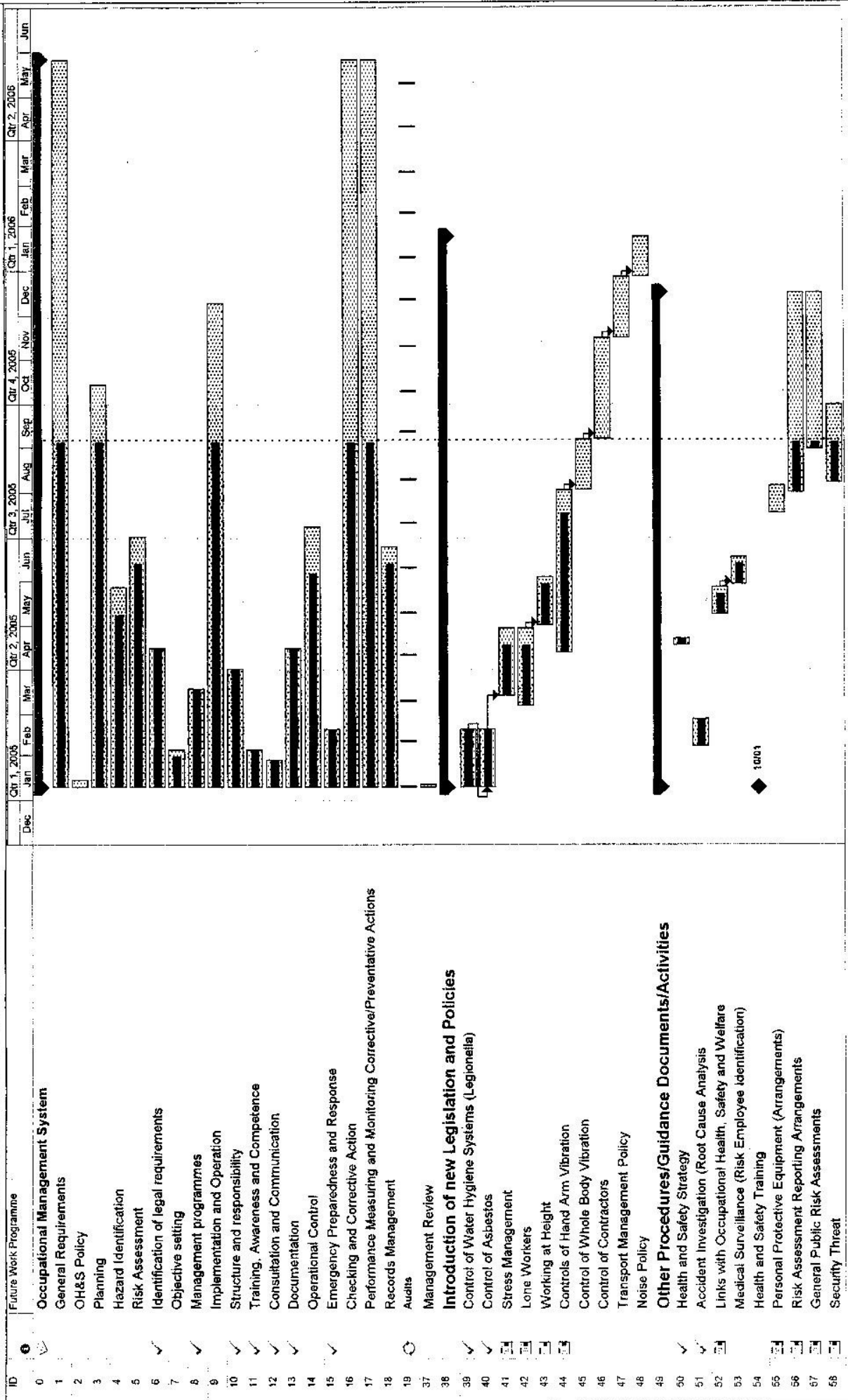
-  Priority 1
-  Priority 2
-  Priority 3

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FUTURE OCCUPATIONAL HEALTH & SAFETY WORK PROGRAMME



Future Work Programme
Review Date: 6/09/05

Task Split

Progress Milestone

Summary Project Summary

External Tasks External Milestone

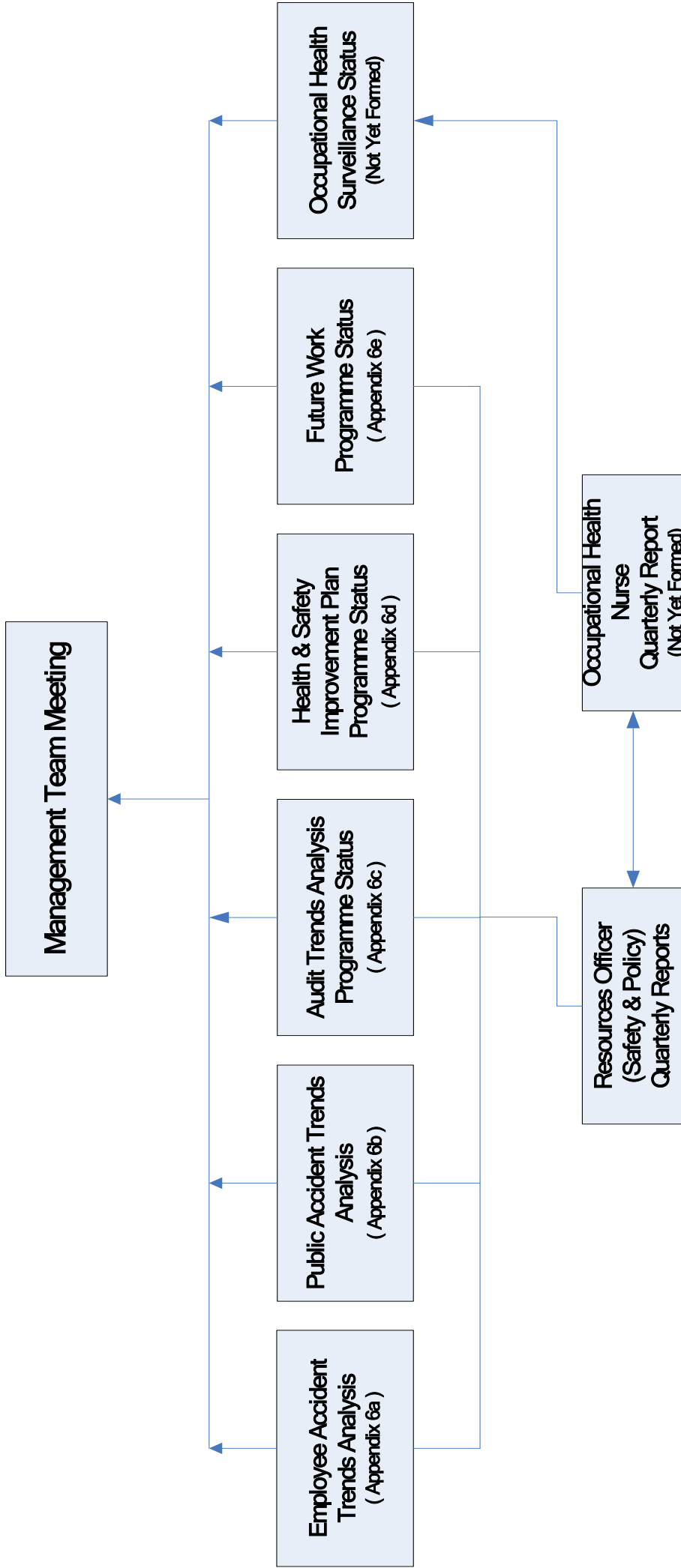
Deadline

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MANAGEMENT TEAM OCCUPATIONAL HEALTH & SAFETY REPORTING ARRANGEMENTS



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Item 8a

SEDGEFIELD BOROUGH COUNCIL OVERVIEW & SCRUTINY COMMITTEE 1

Conference Room 1,
Council Offices,
Spennymoor

Tuesday,
30 August 2005

Time: 10.00 a.m.

Present: Councillor A. Gray (Chairman) and
Councillors Mrs. K. Conroy, D.M. Hancock, J.G. Huntington, B. Meek and
G. Morgan

In Attendance: Councillors W.M. Blenkinsopp, V. Crosby, G.C. Gray, Mrs. J. Gray,
J.P. Moran, R.A. Patchett, Mrs. E.M. Paylor, A. Smith and T. Ward

Apologies: Councillors Mrs. A.M. Fleming, B. Hall, K. Henderson, J.M. Khan,
J.M. Smith, Mrs. I. Jackson Smith and K. Thompson

OSC(1).9/05 DECLARATIONS OF INTEREST
No declarations of interest were submitted.

OSC(1).10/05 MINUTES
The Minutes of the meeting held on 14th June, 2005 were confirmed as a
correct record and signed by the Chairman. (For copy see file of Minutes).

OSC(1).11/05 RISK MANAGEMENT - PROGRESS REPORT 2004/05
Consideration was given to a report of the Director of Resources detailing
the development and progress of issues that were fundamental to risk
management and those areas where risk management was a key
component. (For copy see file of Minutes).

It was reported that effective risk management was an essential element of
quality corporate governance and should be an integral part of an
organisations processes and culture. The requirements of the
Comprehensive Performance Assessment and the Statement of Internal
Control necessitated a strong risk management culture.

It was pointed out that although progress had been made in the area of
risk management since the last CPA further development of the Corporate
Risk Management areas of CPA and the Statement of Internal Control was
crucial to future assessments of the quality of corporate governance.

Members were informed that a Risk Management Group had been
established as part of the revised Council structure. This group had
discussed a wide range of risk issues, which were set out in the report.

Members were given details of progress made in relation to the following
risk issues:-

- Departmental Safety Groups
- Durham Chief Financial Officers' Risk Management and Insurance Sub-Group
- Insurances
- Corporate Risk Register
- Risk Profiles
- Risk Matrix
- Health and Safety
 - General
 - Management Procedure Register
 - Occupational Health and Safety Communication Framework
 - Stress Management Policy
 - Lone Workers
 - Working at Height
 - Hand Arm Vibration
- Statement of Internal Control and Comprehensive Performance Assessment
- Civil Contingency Planning
- Business Continuity
- Training

In relation to Stress Management Members commented that a number of departments within the Council did not have a full compliment of staff. Therefore employees were under increased pressure to maintain the same standard of service. Reference was made to Job Evaluation and the possible implications to staff turnover. Members were however pleased that a Stress Management Policy had been developed.

Reference was made to Trade Union involvement in the development of risk management. It was explained that Trade Unions were involved in discussions on Health and Safety through Joint Consultative arrangements.

- AGREED :*
1. *That the report be noted.*
 2. *That regular progress reports on risk management be considered.*

OSC(1).12/05 STATEMENT OF INTERNAL CONTROL

Members noted the Statement of Internal Control had been prepared and certified by the Leader and Chief Executive Officer as part of the requirements of the Accounts and Audit Regulations 2003. (For copy see file of Minutes).

It was explained that each Director was required to make appropriate certifications regarding the operation of his major internal control arrangements, as well as the approach to performance and risk management. An action would be developed to address any areas where remedial action was required.

- AGREED :*
- That the Statement of Internal Control be noted.*

OSC(1).13/05 CONSTITUTIONAL REVIEW - MEMBER INVOLVEMENT

Consideration was given to a report of the Solicitor to the Council and Monitoring Officer making proposals for arrangements to provide for the engagement of Members in the Council's processes for the review of the Constitution. (For copy see file of Minutes).

It was reported that it was necessary to monitor and review the Constitution to ensure that its aims and principles were given full effect. Any amendments to the Constitution were considered by the Chief Executive Officer and approved by the Council.

It was recognised however that there were occasions where Members could have a legitimate expectation to be engaged in reviewing certain areas of the Constitution e.g. rules of procedures at meetings and Overview and Scrutiny procedures.

The report proposed that:-

- That the work schedules of Overview and Scrutiny Committee annually include an item inviting Members to identify and submit proposals for changes to the Constitution.
- That the Chief Executive Officer be formally notified of such proposals.
- That the Chief Executive then convene a meeting of the Chairman of the Cabinet and Chairs of the Overview and Scrutiny Committee to discuss, consider and then formulate draft proposals for changes and amendments.
- That, if necessary, such proposals form part of a report by the Chief Executive to be submitted to the Council for formal approval.

General discussion took place in relation to the type of issues Members could raise regarding review of the Constitution.

RECOMMENDED : That the proposals be approved.

OSC(1).14/05 WORK PROGRAMME

Consideration was given to a report of the Chairman of the Committee setting out the Committee's Work Programme for consideration and review. (For copy see file of Minutes).

It was explained that the Internal Audit Service – Half Year Report would be considered at the meeting on 22nd November 2005 and not 10th January 2006.

An update was given on the progress of the ongoing reviews.

It was explained that the review of Area Forums was at the end of the review process with a final report being produced. It was anticipated that

the final report would be submitted to Overview and Scrutiny Committee 1 for consideration in October 2005.

With regard to the review of Recruitment and Retention it was explained that a meeting of the review group was to be arranged to consider comparative data obtained from other Local Authorities within the County.

Members expressed concern in relation to job evaluation and the effect on staff turnover. It was requested that the Leader of the Council, Chief Executive Officer, Director of Resources and Head of Service Improvement be requested to attend a special meeting of Overview and Scrutiny Committee 1 to address Members concerns regarding job evaluation.

Specific reference was made to future topics for review. It was felt that as Overview and Scrutiny Committee 1 would receive regular updates on risk management as part of the work programme this topic for review should be deleted from the list of future reviews.

- RECOMMENDED :*
- 1. That the Leader of the Council, Chief Executive Officer, Director of Resources and Head of Service Improvement attend a special meeting of Overview and Scrutiny Committee 1 regarding Job Evaluation.*
 - 2. That the Committee's Work Programme be agreed.*

ACCESS TO INFORMATION

Any person wishing to exercise the right of inspection, etc., in relation to these Minutes and associated papers should contact Mrs. L. Walker Tel 01388 816166 Ext 4237

Item 8b

SEDGEFIELD BOROUGH COUNCIL OVERVIEW & SCRUTINY COMMITTEE 1

Conference Room 1,
Council Offices,
Spennymoor

Tuesday,
6 September 2005

Time: 10.00 a.m.

Present: Councillor A. Gray (Chairman) and
Councillors B. Hall, B. Meek, G. Morgan, Mrs. I. Jackson Smith and
K. Thompson

**Invited to
attend:** Mrs. B. Graham

**In
Attendance:** Councillors W.M. Blenkinsopp, Mrs. B.A. Clare, J.P. Moran,
Mrs. E.M. Paylor, A. Smith and T. Ward

Apologies: Councillors Mrs. K. Conroy, Mrs. A.M. Fleming, D.M. Hancock,
K. Henderson, J.G. Huntington, J.M. Khan and J.M. Smith

OSC(1).15/05 DECLARATIONS OF INTEREST
Members had no declarations of interest to submit.

**OSC(1).16/05 HUMAN RESOURCES BEST VALUE REVIEW SERVICE
IMPROVEMENT PLAN - PROGRESS UPDATE**
Consideration was given to a report of the Director of Resources setting
out progress to date on the implementation of the Human Resources
Service Improvement Plan (for copy see file of Minutes)

The report set out progress to date on the following key aims:-

- HR Strategy
- Corporate Policies and Procedures
- Single Status
- Sickness Absence
- Flexible Working Arrangements
- Payment of Creditors
- Communication and flow of information between payroll and HR.
- Unit costs of HR/Payroll service
- Performance Management and Performance Indicators
- Electronic Service Delivery
- Organisational Development
- Health, Safety and Welfare
- Industrial Relations

It was reported that 36 of the 60 actions in the Service Improvement Plan
were complete. With regard to Performance Indicators (PIs) it was noted

that 10 PIs had been completed and work was underway on 8. Work on the remaining 6 PI's had not yet began.

Specific reference was made to Single Status terms and conditions of employment. Members were informed that although terms and conditions had been agreed for several groups of workers, Single Status could not be fully implemented until the pay and grading review had concluded.

Detailed discussion took place in relation to Job Evaluation. It was explained that following a meeting of the Corporate Consultation Panel, it had been agreed that ACAS be invited to assist in the Job Evaluation process.

Reference was also made to the assessment process adopted by the Council.

With regard to Sickness Absence, it was noted that performance had improved. Members commented that sickness levels varied between departments and suggested that a review be carried out in relation to sickness absence across the Council

The lead Member for Welfare and Communication then left the meeting to enable the Committee to reach recommendations.

- AGREED:
1. That the Committee was satisfied with progress against the Service Improvement Plan
 2. That sickness levels be considered as a future topic for review

OSC(1).17/05 PROCUREMENT SERVICE IMPROVEMENT PLAN - PROGRESS UPDATE

Consideration was given to a report of the Director of Resources detailing revisions to the Council's Procurement Service Improvement Plan. (For copy see file of Minutes).

It was reported that since the completion of the Best Value Review of Procurement in November 2001, the Procurement Service Improvement Plan in January 2003 and the Procurement Strategy in March 2003, the Government had launched the following national projects relating to Procurement: -

- National Procurement Strategy
- I&DeA Procurement Fitness Check
- Gershon Efficiency Review
- Comprehensive Performance Assessment

Details of these national projects were set out in the report.

With regard to the original Procurement Service Improvement Plan, it was noted that 28 of the 55 actions had been completed. Work was in progress on 21 actions and 6 actions had not yet started.

It was pointed out that some of the actions in the original SIP were dependent upon work being carried out at either a national or regional level. It was also explained that until the outcome of the recent ballot in relation to Large Scale Voluntary Transfer, work on some actions could not be completed.

Members noted that work undertaken in respect of the completed actions and actions in progress had resulted in substantial progress being made with regard to the Council's procurement activity.

With regard to the revised Procurement SIP it was explained that there were six key themes. Each theme had its own aim together with a number of associated actions. It was explained that the completion of actions would result in the achievement of the aim.

A summary of the key themes together with the topics covered was outlined in the report.

Members were informed that the revised SIP had taken into account the milestones and recommendations contained within the National Procurement Strategy and the "Taking Stock" documents. A summary of the Council's progress against these milestones was attached to the report.

Reference was made to electronic tendering. It was explained that this was a more effective and efficient way of tendering especially for small and medium enterprises.

Detailed discussion took place with regard to the costs associated with the social aspects of procurement, e.g. demonstrating improvement in equality and opportunity for business, service users and council officers.

It was explained that the Council was a public organisation providing a service and therefore required to address social issues relating to procurement.

- AGREED:
1. That progress on the SIP be noted and that the revised SIP be agreed
 2. That a further progress report be considered in September 2006

OSC(1).18/05 PREPARATION OF THE ANNUAL OVERVIEW AND SCRUTINY REPORT

Consideration was given to a report of the Chief Executive Officer and also a presentation which was given in relation to the preparation of the Annual Overview and Scrutiny Report. (For copy see file of Minutes).

The Committee reviewed the work undertaken, considered a suggested Action Plan for the Overview and Scrutiny function and also reviewed working methods in order to improve the Overview and Scrutiny function.

Members were reminded that in accordance with the Council's Constitution a combined Annual Overview and Scrutiny Report covering all three Overview and Scrutiny Committees would be submitted to Council on 30th September 2005.

The achievements that the Committee had progressed were outlined in the report.

- AGREED:
1. That the work undertaken during 2004/05 be noted
 2. That the proposed action plan for 2005/06 be supported

ACCESS TO INFORMATION

Any person wishing to exercise the right of inspection, etc., in relation to these Minutes and associated papers should contact Mrs. L. Walker Tel 01388 816166 Ext 4237

Item 9

SEDGEFIELD BOROUGH COUNCIL AREA 1 FORUM

Council Chamber,
Spennymoor Town Hall

Monday, 5 September
2005

Time: 6.30 p.m.

- Present:** Councillor J.M. Khan (Chairman) – Sedgefield Borough Council and
- Councillor Mrs. A.M. Armstrong – Sedgefield Borough Council
 - Councillor Mrs. B. Graham – Sedgefield Borough Council
 - Councillor A. Gray – Sedgefield Borough Council
 - Councillor M.T.B. Jones – Sedgefield Borough Council
 - Councillor B.M. Ord – Sedgefield Borough Council
 - Councillor G.W. Scott – Sedgefield Borough Council
 - Councillor A. Smith – Sedgefield Borough Council
 - Councillor Mrs. C. Sproat – Sedgefield Borough Council
 - Councillor K. Thompson – Sedgefield Borough Council
 - Councillor W. Waters – Sedgefield Borough Council
 - Councillor N.C. Foster – Durham County Council
 - Councillor E. Foster – Durham County Council
 - Inspector A. Green – Durham Constabulary
 - Mrs. M. Fordham – Sedgefield PCT.
 - Councillor Mrs. M. Smith – Spennymoor Town Council
 - Councillor Mrs. J.L. Wood – Spennymoor Town Council
 - Councillor Mrs. E. Maddison – Spennymoor Town Council
 - C. Bell – Eden Residents Association
 - P. Freeman – Eden Residents Association
 - I. Geldard – Tudhoe Grange Upper School Student Council
 - N. Wood – Tudhoe Grange Upper School Student Council
 - J. Smith – Tudhoe Community Centre
 - I. Jamieson – Member of the public
 - C. Whelpdale – Member of the public
 - A. Goody – Member of the public
 - V. Mortimer – Member of the public
 - M. Smith – Member of the public
 - D. Gordon – Member of the public
- Apologies:** M. Farrow - Local Resident
Mrs. G. Wills - Sedgefield PCT

AF(1)7/05 MINUTES

The Minutes of the meeting held on 6th June, 2005 were confirmed as a correct record and signed by the Chairman.

AF(1)8/05

POLICE REPORT

Inspector A. Green was present at the meeting to give details of crime figures for the area. The crime statistics in relation to reported crime were as follows :-

	<u>May :</u>	<u>June :</u>	<u>July :</u>	<u>August :</u>
Burglary Dwelling	2	1	2	3
Burglary Other	5	0	4	3
Vehicle Crime	8/2	2/3	13/5	3/5
Criminal Damage	32	37	41	28
Theft	29	26	21	23
Public Order	-	-	-	-
Violent Crime	27	23	20	25
Total Incidents	562	486	567	513

It was pointed out that there had been an increase in recorded crimes of 13.9% with a detection rate of 25%. The number of recorded incidents of violent crime had increased by 48.9% and had a detection rate of 42.4%. The cases of youths causing annoyance had risen by 12.3% and recorded criminal damage had risen by 4.3%. Burglary of dwellings had fallen by 2% and burglary of other had fallen by 32.1%.

During discussion the following issues were raised :-

- Graffiti and in particular the length of time taken for its removal
- Anti-social behaviour with particular reference to response times
- The problem of drug abuse in the Spennymoor area
- The problem of under-age drinking particularly at the rear of St. Pauls Church.

In respect of graffiti, Inspector Green agreed to raise this issue with the Borough Council in relation to the Service Level Agreement which existed for its removal.

With regard to anti-social behaviour and the difficulties often experienced in contacting the Police to report incidents, it was explained that the Constabulary was in the process of recruiting approximately 30 extra people to be employed in the Control Room, with a view to achieving quicker response times.

Regarding the issue of drug abuse and drug dealing it was suggested that more detailed statistics should be provided to the Forum in relation to the number of drug users and drug related crimes. It was explained that it was extremely difficult to identify and detect drug offenders and obtain evidence.

In relation to under-age drinking, it was reported that the Police were trying to resolve the situation by seizing alcohol being consumed in public places by anyone under-age. It was queried whether that action was sufficient

deterrent. More stringent measures needed to be taken. In terms of the sale of alcohol, reference was made to the difficulty in assessing the age of young people purchasing alcohol. It was considered that the most effective way to deal with the issue was by highlighting the dangers etc., of alcohol abuse to young people.

A query was raised regarding a police operation which had been undertaken with regard to a flat in Spennymoor. It was explained that detailed information in relation to the operation would not be able to be divulged.

AF(1)9/05

SPENNYMOOR ROAD SAFETY LOCAL WORKING PARTY

Consideration was given to the Minutes of the meeting held on 14th July, 2005 (for copy see file of Minutes).

Specific reference was made to the issue of nuisance caused by motorbikes. It was noted that the Police were monitoring the situation.

In relation to the speed limit on the road to the rear of Durham Road this issue had been raised with the County Council.

Reference was also made to the car park to the rear of Spennymoor Town Hall and people accessing it via No Entry car park exit points. This issue had also been raised with the County Council.

AGREED : That the Minutes be noted.

AF(1)10/05

SPENNYMOOR TOWN CENTRE

Consideration was given to a letter which had been received from Durham County Council in response to issues which had been raised with regard to Spennymoor Town Centre.(For copy see file of Minutes)

It was noted that the County Council had agreed to provide tactile paving at the two raised crossing points within the High Street and also provide an additional crossing point on Carr Lane to the west of High Street roundabout. Tactile paving would also be installed at each individual junction on the length of Whitworth Terrace/Clyde Terrace and Grayson Road.

These works were to be carried out in September this year.

AGREED : That the information be received.

AF(1)11/05

SEDGEFIELD PRIMARY CARE TRUST

Mrs. M. Fordham, Sedgefield PCT., attended the meeting to give an update on local health matters and performance figures.

It was explained that since the last meeting the star rating for the PCT had been received. Sedgefield PCT had achieved 3 star status.

Reference was made to a document – Patient Led NHS - which dealt with proposed re-organisation in the Health Service. This was, however, at a consultation stage and the aim would be to ensure that any changes which had to be made would be as smooth as possible.

The Forum was informed of details of achieving patient access targets which had been submitted to the Board Meeting in August.

It was pointed out that the target with regard to Access to a GP in 2 working days and a Healthcare Professional in 1 Working Day continued to be met.

In relation to patients through Accident and Emergency within 4 Hours, this target continued to be achieved. However, the Ambulance Service was having difficulty meeting the target response time of 8 minutes.

During discussion a query was raised regarding hospital provision for residents of Spennymoor and whether new housing developments were taken into account when assessing provision.

Reference was also made to the Ambulance Service and the issue of lunchtime cover and response times.

Discussion was also held regarding patients travelling by ambulance for aftercare and the need to ensure that the ambulance journeys were better co-ordinated. It was explained that the new electronic booking system should deal with this issue.

Members of the Forum also discussed the proposed closure of two wards in Bishop Auckland General Hospital. It was suggested that a representative from the Acute NHS Trust should be invited to attend a future meeting to discuss provision.

Discussion also needed to be held in relation to the LIFT (Local Improvement Finance Trust) initiative. It was suggested that a presentation be given in relation to progress on the initiative at a future meeting.

AF(1)12/05

DATE OF NEXT MEETING

Monday 24th October 2005

By virtue of paragraph(s) 1, 8 of Part 1 of Schedule 12A of the Local Government Act 1972.

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