

CABINET

Thursday, 5 October 2006

10.00 a.m.

Conference Room 1,
Council Offices,
Spennymoor

AGENDA and REPORTS

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Democratic Services



01388 816166

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 21st September 2006. (Pages 1 - 2)

KEY DECISIONS

PLANNING AND DEVELOPMENT PORTFOLIO

4. SEDGEFIELD BOROUGH LOCAL DEVELOPMENT FRAMEWORK: LOCAL DEVELOPMENT SCHEME 2006

Report of Director of Neighbourhood Services. (Pages 3 - 30)

5. SEDGEFIELD BOROUGH LOCAL DEVELOPMENT FRAMEWORK - MAJOR ALLOCATIONS DEVELOPMENT PLAN DOCUMENT PROPOSED SEARCH SEQUENCE AND SITE ASSESSMENT METHODOLOGY

Report of Director of Neighbourhood Services. (Pages 31 - 48)

STRATEGIC LEADERSHIP PORTFOLIO

6. ORGANISATIONAL DEVELOPMENT PLAN

Report of Head of Organisational Development. (Pages 49 - 98)

OTHER DECISIONS

STRATEGIC LEADERSHIP PORTFOLIO

7. CPA - DISTRICT COUNCIL FRAMEWORK FROM 2006

Report of Chief Executive. (Pages 99 - 106)

8. OVERVIEW AND SCRUTINY REVIEW GROUP REPORT - RECRUITMENT AND RETENTION

Cabinet response to the recommendations of the Scrutiny Review Group. (Pages 107 - 108)

MINUTES

9. AREA FORUMS

To consider the Minutes of the following:

- (a) Area 1 Forum - 4th September 2006 (Pages 109 - 116)
- (b) Area 2 Forum - 5th September 2006 (Pages 117 - 120)
- (c) Area 3 Forum - 13th September 2006 (Pages 121 - 124)

EXEMPT INFORMATION

The following items are not for publication by virtue of Paragraphs 1, 2 and 9 of Part 1 of Schedule 12 A of the Local Government Act 1972.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.

STRATEGIC LEADERSHIP PORTFOLIO

10. TRAINING AND EMPLOYMENT SERVICES - PROPOSED RESTRUCTURING

Report of Chief Executive. (Pages 125 - 138)

11. PROPOSED ORGANISATION OF DEVELOPMENT CONTROL

Joint report of Chief Executive and Director of Neighbourhood Services. (Pages 139 - 146)

12. REGULATION OF INVESTIGATORY POWERS ACT 2000 - UPDATE/REVIEW

Report of Solicitor to the Council. (Pages 147 - 154)

13. ANY OTHER BUSINESS

Lead Members are requested to inform the Chief Executive 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.

B. Allen
Chief Executive

Council Offices
SPENNYMOOR
27th September 2006

Councillor R.S. Fleming (Chairman)

Councillors Mrs. A.M. Armstrong, Mrs. B. Graham, A. Hodgson, M. Iveson, D.A. Newell, K. Noble, R.A. Patchett 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

Item 3

SEDGEFIELD BOROUGH COUNCIL CABINET

Conference Room 1,
Council Offices,
Spennymoor

Thursday,
21 September 2006

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 and R.A. Patchett

In Attendance: Councillors W.M. Blenkinsopp, Mrs. B.A. Clare, V. Crosby,
Mrs. A.M. Fleming, G.C. Gray, Mrs. J. Gray, D.M. Hancock,
J.G. Huntington, G. Morgan, Mrs. E.M. Paylor, A. Smith and T. Ward

Apologies: Councillors M. Iveson, K. Noble and W. Waters

CAB.75/06 DECLARATIONS OF INTEREST
Members had no interests to declare.

CAB.76/06 MINUTES
The Minutes of the meeting held on 14th September 2006 were confirmed as a correct record and signed by the Chairman.

CAB.77/06 CHANGES TO HOUSING LAW LEGISLATION
Consideration was given to a report regarding the changes that had been introduced by the Housing Act 2004 and the Anti-Social Behaviour Act 2003. (For copy see file of Minutes).

The Housing Act 2004 implemented new recovery provisions under the Right to Buy scheme, in particular the use of discretionary powers on repayment of discount. The changes were designed to tackle profiteering and lessen the impact of Right to Buy sales on the availability of affordable housing.

Section 179 of the 2004 Act enabled introductory tenancies to be extended for a further six months beyond the initial twelve months. Statutory Instrument 2006 No.1077 The Introductory Tenancies (Review of Decisions to Extend a Trial Period)(England) Regulations 2006 set out the tenant's entitlement to request an oral hearing and how the right would be exercised.

The Anti-Social Behaviour Act 2003 enabled Local Authorities to deal more effectively with anti-social behaviour, including powers to demote a secure tenancy and to obtain Anti-Social Behaviour Injunctions.

- RESOLVED :**
- (1) *That the new provisions concerning Right to Buy, demoted tenancies, extension of introductory tenancies and Anti-Social Behaviour Injunctions be noted.*
 - (2) *That comprehensive policy and procedural guidance be prepared jointly by Officers of the Housing Department and Legal Section, in consultation with appropriate Tenant Groups and other stakeholders. A draft of the policy and procedural guidance to be presented to Cabinet for consideration no later than 11th January 2007.*
 - (3) *Following the adoption of the policy and procedural guidance, appropriate training be provided on the legislation detailed in the report, directed specifically at Officers, and specialised training be provided for Housing Review Panel Members.*

CAB.78/06 CONFERENCES

The Leader of the Council presented a report (for copy see file of Minutes) regarding the Council's representation at the following:

- 5th Annual Assembly of the Standards Committees, Birmingham – 16th – 17th October 2006.
- Westminster Briefing, London 5th December 2006

- RESOLVED :**
1. *That the Council be represented at the 5th Annual Assembly of Standards Committees by two Members of Council, together with the Solicitor to the Council and Principal Assistant Solicitor.*
 2. *That the Lead Member together with the Community Safety Manager represent the Council at the one day Westminster Briefing.*

ACCESS TO INFORMATION

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

Published on 21st September 2006.

These Minutes contain no key decisions and will be implemented immediately.

Item 4

KEY DECISION

REPORT TO CABINET

5 October 2006

**REPORT OF DIRECTOR OF
NEIGHBOURHOOD SERVICES**

Portfolio: Planning and Development

Sedgefield Borough Local Development Framework – Local Development Scheme 2006

1 SUMMARY

- 1.1 The Planning and Compulsory Purchase Act 2004 represents a major reform of the planning system. The Government's objective is to produce a more flexible plan-making system, the Local Development Framework. The LDF will comprise of a Local Development Scheme (LDS) which sets out the work programme; a Statement of Community Involvement (SCI); a range of Development Plan Documents (DPDs); Supplementary Planning Documents (SPDs); and, Annual Monitoring Reports. In terms of the preparation of documents, the SCI, DPDs and SPDs are known as Local Development Documents (LDDs). There is no requirement for the LDS to have a formal consultation exercise but it does need agreement from Government Office for the North East (GO-NE) and the Planning Inspectorate (PINS).
- 1.2 The LDS explains the work programme for the preparation of LDDs that will form part of the LDF. The Borough Council has been in detailed discussions with GO-NE and PINS over the content of the LDS. The key documents to be delivered in the LDS are a Core Strategy DPD, Major Allocations DPD, and an Affordable Housing SPD. Some priority will be given to the preparation of a Development Control Policies DPD. The LDS provides a written and diagrammatic description of the documents to be produced and their own key 'milestones'

2 RECOMMENDATION

- 2.1 That Cabinet endorses the attached Local Development Scheme. The LDS will then be formally submitted to the Secretary of State (represented by GO-NE) for approval. At the same time, the LDS will be sent to PINS to enter into a Service Level Agreement.

3 THE LOCAL DEVELOPMENT SCHEME

- 3.1 In essence, the LDS is a public statement for the Council's programme for the production of LDDs, detailing which documents it intends to prepare and the timetable for their preparation.
- 3.2 Since the publication of the last Local Development Scheme in April 2005, the Borough Council has made progress in the delivery of its Local Development Framework. In February 2006, the Council adopted the Residential Extensions Supplementary Planning Document and in June 2006, the Council adopted the Statement of Community Involvement.
- 3.3 However, progress on the preparation of the Core Strategy and Major Allocations Development Plan Documents stalled. The Local Development Scheme 2005 identified several potential risks to document preparation and a number of these risks have arisen. The Forward Planning Team has suffered from staff shortages for 15 months, with the vacant Senior Planning Policy Officer only recently being filled. The effects of a lack of dedicated staff resources was also compounded by the need for Officers to work full-time on the preparation and presentation of evidence for the North East Regional Spatial Strategy Examination in Public. Furthermore, it has taken more time than anticipated to appoint dedicated members of staff to take forward the Strategic Environmental Assessment and Sustainability Appraisal agenda. These two Officers are joint-funded with Wear Valley and Teesdale District Councils'. Given this, the Borough Council's LDS timetable also takes in account Wear Valley and Teesdale District's Local Development Schemes.
- 3.4 These issues have now been overcome and work is progressing again. The Core Strategy Alternative Options Report was considered by Cabinet in July and published for consultation in August.

Local Development Documents to be produced

- 3.5 The LDS will comprise of the following LDDs
- **Core Strategy DPD** - Strategic document setting out the vision, spatial strategy and core policies for meeting known and anticipated development requirements to 2016. The document will include a key diagram to show broad locations of proposed new development, key transport nodes, movement pattern and the relationship with other local authorities;
 - **Major Allocations DPD** - This sets out the location of new major housing and employment development for the plan period. It will also consider revisions to the Town Centre boundaries;
 - **Affordable Housing SPD** – This will set out detailed guidance for developers to the issues concerning the provision of affordable housing.
 - **Development Control Policies DPD** - This sets out the land use development control policies for the LDF period;
- 3.6 The last LDS stated that the Core Strategy and Major Allocations DPDs would be prepared together. It is now clear that from experience elsewhere in the country that the delivery of these two DPDs concurrently is not realistic. The advice from both GO-NE

and PINS is that the production of these documents should be staggered so that the Inspector's Report into the Core Strategy is received by the Council prior to the submission of other DPDs for examination. This revision to the LDS takes account of this advice.

- 3.7 The Annual Monitoring Report 2004/5 highlighted the need to provide affordable housing as an emerging issue. Since the production of the AMR, property prices in the Borough have continued to rise and this is exacerbating the need for affordable housing. The Borough Council has been working with the University of Newcastle to understand what would require to be covered by such a SPD and the Council's Overview and Scrutiny Committee 2 are currently undertaking a review this summer. The preparation of the Affordable Housing SPD will follow on from the recommendations of the Overview and Scrutiny Committee.
- 3.8 In the transitional period between the Local Plan and the LDF forming the statutory development plan; the Council has an opportunity to "save" policies, proposals and Supplementary Planning Guidance from the adopted Local Plan. These "saved" policies will remain in place until such time that the new LDDs are adopted. PPS 12 identifies that in broad terms, the Borough Council needs to demonstrate to the Secretary of State that these "saved" policies are compliant with the following criteria:
- there is a clear central strategy;
 - it has regard to the Community Strategy;
 - it is in conformity with the Regional Spatial Strategy;
 - it is in conformity with the Core Strategy (where adopted);
 - it is an effective policy in an area where there is significant change envisaged; and
 - it is necessary and does not repeat national or regional policy.
- 3.9 Detailed guidance from the Government has just been published to identify how Local Authorities undertake this assessment. Once this has been fully considered, the Borough Council will undertake this assessment to properly "save" its relevant Local Plan Policies. This will form part of a further revision to the LDS next year.
- 3.10 Furthermore, it is important that the LDS is subject to a risk assessment. As previously stated, some of the risks identified in the first LDS came to fruition and these risks resulted in delays to the preparation of some documents. Overall, the risks identified still remain. A Strategic Risk Assessment has been undertaken and it is Appendix 3 of the Local Development Scheme. Most notably, the key risk for planning authorities is the recruitment and retention of suitably qualified staff. Staff recruitment and retention is a major problem for Local Planning Authorities throughout the country.

4 RESOURCE IMPLICATIONS

- 4.1 There are resource implications for the LDF production. Primarily these relate to three areas. Firstly, dedicated staff resources to prepare the LDF. Secondly, in order to develop the evidence base for the LDF, there will be a need to engage specialist consultants to develop specific guidance e.g. the Open Space Needs Assessment. Finally, there will be significant resource implications for undertaking the Public Examinations for each of the DPDs to be produced.

5 CONSULTATIONS

- 5.1 The Forward Planning Team as part of the preparation of the LDS have consulted with Government Office for the North East and the Planning Inspectorate, who have stated that they will issue a non-intervention letter to this revised LDS. There is no formal requirement for public consultation on the LDS.

6 OTHER MATERIAL CONSIDERATIONS

Links to Corporate Objectives / Values

- 6.1 The delivery of the Local Development Scheme will help the Council to meet Corporate Plan Aim 25.

Legal Implications

- 6.2 Regulations 6 to 12 of the Town and Country Planning (Local Development) (England) Regulations 2004 places obligations on the Local Planning Authority in terms of the format, content and availability of the Local Development Scheme.

Risk Management

- 6.3 Risk management issues are covered within the main body of the report and Section 4 and Appendix 3 of the Local Development Scheme.

Health and Safety Implications

- 6.4 No additional implications have been identified.

Sustainability

- 6.5 There are no sustainability issues associated with this report.

Equality and Diversity

- 6.6 There are no equality and diversity issues associated with the report.

Social Inclusion

- 6.7 The Local Development Scheme sets out when there will be community engagement in the preparation of documents.

Procurement

- 6.8 No additional implications have been identified.

7 OVERVIEW AND SCRUTINY IMPLICATIONS

- 7.1 None.

8 LIST OF APPENDICES

- 8.1 Local Development Scheme 2006

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Email Address: cmyers@sedgefield.gov.uk

Ward(s): All

Key Decision Validation: This is a Key Decision as a decision made by Cabinet in the course of developing proposals to Council to amend the **policy framework**.

Background Papers

Planning Policy Statement 12: Local Development Frameworks

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
Local Development Scheme 2006

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Foreword

Over the last year, the Borough Council has adopted its Statement of Community Involvement and Residential Extensions Supplementary Planning Document. We have also undertaken our Strategic Flood Risk Assessment and will shortly complete the Open Space Needs Assessment. This evidence base will continue to be developed further over the coming year.

This revised Local Development Scheme takes forward the work already undertaken by the Borough Council in developing its Local Development Framework and provides the community with a clear picture of the work that the Local Planning Authority will undertake over the next three years to further develop the Borough Local Development Framework.

Councillor David Newell
Planning & Development Portfolio Holder

Introduction

- 1.1 The Planning and Compulsory Purchase Act 2004 will result in major changes to the way the forward planning system operates. The existing statutory development plan will be replaced, consisting of the Regional Spatial Strategy (RSS) and the Borough Local Development Framework (LDF). The Regional Planning Body will prepare the RSS and it will eventually replace the existing Regional Planning Guidance for the North East and the County Durham Structure Plan.
- 1.2 Under the new Planning Act, the Local Planning Authority has a duty to prepare a series of documents that will form the Borough LDF. This folder of documents can consist of:
- Local Development Documents¹ (LDDs);
 - A Statement of Community Involvement (SCI);
 - A Local Development Scheme (LDS); and,
 - Annual Monitoring Reports (AMRs).
- The relationship between these different documents and their definitions of these terms are included in Appendix 1 and the Glossary respectively.
- 1.3 The LDS will inform people how the Council will develop the LDF over the next three years. The LDS serves two distinct purposes:
- i. it provides the starting point for the local community to find out what the Council's planning policies are for the area in which they live, as it will set out the current documents which form the development plan for planning of the area; and,
 - ii. it sets out the programme for the preparation of LDDs over the three-year period, including timetables that will tell people when the various stages in the preparation of any particular LDD will be carried out.
- 1.4 Although the LDS will not be subject to public comment or independent examination, the Planning Inspectorate (PINS) will be consulted on the draft LDS and it will be submitted to the Government Office for the North East for scrutiny and approval before the Council can adopt it. The LDS will be monitored on a yearly basis via the AMR and will be reviewed where:
- there have been unforeseen delays to the production of LDDs;
 - there is a need to revise a LDD; or
 - there is a need to prepare a new LDD.
- 1.5 The published version of the LDS will be publicly available for inspection at the Borough Council Offices during normal office hours and via the Council's website www.sedgefield.gov.uk.

¹ LDDs can consist of Development Plan Documents (DPDs), which are subject to independent examination and have the weight of development plan status, and Supplementary Planning Documents (SPDs), which are not subject to independent examination and do not have development plan status.

Local Development Framework Progress

- 2.1 Since the publication of the last Local Development Scheme in April 2005, the Borough Council has made progress in the delivery of its Local Development Framework. In February 2006, the Council adopted the Residential Extensions Supplementary Planning Document and in June 2006, the Council adopted the Statement of Community Involvement.

Proposed Profiles of Local Development Documents

- 3.1 The key element of the LDS is to set out the number of LDDs to be prepared over the three-year period and the programme for preparing such documents. Whilst this LDS proposes to develop a number of LDDs over the next three years, it is inevitable that the development of some documents will be prioritised before others. The key documents that will be prioritised are the Core Strategy DPD, Major Allocations DPD, and the Affordable Housing Supplementary Planning Document.

Core Strategy DPD

- 3.2 The development and delivery of the Core Strategy DPD is the priority for the Borough Council. The Core Strategy will provide the strategic planning framework for the Borough and it is essential that this DPD be developed as soon as practicable. In the intervening period, the emerging Regional Spatial Strategy will provide this strategic framework.
- 3.3 The programme for producing the Core Strategy has allowed sufficient time to conform to the Strategic Environment Assessment Directive and to incorporate Sustainability Appraisal in the process (Appendix 4).

Major Allocations DPD

- 3.4 The Major Allocations DPD will provide new housing and employment allocations. The existing housing allocations in the Borough Local Plan have largely been developed and there will be a continuing requirement to provide land to meet the community's housing needs. Similarly, there is a need to review the employment allocations. In the last version of the LDS, the Core Strategy and Major Allocations DPD's were programmed to be developed together. However, after consideration of new advice from the Government Office and the Planning Inspectorate, it has been agreed that the preparation of these documents are separated and staggered.
- 3.5 The programme for producing the Major Allocations DPD has allowed sufficient time to conform to the Strategic Environment Assessment Directive and to incorporate Sustainability Appraisal in the process (Appendix 4).

Affordable Housing SPD

- 3.6 The Annual Monitoring Report 2004/5 highlighted the need to provide affordable housing as an emerging issue. Since the production of the AMR, property prices in the Borough have continued to rise and this is exacerbating the need for affordable housing. The Borough Council has been working with the University of Newcastle to understand what would require to be covered by such a SPD and the Council's Overview and Scrutiny Committee 2 are currently undertaking a review this summer. The preparation of the Affordable Housing SPD will follow on from the recommendations of the Overview and Scrutiny Committee.

- 3.7 The programme for producing the Affordable Housing SPD has allowed sufficient time to conform to the Strategic Environment Assessment Directive and to incorporate Sustainability Appraisal in the process (Appendix 4).

Other LDDs to be given some priority

- 3.8 In addition, the Development Control Policies DPD will be given some priority.
- 3.9 However, if there are unforeseen circumstances that result in a timetable delay, the timetable for the Development Control Policies DPD will be revised accordingly. Given these vagaries in the timetable, the Council does not wish to indicate how the Development Control Policies DPD examination will be run. Any changes to the initial timetable will be identified through the Annual Monitoring Report.

Saving existing Local Plan policies

- 3.10 In the transitional period between the Local Plan and the LDF forming the statutory development plan; the Council has an opportunity to “save” policies, proposals and Supplementary Planning Guidance from the adopted Local Plan. These “saved” policies will remain in place until such time that the new LDDs are adopted. PPS 12 identifies that in broad terms, the Borough Council needs to demonstrate to the Secretary of State that these “saved” policies are compliant with the following criteria:
- there is a clear central strategy;
 - it has regard to the Community Strategy;
 - it is in conformity with the Regional Spatial Strategy;
 - it is in conformity with the Core Strategy (where adopted);
 - it is an effective policy in an area where there is significant change envisaged; and
 - it is necessary and does not repeat national or regional policy.
- 3.11 Detailed guidance from the Government is expected soon to identify how Local Authorities undertake this assessment. Once this has been published, the Borough Council will undertake this assessment to properly “save” its relevant Local Plan Policies.
- 3.12 The following schedules provides a list of LDD to be prepared by the Council over the next three years and gives a description of their content, chain of conformity, geographic coverage, status, timetable to adoption, management and monitoring arrangements. The LDS also includes a detailed Gantt chart showing the detailed programme of work and overall project management.

Core Strategy DPD	
Overview	
Role & Subject	<p>Strategic document setting out the vision, spatial strategy and core policies for meeting known and anticipated development requirements to 2016.</p> <p>The document will include a key diagram to show broad locations of proposed new development, key transport nodes, movement pattern and the relationship with other local authorities.</p> <p>The DPD will be expressed cartographically through the Proposals Map.</p>
Coverage	Borough-wide.
Status	Development Plan Document
Conformity	With national PPSs, the RSS and the Borough Council's Community Strategy.
Timetable	
Milestones	Dates
Informal consultation and evidence gathering (leading to Options consultation)	August - September 2006
Preferred Options Consultation	March – April 2007
Submission of DPD to Secretary of State and DPD Consultation	March 2008
Pre-examination meeting	July 2008
Examination	October 2008
Estimated Date For Adoption	June 2009
Arrangements for Production	
Project Manager	Forward Planning Manager
Management Requirements	LDF Advisory Group and the Borough's Cabinet
Evidence Required	Urban Capacity Study, Housing Needs Survey, Employment Land Survey, Open Space Needs Assessment, Town Centre Surveys, etc.
Resources Required	<p>Forward Planning Team, input from other Officers e.g. Development Control Team and administrative support.</p> <p>Consultants will be required to produce the Employment Land Survey and Housing Needs Survey. It is likely that other documents will be produced by other sections of the Council or be prepared in-house</p>
Community and Stakeholder Involvement	Informal and formal consultations with specific groups will take place throughout the production of the DPD, in accordance with the advice set out in the Borough SCI.
Monitoring	
The Core Strategy DPD will be monitored through the AMR and subject to review if this highlights a need. Otherwise, the document will be formally reviewed at least once every three years.	

Major Allocations DPD	
Overview	
Role & Subject	The Major Allocations DPD sets out the location of new major housing and employment development for the plan period. The DPD will be expressed cartographically through the Proposals Map.
Coverage	Borough-wide.
Status	Development Plan Document
Conformity	In general conformity with national PPSs, the RSS and the Core Strategy DPD.
Timetable	
Milestones	Dates
Informal consultation and evidence gathering (leading to release of Issues and Options Paper)	June – July 2007
Preferred Options Consultation	June – July 2008
Submission of DPD to Secretary of State and DPD Consultation	July 2009
Pre-examination meeting	November 2009
Examination	February 2010
Estimated Date For Adoption	September 2010
Arrangements for Production	
Project Manager	Forward Planning Manager
Management Requirements	LDF Advisory Group and the Borough's Cabinet
Evidence Required	Urban Capacity Study, Housing Needs Survey, RSS housing apportionment, Employment Land Surveys
Resources Required	Forward Planning Team, input from other Officers e.g. Development Control Team and administrative support. Consultants will be required to produce the Housing Needs Survey.
Community and Stakeholder Involvement	Informal and formal consultations with specific groups will take place throughout the production of the DPD, in accordance with the advice set out in the Borough SCI.
Monitoring	
The Major Allocations DPD will be monitored through the AMR and subject to review if this highlights a need. Otherwise, the document will be formally reviewed at least once every three years.	

Affordable Housing SPD	
Overview	
Role & Subject	The Affordable Housing SPD sets out detailed guidance for developers to the issues concerning the provision of affordable housing.
Coverage	Borough-wide.
Status	Supplementary Planning Document
Conformity	In general conformity with national PPSs, the RSS and the Core Strategy DPD.
Timetable	
Milestones	Dates
Evidence gathering and pre-production	September 2006 – April 2007
Consultation on draft SPD	May – June 2007
Consideration of Representations and finalise SPD	July – August 2007
Estimated Date For Adoption	September 2007
Arrangements for Production	
Project Manager	Forward Planning Manager
Management Requirements	LDF Advisory Group and the Borough's Cabinet
Evidence Required	University of Newcastle Consultancy Project, Overview and Scrutiny Review Group Report, Housing Needs Study
Resources Required	Forward Planning Team, input from other Officers e.g. Development Control Team, Housing Strategy and administrative support.
Community and Stakeholder Involvement	Informal and formal consultations with specific groups will take place throughout the production of the SPD, in accordance with the advice set out in the Borough SCI.
Monitoring	
The Affordable Housing SPD will be monitored through the AMR and subject to review if this highlights a need.	

Development Control Policies DPD	
Overview	
Role & Subject	The Development Control Policies DPD sets out the land use development control policies for the LDF period. The DPD will be expressed cartographically through the Proposals Map.
Coverage	Borough-wide.
Status	Development Plan Document
Conformity	In general conformity with national PPSs, the RSS and the Core Strategy DPD.
Timetable	
Milestones	Dates
Informal consultation and evidence gathering (leading to release of Issues and Options Paper)	March – April 2008
Preferred Options Consultation	March – April 2009
Submission of DPD to Secretary of State and DPD Consultation	December 2009
Pre-examination meeting	April 2010
Examination	July 2010
Estimated Date For Adoption	March 2011
Arrangements for Production	
Project Manager	Forward Planning Manager
Management Requirements	LDF Advisory Group and the Borough's Cabinet
Evidence Required	None
Resources Required	Forward Planning Team, input from other Officers e.g. Development Control Team and administrative support.
Community and Stakeholder Involvement	Informal and formal consultations with specific groups will take place throughout the production of the DPD, in accordance with the advice set out in the Borough SCI.
Monitoring	
The Development Control Policies DPD will be monitored through the AMR and subject to review if this highlights a need. Otherwise, the document will be formally reviewed at least once every three years.	

Further work proposed but as yet timetable not planned

3.13 The biggest factor concerning the volume of documents to be prepared is the level of staff resources, and in particular regarding the shared Sustainability Appraisal Officers. Given the programmed workload of the Sustainability Appraisal Officers, the preparation of other documents will have to wait. When resources allow, the following documents will be prepared. Planning Obligations SPD will not come forward for at least 18 months. Therefore, no specific timetable has been included within this LDS but nevertheless is an issue that will need to be addressed.

- Planning Obligations SPD;
- Open Space and Recreation SPD;
- Conservation Areas SPD;
- Environment Protection and Enhancement SPD; and,
- Planning Briefs SPDs

Supporting Information

- 4.1 This section of the LDS sets out:
- how the LDF will be structured by the Council and how different LDDs inter-relate in diagrammatic form;
 - the evidence base of the LDF, how it will be managed and the main background technical studies supporting it;
 - the arrangements for monitoring and review of the LDF, including the AMR and the annual review of the LDS; and,
 - the resources to be allocated to producing the LDF and the arrangements and responsibilities for programme management, risk assessment and any proposed contingencies.

Structure of LDF

- 4.2 In the previous section, the schedules provide a tabular interpretation of the documents that will form the Sedgefield Borough LDF. It is important that this table is illustrated diagrammatically for the community to easily understand the inter-relationship of the LDDs. This diagrammatic illustration is shown in Appendix 1.

Evidence Base

- 4.3 An important element of the production of the LDF is to provide a strong evidence base on which to base policies and proposals. The legislation requires this to be undertaken early in the LDF production process. The Council needs to prepare and maintain an up-to-date information base on all aspects of the social, economic and environmental characteristics of the Borough to enable the preparation of a 'sound' spatial plan.
- 4.4 The strategic information required for the evidence base, such as population trends and transport provision, will be developed in partnership with Durham County Council. Additionally, there will be specific elements of the evidence base that relate to work produced by the Borough. Briefly, these documents consist of the Community Strategy, and the resources required to deliver the policies and proposals of the LDDs. Furthermore, the LDDs will need to take account of the ability of infrastructure and utility companies to be able to accommodate new development in their service capabilities, and take account of hazardous installations.
- 4.5 In supporting the preparation of the LDD, a range of technical or background documents need to be produced. This work will be produced by, or for, the Council. Each technical/background document will be publicly available at the same time, or before, the publication of the LDD, which relies on its contents for justification. For example, the Strategic Flood Risk Assessment has been produced before either the Core Strategy or Major Allocations DPD.

- 4.6 Whilst a number of these technical/background documents can be identified now, this list is not exclusive and will be subject to review in future. The technical/background documents that have been published or will be required are:
- The Urban Capacity Study;
 - Housing Needs Survey;
 - Town Centre Surveys;
 - An Employment Land Survey;
 - Conservation Area Appraisals;
 - Biodiversity Action Plan;
 - The Community Strategy;
 - The County Durham Local Transport Plan;
 - The Open Space Needs Assessment;
 - Playing Pitch Strategy;
 - Green Space Strategy;
 - Play Strategy; and,
 - Sedgefield Borough Council Strategies including the Economic Development Strategy and the Housing Strategy.

Monitoring and Review of the LDF and LDS

- 4.7 The production of the LDF and LDS will be continually monitored through the proposed internal working arrangements with Members. It is proposed that the LDF Advisory Group will meet on a regular cycle to discuss progress on the LDF and makes recommendations on the approach undertaken. The minutes of these meetings will then be presented to the next meeting of the Cabinet and Development Control Committee for information.
- 4.8 A formal monitoring statement, in the form of an Annual Monitoring Report, will assess the effectiveness of LDDs and will specifically address whether policies and related targets have been met (or what progress has been made), what impact the policies are having on national, regional and local targets, and whether the LDDs need altering or replacing (if so, include suggested actions to achieve this). This monitoring statement will be prepared after the start of the financial year and will be published by the end of December each year.

Allocated Resources

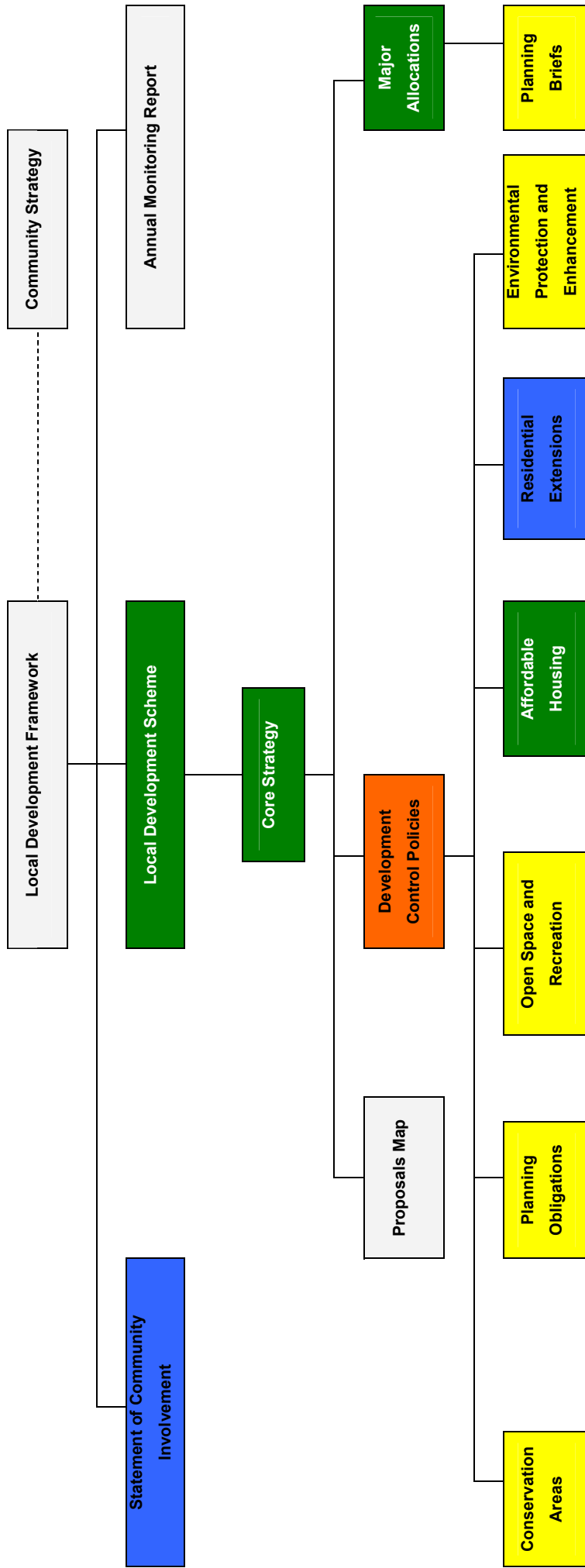
- 4.9 The Council's Forward Planning Team will lead the production, and programme management, of the LDF with emphasis on the proposed DPDs. In addition, the Council will work in partnership with colleagues from the County and District Planning Authorities in the preparation of the Joint SPDs.
- 4.10 The Council's Forward Planning Team consists of three Planning Officers, two Sustainability Appraisal Officers, a Design & Conservation Officer, a Landscape Architect, a GIS Officer, a GIS Assistant, an Arboriculturist and a Planning Technician. In addition, the Forward Planning Team will draw upon a number of internal resources to progress the LDF, including the Sustainable Communities Team, Housing Strategy and the Development Control Team.

Risk Assessment

- 4.11 The LDD preparation is based on a realistic assessment of the human and financial resources currently available to the Council and of the likely level of interest that the documents will generate from stakeholders and the local community. The Local Development Scheme has been subject to a Strategic Risk Assessment exercise and this is contained in Appendix 3. The specific risks can be summarised in the following general areas:
- 4.12 The Council's Forward Planning Team has limited resources and although assistance can be expected from other Teams, they are not likely to have the resources to offer more long-term assistance. Subject to the availability of funding, the use of consultants or joint working arrangements will be considered. However, the greatest risk involves staff retention. There is a significant skills gap in the Forward Planning profession. Although there are now no vacancies in the Council, if dedicated staff move on, they will prove difficult to replace in the current job market. This would have significant and serious implications for the programmed delivery of LDDs.
- 4.13 There are other staff implications, such as the risk that any significant illness and inexperience could cause delay. Where possible, consultants would have to be brought in to cover for long-term sickness but there will be difficulties in assimilating them into the work quickly. Moreover, the resources may not necessarily be available to fund them.
- 4.14 In order to develop the evidence base for the LDF will require the engagement of consultants to undertake specific projects e.g. Open Space Needs Assessment. Given other local authorities will be requiring similar work to be undertaken at the same time, there may not be enough experienced consultancies to carry out all of the work. This may make it more difficult to establish value for money and to ensure that the work is of a high enough standard. It may also mean delays as consultants struggle to deliver their commitments.
- 4.15 In order to minimise the risk of legal challenge in respect of LDD preparation process, we will work closely with colleagues at Government Office for the North East to ensure that the procedures adopted comply with the Planning and Compulsory Purchase Act 2004. This should also minimise the risk of a challenge on the 'soundness' of the document at the public examination.
- 4.16 Front-loading of community and stakeholder involvement should assist in resolving some concerns. However, there is a risk that should this interest significantly increase under the new arrangements, the Forward Planning team will be too small to cope and it may be necessary to recruit temporary staff to assist in the process.
- 4.17 The LDS timetable has been designed to reflect the timetable for the RSS preparation. Any delays to the RSS preparation will have a knock-on effect on the Council's ability to keep to its timetable. It seems reasonable therefore

that any delays will be reflected in the LDF timetable in future Local Development Schemes.

Appendix 1 – Structure of Local Development Framework



All DPDs/SPDs will be subject to a Sustainability Appraisal except the Statement of Community Involvement



- Main priority documents of the LDF
- Secondary priority documents of the LDF
- Indicative elements of the LDF
- Adopted LDF documents

Appendix 2 – Schedule of Proposed Local Development Documents

Document Title	Status	Brief Description	Chain of Conformity	Date of Preferred Options Consultation	Date of publication of Draft SPD	Date of Submission to Secretary of State	Proposed date for adoption
Core Strategy	DPD	Strategic document setting out the vision, spatial strategy and core policies for meeting known and anticipated development requirements to 2016.	With national PPSs, the RSS and in general conformity with the Community Strategy.	March 2007	N/A	March 2008	June 2009
Major Allocations	DPD	Sets out the location of new major development for the LDF period.	In general conformity with national PPSs, the RSS and the Core Strategy DPD.	July 2008	N/A	July 2009	September 2010
Development Control Policies	DPD	Sets out the land use development control policies for the LDF period.	In general conformity with national PPSs, the RSS and the Core Strategy DPD.	March 2009	N/A	December 2009	March 2011
Affordable Housing	SPD	The Affordable Housing SPD sets out detailed guidance for developers to the issues concerning the provision of affordable housing.	In general conformity with national PPSs, the RSS and the Core Strategy DPD.	N/A	May 2007	N/A	September 2007

Appendix 3 – Strategic Risk Assessment

Local Development Scheme 2006			RISK ASSESSMENT MATRIX						SHEET 1 OF 1	
			A		B		C		ISSUED BY	
			VERY HIGH		HIGH		SIGNIFICANT		Chris Myers	
			D		E		F		ISSUED TO	
			LOW		VERY LOW		ALMOST IMPOSSIBLE		CW – Craig White MR – Michelle Robinson TB – Thomas Bennett GH – Glyn Hall CFGW – Charlie Walton NC – Noel Collings	
			1		2		3		DATE ISSUED	
			WRITE DOWN THE RISKS BELOW AND SCORE THEM.		ENTER THE RISK NUMBER FROM THE LEFT HAND COLUMN BELOW INTO THE RELEVANT BOX IN THE MATRIX ABOVE.		IDENTIFY THE TARGET SCORE, ENTER IN THE MATRIX ABOVE AND NOTE THE APPROPRIATE ACTIONS TO DEAL WITH THE RISK IN THE RIGHT HAND COLUMN BELOW.		23 August 2006	
			4		5		6		REVISION DATE	
			NEGLIGIBLE		MARGINAL		CRITICAL		March 2007	
			7		8		9			
			10		11		12			
			13		14		15			
			16		17		18			
			19		20		21			
			22		23		24			
			25		26		27			
			28		29		30			
No	DESCRIPTION OF RISK (WHAT CAN GO WRONG)	LIKELIHOOD OF RISK HAPPENING	IMPACT ON ACTIVITY OR PROJECT	OVERALL SCORE	TARGET SCORE	ACTIONS REQUIRED TO ACHIEVE THE TARGET SCORE	ACTION BY	WHEN		
1	Staff leaving	C	2	C2	D2	<ul style="list-style-type: none"> • Salaries should reflect market conditions • Acceptable Office Environment • Flexible Working Arrangements 	CM CFGW GH	Office Environment is being reconfigured in the Autumn to accommodate 3 additional staff. GH to raise issue at SMT. Opportunities to remotely access office to be arranged.		

Local Development Scheme 2006

2	Inability to recruit replacement staff	C	2	C2	D2	<ul style="list-style-type: none"> Salaries should reflect market conditions Acceptable Office Environment Flexible Working Arrangements 	<p>CM CFGW GH</p> <p>Office Environment is being reconfigured in the Autumn to accommodate 3 additional staff. GH to raise issue at SMT. Opportunities to remotely access office to be arranged.</p>
3	Inexperience of existing/new staff	C	3	C3	-	<ul style="list-style-type: none"> Need for regular health checks for staff 	<p>ALL</p> <p>To be considered by Healthy Workplace Initiative (GH)</p>
4	Long term illness to staff	D	3	D3	-		
5	Inability to appoint specialised consultants to develop sound evidence base	D	1	D1	D3	<ul style="list-style-type: none"> Need to identify specialised consultants early in process of developing evidence base Need to develop comprehensive tender documentation to ensure projects cover all relevant issues Further develop Partnership Working with other Councils 	<p>CM MR TB</p>
6	Lack of financial resources to develop sound evidence base	B	1	B1	D3	<ul style="list-style-type: none"> Need sufficient budget to undertake work that is required by statute 	<p>CM CFGW GH</p> <p>To be discussed at Attractive Borough Working Group - September</p>
7	Planning Inspectorate finding documents "unsound"	E	1	E1	-	<ul style="list-style-type: none"> Need to ensure that internal checks are in place to assess quality and soundness prior to documents being published. Work with Durham County Council, acting as agent of North East Assembly to ensure conformity with RSS Attendance at training seminars Undertake peer review 	<p>ALL</p> <p>PAS organise peer reviews of Planning Services. Need to investigate opportunity to undertake the peer review.</p>
8	Regional Spatial Strategy workload	D	3	D3	-	<ul style="list-style-type: none"> Issues linked to Risks 1 & 2. If staff leave, the risk will increase and become red. 	
9	Increased community involvement as result of front-loading	D	3	D3	-	<ul style="list-style-type: none"> Community engagement will increase when documents consider land allocations 	<p>CM CW MR TB NC</p> <p>Review in September 2007</p>
10	Inability to programme SA workload with Teesdale & Wear Valley Councils	C	2	C2	C3	<ul style="list-style-type: none"> Project manage process through monthly management meetings Continue with Partnership Working 	<p>CM MR CW NC</p> <p>Need for continued dialogue and project management with TDC & WVDC to ensure risk is minimised</p>

Local Development Scheme 2006

11	Requirement to undertake Appropriate Assessment	A	1	A1	E1	<ul style="list-style-type: none"> No current Government guidance Documents will be found to be unsound if work is not completed Need to resolve manageable solution through Partnership Working with other Councils 	<p>CM CFGW GH</p>	<p>County Durham POS to discuss issue in September</p>
12	Legal Challenge	E	2	E2	-			
13	Changing Government Guidance	A	3	A3	A4	<ul style="list-style-type: none"> Need to respond to Government consultations to influence guidance 	<p>CM MR TB CW</p>	

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Item 5

KEY DECISION

REPORT TO CABINET

5 October 2006

**REPORT OF DIRECTOR OF
NEIGHBOURHOOD SERVICES**

Portfolio: Planning and Development

Sedgefield Borough Local Development Framework – Major Allocations Draft Search Sequence and Detailed Assessment

1 SUMMARY

- 1.1 The Major Allocations Development Plan Document will set out the location for major housing and employment development to 2021 in accordance with national and regional planning policy. Paragraphs 4.8 - 4.11 of Planning Policy Guidance Note 12: Local Development Frameworks advocates the importance of a sound evidence base to ensure the delivery of housing is not compromised by unrealistic expectations. The Council is also expected to involve relevant groups and organisations in the development of the evidence base.
- 1.2 The draft Search Sequence and Detailed Assessment has been developed in order to assess all potential housing sites against the aims of the Local Development Framework as documented within the emerging Core Strategy Development Plan Document. It is proposed to undertake an additional round of informal consultation in order to define the assessment process. Issues identified during the actual assessment process will be documented in the Major Allocations' Issues and Alternative Options Report that is due for publication in May/June 2007.

2 RECOMMENDATION

- 2.1 That Cabinet endorses the attached draft Search Sequence and Detailed Assessment, so that the document can be published for consultation.

3 THE DRAFT SEARCH SEQUENCE AND DETAILED ASSESSMENT

- 3.1 Paragraph 2.15 of Planning Policy Statement 12: Local Development Frameworks states that the identification of sites should be founded on a robust and credible assessment of the suitability, availability and accessibility of land for the particular use. In addition, Policy 24 of Submission Draft Regional Spatial Strategy (2005) seeks local planning authorities to create sustainable communities by having regard to a range of criteria. These have been transposed into the draft Search Sequence and Detailed

Assessment. Paragraph 1.3 of draft Planning Policy Statement 3: Housing stipulates that site allocations within development plan documents should always include at least 5 years supply of land for development and should be considered developable by being available, suitable and viable.

- 3.2 As part of the continuing pre-production work that the Borough Council is undertaking, we are providing an opportunity for the public, key consultees and the development industry to comment on how the Council proposes to assess all housing sites that have been put forward for consideration.
- 3.3 This round of consultation is not a statutory requirement although it is hoped that this additional round of consultation will help to streamline the actual assessment process by using an agreed methodology. This round of consultation will also help to provide evidence for the Council to ensure that Major Allocation Development Plan Document is sound when it is submitted for Examination.
- 3.4 The Major Allocations Development Plan Document will set out the location of new major housing and employment allocations up to 2021. To date the Council has received 112 representations for sites to be considered for housing development. It is important that consultees are given the opportunity to fully engage in the location of future development and be able to suggest additional criteria against which potential sites may be determined and sustainable communities created.
- 3.5 Once the draft Search Sequence and Detailed Assessment has been finalised all findings for each site option will be fully documented within an Issues and Alternative Options Paper for consultation. These options will be appraised against the Sustainability Appraisal Framework when the Major Allocations Development Plan Document Preferred Options Report is prepared in 2008.

4 RESOURCE IMPLICATIONS

- 4.1 Whilst there will not be any direct resource implications, apart from publication costs, there will indirect cost implications in terms of Officer time spent on this consultation exercise.

5 CONSULTATIONS

- 5.1 The draft Search Sequence and Detailed Assessment was produced by a small working group of staff from the Forward Planning Team and Sustainable Communities. In addition, an afternoon workshop event was held on the 7th August 2006 that invited all Council employees from a broad range of disciplines for their input. A total of twelve representatives attended and all constructive feedback was fed into the current draft of the Search Sequence and Detailed Assessment.
- 5.2 An informal consultation exercise on the draft Search Sequence and Detailed Assessment will be undertaken with the statutory consultation bodies and development industry, in accordance with the consultation methods outlined in the Statement of Community Involvement. The consultation period will last for six weeks.

6 OTHER MATERIAL CONSIDERATIONS

Links to Corporate Objectives / Values

The publication of the document will help meet Corporate Aim 25, which is to provide a high quality, efficient and customer focussed Planning Service that supports sustainable improvement of the built and natural environment of the Borough.

6.1 Legal Implications

There are no legal implications.

6.2 Risk Management

There are no risk management issues.

6.3 Health and Safety Implications

No additional implications have been identified.

6.4 Sustainability

At this stage, there is no requirement to undertake Sustainability Appraisal.

6.5 Equality and Diversity

The Draft Search Sequence and Detailed Assessment will be made available in alternative languages, Braille or in audio format where requested, and will be placed on the website in pdf format.

6.6 Social Inclusion

Social inclusion issues are included within the document.

6.7 Procurement

There are no procurement issues.

7 OVERVIEW AND SCRUTINY IMPLICATIONS

7.1 None.

8 LIST OF APPENDICES

8.1 Draft Search Sequence and Detailed Assessment

Contact Officers: Chris Myers

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

Ward(s): All

Key Decision Validation: This is a Key Decision as a decision made by Cabinet in the course of developing proposals to Council to amend the **policy framework**.

Background Papers

Planning Policy Statement 12: Local Development Frameworks
Town and Country Planning (Local Development) (England) Regulations 2004
Draft Planning Policy Statement 3: Housing
Submission Draft Regional Spatial Strategy (2005)
Sedgefield Borough Council, Statement of Community Involvement (2006)

Examination by Statutory Officers

	Yes	Not Applicable
1. The report has been examined by the Council's Head of the Paid Service or his representative	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. The content has been examined by the Council's 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"/>



Local Development Framework:
Major Allocations Search Sequence and Detailed
Assessment Approach

September 2006

Sedgefield Borough Council is currently undertaking the evidence gathering stage in the production of its Major Allocations Development Plan Document (DPD), which is to be included within the Borough's Local Development Framework. It is programmed that a consultation Issues and Alternative Options Paper will be published May/June 2007. The Major Allocations DPD will set out the location for major housing and employment development for the plan period in accordance with national and regional planning policy.

The Council is therefore seeking your views on this proposed search sequence and detailed assessment, against which all housing sites put forward for consideration will be assessed together with a range of material currently being gathered as part of the Council's evidence base.

Please make your comments in writing by the **date** to:

Chris Myers
Forward Planning Team
Sedgefield Borough Council Offices
Green Lane
Spennymoor
County Durham
DL16 6JQ

cmyers@sedgefield.gov.uk

Background

This draft Search Sequence and Detailed Assessment aims to set out the key sustainability tests against which potential housing sites will be assessed. It is fundamental that the Council has a credible and robust evidence base to ensure the most sustainable locations for housing development are identified. This is crucial in meeting the Council's Corporate aim of creating a healthy, attractive and prosperous Borough with strong communities.

The purpose of this assessment is therefore to identify all major constraints and opportunities that may apply to each of the potential housing sites. This identification of constraints and opportunities will form only a small proportion of the necessary evidence base. If significant adverse impacts cannot be satisfactorily overcome or alleviated then the particular site will be deemed unsuitable for residential development.

It is not envisaged that potential housing sites will be ranked in any priority order, other than apportioning each one to the appropriate sequential category.

Policy 3 of the Submission Draft North East Regional Spatial Strategy states that Local Planning Authorities should adopt a sequential approach to the identification of land to give priority to previously developed land and buildings in the most sustainable locations. Locations should be selected in the following priority order:

- a) suitable PDL sites and buildings within urban areas, particularly around public transport nodes;
- b) other suitable locations within urban areas not identified as land to be protected for nature or heritage conservation or recreational purposes;
- c) suitable sites in locations adjoining urban areas, particularly those that involve the use of PDL sites and buildings;
- d) suitable sites in settlements outside urban areas, particularly those that involve the use of PDL sites and buildings.

All sites should be in locations that are, or will be, at lowest risk from flooding, and well related to homes, jobs and services by all modes of transport, particularly public transport, walking and cycling.

Proposed Sedgefield Borough Search Sequence

In accordance with the sequential approach identified within the RSS, the categories of the Search Sequence for new housing development should be split between the four main towns, the larger villages, and the smaller villages in the Borough, and in the following initial priority list.

Main Towns - Ferryhill, Newton Aycliffe, Shildon and Spennymoor

- i. PDL sites and buildings (including housing market renewal areas) within the four main towns
- ii. Greenfield sites within the four main towns
- iii. PDL extensions that adjoin the four main towns

- iv. Greenfield extensions that adjoin the four main towns

Larger villages – Aycliffe, Kirk Merrington, Bishop Middleham, Byers Green, Chilton, Chilton Lane, Eldon, Fishburn, Sedgefield, Trimdon Colliery, Trimdon Grange, Trimdon Village, West Cornforth

- v. PDL sites and buildings (including housing market renewal areas) within the larger villages
- vi. Greenfield sites within the larger villages
- vii. PDL extensions that adjoin the larger villages
- viii. Greenfield extensions that adjoin the larger villages

Smaller villages – Bradbury, Mainsforth, Middridge, Mordon, North Close, Rushyford

- ix. PDL sites and buildings within the smaller villages
- x. Development in the countryside

Proposed Sedgefield Borough Detailed Assessment

A more detailed selection process should follow the aims of the Core Strategy in order to determine whether the sites are available, suitable and viable.

Aim 1. – To enhance social inclusion and well-being

Indicator	Predicted Impact	Score user guide	Data Source
Location of site in relation to town or district centre (as defined in Planning Policy Statement 6: Planning for Town Centres)	++	Within 400m of Town or District Centre	GIS
	+	400m - 800m	
	0	800m - 1.6km	
	X	1.6km - 3km	
	XX	3km or over	
Location of site in relation to local centre*, community based facilities, shopping parades, clusters (*as defined in Planning Policy Statement 6: Planning for Town Centres)	++	Within 400m of a local neighbourhood centre	GIS
	+	400m - 800m	
	0	800m - 1.6km	
	X	1.6km - 3km	
	XX	3km or over	
Location of site in relation to leisure facilities (e.g. sports centres)	++	Within 400m of leisure facility	GIS
	+	400m - 800m	
	0	800m - 1.6km	
	X	1.6km - 3km	
	XX	3km or over	

Indicator	Predicted Impact	Score user guide	Data Source
Location of site in relation to primary and secondary schools	++	Within 400m	GIS
	+	400m - 800m	
	0	800m - 1.6km	
	X	1.6km - 3km	
	XX	3km or over	
Capacity of nearby primary and secondary schools	+	High surplus school places – development may help to sustain the school	Consultation with Local Education Authority and department for Education and Skills
	0	There is sufficient capacity within neighbouring schools	
	X	Nearby schools are running at full capacity and any development will be required to contribute to any necessary provision	
Location of site in relation to health and social care services	++	Within 400m of health and social care services	GIS
	+	400m-800m	
	0	800m-1.6km	
	X	1.6m-3km	
	XX	3km or over	
Capacity of existing health and social care services to absorb further development	++	Sufficient capacity	Consultation with Primary Care Trust and Strategic Health Authority
	+	Some capacity	
	0	Unknown	
	X	Existing constraints	
	XX	Significant existing constraints	
Location of site in relation to local Greenspace and parks (including designated parks and gardens, natural greenspace, amenity open space, outdoor sports facilities, common/green, children's play and recreational areas, allotments and civic space)	++	Within 400m of Greenspace	GIS Open Space Needs Assessment
	+	400m-800m	
	0	800m-1.6km	
	X	1.6km-3km	
	XX	3km or over	
Impact on local Greenspace ⁽¹⁾ (including designated parks and gardens, natural Greenspace, amenity open space, outdoor sports facilities, common/green, children's play and recreational areas, allotments and civic space)	++	Significant opportunity to improve existing or create Greenspace	GIS Open Space Needs Assessment
	+	Opportunity to improve or enhance	
	0	No impact	
	X	Some adverse impact even with mitigation	
	XX	Significant adverse impact (difficult to mitigate)	

1 – Criteria determining impact can include accessibility, including disabled access, design, security issues management and maintenance

Indicator	Predicted Impact	Score user guide	Data Source
Impact on Public Rights of Way	++	Site within 1km of an existing PROW therefore increasing access to countryside	Durham County Council
	0	No impact	
	XX	Need to divert an existing PROW (PROW within the site)	

Aim 2. – Improve the quality of where people live

Indicator	Predicted Impact	Score user guide	Data Source
Impact on historic environment and setting (inc. listed buildings, conservation areas, Registered Parks and Gardens, Scheduled Ancient Monuments...etc.)	++	Significant opportunity to improve or enhance	GIS, Sites and Monuments Records, Buildings at Risk Register, Conservation Area Appraisals Consultation with external bodies
	+	Opportunity to improve or enhance	
	0	No known constraints	
	X	Some adverse impact even with mitigation	
	XX	Significant adverse impact (difficult to mitigate)	
Impact on townscape	++	Development would have a positive impact on the townscape	Photographs Site Visits
	+	No impact on townscape	
	0	Insignificant adverse impact (can be mitigated)	
	X	Some adverse impact even with mitigation	
	XX	Significant adverse impact (difficult to mitigate)	
Avoid Green Wedge	++	Green Wedge creation/enhancement	GIS
	0	Not in the Green Wedge	
	XX	Green Wedge	
Capacity of existing infrastructure e.g. waste water disposal and treatment and predicted incidences of flooding from sewer	++	The site requires significant infrastructure works and this has already been made available	Consultation with Northumbrian Water, Transco and the National
	+	The site can easily be connected to existing physical infrastructure	
	0	Unknown	

Indicator	Predicted Impact	Score user guide	Data Source
	X	The site requires some new physical infrastructure before development can take place but provision of necessary infrastructure is already planned	Grid
	XX	The site requires significant new physical infrastructure and there are no current plans for such infrastructure to be provided	

Avoid conflict with un-neighbourly uses e.g. sewerage treatment works, overhead power lines, quarries, electricity substations	0	No conflict	GIS
	X	Minimal conflict can be mitigated	
	XX	Conflict can not be mitigated	

Aim 3. – Reduce the impact of development on climate change

Indicator	Predicted Impact	Score User Guide	Data Source
Accessibility of the site to the local public transport network	++	8 or more buses per hour within 400m walking distance of bus stop	GIS Durham County Council – Public Transport Team
	+	4 or more buses per hour within 400m walking distance of bus stop	
	0	Less than 4 buses per hour within 400m walking distance of bus stop	
	X	Areas with little or no evening/weekends service	
	XX	Areas outside 400m walking distance of bus stop	

Accessibility of the site to cycle network	++	Within 400m of dedicated cycle route	GIS Durham County Council
	+	400m - 800m	
	0	800m - 1.6km	
	X	1.6km - 3km	
	XX	3km or over	

Suitability of site for renewable energy generation	++	Opportunity for micro renewable energy generation e.g. local wind resource, aspect for solar/PV, small scale hydro	North East Renewable Energy Strategy, PPS22 and companion guide
	0	Unknown	
	XX	Significant opportunity for large scale renewable energy generation i.e. site should be safeguarded	

Indicator	Predicted Impact	Score User Guide	Data Source
Opportunity for carbon off-setting	++	Significant opportunity	Site visits, Sustainable Communities Team
	0	Unknown	
	X	No opportunity	
Avoid land liable to flood	0	Areas at little or no risk	GIS SFRA Environment Agency
	X	Areas at low to medium risk	
	XX	Areas at high risk	
	XXX	Functional floodplain	
Opportunities for climate change adaptation	++	Significant opportunity	Site visits, Sustainable Communities Team
	+	Minimal Opportunity	
	0	Unknown	
	X	No opportunity	

Aim 4. – Protect and enhance natural resources

Indicator	Predicted Impact	Score user guide	Data Source
Brownfield (previously developed land) or Greenfield (see Annex C Planning Policy Guidance Note 3 for Brownfield definition) Note: PDL may have high biodiversity value and will be dealt with by an individual factor	++	Brownfield	NLUD, GIS – aerial photographs
	+	More than 50% Brownfield	
	X	More than 50% Greenfield	
	XX	Greenfield	
Avoid coalescence or sprawl	++	Site wholly within settlement	GIS
	+	Settlement extension site contained on three sides by existing development	
	0	Development site within existing settlement on two sides	
	X	Settlement site would extend settlement in an uncontained way	
	XX	Site in open countryside or unattached to settlement or an extension site which would significantly reduce distances between settlements	
Sensitivity of Landscape to Change (also see landscape capacity factor below)	++	Urban / Developed	Durham County Landscape Character Strategy
	0	Need to Enhance	
	X	Need to Conserve	
	XX	Need to Conserve and Restore	

Indicator	Predicted Impact	Score user guide	Data Source
Landscape Capacity (including vistas in and out of the site, site prominence, vegetation, topography, water)	++	Opportunity to enhance landscape	GIS - aerial photographs Landscape Officer site visit
	+	No impact on landscape	
	0	Insignificant adverse impact (can be mitigated)	
	X	Some adverse impact even with mitigation	
	XX	Significant adverse impact (difficult to mitigate)	
Location of site in relation to areas of designated biodiversity value (SAC/SPA, SSSIs/NNR, LNRs, SNCIs)	++	3km or over	GIS
	+	1.6km - 3km	
	0	800m - 1.6km	
	X	400m - 800m	
	XX	Within 400m	
Impact on biodiversity	++	Very poor conditions for biodiversity and geo-diversity. Enhancement would significantly improve habitats (see determining criteria 2)	GIS – aerial photographs Magic website Durham Geodiversity Audit Consultation with Natural England, Durham Wildlife Trust, Badger and Bat Group
	+	Relatively poor conditions for biodiversity and geodiversity (see determining criteria 3)	
	0	Neutral	
	X	Negative impact on biodiversity and geo-diversity (see determining criteria 4)	
	XX	Severe negative impact on biodiversity and geo-diversity (see determining criteria 5)	

2 - Site has no statutory designations (SSSI, SAC, SPA, NNR);

-Site is not an LNR or SNCI (SNCIs include Durham County Geological Sites as well as County Wildlife Sites)

-No records of great crested newt within 500m of site

-No record of reptiles (slow worm, adder, grass snake) within 500m of site

-No record of badger sett within 30m of site

-Site has no know seasonal or permanent wetlands or streams or ditches within 20m

-Site has few mature trees or hedgerows

-Site is in arable cultivation / site is currently brownfield / site is improved grassland

-Site has no buildings older than 1939 within 200m of woodland or water (indicator of bats)

-Site does not contain an ancient semi – natural woodland

-Site is not a GCR site or RIG site

- No evidence that site contains habitat or would affect the favourable conservation status of species listed under Section 74 of the Countryside and Rights of Way Act 2000

3 - Site has no statutory designations (SSSI, SAC, SAC, SPA, NNR);

-Site is not an LNR or SNCI

-Site does not contain ancient woodland

-Site has no more than one of the following:

- Record of Great Crested Newt within 500m but not on site
- Known badger sett within 30m of site but not on site
- Record of reptiles on or within 500m of site
- Site contains seasonal or permanent wetland
- Stream or ditch with record of water vole runs within 20 m of site
- Site contains some mature trees or hedgerows
- Site has a few buildings older than 1939 within 200m of woodlands or water

4 - Site has one or more of the following:

- Record of Great Crested Newts on site
- Known badger sett on site
- Record of reptiles
- Site contains seasonal or permanent wetland
- Stream or ditch with record of water vole within 130m of site runs through site
- Significant amount of mature trees or hedgerows
- Several buildings older than 1939
- RIG site or is a Durham County Geological site
- Evidence that Section 74 of CROW Act habitat would be damaged or that favourable conservation status of a species listed under Section 74 would be affected

5 - -Site has statutory designations (SSSI, SAC, SPA, NNR);

- Site is a Local Nature Reserve or SNCI
- Directly affects a habitat or species listed under Section 74 of the Countryside and Rights of Way Act 2000
- Directly affects a statutorily designated geological site (Geological Conservation Review Site (GCR))

Indicator	Predicted Impact	Score user guide	Data Source
Impact on water body (including river, stream, pond, aquifer)	++	Significant opportunity to improve water body	GIS Consultation with Environment Agency
	+	Limited opportunity to enhance water body	
	0	No impact	
	X	Adverse impact on water body	
	XX	Significant adverse impact on water body	
Opportunity for Sustainable Drainage Systems (SuDS)	++	Significant opportunity for SuDS	Site visits and consultation with the Environment Agency
	+	Limited opportunity for SuDS	
	0	Unknown	
	X	No opportunity for SuDS and development will slightly increase runoff	
	XX	No opportunity for SuDS and development will significantly increase runoff	
Impact on ancient woodland	0	No impact	GIS
	XX	Adverse impact on ancient woodland	
Impact on trees and woodland	++	Significant opportunity to enhance trees/woodland	GIS – aerial photographs
	+	Limited opportunity to enhance trees/woodland	
	0	No impact	
	X	Adverse impact on trees/woodland	
	XX	Significant adverse impact on trees/woodland	
Impact on hedgerows	++	Significant opportunity to enhance hedgerows	GIS – aerial photographs
	+	Limited opportunity to enhance hedgerows	
	0	No impact	

	X	Adverse impact or possible loss of hedgerows	
	XX	Significant adverse impact and known loss of hedgerows	
Avoid sterilisation of mineral resources	0	No mineral designation	GIS
	X	Site is within a mineral consultation area	Durham County Council
	XX	Site is within a preferred area or area of search for mineral extraction	

Aim 5. – Encourage and support a competitive and diverse economy

Indicator	Predicted Impact	Score user guide	Data Source
Location of site in relation to industrial estate / business park	++	Within 400m of employment site	GIS
	+	400m - 800m	
	0	800m -1.6km	
	X	1.6km – 3km	
	XX	3km or over	
Where a site lies within an existing employment land allocation	++	The site meets sustainable location criteria and is unlikely to be viable for employment development without public funding	Employment Land Review
	+	The site has seen no development activity for at least 5 years and meets sustainable location criteria	
	X	The site is being actively marketed as an employment site and is the only acceptable form of built development for this site	
	XX	The proposed site is currently active for employment purposes	
Avoid high quality agricultural land	0	Not applicable	www.magic.gov.uk
	X	Grade 3a	
	XX	Grade 2	
	XXX	Grade 1	

Availability and Viability

Indicator	Predicted Impact	Score user guide	Data Source
Owner / developer interest	++	Established developer interest	General consultation
	+	Owner keen to sell / develop	
	0	Owner / developer intentions unknown	

Indicator	Predicted Impact	Score user guide	Data Source
	X	Developers have expressed doubts about viability	
	XX	Owner / landowner unwilling to sell	
Highway Access	++	Development on the site can be achieved via the existing access	Consultation with Durham County Council
	+	Some highway improvements required	
	X	Major highway improvements required	
	XX	Access is not achievable	
Planning History	+	Site with a valid planning permission for housing	Planning application records
	0	No known planning history	
	X	Site was refused planning permission for housing and the principle of development on this site was dismissed at appeal	
Avoid other overriding physical constraints that would rule out development (heavily contaminated land, steep slopes, land stability, poor access, conflict with groundwater protection etc)	0	No known constraints	GIS General consultation
	X	Some constraints	
	XX	Significant constraints	
Site availability: factors which would affect market attractiveness e.g. evidence of contamination, steep slopes, unstable land, access traffic impact	++	Site immediately available	GIS, General consultation, other plans and programmes
	+	Likely to be available within Phase 1 of the plan period	
	0	Likely to be available within plan period without major infrastructure / remediation investment	
	X	Unlikely to be available within plan period without major infrastructure/remediation investment	
	XX	Unlikely to be available in the plan period	
Emergency Planning - avoid sites within proximity of hazardous industry or installation	0	No Zone	Consultation with HSE
	X	Inner Zone	

Indicator	Predicted Impact	Score user guide	Data Source
(as defined by the Health and Safety Executive)	XX	Middle or outer zone	

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Item 6

REPORT TO CABINET

5th OCTOBER 2006

**REPORT OF HEAD OF ORGANISATIONAL
DEVELOPMENT**

Strategic Leadership Portfolio

ORGANISATION DEVELOPMENT PLAN

1. SUMMARY

- 1.1 This report provides a summary of the Corporate Organisational Development Plan (ODP) and outlines the process for implementing and monitoring the plan.
- 1.2 The Organisational Development Plan provides a structured and progressive framework for ensuring continuous improvement in the behaviours, skills and knowledge of staff by ensuring the effective co-ordination of local and regional initiatives aimed at developing the talent of a diverse workforce, succession planning and capacity building for the future.

2. RECOMMENDATIONS

It is recommended that Cabinet:

- 2.1 Considers the ODP at Appendix 1 and approves the implementation of the 5 key themes and the actions contained therein assigning a Lead Director for each theme.
- 2.2 Commit to ensuring that the Organisational Development Plan is cascaded appropriately via Heads of Service to other managers within their departments to promote awareness and responsibility for ensuring its implementation and success.
- 2.3 Approves the allocation of resources, via departmental Training and Development budgets, required to ensure the Organisational Development Plan succeeds in raising the capacity of our workforce to meet corporate priorities.
- 2.5 Approves the use of the Resource Plan (Appendix 7 of OD Plan) as a key tool to be used within all Service Improvement Plans to inform workforce analysis and decision making, succession planning and emerging business development opportunities impacting on the required skills, competencies, composition and structure of departments.

3. **BACKGROUND**

- 3.1 The Council commissioned consultants to develop the ODP following recommendations from the CPA assessment in 2003. The Plan draws together the development of the Council's employees and elected members and assists in matching human resources with the demands placed upon the Council through the Community Strategy and Corporate Plan ambitions.
- 3.2 The Plan was developed in line with requirements of the Pay and Workforce Development Strategy developed (at the time) by the Office of the Deputy Prime Minister (ODPM).
- 3.3 Organisational development is key to the delivery of the Corporate Plan. Through the development of employees and elected members and through relevant training and capacity building programmes the Council will ensure the skills and human resources are available to meet the ambitions set out within the Corporate Plan.
- 3.4 The ODP was developed via a series of focus groups, interviews and discussions with Directors, Managers, Elected Members, officers and trade union representatives. Led by an external consultancy this process involved over 80 people and it is their ideas/opinions/thoughts that have shaped the OD Plan.

4. **IMPLEMENTATION AND DELIVERY**

4.1 In summary the ODP incorporates:

- Key national and local issues and drivers
- A summary of findings against 5 key themes
- Identified actions to address the findings

4.2 The 5 key themes of the ODP are:

- | | | |
|---------------------------|--------|-----------------------|
| 1. Management Development | Lead - | Glyn Hall |
| 2. Planning | Lead - | Colin Steel |
| 3. Performance Management | Lead - | Director of Resources |
| 4. Communication | Lead - | Phil Ball |
| 5. Member Development | Lead - | Brian Allen |

4.3 The OD Plan provides a strategic overview and outlines broad actions to address the issues raised during the consultation process. The plan is therefore supported by a series of detailed delivery plans, each owned by a "Senior Responsible Officer (SRO)" to be nominated from the Heads of Service Group once the OD Plan has been approved by Cabinet.

4.4 Strategic responsibility for the OD Plan at elected member level will be provided via the

Leader of the Council within the Strategic Leadership portfolio.

4.5 The Organisational Development section will co-ordinate and oversee implementation of the OD Plan by working with Lead Directors and using project management principles to ensure effective implementation of the delivery plans.

4.6 The ensure shared responsibility and sustainable and effective change the OD Plan will be integrated into service delivery via the existing performance management framework.

5. **RESOURCE IMPLICATIONS**

5.1 The detailed delivery plans supporting the ODP set out specific resource implications which will be prioritised and met from the following existing corporate/departmental training and development budgets:

2006/7 Budget

Organisational Development	£40,000 (inc 20k carried forward from 2005/6)
Member Development	£20,000

5.2 The ODP delivery plans will be co-ordinated by the Head of Organisational Development in consultation with Lead Directors, project managed by the Principal Human Resources Officer (Strategy) and will be delivered by the Heads of Service Group.

6. **CONSULTATIONS**

6.1 Detailed consultation has taken place with the CEO, Directors, Heads of Service, Elected Members, key managers and trade unions via a series of interactive focus groups.

6.2 Specific consultation on the draft recommendations has taken place with Heads of Service via the Heads of Service Group.

6.3 The Plan also integrates national, regional and local priorities for organisation development ensuring that these opportunities are incorporated into planning This will ensure competitive advantage through knowledge-sharing and economies of scale arising from inter-agency working.

7. **OTHER MATERIAL CONSIDERATIONS**

Links to Corporate Ambitions / Values

7.1 This report contributes significantly to the following corporate values:

- Invest in our people
- Achieving continuous improvement and innovation in service delivery.

Risk Management

- 7.2 The main risk associated with the OD Plan is the ability to implement the delivery plans on time and within existing staffing resources. This will be mitigated by the adoption of a project management approach and by the production of risk logs for each of the 5 key themes.

Health and Safety

- 7.3 No additional implications have been identified.

Equality & Diversity

- 7.4 Equality and Diversity considerations are inherent throughout the ODP. Sedgefield Borough is an equal opportunities employer and as such every step will be taken to ensure training and development is provided in such a way that ensures no adverse impact in terms of belief/religion, age, disability, gender, ethnicity or sexual orientation.

Legal & Constitutional

- 7.5 No additional implications have been identified.

Procurement

- 7.6 There will be a need to procure training and development services to fulfil the actions contained in the OD Plan. This will be undertaken in conjunction with the Procurement Officer following the Council's Contract Procedure rules.

There are no other material considerations associated with this report

8. **OVERVIEW AND SCRUTINY IMPLICATIONS**

- 8.1 None

9. **LIST OF APPENDICES**

- 9.1 Appendix 1 - Draft Organisational Development Plan.

Contact Officer

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aboddy@sedgefield.gov.uk

Wards: All

Background Papers:

Comprehensive Performance Assessment – Sedgfield Borough Council

Report of the Audit Commission – March 2004

Progress since CPA – Direction of Travel Assessment

Audit Commission Letter – October 2004

Medium Term Financial Plan 2006/7 – 2008/9

December 2004

Corporate Plan 2006/7 to 2008/9

National Joint Council for Local Government Services

Joint Guidance on Local Workforce Development Plans June 2005

Office of Deputy Primeminister

Pay and Workforce Development Strategy 2005

Audit Commission

Annual Audit and Inspection Letter – March 2006

CPA Performance Assessment Framework 2006

Use of Resources Assessment 2005/6

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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“Improvement Through People”

***Sedgefield Borough Council’s
Organisational Development Plan***

2006/7 – 2008/9



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Foreword



Councillor R.S. Fleming
(Leader of the Council)



Brian Allen
Chief Executive



Alan Boddy
Head of Organisational
Development

Welcome to our first Organisational Development Plan, which underpins our Corporate Plan and demonstrates our commitment to the provision of quality local services by defining the Organisational Development activities we will pursue to ensure further continuous improvement.

We have made significant progress in the last twelve months. To reflect the changing needs of our customers, and to reflect key national policy drivers influencing the Council, we have reviewed our priorities to ensure we continue to deliver community focused, value for money services.

We realise we are only as good as the behaviours, skills and knowledge of our employees and elected members and we need to continuously improve our people management practices. This improvement requires the involvement of everyone, not just the Organisational Development Section. Therefore the recommendations and actions contained within this OD Plan are being integrated into the service plans of the Council and delivered through the established performance management framework to ensure the plan is embedded into the daily activity of the Council.

This OD Plan has been developed through a robust, comprehensive and inclusive process. Led by an external consultant, the OD planning process has involved Directors, Senior Managers, Trade Union representatives, Employees and Elected Members via a series of workshops and one to one interviews. In total, over 80 people were consulted and their ideas taken into account in the production of this plan. We would like to thank all those who contributed.

Chapter 1 Background Information

1

The Corporate Planning Framework

The Council's Corporate Planning framework starts with the Community Strategy and moves progressively through a series of supporting, inter-related and inter-dependent strategies and plans.

This OD Plan sits within the strategic framework and the supporting hierarchy of plans, identified within the Corporate Planning Framework (see Appendix 1).

Ambitions, Values and Priorities

To reflect the changing needs and demands on the Council the Corporate Ambitions and Community Values have recently been refined. The revised Ambitions are set out below:

COMMUNITY STRATEGY VISION	Sedgefield Borough Council Corporate Ambition	Community Outcome
People can live healthy, active and fulfilling lives as part of vibrant and strong communities	A HEALTHY BOROUGH	Safeguarding public health Promoting independent living Creating leisure opportunities Promoting cultural activities
High quality businesses can prosper and local people have the confidence and skills to access the jobs that they offer	A PROSPEROUS BOROUGH	Promoting business and employment opportunities Maximising learning opportunities Tackling disadvantage and promoting social regeneration
The natural and built environment is valued, conserved and enhanced	AN ATTRACTIVE BOROUGH	Ensuring a cleaner, greener environment Improving towns, villages and the countryside Reducing waste and managing natural resources

<p>People can access the housing they want, in attractive and safe neighbourhoods</p>	<p>A BOROUGH WITH STRONG COMMUNITIES</p>	<p>Securing quality sustainable housing Promoting safer neighbourhoods</p>
---	---	---

The Corporate Values of the Council provide the principles within which the Council operates. These Corporate Values are:

CORPORATE VALUES
<ul style="list-style-type: none"> <input type="checkbox"/> Be open, accessible, equitable, fair and responsive to the public <input type="checkbox"/> Invest in our people [employees] <input type="checkbox"/> Be responsible with and accountable for public finances <input type="checkbox"/> Achieve continuous improvement and innovation in service delivery <input type="checkbox"/> Engage local communities

The Council has been extremely successful in recent years in prioritising areas for improvement and has driven a series of core crosscutting priorities throughout its activities through embedding these arrangements into all Service Plans across the Council. These priorities include:

- Customer Care
- Efficiency
- Risk Management
- Occupational Health and Safety
- Procurement
- Equality and Diversity
- E-Government
- Youth Development

2006/07 to 2008/09 Crosscutting Priorities

The crosscutting priorities identified by the Council for the period 2006/07 to 2008/09 reflect the cross service nature of the key drivers on the Council – to achieve Value for Money in service provision and to ensure that our services are customer focussed.

It is of paramount importance that these are integrated throughout the Council, are consistently applied and are embedded into the day-to-day activities carried out by the Council. As such, these new priorities are championed at the very highest level within the Council, as follows:

ISSUE	OFFICER LEAD
VALUE FOR MONEY	Mr B. Allen, Chief Executive
CUSTOMER FOCUS	Mr G. Hall, Director of Neighbourhood Services

Service Based Priorities 2004 to 2007

The Service Based Priorities identified by the Council for the period 2004 to 2007 are identified within the table below:

SERVICE	PORTFOLIO
Carelink	Community Health
Domestic Violence	Safer Communities
Horticulture	Environment
Housing Maintenance	Housing
Neighbourhood Wardens/CCTV	Safer Communities
Regeneration – Industrial Land/Units	Corporate Strategy
Regeneration through housing	Housing
Street Cleansing	Environment
Waste Recycling	Environment

Sedgefield Borough Council Corporate Plan

The Corporate Planning framework for Sedgefield Borough Council is detailed in appendix 1. The **Corporate Plan** is owned and delivered by Sedgefield Borough Council and provides a strategic overview of the actions within the Council and how these actions contribute to the achievement of the Community Strategy, expressed through the Council's Corporate Ambitions. The Plan does not cover all the operational aspects involved in delivery of these ambitions. It is a strategic level document and identifies the core activities and priorities of the Council and is supported by two key documents:

[The Medium Term Financial Plan \(MTFP\)](#)

The **Medium Term Financial Plan** is developed and written alongside the Council's Corporate Plan and defines the financial resources available to deliver upon our priorities.

[Organisational Development Plan \(ODP\)](#)

The **Organisational Development Plan** draws together the skills and knowledge required to deliver a modern local government service whilst

reflecting the priorities identified throughout the Corporate Plan. The ODP complements and enhances the financial resources identified within the MTFP in ensuring that the Council has...*“the right people, in the right place, with the right skills at the right time.”*

Service Plans

Informing, supporting and delivering on the actions within the Corporate Plan is a series of **Service Plans**, which draws together the actions undertaken by individual services across the Council within the Corporate Ambitions, Community Outcomes and Corporate Values. These Service Plans are the key link at an operational level between the Corporate Plan and the activities/actions carried out by individual teams.

Employee Development Programme

The Employee Development Programme (EDP) is the final link in the Corporate Planning Framework. Driving ambitions and priorities down the organisation and translating them into individual contributions, the EDP process identifies training needs and results in the production of departmental training plans.

Human Resources Strategy

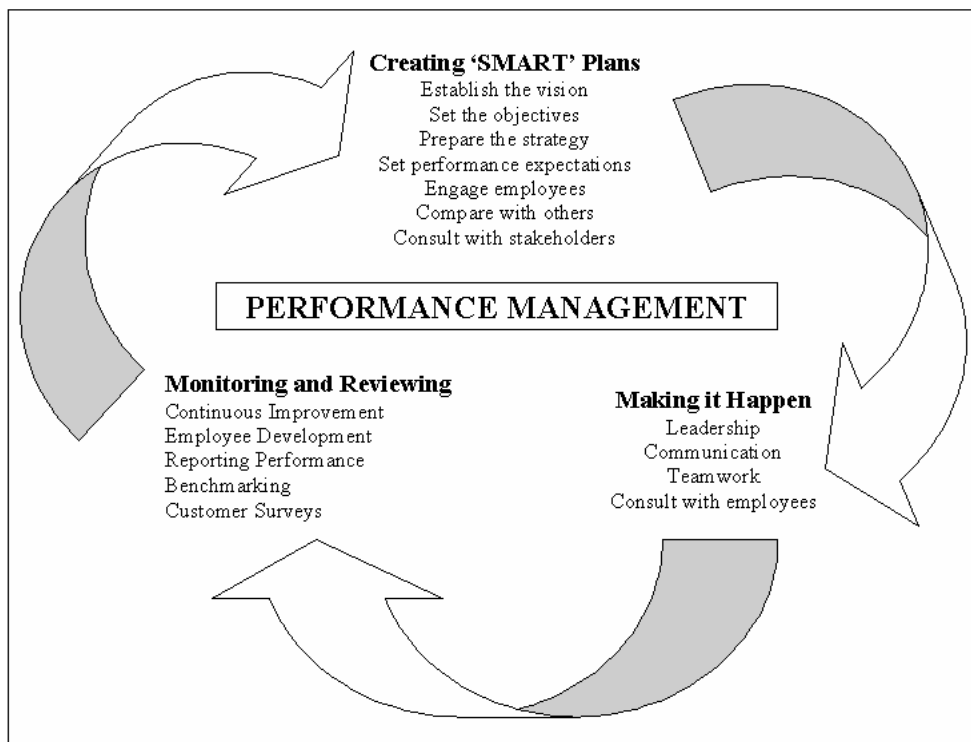
The Council's HR Strategy is integral to the strategic changes taking place within the Council. It translates the strategic aims set out in the OD Plan into relevant, realistic and achievable Human Resource aims.

The Human Resources strategic framework (See Appendix 2) provides a vehicle through which the OD Plan is delivered.

Performance Management Framework

Performance Management is at the heart of Corporate Planning and is crucial in the drive for continuous improvement.

Sedgefield Borough Council is a progressive local authority committed to delivering on its Corporate Ambitions and Community Outcomes. The Council has developed significantly in recent years and has in place robust Performance Management systems to ensure the delivery of strategic plans. The Performance Management Framework operated by the Council is set out in the diagram overleaf.



Key Organisational Development Achievements

Organisational Restructure

The Council completed an organisational restructure in 2004 and has developed its senior management and departmental structures in line with the challenges facing a modern local authority. It is now divided into five departments – Chief Executive’s, Resources, Neighbourhood Services, Housing and Leisure Services. A Director (or the Chief Executive Officer) leads each department, which is supported by a number of Heads of Service (See Appendix 3).

Political Restructure

The Council revised its political structure in May 2006 to ensure a better alignment to Corporate Ambitions.

This significant change to Cabinet directly aligns Cabinet Portfolios and a Strategic Working Group Structure to the Corporate Ambitions of the Council. These changes provide the Council, for the first time, with a clear “golden thread” of accountability to the Corporate Plan at the strategic political level.

In summary the Cabinet Portfolios the Council now has are (See Appendix 4):

PORTFOLIO	CABINET MEMBER
Corporate Strategy	Councillor R.S. Fleming (Leader of the Council)
AN ATTRACTIVE BOROUGH	
Environment	Councillor A. Hodgson
Planning and Development	Councillor D. A. Newell

PORTFOLIO	CABINET MEMBER
A HEALTHY BOROUGH	
Community Health	Councillor Mrs. A.M. Armstrong
Leisure and Culture	Councillor Mrs. B. Graham
A PROSPEROUS BOROUGH	
Learning and Employment	Councillor R.A. Patchett
Social Regeneration and Partnership	Councillor K. Noble (Deputy Leader of the Council)
A BOROUGH WITH STRONG COMMUNITIES	
Housing	Councillor W. Waters
Safer Communities	Councillor M. Iveson

Corporate strategic working groups are now anchored around the Council's corporate policy arrangements and performance management framework and are designed to assist in the delivery of stated priorities. They are aligned to the Corporate Ambitions and Community Outcomes and have a clear sense of purpose with each Group having a defined function and terms of reference.

Corporate liP Accreditation

The Council is committed to the principles embodied by Investors in People and has maintained corporate accreditation for a number of years. The supporting framework (corporate and departmental liP Groups) within the Council is held in high regard by employees and provides an effective two-way consultation tool on a whole range of other employee related issues.

Internal Communications Strategy and Framework

The Council believes that communicating effectively with employees and involving them through comment and feedback is essential to achieving its ambitions, strengthen performance and secure long-term success. The Internal Communications Strategy was implemented in 2005 and aims to :

- Ensure a commitment to two-way communication with all staff, particularly those at the 'frontline'
- Develop and maintain a culture of effective communication

To ensure a consistent corporate approach to communication with employees, the strategy introduced a corporate communication framework which is now in place across all departments of the Council.

E-Government/Business Transformation

The Council's approach to business transformation is foremost about people and how they can better communicate, work and access services. Integral to the modernisation of the Council's Customer Services function, business transformation is playing a key role in enabling the delivery of service improvements and efficiency gains as well as providing a basis for joined-up working with intermediaries such as Citizens Advice and other Local Strategic Partners.

The Council has embraced the principles of the Department for Communities and Local Government (DCLG) and the Local Government Association (LGA) e-Capacity Building Programme as an enabler of this transformation activity. These principles are inherent in the proposed Sedgefield Competency Framework and in the Sedgefield Leadership Programme.

Review of Pay & Grading Structure

In accordance with the 2004 National Agreement for local authority services and in advance of the 2007 deadline, the Council implemented a revised Pay and Grading structure in March 2006. The pay and grading review took over two years to complete and involved detailed consultations with Trade Unions.

The new local pay and grading structure and accompanying set of terms and conditions is a means of ensuring that the Council's pay structure:

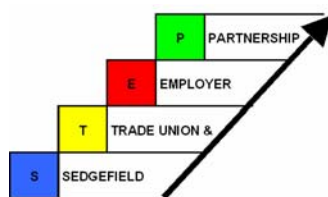
- Is fair and transparent
- Removes artificial demarcations between groups of employees
- Provides equal pay for work of equal value
- Underpins service objectives

As part of the process the Council in, an effort to encourage training and development and address concerns regarding retention of qualified employees, introduced a number of career graded posts supported by detailed skills matrices aligned to the attainment of skills, qualification and experience.

Elected Member Development

The Council has signed up to achieving the Member Development Charter and has in place an established cross-party Member Development Group whose remit is to facilitate a co-ordinated approach to member development in accordance with the Member Development Strategy.

Skills for Life



The Council is committed to improving the literacy, numeracy and language skills of all its employees and is working in partnership with the Trade Unions as part of the STEP Project (Sedgefield Trade Union and Employer Partnership). This group consists of Union Learning Representatives and has been successful in bidding for money from the Trade Union Congress (TUC)

Learning for all Fund for the last two years. This has enabled the development of the Learning Centre at Chilton Depot and in 2006 the Council successfully participated in Adult Learning at Work Day.

Strategic HR Framework

The new harder test CPA demands planned outcomes from an embedded strategic policy based framework, which enables managers to fulfil their strategic management roles. In preparation for this, during 2005/6 the strategic capacity of the HR Section was strengthened and work started on embedding a people based culture of performance, service delivery and quality into operational and management practice.

The HR Strategy sets out the Council's four strategic HR aims and progress towards these aims is delivered and monitored via three Service Improvement Plans (SIP's): Equality and Diversity; Human Resources and Health and Safety.

Equality and Diversity

A Corporate Equality Plan (CEP) was produced, incorporating the Race Equality Scheme. The CEP contains a detailed action plan which has so far enabled the Council to achieve Level 2 during 2005/6 and which will direct effort to achieve Level 3 during 2006/7.

Human Resources

The Human Resources Strategic Framework is structured to ensure that all people management and development activities are supportive of the corporate values of the council. In particular the commitment to "invest in our employees and achieve continuous improvement and innovation in service delivery".

Human Resources has the following strategic aims :

- ❑ To ensure the council has the skills and resources needed to deliver high quality customer focused services
- ❑ To support the council's modernisation programme through the introduction of innovative HR practices
- ❑ To ensure the council maintains good employee relations
- ❑ To maintain a healthy and safe working environment and workforce.

Annual service improvement plans are developed to identify areas for continuous improvement in human resources in support of these strategic aims.

Health and Safety

The Health and Safety Service Improvement Plan deals specifically with achieving the HR strategic aim to 'maintain a healthy and safe working environment and workforce' and identifies annual priorities that reflect corporate ambitions, best practice in safety management and legislative imperatives. The Health and Safety Policy and Occupational Health and Safety strategy are backed up by comprehensive procedures and codes of practice. Health and Safety performance is monitored proactively through the Occupational Health and Safety Management system.

Chapter

2

Drivers of the Organisational Development Plan

Issues Facing the Council

The Council is held in high regard at a local level, by stakeholder partners and by the Audit Commission. The Council was rated as “Good” through the Comprehensive Performance Assessment in 2003 and is intent on progressing to “Excellent” status. However, the CPA report highlighted a number of areas to be addressed by the Council before further progress could be achieved.

The Council has a good record of addressing challenges and issues and the steps already taken, including the management restructure, together with the enhancements to corporate and strategic planning and performance management, will strengthen the Council’s capacity to meet the additional challenges in the short, medium and long term. An essential part of this capacity building is a comprehensive Organisational Development Plan.

National Drivers

A New Performance Assessment Framework

The new CPA framework, effective from 2006, introduces a more rigorous test of local authority performance which aims to address the issues that matter most to local people, while reducing the burden of regulation.

The rapidly changing environment in which local government operates is exemplified by the fact that the government now intends to replace the CPA process with a more community based assessment process with greater reliance on the audit management arrangements in place. This is to be effective from 2008.

There will nevertheless remain an essential focus on the importance of having a successful corporate “engine” to drive good direct services. There will inevitably be a requirement to measure the capacity of the council, working with partners, to deliver improved outcomes for local people. In this regard, any assessment process will look for clear accountability and decision-making to support service delivery and continuous improvement.

Pay and Workforce Development Strategy

The Pay & Workforce Development Strategy developed by the Office of the Deputy Prime Minister and the Local Government Employers Organisation provides a framework to support organisational transformation and reforms required to deliver improved services, greater efficiencies and better customer focus in front-line services. It identified five priority areas:

- a) **“Developing Leadership Capacity** – among officers and elected members, including attracting effective leaders into local government from outside the sector.

- b) **Developing the skills and capacity of the workforce** – across the corporate centre, specific service areas, management and the front line workforce.
- c) **Developing the organisation** – to achieve excellence in people and performance management, partnership working, equality and diversity and the efficient delivery of services.
- d) **Resourcing local government** – ensuring that authorities recruit, train and retain the staff they need.
- e) **Pay and Rewards** – having pay and reward structures that attract, retain and develop a skilled and flexible workforce while achieving value for money in service delivery.”

This OD Plan attempt to address many of the external challenges and key service and performance issues facing the Council, including:

- Changing skills and competencies
- Leadership development
- Partnership working
- Strategic management
- Performance management
- Capacity to manage change
- Promoting a learning culture
- ICT and e-government
- Community planning and consultation skills
- Continuous Improvement
- Recruitment problems and skill shortages

The approach to developing this Plan is to mainstream it into Council activity whilst ensuring that Service Plans contain sufficient flexibility to adequately reflect the priorities for each service area throughout the Council.

Local Drivers

Inspections/External Assessment

This section details the results the Council has received from external inspections and how the Council has applied recommendations from these inspections.

Annual audit and inspection letter – March 2006

Each year the Council receives its Annual Audit and Inspection letter, outlining progress made during the year and identifying actions for improvement.



Progress 2003 to 2006

As mentioned earlier, the Council was categorised as 'good' in Comprehensive Performance Assessment (CPA) in 2003 and underwent a 'Direction of Travel' Assessment in 2005. This latter assessment showed that the Council has made good progress in achieving its priorities and is improving in most areas since CPA. Specifically the Council's Political Management Framework has been linked closely to its Corporate Planning Framework. A suite of Cabinet Portfolios are directly aligned to the Ambitions of the Council. These changes to the Cabinet Portfolios and Strategic Working Group Structure ensure that two portfolio holders from the Cabinet are accountable for the achievement of each ambition and groups are attended by Heads of Service and senior managers to ensure that the business of delivering on the ambition for the Council is expedited.

The changes to the Political Management Framework establishes the Leader of the Council with the responsibility for the key aspects of strategic policy for the Council. Additionally, the political management structure is augmented and supported by aligning the Council's Corporate Management Team with Portfolio Holders through Lead Directors being assigned to the Delivery Plans for the Corporate Ambitions.

The Council has strengthened its financial and service planning arrangements, ensuring there are clear crosscutting themes and a strong link between the Corporate Plan, Medium Term Financial Plan and Service Plans.

The Council has invested strongly in arrangements to ensure equality and diversity in its services by appointing a dedicated diversity officer, producing a Corporate Equality Plan and establishing departmental equality groups.

Sickness has also improved from 12.9 days in 2004/05 to 11.2 days in 2005/06 by working closely with the Council's occupational health provider, Company Health.

Future Actions

The audit letter also highlighted a number of future actions required by the Council, which have been taken into consideration in the development of this OD Plan;

- Implement Organisational Development Plan and strengthen links between the employee development programme and the planning framework
- Continue efforts to reduce sickness and improve capacity
- Address areas of low and mixed performance
- Develop performance indicator quality assurance processes

Durham Partnerships Audit 2005/06

The concept of partnership is a key element of the national agenda for modernising services. In 2003/04 the Audit Commission undertook a review of partnership control arrangements and community planning in County Durham. A re-inspection of the 2003/04 Audit was carried out in Autumn 2005 to test progress on the recommendations made within the original Audit Commission report. Following the re-inspection the Audit Commission noted that the Council had made good progress against implementing these recommendations with only two of the fifteen still being progressed; relating to staff and member development. These outstanding actions are addressed in this OD Plan (*Theme 1 – Management Development, Theme 5 – Member Development*).

Performance Management Audit 2005/06

In 2004/05 the Audit Commission concluded that the Council has made progress in improving performance management arrangements. Work is ongoing within the Council to identify and create user and community focused local performance indicators.

The following area of concern is being progressed during 2006/07 and has been incorporated into this OD Plan;

- *“Performance management is still to be fully embedded into the organisation. Individual targets have not yet been introduced into the staff appraisal system although this has been recommended as part of the Employee Development Programme”*

Use of Resources 2005/06

The Use of Resources assessment (UoR) assesses how well an authority manages and uses its financial resources. It is a more stringent test than previous audits forming part of the Comprehensive Performance Assessment.

The assessment focuses on the importance of having sound and strategic financial management to ensure that resources are available to support the Council's priorities and improve services.

The Council's overall score of three from a possible four means that Sedgefield is 'performing well' and operating consistently above minimum requirements. This is an extremely good score for Sedgefield, when compared with both neighbouring and national district authorities. Notwithstanding this, there are areas identified by the Audit Commission for improvement (Value for Money) and the Council will work on these areas in 2006/07 (*Theme 1 – Management Development*).

Local Area Agreements

The County Durham Local Area Agreement was signed in March 2006. This was seen by key partners as "a turning point" in partnership working among councils and other public service providers in the County – an issue that impacts directly in OD.

County Durham's LAA is a joint commitment to improve services by all tiers of Local Government together with the other main public sector agencies including the Police, Primary Care Trusts and Job Centre Plus, the County Durham Strategic Partnership, Local Strategic Partnerships and the Community and Voluntary Sector who have identified a range of important priorities to which they will all be working through a framework structured around four blocks: -

- Children and Young People
- Economic Development and Enterprise
- Healthier Communities and Older people
- Safer and Stronger Communities

Embedded within these target priorities are 12 'stretch targets' where partners have agreed to work together to significantly exceed expected performance over the next three years.

If these challenging targets are met the Government will give a Performance Reward Grant of more than £14million to benefit communities still further

Over the coming year, the Council will support ongoing work to develop the governance arrangements of the LAA - linked to the revitalisation of the County Durham Strategic Partnership - and will work with partner organisations to deliver on the shared targets set out in the agreement.

Eden Insight Report

The Eden Insight Report was commissioned to develop ways to increased capacity for Sedgefield Borough Council to fully achieve its vision and obligation to deliver e-enabled services. This included the need to address key inhibitors to business transformation including lack of capacity, lack of will and lack of understanding of e-government.

The objectives of this study were to:

- Determine the organisation's change management challenges and needs
- Relate these needs to current initiatives which have immediate change impact
- Assess the organisation's change support requirements
- Derive the focus and best strategy for subsequent change support
- Sustain local pace and momentum

The scope of this study included:

- Interviews with the Chief Executive, 4 Directors, 4 Heads of Service, and 11 Service Managers.
- A Consistency Assessment survey of Heads of Service and Service Managers (33 people)
- Evaluation/Planning workshops
- Focused discussion with the sponsors and agents of change for current change initiatives

Priorities identified by the study and incorporated into this OD plan include:

Immediate (Short Term)

- Leadership: clarifying the roles and responsibilities of each manager in relation to all change activity (*Theme 1 – Management Development*)
- Governance: positioning governance as the primary focus for setting and managing the direction of change initiatives throughout their lifecycle (*Theme 2 – Planning*)
- Operations and Project Change Capability: releasing and reallocating management time to change commitments; establishing mandatory participation in change governance; Designing and delivering an individual and team development programme (synchronised to the targeted improvement in change capability) (*Theme 1 – Management Development, Theme 5 – Member Development*)

- ❑ Communications and Collaboration: using governance to orchestrate and synchronise core information on objectives, direction, progress and priorities (*Theme 4 – Communications*)

Medium and Long Term

- ❑ Visioning: linking high level vision aspirations with specific service areas; quantifying and communicating current and targeted performance – ensuring this is understood and owned (*Theme 2 – Planning*)
- ❑ People Support Capability: applying more relevant recognition and reward practices; developing more holistic performance evaluation practices that review total capability and contribution and personal development goals for Running business as usual and Changing business as usual (*Theme 3 – Performance Management*)
- ❑ Cultural Alignment: raising awareness of positive leadership, individual and team behaviours that are critical to change initiative success; reviewing performance contribution and motivation of individuals (*Theme 1 – Management Development*)

‘Transforming the organisation, Improving Performance’ places strong emphasis on business process redesign, workforce remodelling and job redesign, increasing the productivity of the workforce and understanding systematic workforce analysis and planning. As part of business transformation towards achieving core competencies in :

- ❑ Organisational development and change management
- ❑ Business process redesign and analysis
- ❑ Performance, productivity and people management
- ❑ Customer relations management
- ❑ Project and financial management
- ❑ Procurement and client side management
- ❑ Partnership working and community engagement
- ❑ Managing and promoting diversity
- ❑ Maximising use of technology

Improving Value for Money (VFM)

The Council has a strong track record of reviewing its spending in order to identify administrative and efficiency savings as a key element of the budget and tax setting process and will further improve efficiency by examining methods of raising productivity and enhancing VFM.

The Council recognises that it cannot work in isolation to deliver the efficiencies required and will maintain and develop its partnership working arrangements with stakeholders to ensure that opportunities for joint service delivery arrangements are identified and pursued. Collaborative working, either internally or externally, to deliver efficiency gains will be supported.

The Council’s cashable efficiency savings target is incorporated in the Council’s medium term financial plan covering the period 2006-07 to 2008-09. In future planning rounds, service and financial planning will require a sharper focus on efficiency.

A strategic approach to the Council's use of human resources will be taken via improvements being considered in workforce planning and human resources policies and strategies.

Improving VFM is an identified key priority for the Council for 2006/7 as set out in the Corporate Plan. To address this a corporate working group has been established, led by the Chief Executive and the Leader of the Council. Additionally, Financial Management has been placed at the heart of the Sedgefield Competency framework and is to be one of two pilot modules for the Sedgefield Leadership Programme.

Improving Customer Focus

This is an identified key priority for the Council for 2006/7 as set out in the Corporate Plan. To address this a corporate working group has been established, led by the Director of Neighbourhood Services. Additionally, Customer Focus has been placed at the heart of the Sedgefield Competency framework and is to be one of two pilot modules for the Sedgefield Leadership Programme.

The Service Manager's HR Role

It is clear that there are significant HR issues in respect of enabling Councils to achieve a strong outcome and effectively manage the many changes ahead. A people based culture of performance, service delivery and quality will need to be embedded into all operational and management practices.

Effective workforce planning, management and organisational development will be essential to achieve the flexibility, innovation and change management capacity required.

The new assessment processes will be looking for planned outcomes from an embedded strategic and policy based framework which enables managers to fulfil their service management roles.

Managers will therefore need to develop a much clearer strategic focus, monitoring the organisational profiles, planning for resource requirements and communicating with employees.

Capacity Building

The Improvement Partnership in the North East is working towards building capacity within local government in the region. Various projects are underway with Sedgefield participating in those relevant to us. These include:

- District Councils' capacity building project – looking specifically at the needs of district councils which include community engagement, value for money.
- Management development for 3rd and 4th tier officers – involving skills audits and competencies which will lead to a management development programme.
- Member development – Leading Edge programme looking at equipping members with the skills they need including scrutiny, community leadership and political leadership.

In addition to this, Sedgefield have put in a bid designed to help us become more customer focused.

Partnership Working

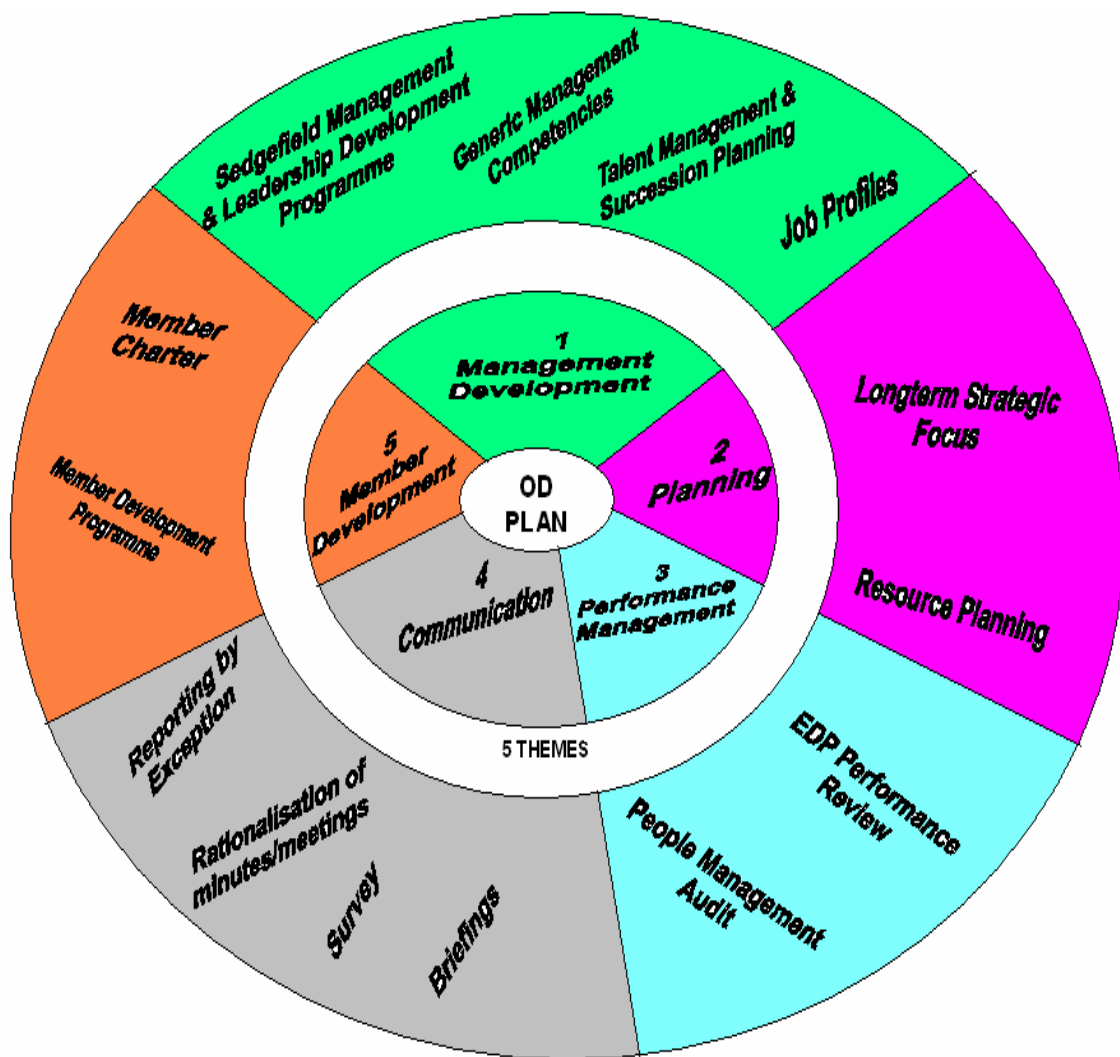
Organisational development networks have been set up at regional and district levels to which the OD specialist from the area are invited. The Local Authority Partnership Group (LAPs) includes the district councils and have a good working relationship where training issues are shared and some courses run with officers attending from other councils.

North East Regional Employers Organisation (NEREO) provide assistance and run groups such as the Member Development Officers Network where good practice can be shared. Nationally, the Employers Organisation have now merged with the IDeA (Improvement and Development Agency for Local Government) and there is an advisor in the region who co-ordinates working groups to look at strategic issues. These established networks have been tapped into by the Improvement Partnership to be part of process for capacity building.

Chapter Findings and Actions

3

The issues and resulting recommendations identified from discussions with individuals, managers, focus groups and elected members can be summarised into 5 key themes and fourteen recommendations:



Theme 1 - Management Development

The effectiveness of management is recognized as a key determinant of organizational success. Therefore, it is anticipated that investment in management development will have a direct economic benefit to the Council. It is vital that all managers are equipped to provide clear direction, develop their staff, balance a range of priorities and demands and ensure success during times of change. By focusing on developing both current managers and managers of the future and ensuring that they have the strategic and operational management skills to lead their departments, organisational development can have a significant impact on the ability of the council to meet community needs.

Findings

- 1.1 A high level of technical skill exists within all service areas of the Council. However, the demands of the modernisation agenda and the ambitions and targets set out in the Corporate Plan, create a need for a set of generic management competencies which will enable managers and employees to develop and maintain the essential **balance between strategic and operational management**.
- 1.2 A more pro-active, strategic and people based culture needs to be established to empower employees to contribute to their maximum potential. This can be fostered by introducing **clear corporate management principles** to support the Council's values.
- 1.3 One of the strengths of the Council is that the middle management level has a wealth of experience, usually with a long service history. To maintain this, **succession planning** should be addressed. There is a perception that Sedgefield is a fertile training ground before moving on to other organisations. This is partially due to a lack of identified development opportunity in the organisation for talented employees,
- 1.4 Whilst management remains commendably focussed on front line service delivery, there is a challenge to **broaden its horizons from functional silos**, and also to accept more responsibility. At all levels of management, there is a clear need to define roles, and associated competencies to deliver the performance challenges.
- 1.5 **Change Management** needs to be consistently and effectively delivered across the council. It is the one constant moving forward, and therefore the primary skills of a manager must be the management of resources and priorities to achieve successful improvement. All managers must be prepared to adopt, communicate and manage processes effectively to introduce change through functional demands or crosscutting strategies. Ownership of the whole agenda is critical, and performance needs to be managed accordingly against the council's expectations.
- 1.6 A balance should be encouraged between an established set of management principles and competencies, and creating a culture where managers and employees have a degree of freedom to express their needs – in other words, a **"tight-loose"** culture needs to be developed.

- 1.7 A broad based **management and leadership development program** should be introduced to ensure a continuous development process at supervisory, middle and senior management levels.

To address some of these short and long term challenges, the following actions are planned:

Theme 1 – Management Development	
Action	Benefits
1.	<p>Develop Job Profiles for senior managers that explicitly reflect their corporate and strategic role</p> <ul style="list-style-type: none"> • Help ensure clear understanding of the nature of senior manager roles. • Emphasise the significance of strategic planning and management. • Provide a basis for assessment of management performance.
2.	<p>Develop a core set of management competencies. The aim being to define clearly the behaviours expected of managers. The key competencies required are outlined at Appendix 5.</p> <ul style="list-style-type: none"> • Establish a consistent set of leadership and management principles • Better ownership of tasks and projects, both functional and cross cutting. • More effective management culture.
3.	<p>Develop and implement a corporate management and leadership development program. (See Appendix 6)</p> <ul style="list-style-type: none"> • Increased capability of all levels of management. • Increased collective capacity for the council. • Improved change management. • Development of culture of ownership and corporate awareness. • Enhanced balance of strategic and operational management.
4.	<p>Develop Talent Management and Succession Planning programme</p> <ul style="list-style-type: none"> • Addressing the demographic changes facing the council and ensure progression strategies for ambitious and capable managers at 3rd and 4th tier levels • Use of assessment centres and career counselling to identify potential leaders of the future • Implement management development interventions to provide structured career development opportunities and thereby aid retention, recruitment and development

		<ul style="list-style-type: none"> • Review existing systems supporting/hindering talent management and succession planning including competency frameworks, workforce development plans, personal development plans, rewards systems, organisation structures, training and development strategies, communication strategies and employee feedback mechanisms.
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Theme 2 - Planning

The Corporate Planning Framework sets the strategic direction of the council and establishes the architecture for continuous improvement based around robust performance, financial and people management. The Corporate Plan is linked into the Community Strategy and our contribution to the aims of this strategy are translated into corporate ambitions. By identifying priority areas within the Corporate Plan these are further cascaded into departmental objectives through service delivery plans and on an individual basis through Employee Development Programmes.

Findings

- 2.1 The Council is continually under demand from a number of stakeholders, all seeking to change the priorities of the organisation. The common denominator is that the Council is seen as reactive to inputs, and not investing time in anticipating and planning in a **long term horizon**.
- 2.2 In recent years, **planning cycles** in Sedgefield have improved, with the adoption of medium term financial planning and a more rigorous approach to service plans that build into, and feed from, the corporate plan. The integrated approach to corporate and strategic planning has realised many benefits.
- 2.2 There is a danger within some parts of the organisation of dependency. Within service departments managers and employees rely on central resources when dealing with operational matters relating to: HR, Equality & Diversity, Training, Finance, E-Government, Procurement, Strategic Planning, Performance Management etc.

There appears to be a view that responsibility for the development and management of key strategies related to the above areas rests with the associated central resource. There needs to be a recognition that the central resource teams add value to frontline services through the development of a **strategic framework** which enables service managers to properly fulfil their management roles which incorporate all of the above areas.

With such a complex agenda, combining crosscutting themes (like e-government agenda, procurement, HR) and functional responsibility for frontline services, it is apparent that the **demands are currently outstripping the capacity and capability to manage the programme**. This has created the dependence on central functions to help with operational

implementation and thus impacts the time spent on forward planning of change.

- 2.3 There is a need to monitor the existing skills and knowledge base amongst the Council's workforce, related to the corporate values, objectives and ambitions. The annual budget process identifies the resources levels associated with the departmental pay bills. A **more detailed assessment** is needed to provide an evaluation of **future resource levels and skill requirements** to meet the changing work programmes and priorities within each service area.
- 2.4 Each service area should be aware of the employee profile, current trends in relation to turnover, and should consider actions necessary in relation to skill shortages and difficult to recruit areas. This will inform the **workforce planning process**.
- 2.5 Labour market intelligence is essential for effective workforce planning. The Council already faces several of the problems identified regionally and nationally:
- An **ageing workforce** and the difficulties of attracting and retaining young people to jobs in local government
 - **Skill shortages** in such areas as:
 - Environmental health
 - Planning
 - Craft skills
 - Contract management

Theme 2 –Planning	
Action	Benefits
<p>1. Introduce service based resource plans (See Appendix 7 for example) and incorporate into the corporate planning framework via service planning process. Summary resource plan to feed into the Organisational Development and Medium Term Financial Plan.</p>	<ul style="list-style-type: none"> • Integrate Human Resource requirements into the Council's Corporate and financial planning, framework. • Highlight changing competency requirements. • Highlight/address recruitment and retention issues. • Highlight potential new service delivery models based on partnership working.

Theme 3 - Performance Management

Effective performance management systems at all levels within the council are essential in achieving objectives in an increasingly competitive and volatile environment where the clear focus is on quality and customer care. Performance appraisal through the EDP process seeks to raise the overall performance level of the organisation as a whole by optimising the performance of individuals and teams in the pursuit of organisational goals.

Findings

- 3.1 There is a comprehensive corporate performance management framework within the Council.
- 3.2 Several managers and employees have recognised that there is need to strengthen their approach to performance management, particularly related to the **Employee Development Programme** process. However, no action has been taken at a service department level, relying instead on the “Corporate Process”.

This dependency culture is further exemplified by the expectation of many managers that **Central HR will undertake operational management** actions related to recruitment and selection, grievance and discipline and absence management. The HR team are actively developing policies, procedures, guidance and training that develops management ownership of HR and OD issues specific to their departments.

This dependency culture appears to have led to a **reactive sub culture** with a lack of recognition of the need for and importance of planning at the strategic level to ensure continuous service improvement and development. This ability to react and “crisis manage” has diminished the importance which employees and managers should place on partnership working and the development of innovative alternatives to service delivery.

- 3.3 Increasing and often conflicting priorities have caused managers and employees to fail to achieve targets and objectives, weakening the performance culture of the organisation.
- 3.4 The Council is driven by BVPI measures to assess and improve a very wide range of service related issues. Accountability for delivering these is claimed by managers, members and other groups within the organisation. However it is important that team and individual objectives and targets are **directly cascaded from the corporate and service plans**. Feedback suggested there is room for improvement with the current **EDP process**. It was introduced with the aim of defining relevant training and development needs for employees and is **not widely used to manage individual performance** in the organisation. It is **inconsistently applied** through the Council, the **quality of the review varies**, and the development needs are **not widely delivered**. The Council is committed to undertaking a thorough review of the EDP process to embed best practice in staff appraisal and development, ensuring that all objectives are focused towards continuous improvement in value for money, customer focus and performance management.

Theme 3 –Performance Management		
	Action	Benefits
1.	<p>Develop an integrated performance review process for managers and employees – incorporating performance, objectives, competency review and EDP discussion.</p> <p>Introduce a verification process to the EDP process to identify % of objectives and training needs completed.</p>	<ul style="list-style-type: none"> • Clarify performance targets for managers and officers. • Assist the identification of competencies, thereby assisting the recruitment and development of employees. • Provide a quick and easy review process for senior managers to assess the delivery of objectives and training plans.
2.	<p>Implement a “People Management Audit” to “test the temperature” of the organisation and ensure that best people management practices are consistently applied. The audit will involve interviews with a cross section of employees to evaluate the effectiveness and consistency of HR Policies and practices and to “test the temperature” of the organisation in respect of employee relations, morale, motivation and communication. The “audit” reports can be used by the Chief Executive as part of the Director and Senior Management Team appraisals.</p>	<ul style="list-style-type: none"> • Ensure the “single employer” ethos is established and maintained. • Ensure that HR Strategy adds value • Will complement the liP Audit and inform the work of the established liP Groups.

Theme 4 - Communication

The communication challenge is magnified in Sedgefield (and in many councils) by the organisation structure, with remote locations, partnership organisations, and the variety of services being delivered. Add to this internal logistics such as differing shift patterns and a range of current communication channels, the challenge of improving communication becomes apparent.

Findings

- 4.1 The **Communication Strategy is not applied consistently** across the Council, which limits the capacity for effective two way exchange of views. Employees would appreciate a vehicle for hearing relevant news in a formal way, i.e. from their manager rather than through the rumour mill.
- 4.2 The Council uses a variety of methods of communication to employees, and the wider community. These include forums, a newsletter, an intranet system, and conventional meetings. Such **diversity of approaches is effective in pockets.**

- 4.3 Reference was made in the course of the research to the ways in which “minutes of meetings are circulated”, and it is apparent that this is seen as a conduit for communicating information and actions. However, the volume and widespread distribution of minutes makes it easy for some elements of the content **to be missed**.
- 4.4 There was general consensus among both officers and members that the current practice of performance/service improvement reporting has improved. Progress reports (for service plan reviews) are often comprehensive and detailed in every aspect. The corporate performance management framework requires progress reports to be prepared and presented on a regular basis often to two or three different bodies. These interim reports are comprehensive, covering all aspects of the plan in detail. However, the length and content of these can make the process **onerous and inefficient** for both the officer producing the report and the members or committees that have to read and review the material.

Theme 4 – Communication		
Action		Benefits
1.	Feed the key points/decisions of meetings into the downward communication framework. The onus should be on more effective briefing from management on areas of interest. Minutes can then be confined to those who have relevant action points to complete.	<ul style="list-style-type: none"> • More relevant/targeted communication and less time wasted on reading irrelevant material
2.	Introduce a systematic process for performance reporting based on a principle of reporting by exception – i.e. the items that are not on target, unplanned activities and changes in priority.	<ul style="list-style-type: none"> • Less time reading irrelevant material and therefore more time for other activities. • Uniform approach and consistency in style of reporting. • Shorter and more focussed review meetings. • Reduced preparation time for officers.
3.	Communication Strategy to include a timescale of one week following Section Head/Service Performance meetings to cascade news and views to all employees. This needs to be tailored to the needs of the audience and a bulletin provided for those who cannot attend the meeting.	<ul style="list-style-type: none"> • This “Team Brief” becomes the formal news channel, and can be 2 way, with feedback encouraged. • Reduces the impact of the “grapevine”
4.	Survey employees to determine	<ul style="list-style-type: none"> • Survey of frequency and content

their preferred methods for receiving information (performance, ideas, informal, announcements and formal news)	would be perceived as effective involvement of employees.
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Theme 5 - Member Development

Political leadership in local government has never been more important than it is today and the development of effective leadership from elected members is essential to improve local democracy and the quality of local public services. The changes to the political management structure following the 2005 direction of travel assessment have provided even more impetus for member development that ensures that local councillors are able to exhibit a range of competencies including providing vision, analytical skills, communication skills, partnership working, political understanding and managing performance (*IdeA – Inside Top Teams Research Report 2006*)

- 5.1 Elected Members need support to develop and maintain the range of skills required to fulfil their role. There is already commitment to the **Member Development Charter** and the associated **Personal Development Plans**. This is co-ordinated between Democratic Services and the Council's OD Manager to establish programmes of planned training covering:
- Strategic Planning and policy development
 - Performance Management
 - Employer roles
 - Representational roles
 - Financial management
 - ICT
- 5.2 In addition, an ongoing programme of internal Member training and development events keep Members up to date in respect of topical issues and new initiatives.
- 5.3 It is recognised that the elected members of the Council are challenged with many responsibilities. In addition to being a community representative, they are also to function as an employer, a decision maker, a policy maker and, in many cases, hold a position in cabinet or have responsibility for a portfolio that will require skills in chairing meetings, communication, leadership and other management competencies.
- 5.4 Training and development programs for members need to be coordinated, starting from a consistent and thorough induction program to **generic competencies**, and those skills determined necessary to fulfil certain positions.
- 5.5 A **Member Charter** is currently being developed and will outline the expectations and standards in performance and behaviour for members.

Theme 5 – Member Development		
Action		Benefits
1.	Member job profiles to be defined and performance development plans introduced.	<ul style="list-style-type: none"> • Clear competency requirements for roles on cabinet and other committees. • Member training needs can be identified and developed thereafter. • Role clarification.
2.	Develop and Implement a structured member development program.	<ul style="list-style-type: none"> • Enhanced capacity to fulfil the defined expectations of the role. • Fulfil requirement of the member development charter.

Implementation and Delivery

By its very nature, this OD plan is a strategic overview and is therefore supported by a series of detailed **delivery plans** (See example at Appendix 8). It is essential that the OD Plan is an integral part of the effective delivery of local services and that progress against it is monitored and updated on a regular basis.

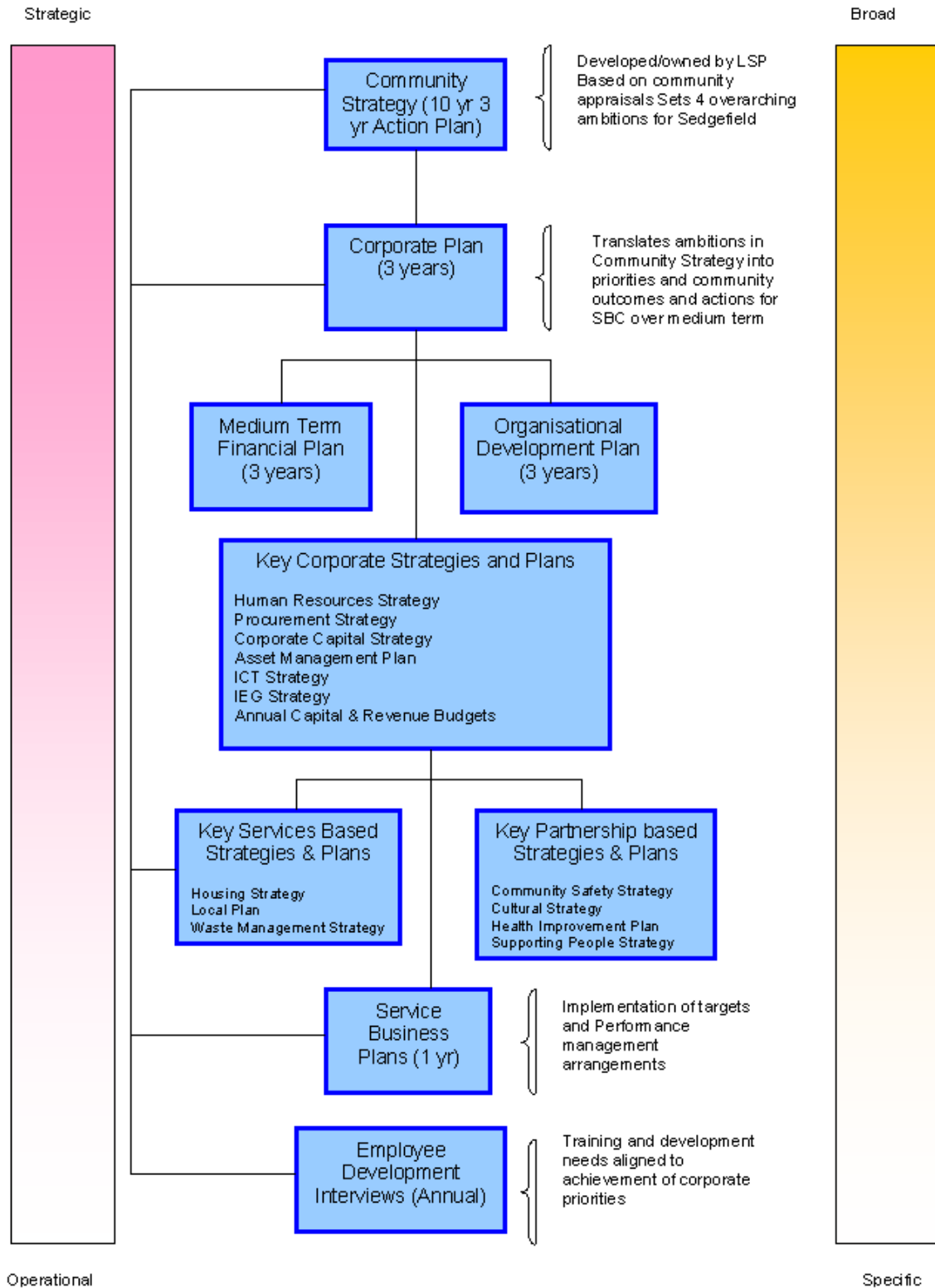
The OD Plan is approved by Cabinet, thereafter the strategic lead is provided via the Leader of the Council within the Strategic Leadership portfolio. The delivery plans supporting the OD Plan will be co-ordinated by the OD Officer who will apply project management principles to ensure effective delivery of the actions. This framework will ensure a collective effort to deliver sustainable and effective change.

However, the introduction, management and review of change has to be a shared responsibility for all managers in the Council, therefore the main driver of OD activity is identified as the **Heads of Service group** with a project sponsor responsible for each of the 5 themes contained within this plan .

Chapter	Appendices
4	

Appendix 1	Corporate Planning Framework
Appendix 2	Human Resources Strategic Framework
Appendix 3	Political Management Structure
Appendix 4	Departmental Management Structure
Appendix 5	Sedgefield Competency Framework
Appendix 6	Guide to Sedgefield Leadership Programme
Appendix 7	Resource Plan Example
Appendix 8	Delivery Plan Example

CORPORATE PLANNING FRAMEWORK



APPENDIX 2

Organisational Development Plan (supported by Service Based Resource Plans)

Human Resources Strategic Framework

Corporate Aim: Quality Services for Local People
 "Working towards a more healthy, prosperous and attractive Borough with Strong Communities."

Corporate Values: "in doing so we will invest in our employees and achieve continuous improvement and innovation in service delivery."

We will achieve this by adopting the following Human Resource Strategic Aims:

"To Ensure the Council has the skills and resources needed to deliver high quality customer focused services."

"To Support the Council's modernisation programme through the introduction of innovative HR practices

"To ensure the Council Maintains good Employee relations."

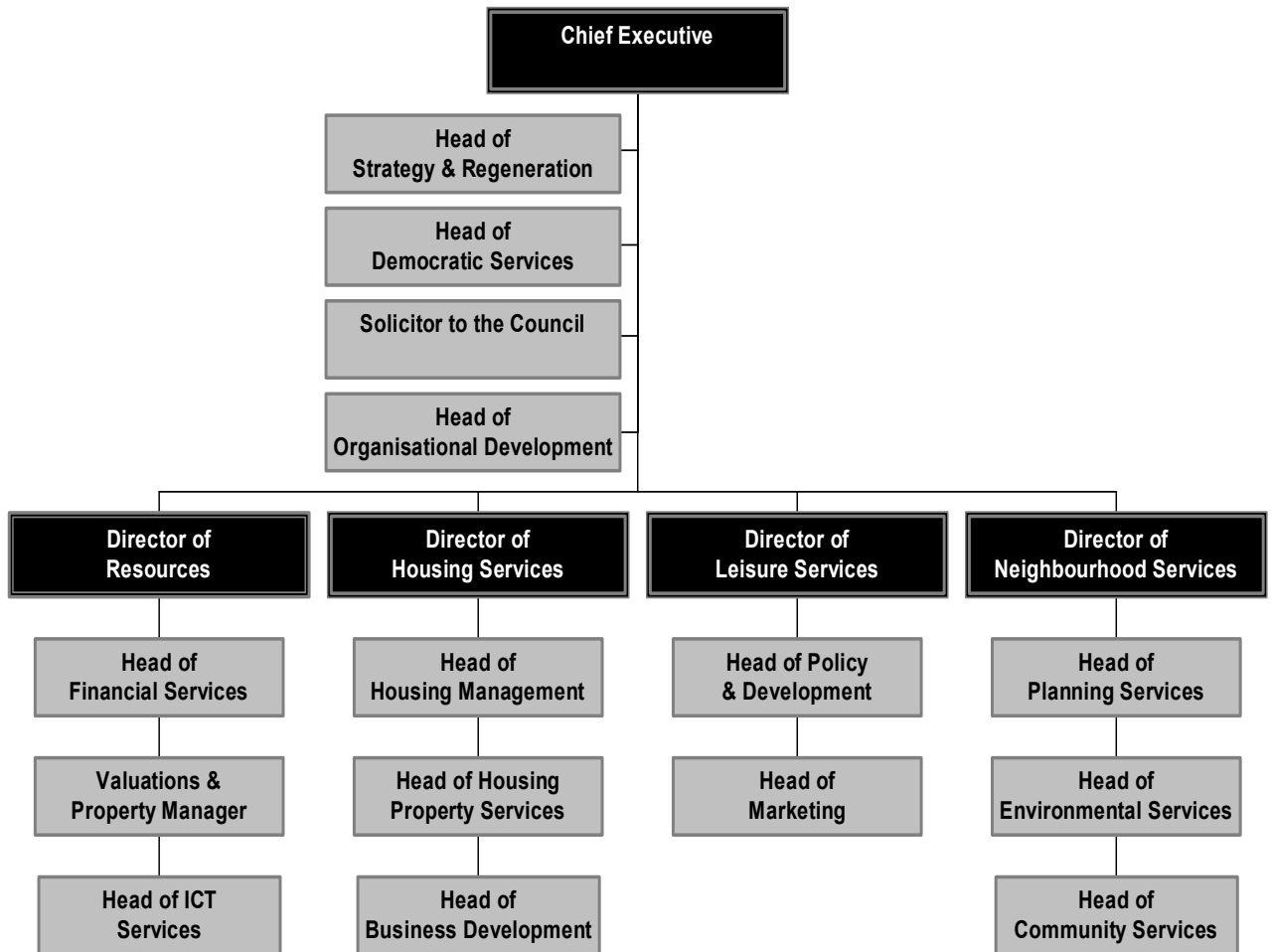
"To maintain a healthy and safe working environment and workforce

All policies negotiated and endorsed via **Trade Union and Employee Involvement and Consultation Framework**

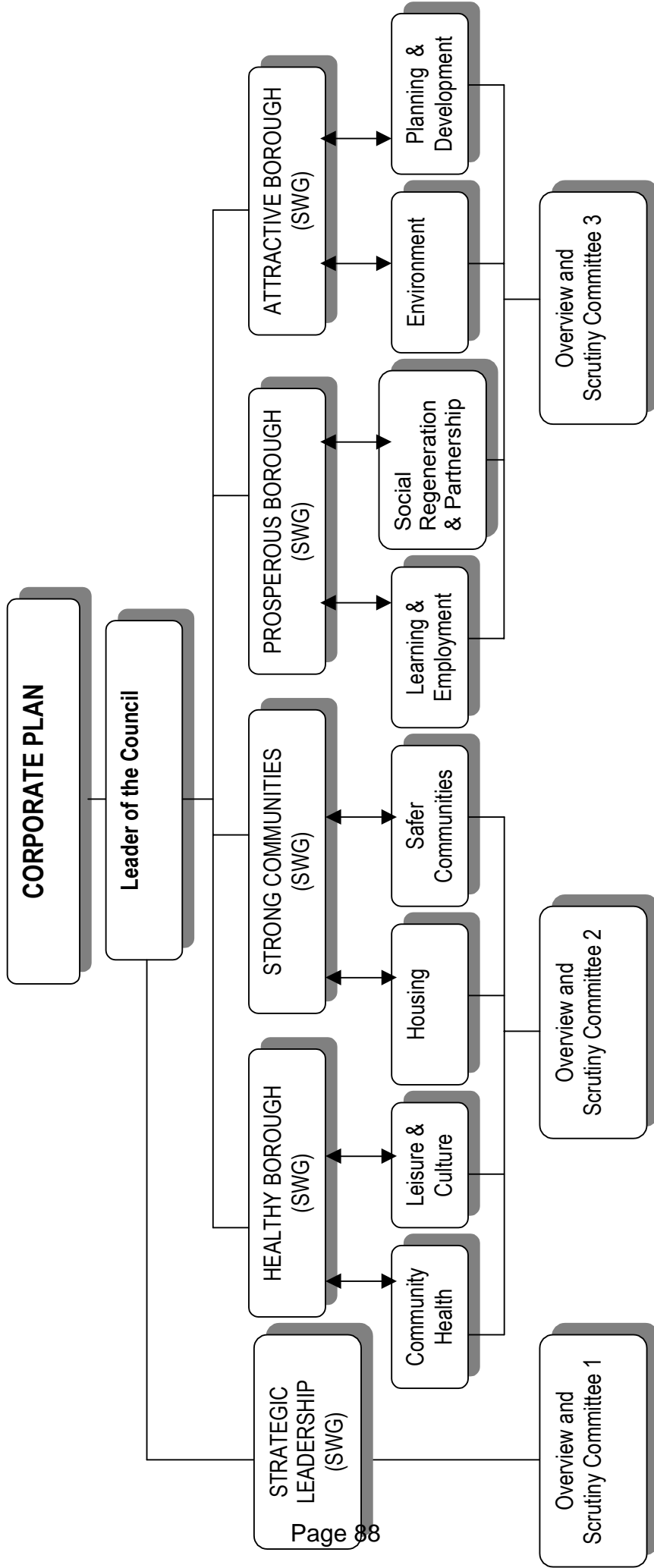
<p>Policies/Procedures in place:</p> <ul style="list-style-type: none"> Organisational Development Plan (incorporating Resource Plan, Sedgefield Leadership Programme – Management Competencies) Training and Development Policy Recruitment and Selection Code of Practice Stability Policy (incorporating Retirement policy, redeployment/retraining arrangements, PCL arrangements) Performance Management Framework EDP Process 	<p>Policies/Procedures in place:</p> <ul style="list-style-type: none"> Pay and Grading Structure supported by Job Evaluation Flexible Working Policies Job Share Policy Adoption Leave Policy Bereavement Leave Code of Practice – Maternity Confidential Reporting Policy Dignity at Work Policy Equality and Diversity Polices Race Equality Scheme Capability Procedure Parental Leave Paternity Leave Unpaid time off for Dependants Employee Communication Strategy Reward/Recognition Schemes 	<p>Policies/Procedures in place:</p> <ul style="list-style-type: none"> Code of Conduct for employees Time off for TU duties Disciplinary Rules & Procedures Grievance Procedure 	<p>Policies/Procedures in place:</p> <ul style="list-style-type: none"> Health and Safety Policy and related procedures No Smoking Policy Protection of Staff Against Violence At Work Sickness Absence Code of Practice Occupational Health and Safety Strategy Occupational Health and Safety Management System
<p>Policies/Procedures to be Introduced:</p> <ul style="list-style-type: none"> Guidelines on the management of fixed term/temporary employment Member Training and Development Strategy Secondment Policy 	<p>Policies/Procedures to be Introduced:</p> <ul style="list-style-type: none"> Homeworking Policy 		

Appendix 3

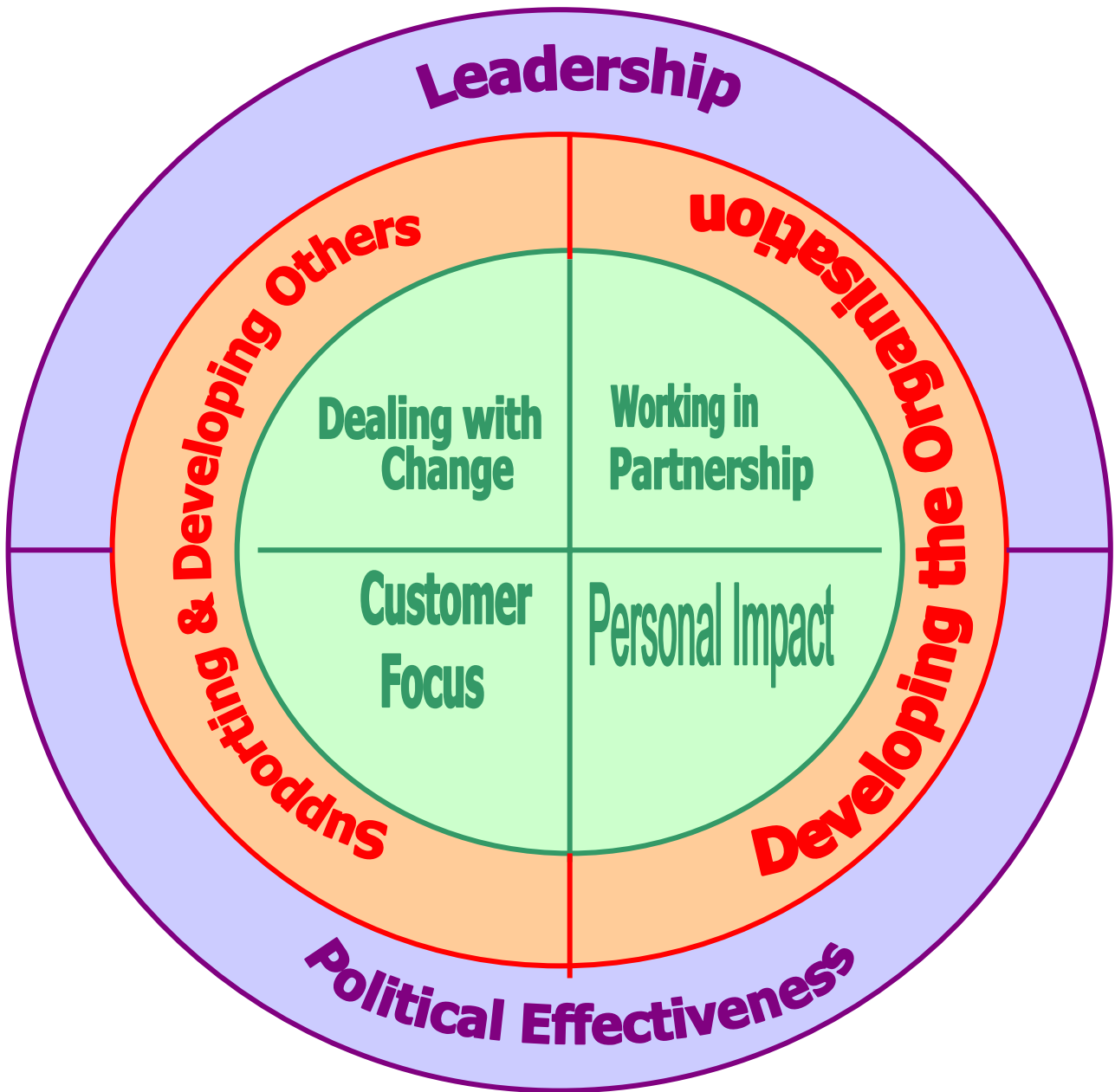
Departmental Management Structure



STRATEGIC POLITICAL MANAGEMENT STRUCTURE



SEDFIELD COMPETENCY FRAMEWORK



Green – All Employees

Red – All Managers

Purple – Senior Managers

Guide to the Sedgefield Leadership Programme

Aim

The aim of the programme is to address real management issues through experiential learning to support service development objectives. In addition, Management Development forms part of a broad organisational management process that will support performance improvement in the demanding performance management culture we work in. It will encourage the types of behaviours required by managers to meet the current and future challenges of local government and also provide techniques and strategies to enable effective achievement of organisational goals.

Content and Structure

This is a 12 month programme delivered via a series of themed modules. Each module will focus on a key organisational issues in line with the Organisational Development Plan as translated into the Sedgefield Competency Framework.

The programme will initially focus on 3rd and 4th tier managers and on the following 7 modules:

1. Delivering customer focussed services
2. Managing Change
3. Personal effectiveness and development
4. Working in Partnership
5. Delivering effective project and financial management (See Appendix 6.2)
6. Managing and developing people
7. Planning and Organising

The Facilitators

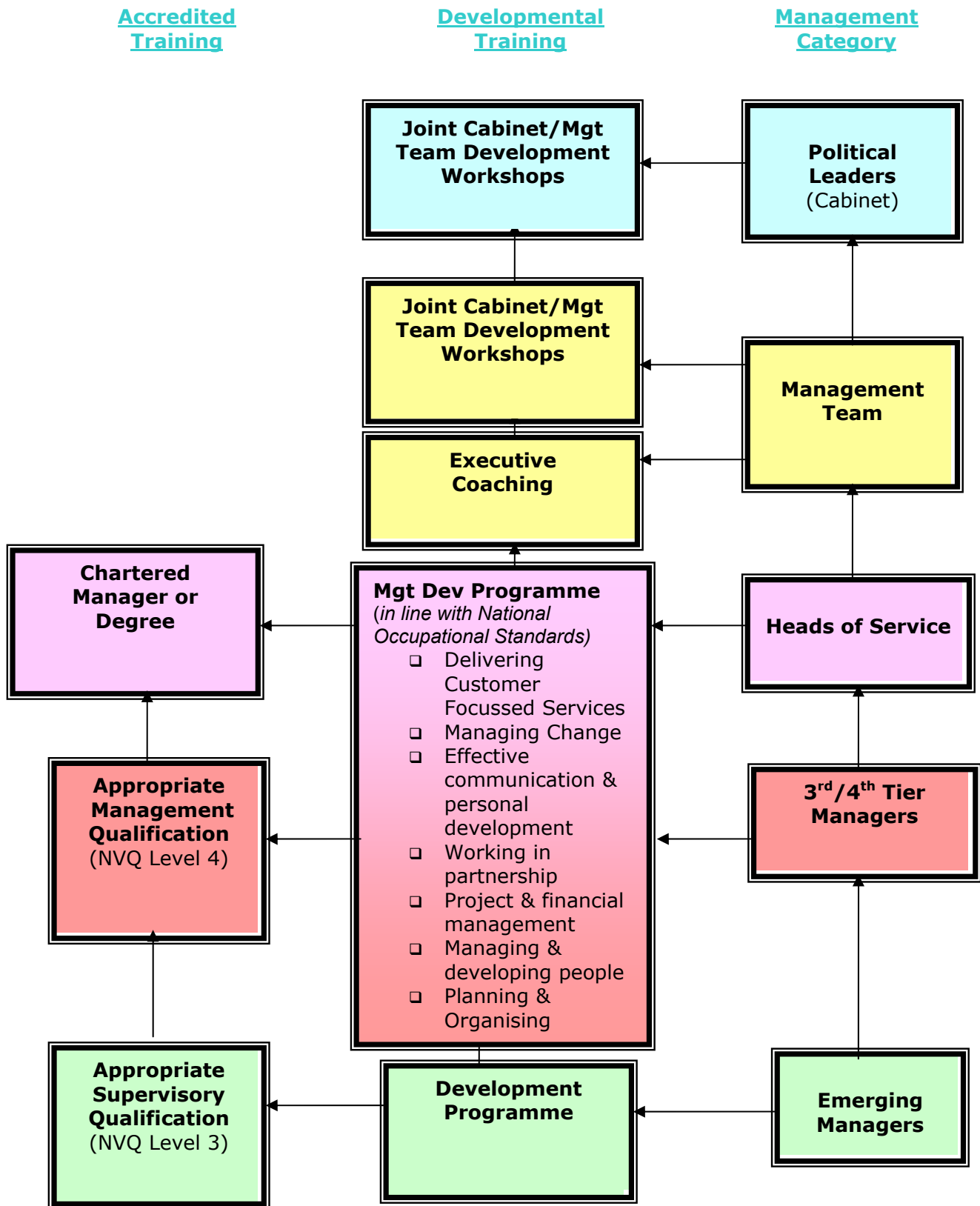
The programme will be jointly facilitated by an external management consultancy, and the in-house Organisational Development Team.

The Participants

A pilot programme will take place from September – December 2006 focussing on the “Delivering Customer Focussed Services” module and will involve approximately 15 3rd/4th tier managers from across the Council. In selecting participants in the pilot, consideration will be given to:

1. Managers who have been identified via EDP as requiring management development.
2. Managers who are new to the role
3. Managers who are involved in outward facing service delivery
4. Willing volunteers

SEDGEFIELD LEADERSHIP PROGRAMME FRAMEWORK



Quality Services for Local People

"Working towards a more healthy, prosperous and attractive Borough with strong communities"

Sedgefield Leadership Programme
Project and Financial Management Module
Proposed Outline – Project Management

Objective of module :

To implement an effective approach to the delivery of all Council projects (definition of a project to be agreed) using a tailored but tried and tested methodology.

Programme

1. All Level 3 and 4 managers to attend half day workshop (approx 50 managers/supervisors)
2. Employees involved in a project by taking on one of the defined roles to attend 1 day workshop.
3. Employees who require an awareness of the methodology but who are not directly involved in a project - 2 hour briefing
4. Employees who are identified as needing a full understanding of Prince2 methodology to attend an external Foundation or Practitioner courses.

Facilitator

Business Solutions (Sunderland College) supported by Organisational Development Officer and e-Government Project Manager.

Timescale

Module to commence September 2006

RESOURCE PLAN EXAMPLE

SERVICE PLAN :

HUMAN RESOURCES																					
1	<table border="1"> <tr><td>Total Number of Employees</td><td></td></tr> <tr><td>Full-time Employees</td><td></td></tr> <tr><td>Part-time Employees</td><td></td></tr> <tr><td>Male staff employed</td><td></td></tr> <tr><td>Female staff employed</td><td></td></tr> <tr><td> </td><td></td></tr> <tr><td>2nd Tier (Head of Service)</td><td></td></tr> <tr><td>3rd Tier (Section Head)</td><td></td></tr> <tr><td>4th Tier (Line Manager)</td><td></td></tr> <tr><td>Other</td><td></td></tr> </table>	Total Number of Employees		Full-time Employees		Part-time Employees		Male staff employed		Female staff employed				2 nd Tier (Head of Service)		3 rd Tier (Section Head)		4 th Tier (Line Manager)		Other	
Total Number of Employees																					
Full-time Employees																					
Part-time Employees																					
Male staff employed																					
Female staff employed																					
2 nd Tier (Head of Service)																					
3 rd Tier (Section Head)																					
4 th Tier (Line Manager)																					
Other																					
2a	<table border="1"> <tr><td>Age Profile</td><td></td></tr> <tr><td>Under 20 yrs</td><td></td></tr> <tr><td>21-30 yrs</td><td></td></tr> <tr><td>31-40 yrs</td><td></td></tr> <tr><td>41-50 yrs</td><td></td></tr> <tr><td>50+ yrs</td><td></td></tr> </table>	Age Profile		Under 20 yrs		21-30 yrs		31-40 yrs		41-50 yrs		50+ yrs									
Age Profile																					
Under 20 yrs																					
21-30 yrs																					
31-40 yrs																					
41-50 yrs																					
50+ yrs																					
2b	<p>Issues arising from age profile of workforce for succession planning</p>																				
3a	<p>% turnover (leavers as a percentage of average headcount – please see HR for assistance)</p> <p>Does the service experience turnover problems? If yes go to Q.3b. If no go to Q.4</p>																				
3b	<p>What feedback has been received from exit interviews identifying reasons for turnover?</p>																				
3c	<p>What actions have been taken to address these issues ?</p>																				

HUMAN RESOURCES	
4.	Does the service experience any skills shortages?
5.	Number of protected employees employed within the service? Please indicate arrangements/plans for eradicating protection (retraining etc.).
6.	Indicate high risk positions within the service and outline succession plan arrangements. 'High risk' is defined as a position which if left vacant for a period of 1 month or more would cause significant problems for maintaining service levels.

	FINANCIAL RESOURCES	2006/7	2007/8	2008/9
7.	Annual Budget <u>Risks to Budget:</u> Estimated Pay Award Employer Pension Increase Cost of Turnover (based on average costs of recruitment) Sickness Absence (No of days) Cost of Sickness Absence			

	<p style="text-align: center;">CHANGES TO SERVICE</p> <p>Please outline any anticipated service changes (e.g. new initiatives, projects, outsourcing, partnering etc.) and any resulting implications eg. recruitment and retention, re-skilling, structural change.</p>
8a	<p>2006/7</p>
8b	<p>2007/8</p>
8c	<p>2008/9</p>

Quality Services for Local People

"Working towards a more healthy, prosperous and attractive Borough with strong communities"

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Item 7

REPORT TO CABINET

5 October 2006

REPORT OF CHIEF EXECUTIVE

STRATEGIC LEADERSHIP PORTFOLIO

CPA – DISTRICT COUNCIL FRAMEWORK FROM 2006

1 SUMMARY

This report sets out details of the new framework for district council Comprehensive Performance Assessment (CPA) from 2006 through 2008.

2 RECOMMENDATIONS

It is recommended that Cabinet notes the proposed framework for CPA that will apply to the Council from 2006 and approves the recommendations set out in Section 3.13, namely that the Council:

- builds the CPA performance indicators into its performance management system and report progress against these CPA indicators to each Strategic Working Group.
- addresses CPA performance indicators activity via the Heads of Service Group to ensure that service performance information is effectively coordinated and managed at Head of Service Level
- completes a Direction of Travel statement to reflect and report on progress the Council has made against its key ambitions
- maintains clear links (through its Direction of Travel and Use of Resources work) between the Council's priorities/ambitions and the delivery of efficiency / value for money arrangements

3 COMPREHENSIVE PERFORMANCE ASSESSMENT

CPA background

- 3.1 District councils have a statutory duty of best value and as such are required to ensure that arrangements are in place to secure continuous improvement in their functions, whilst having regard to economy, efficiency and effectiveness. The Audit Commission (AC) is responsible for testing these arrangements using the CPA methodology, which was introduced in 2002.
- 3.2 A CPA for all 238 district councils was completed between June 2003 and December 2004. Sedgefield Borough Council received its CPA assessment in November 2003 and scored "good". Since the introduction of CPA, there have been a number of changes to the structure and methodology used by the AC in carrying out service inspections – particularly the changes to service inspection via the introduction of Key Lines of Enquiry (KLOE) and the shift in focus to "strategic regulation". Strategic regulation focuses the AC onto encouragement of improvement; inspections seen from the perspective of service users,

targeted and risk based inspection activity; reducing the burden (administrative and financial) on taxpayers and improving co-ordination between inspection agencies.

- 3.3 The new arrangements for district council CPA take account of these changes and put in place a framework for CPA from 2006/07 to 2008/09. Initial consultation papers identified a potential shift in emphasis towards area-based inspection after 2008 and the new framework has been structured to be flexible enough to contribute to future area based assessments.
- 3.4 The original AC consultation presented two categories for CPA in district councils. Group A included three options which addressed methods for re-categorisation of all councils whilst Group B looked at re-categorisation only for those Councils getting significantly better or worse. The results of the consultations showed that the vast majority of respondents (84%) favoured the Group B category. Group B had two options:
- ❑ **Option 1** consider the Use of Resources submission, the Direction of Travel statement and service performance elements in determining the potential for re-categorisation.
 - ❑ **Option 2** include just the Use of Resources and Direction of Travel elements, not taking account of service performance elements in determining the potential for re-categorisation.

CPA Framework 2006

- 3.5 The AC has now released its final methodology for District Council CPA from 2006 through 2008. The new CPA framework will only consider re-categorisation of district councils if:-
- ❑ councils can demonstrate performance is significantly better than that identified in the original corporate assessment and the council wishes (applies) to be considered for re-categorisation
 - or
 - ❑ there is evidence of significant deterioration in either service or corporate performance which would potentially result in re-categorisation if a further corporate assessment was undertaken

Where there is no deterioration in performance councils will only be considered for re-categorisation actively if requested.

- 3.6 Priority will be given in the first instance to those councils where there is evidence of deteriorating performance. Priority will subsequently be given to councils in the poor or weak categories where there is evidence of significant improvement and they have requested re-categorisation.
- 3.7 Decisions about whether or not to undertake re-categorisation activity will be made regionally by AC panels which will include council peer representatives and out of region Audit Commission staff.
- 3.8 Councils will be able to request re-categorisation activity from October 2006 and subsequently on a six-monthly basis. The first re-assessments are planned for January 2007 onwards.
- 3.9 The proposals have four main elements:

Service Performance Information

Service performance information will be a major element of the evidence used to decide

whether or not to undertake a corporate assessment. A number of PIs have been identified and are attached at Appendix 1 for information. District councils will also be able to use other robust performance information as part of the evidence they wish to be considered if making a case for re-categorisation¹.

Direction of Travel Statement

The evidence collected in the course of preparing Direction of Travel (DoT) statements will inform decisions about re-categorisation. Direction of Travel statements provide a robust annual assessment of whether councils are complying with their duty to ensure they secure continuous improvements. In 2005/06 the Council received an unscored summary commentary within the Annual Audit and Inspection Letter on the overall progress in delivering improvements since the previous CPA categorisation. The AC intends to maintain this "light touch" approach to DoT within Sedgefield and is not introducing a scoring methodology although it will comment on the progress made through the Annual Audit and Inspection Letter.

Use of Resources

Use of Resources (UoR) statements were received from district councils during 2005/06 and were assessed and scored against the AC Use of Resources Key Line of Enquiry. The Council scored well in this area, achieving a 3 out of 4 for this assessment. The CPA proposals maintain this approach but have changed (made more difficult) the KLoE in the light of learning from the first round of UoR submissions. As part of its UoR submission, the Council submitted a self-assessment in relation to its arrangements for Value for Money, scoring a 2 out of 4. Under the new proposals...*"councils will only be required to submit a new self-assessment if they scored a 1 for the value for money theme in the previous year. Other councils will only be asked to submit an update to reflect any significant changes"*.

Corporate Assessment

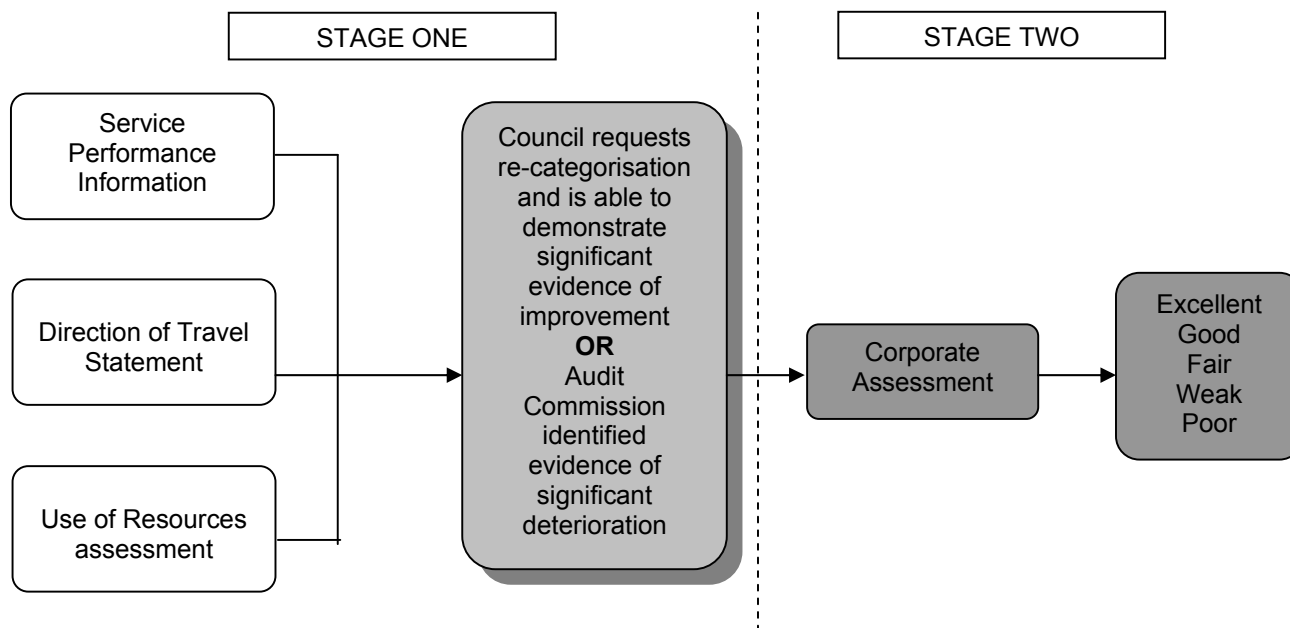
Corporate Assessments have been streamlined to make them more proportionate and less resource intensive. Changes include the use of five corporate assessment themes instead of ten (used in the previous CPA), a greater reliance upon pre-site analysis to minimise on site work and the introduction of web-based stakeholder surveys. The five themes are set out in more detail against the relevant key question within Appendix 2. In summary, the themes are:

- ambition for the community
- prioritisation
- capacity
- performance management
- achievement of improvement.

Similar to Use of Resources above, a self-assessment KLoE will be used by councils to explain their achievements in the context of locally determined priorities, demonstrating an appropriate focus on local and national priorities.

¹ Sedgefield's Corporate Plan focuses on Customer Focus and Value for Money and developing robust performance indicators in these areas will be key.

3.10 The CPA framework proposed is as follows:



3.11 The scoring methodology proposed is in line with the Local Services Inspectorates Forum scoring system for corporate assessment theme scores from 2006, as follows:

Score	Label
4	Well above minimum requirements – performing strongly
3	Consistently above minimum requirements – performing well
2	At only minimum requirements – adequate performance
1	Below minimum requirements – inadequate performance

Sedgefield Borough Council activity in response to proposals

3.13 In response to these proposals, it is recommended that the Council:

- ❑ builds the CPA performance indicators into its performance management system and report progress against these CPA indicators to each Strategic Working Group.
- ❑ addresses CPA performance indicators activity via the Heads of Service Group to ensure that service performance information is effectively coordinated and managed at Head of Service Level
- ❑ completes a Direction of Travel statement to reflect and report on progress the Council has made against its key ambitions
- ❑ maintains clear links (through its Direction of Travel and Use of Resources work) between the Council's priorities/ambitions and the delivery of efficiency / value for money arrangements

4 **RESOURCE IMPLICATIONS**

4.1 **Staffing implications**

- 4.1.1 At this stage, there are no staffing implications relating to this report. However, significant preparatory work needs to commence in relation to developing the suite of performance indicators based around the proposals identified by the AC paper and this will require commensurate levels of senior management resource.

4.2 **Financial implications**

- 4.2.1 There are no financial implications resulting directly from this report.

5. **CONSULTATIONS**

- 5.1 This report is being considered by Management Team, the Strategic Leadership Working Group and Cabinet reflecting the Council's Performance Management Framework. The information will subsequently be consulted upon with the Heads of Service Group.

6 **OTHER MATERIAL CONSIDERATIONS**

Links to Corporate Objectives/Values

- 6.1 The arrangements set out within this report will contribute to the delivery of the Council's Corporate Ambition of Achieving continuous improvement and innovation in service delivery.

Risk Management

- 6.2 Within the Organisational Development Section a risk assessment has been carried out in relation to preparing strategies to address the forthcoming Comprehensive Performance Assessment. Elements of this risk assessment have identified the need to mitigate any potential weakening of the focus on the improvement agenda. As such, the Organisational Development Section has identified the need to ensure that the delivery of CPA work is integrated across the Council via communication of the CPA proposals to members of Management Team and Cabinet and to ensure that Heads of Service focus activity onto ensuring that the Council is effectively managing relevant CPA performance indicators.

Health & Safety

- 6.3 No additional implications have been identified.

Equality & Diversity

- 6.4 No additional implications have been identified.

Legal & Constitutional

- 6.5 The contents of this report represent a clarification/extension of the Council's Duty of Best Value.

Other Material Considerations

6.6 No additional implications have been identified.

7 **LIST OF APPENDICES**

Appendix 1 – Performance indicators for CPA 2006

Appendix 2 – Corporate Assessment themes

Contact Officer Alan Boddy – Head of Organisational Development
Telephone Number 01388 816166 Ext. 4500
E-mail address aboddy@sedgefield.gov.uk

Wards: N/A

Key Decision Validation: This report does not represent a key decision as it does not affect more than two wards and does not incur expenditure in excess of the threshold.

Background Papers:

CPA – District Council framework from 2006

Comprehensive Performance Assessment for district councils – July 2006

Corporate Assessment key lines of enquiry – July 2006

Direction of travel key lines of enquiry – July 2006

Regional Panel guidance – July 2006

Service performance information – July 2006

Corporate Plan 2006/07 to 2008/09

June 2006.

Medium Term Financial Plan 2006/07 to 2008/09

June 2006

Annual Audit and Inspection Letter

Audit Commission Report – March 2006

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 – Performance indicators for CPA 2006

Description of PI	Source and Reference	STRATEGIC WORKING GROUP
Time taken to determine planning applications – major applications	BVPI – BV 109a	ATTRACTIVE BOROUGH
Time taken to determine planning applications – minor applications	BVPI – BV 109b	
Time taken to determine planning applications – other applications	BVPI – BV 109c	
Satisfaction of applicants with planning service	BVPI – BV 111	
Environmental health checklist	BVPI – BV 166a	
Percentage of standard planning searches carried out within 10 working days	BVPI – BV 179	
Cleanliness of public places (litter and detritus)	BVPI – BV 199a	
Recycling and composting performance	BVPI – BV 82a + 82b	
Tonnage of waste per head of population	BVPI – BV 84	
Satisfaction with the cleanliness of public space	BVPI – BV 89	
Satisfaction with waste collection	BVPI – BV 90a	
Satisfaction with recycling	BVPI – BV 90b	
Provision of kerbside recycling collection (one recyclable)	BVPI – BV 91a	
Resident satisfaction sport / leisure facilities	BVPI – BV 119a	
Resident satisfaction museums / galleries	BVPI – BV 119c	
Resident satisfaction theatres / concert halls	BVPI – BV 119d	
Resident satisfaction parks / open spaces	BVPI – BV 119e	
Speed of processing – new housing benefit / council tax benefit claims	BVPI – BV 78a	PROSPEROUS BOROUGH
CRE code for rented housing	BVPI – BV 164	STRONG COMMUNITIES
Racial incidents with further action	BVPI – BV 175	
Domestic refuge places	BVPI – BV 176	
Average time in temporary accommodation – time spent in B&B	BVPI – BV 183a	
Average time in temporary accommodation – time spent in hostels	BVPI – BV 183b	
The proportion of non-decent LA homes	BVPI – BV 184a	
Percentage of responsive repairs for which local authority made and kept an appointment	BVPI – BV 185	
Energy requirements of council housing	BVPI – BV 63	
Rent collection and arrears	BVPI – BV 66a	
Overall satisfaction with housing service	BVPI – BV 74a	
Satisfaction with opportunities to participate	BVPI – BV 75a	
Average weekly management cost	HIP – BPSA section E1 (previously BV 65a)	
Average re-let times	HIP – BPSA section E3 (previously BV 68 – reintroduced as a BV 212 from 2005/06)	
Urgent repairs in time	HIP – BPSA section E5 (previously BV 72)	
Average time for non-urgent repairs	HIP – BPSA section E6 (previously BV 73)	
Private unfit made fit	HIP – HSSA (previously BVPI – BV 62)	
Percentage of total private sector homes vacant for more than 6 months	HIP – HSSA section A1 and A7	
Repeat homelessness acceptances	HIP – section E1b	

Appendix 2 – Corporate Assessment themes

Key Questions	Themes
1. What is the Council, together with its partners, trying to achieve?	1. Ambition for the Community
	2. Prioritisation
2. What is the capacity of the council, including its work with partners, to deliver what it is trying to achieve?	3. Capacity
	4. Performance Management
3. What has been achieved?	Achievement of improvement

**OVERVIEW AND SCRUTINY REVIEW OF RECRUITMENT & RETENTION
CABINET RESPONSE AND ACTION PLAN**

Review Recommendations		Cabinet Response	
	Agreed?	Comments	
1. Turnover, broken down by Department, be adopted as a PI to be monitored by Human Resources and reported periodically to Members.	Yes	This local PI should be reported to the Strategic Leadership Working Group (chaired by the Leader of the Council) and also to Overview and Scrutiny Committee 1. Its relevance should be reviewed in March 2007 to determine whether such a detailed PI warrants continuation and inclusion in the Corporate Plan	
2. Vacant posts which have not been filled within 6 months of the first advertisement be reported to Members.	Yes	Recommended that elected members should receive a statistical PI – as opposed to details of specific vacancies. This needs to be reported as above.	
3. Systems to put in place to monitor turnover / vacancies and recruitment so that any problem areas can be identified.	Yes	Recommendations 1 and 2 above will provide the systems necessary to monitor turnover/vacancies.	

Implementation Agreed by Management Team	
Responsibility	Timescale
Head of Organisational Development	From July 2006
Head of Organisational Development	From July 2006
-	-

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Item 9a

SEDGEFIELD BOROUGH COUNCIL

AREA 1 FORUM

Middlestone Moor
Community Centre,

Monday,
4 September 2006

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 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
 - Inspector A. Green - Durham Constabulary
 - Councillor E. Foster - Durham County Council
 - Councillor N. Foster - Durham County Council
 - A. Lamb - Greenways Residents Association
 - S. Brown - Middlestone Moor Community Centre
 - E. Croft - Neighbourhood Watch
 - M. Fordham - Sedgefield PCT
 - A. Learmonth - Sedgefield PCT
 - Councillor Miss S. Armstrong - Spennymoor Town Council
 - Councillor Mrs. E. Maddison - Elected Member Spennymoor Ward,
Spennymoor Town Council
 - B. Bowman - Member of the Public
 - H.W. Bowman - Member of the Public
 - D. Gordon - Member of the Public
 - P. Lauder - Member of the Public
 - A. Shell - Member of the Public

In

Attendance: R. Clayton, H. Dent and G. Garrigan

Apologies: Councillor M.T.B. Jones - Sedgefield Borough Council
Mrs. G. Wills - Sedgefield Primary Care Trust

AF(1)8/06 RONNIE CAMPION

A minute's silence was observed as a mark of respect for Ronnie
Campion, former Chairman of Sedgefield Borough Council, who had died
on Sunday 3rd September 2006.

AF(1)9/06 MINUTES

The Minutes of the meeting held on 5th June 2006 were confirmed as a
correct record and signed by the Chairman.

POLICE REPORT (LOCAL ISSUES AND ROAD SAFETY)

Inspector Adrian Green was present at the meeting to give details of crime figures for the area.

The reported crime figures for June and July 2006 were as follows:

<u>Type of Crime :</u>	<u>June 2006 :</u>	<u>July 2006 :</u>
Total Crime	133	138
Dwelling Burglary	3	2
Burglary Other	13	8
Vehicle Crime	11	9
Criminal Damage	41	47
Violent Crime	24	41
Theft	33	

It was reported that the crime detection rate as a percentage had improved. The figure for July was 29.7% compared with 27.8% for June.

Members were informed that a number of burglaries had been committed by people posing as officials from Water/Gas Companies, and were advised to be vigilant.

Concern was expressed regarding the problem of young boys on motor cycles in the Durham Road area. It was reported that Police, subject to their legal department's approval, planned to obtain CCTV footage of the cyclists and request the public to identify them, with a view to obtaining anti-social behaviour orders.

Specific reference was made to Police attendance at incidents and staffing levels. It was pointed out that all incidents were prioritised and the responses were graded. With regard to staffing, it was reported that the existing vacancies should soon be filled and it was anticipated an additional PCSO should be in post by the first quarter of next year.

It was reported that there had been 34 recorded damage only accidents, 10 minor injury accidents and no fatal or serious injury accidents for the period 5th June to 4th September 2006.

Local residents expressed concern regarding vehicles crossing the by-pass when turning right on leaving Jewitts. It was reported that the Police had no power to prohibit motorists from turning right, however, Jewitts had been asked to request all drivers to proceed to the roundabout rather than turn right. It was pointed out that the County Council's Highways Department and Durham Constabulary Traffic Management were aware of local residents concerns and had the matter under review.

Concern was expressed regarding the taxi rank outside the Cube. It was pointed out that on Friday and Saturday nights the queue of taxis often

encroached on the roundabout, obstructing the highway and it was requested that enforcement action be taken.

Reference was also made to the fact that a number of retailers were parking their vehicles outside their shops all day, ignoring waiting restrictions. It was requested that enforcement action be taken.

The Forum's attention was drawn to a recent Department of Transport Circular, which required that the local speed limits on all A and B class roads be reviewed by 2011.

AF(1)11/06

EVALUATION OF OPERATION BOAZ - ST PAULS/EDEN ROAD AREA, SPENNYMOOR

Helen Dent, Anti-Social Behaviour Reduction Manager, attended the meeting to give details of the above operation.

The Forum was informed that the purpose of the operation was to tackle issues that impacted on the community's quality of life such as:

- Criminality
- The fear of crime
- Anti-social behaviour
- The fear of anti-social behaviour
- Environmental Issues
- Youth provisions

It was noted that four joint operations were planned to take place within the Borough each year and would be conducted in four phases:

- Week 1 – Education and Advice in the community
- Weeks 2 and 3 – Enforcement and clean up
- Week 4 – Media/publicity and post operation evaluation

The operations involved the following:

- Police Authority
- SBC Neighbourhood Wardens, Environmental Health, Street Scene, Licensing and Leisure Services,
- Fire and Rescue Service
- DVLA
- Durham County Council Trading Standards

It was reported that Operation Boaz had commenced with a walkabout around the Eden Road and St. Pauls areas of Spennymoor to enable residents to express their concerns or make suggestions for their area. Unfortunately only two residents had attended the walkabout, however, the Resident Associations in the areas and local Councillors had provided details of their concerns/ suggestions.

As a result of the walkabout, a number of environmental issues were identified, which had since been addressed by SBC Street Cleansing Team.

In the Eden Road area, weed spraying had been undertaken on the paths, stickers had been placed on all wheelie bins detailing collection days, rubbish in local car parks had been removed, graffiti on garages at the back of Water Board Field had also been removed and street signs had been replaced where damaged or missing.

With regard to the St. Paul's area, fencing at the rear of St. Paul's Close play area had been restored and a new litter bin had been placed outside Rosa Street Primary School. It was noted that 11.36 tonnes of domestic waste had been removed during the planned clean-up, which had resulted in many of the back streets and yards looking a lot cleaner and tidier.

During the operation, over 3,940 leaflets had been distributed around the Eden Road and St. Paul's area by the Neighbourhood Wardens. The leaflets gave advice about home security, fire safety and waste collections. The CCTV van had also been deployed for 40 hours, during which time it recorded an incident that resulted in a statement being taken from the Duty Officer for an ASBO fire.

It was pointed out that no fixed penalties had been issued by the Neighbourhood Wardens during the Operation, however, since its conclusion 9 fixed penalties had been issued in respect of dog fouling, litter and fly tipping. It was also noted that a truancy street had been carried out during the Operation, which had resulted in seven school age persons being spoken to. Police officers and the Council's Licensing team had also carried out an evening of licensed premises checks.

Specific reference was made to the fact that all year 10 pupils of Spennymoor Comprehensive School had been given a presentation on anti-social behaviour and the consequences of acting in an anti-social manner. A Fire Safety and Road Safety talk had also been given to Year 8 and Year 11 pupils, which was accompanied by a road traffic collision demonstration and a kitchen fire demonstration.

Members of the Forum made reference to the use of CCTV surveillance in Spennymoor. They were of the opinion that the CCTV van used in Operation Boaz had acted as a deterrent and requested that covert cameras be deployed. It was explained that covert cameras could not be used unless authorisation had been obtained under the Regulation of Investigatory Powers Act.

AF(1)12/06

SEDGEFIELD PRIMARY CARE TRUST

Melanie Fordham attended the meeting to give an update on local health matters.

It was reported that the County Durham PCT would come into existence on 1st October 2006. Lady Anne Calman had been appointed as the

Chairman of new Trust, however, the Chief Executive appointment had not yet been finalised.

It was noted that Nigel Porter, Chief Executive of Sedgefield PCT would be taking early retirement/voluntary redundancy on 5th November 2006.

The Forum's attention was drawn to the Performance Management report that had been submitted to the PCT Board on 10th August 2006. Specific reference was made to the Ambulance Service targets and the tremendous improvement with regard to Category A call responses during the past three months.

Alyson Learmonth, Director of Public Health and Health Improvement attended the meeting to present her Annual Report.

The report had been prepared as a stimulus to action and service development that would improve health and wellbeing for the people of Sedgefield. It provided an overview of the health of the population, tracking changes since last year's report, identified inequalities which must be addressed if the gap in the health experience was not allowed to widen and made recommendations for Sedgefield, in the context of the combined County Durham and Darlington Public Health Annual Report.

The presentation covered those areas where good, steady and little progress had been made in the past year, the priorities for the Local Strategic Partnership and Practice Based Commissioning Groups, Practice Business Plans and recommendations.

AF(1)13/06 **SUSTAINABLE WASTE MANAGEMENT STRATEGY CONSULTATION**
Ruth Clayton, Waste Management Officer, attended the meeting to give a presentation on the above.

It was explained that the Council was in the processing of developing a new Waste Management Strategy and Action Plan to take the Authority forward to 2012.

Sedgefield Borough, as the designated 'Waste Collection Authority', had a duty to provide a service for the collection of municipal waste, which included household waste and litter. Durham County Council was the designated 'Waste Disposal Authority' responsible for the disposal of all municipal waste collected within the County.

Household waste included material collected from domestic wheeled bins, plus items such as white goods, bulky waste for example furniture and carpets and garden waste. Municipal waste comprised household waste, plus commercial trade waste.

It was noted that on average, household waste within Sedgefield Borough was increasing by approximately 3% a year, and the Council was determined to take positive steps to tackle the problem.

The Forum was given details of what type of waste was found in bins. It was noted that 35% of the contents comprised of green or food waste. Waste Minimisation Initiatives such as home composting, re-usable nappies, reducing the amount of junk mail, smart shopping and bin size reduction were being examined.

Specific reference was made to a stakeholder consultation, which had been undertaken to gain an understanding of residents' views on:

- Support towards a number of waste reduction methods including alternate weekly collections
- Current level of satisfaction with the current waste collection service
- Future services residents would like to see provided.

It was reported that a questionnaire had been developed and had been delivered to houses throughout Sedgefield Borough. Copies of which were circulated at the meeting.

Members were reminded of the Council's existing waste management service which included domestic wheelie bins/trade waste, special collections, bring sites, white good collection and the Kerb It Scheme. The Council offered a free special collection service for white goods to all residents across the Borough.

It was reported that the current kerbside recycling scheme – 'Kerb It' was scheduled to expire in March 2008 and decisions needed to be made in the near future about the provision of an alternative/replacement service. It was reported that there were health and safety concerns over the manual lifting and handling of the containers both by the operatives and by the householders.

It was noted that the collection of green waste was very popular with residents, however, Durham County Council did not pay recycling credits for its collection.

Reference was made to the challenges facing the Council and the existing and future recycling and composting targets. The target for 2007 was 20% and it was anticipated that it would increase to 30% to 35% in the next couple of years.

It was reported that any system chosen needed to be convenient to use and accessible to residents financially sustainable and operationally sustainable it also must fit in with the residual waste collection service and the disposal and treatment services available. It was pointed out that the questionnaire sought the public's views on which materials they would like collected for recycling. The list included plastics.

Reference was made to the contribution to the Council's 20% recycling rate by the various collection services. It was noted that 58% came from the Kerb It Collection Scheme, 9% from Green Waste/Composting and Wood Waste, 5% from White Goods, 4% from Bring sites, 20% from

material recovered by the Thornley Digester and 4% from third party and other.

Members of the Forum queried whether there was still a need for Bring sites, given the fact that the Kerb It Scheme was now in operation. It was pointed out that the future of the Bring sites was currently being considered. The Council currently collected from 29 sites, 6 of which performed particularly well.

AF(1)14/06 **DATE OF NEXT MEETING**
Monday 6th November 2006 at 6.30 at the Borough Council offices,
Spennymoor.

ACCESS TO INFORMATION

Any person wishing to exercise the right of inspection, etc., in relation to these Minutes and associated papers should contact Mrs. Gillian Garrigan, Spennymoor 816166 Ext 4240 ggarrigan@sedgefield.gov.uk

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Item 9b

SEDGEFIELD BOROUGH COUNCIL AREA 2 FORUM

West Cornforth
Community Centre

Tuesday,
5 September 2006

Time: 6.30 p.m.

Present: Councillor Mrs. C. Potts (Chairman) – Sedgefield Borough Council and

Councillor Mrs. K. Conroy	–	Sedgefield Borough Council
Councillor J.E. Higgin	–	Sedgefield Borough Council
Councillor A. Hodgson	–	Sedgefield Borough Council
Councillor B. Meek	–	Sedgefield Borough Council
Councillor D.A. Newell	–	Sedgefield Borough Council
Councillor R.A. Patchett	–	Sedgefield Borough Council
J. Cullerton	–	Chilton Partnership
C. Heal	–	Chilton Partnership
M. Taylor	–	Chilton West Residents Association
PCSO Beacon	–	Durham Constabulary
Sergeant Howard	–	Durham Constabulary
J. Weston	–	DBRA
J. Birchall	–	Ferryhill Ladder Centre
V. Birchall	–	Ferryhill Ladder Centre
Councillor R. Greenwell	–	Ferryhill Town Council
A.Learmonth	–	Sedgefield PCT
P. Banks	–	Residents Association
B. Sheppard	–	Local Resident

In

Attendance: R. Clayton – Sedgefield Borough Council Waste Management Officer

Apologies: Councillor B.F. Avery - Sedgefield Borough Council
Councillor T.F. Forrest - Sedgefield Borough Council
Councillor G. Morgan - Sedgefield Borough Council
Councillor Ms. M. Predki - Sedgefield Borough Council

AF(2)6/06 DECLARATIONS OF INTEREST
Members had no interests to declare.

AF(2)7/06 MINUTES
The Minutes of the meeting held on 20th June, 2006 were confirmed as a correct and signed by the Chairman.

AF(2)8/06 POLICE REPORT
Sergeant Howard and PCSO Beacon attended the meeting to give details of the crime figures and local initiatives for the area.

It was reported that the crime figures for the area were as follows: -

	<u>April</u> :	<u>May</u> :	<u>June</u> :	<u>July</u> :
Total Crime	163	201	183	183
Overall Detection Rate	30.7%	22.9%	35%	27.99%
Dwelling Burglary	7	8	10	8
Burglary Other	37	29	10	17
Vehicle Crime	10	24	15	11
Criminal Damage	41	58	58	57
Violent Crime	25	14	22	19
Theft	40	47	38	41

Sergeant Howard informed Members that Sergeant Vincent was now based at the Spennymoor Office working in Crime Reporting and until a replacement was appointed she would be responsible for the area. It was also pointed out that there were a number of PCSOs currently being trained, two of which would be based in Ferryhill and would complete their training in a matter of weeks.

Specific reference was made to Operation Maximo, which targeted volume crime, Operation Cavello, which targeted racial problems, Operation Romano, which was a joint action day with the DVLA Customs and Excise and the Road Policing Unit in Ferryhill. Details were also given relating to a number of drug operations within the Chilton and Ferryhill areas.

Detailed discussion was held regarding partnership working between the Police, Durham County Council, private landlords and the local authority to identify tenants with any problems or previous convictions moving into the area in order for their behaviour to be monitored.

Questions were finally raised regarding the non-emergency number and whether any improvements had been identified. Sergeant Howard believed there had been fewer complaints but had no exact information.

AF(2)9/06

SEDGEFIELD PRIMARY CARE TRUST

A. Learmonth was present at the meeting to update Members on local health matters.

It was reported that the County Durham PCT would come into existence on 1st October 2006. Lady Anne Calman had been appointed as the Chairman of the new Trust, however the appointment of the new Chief Executive had not yet been finalised. Members were informed that the current Chief Executive, Nigel Porter, would be taking early retirement/voluntary redundancy on the 5th November 2006. The Forum suggested that a letter of appreciation be sent to N. Porter on behalf of Area 2.

Copies of the Performance Monitoring report were circulated for Member's information.

Members of the Forum were updated on the development of the Chilton Health Centre. A. Learmonth reported that an exhibition of the four

proposed sites was scheduled to be held on 26th September 2006 at 7.00 p.m. in the Village Hall. Discussion was held regarding the effect the reconfiguration would have on LIFT and the project. It was pointed out that the management of LIFT and the project would not be effected.

A. Learmonth also gave details of the recently published Director of Public Health Annual Report.

The report had been prepared as a stimulus to action and service development that would improve health and wellbeing for the people of Sedgefield. It provided an overview of the health of the population, tracking changes since last year's report, identified inequalities which must be addressed if the gap in the health experience was not allowed to widen and made recommendations for Sedgefield, in the context of the combined County Durham and Darlington Public Health Annual Report.

The presentation covered those areas where good, steady and little progress had been made in the past year

AF(2)10/06 SUSTAINABLE WASTE MANAGEMENT STRATEGY CONSULTATION

R. Clayton, Sedgefield Borough's Waste Management Officer, attended the meeting to consult with the Forum on the Waste Management Strategy. Copies of a questionnaire were circulated.

It was explained that the Council was in the process of developing a new Waste Management Strategy and Action Plan to take the Authority forward to 2012.

Details were given as to what constituted household and municipal waste and what efforts could be made to minimise and recycle waste. The current Collection Service provided by the Council was explained and it was pointed out that the Borough Council still provided a special collection of white goods and bulky waste free of charge. The presentation also covered the percentage of types of waste and the amount of recycling that was carried out within the Borough. Waste minimisation methods that could be used in the home were also outlined.

It was also reported that the current kerbside recycling scheme 'Kerb it' was scheduled to expire in March 2008. Discussion was held regarding a replacement or alternative service.

With regard to the 'Kerb it' scheme discussions were held regarding the design of the bins and specifically the collection times. It was pointed out that for large households fortnightly collections were not sufficient as the bins were not large enough to accommodate the recyclable waste, therefore it would be put in a general refuse of the wheelie bin. R. Clayton pointed out that for large households a second bin would be provided free of charge on request from the resident.

Questions were raised regarding special collections, the type of items and the number of items that could be taken away.

AF(2)11/06 ANY OTHER BUSINESS

Ladder Centre

Detailed discussion was held regarding the Ladder Project and the request to extend the building.

Chilton Local Improvement Programme

It was pointed out that the project had been approved at Cabinet and a total of £93,454 would be awarded for the Chilton Environmental Improvement project.

Ferryhill Local Improvement Programme

Members were informed that further work was to be carried out on the Duncombe Cemetery Project for an anticipated consideration by Cabinet in October.

AF(2)12/06 DATE OF NEXT MEETING

31st August, 2006 at 6.30 p.m. at Chilton and Windlestone Community College.

ACCESS TO INFORMATION

Any person wishing to exercise the right of inspection, etc., in relation to these Minutes and associated papers should contact Miss S. Billingham, Tel 01388 816166 Ext 4240, sbillingham@sedgefield.gov.uk

Item 9c

SEDGEFIELD BOROUGH COUNCIL AREA 3 FORUM

Mordon and Bradbury
Village Hall

Wednesday,
13 September 2006

Time: 7.00 p.m.

Present: Councillor T. Ward (Chairman) – Sedgefield Borough Council and

Councillor D.R. Brown	–	Sedgefield Borough Council
Councillor J. Burton	-	Sedgefield Borough Council
Councillor D.R. Brown	-	Sedgefield Borough Council
Sergeant B. O'Connor	-	Durham Constabulary
J. Irvine	-	Fishburn Parish Council
Mrs. P.A. Bousfield	-	Mordon Parish Clerk
P. Irving	-	Sedgefield Primary Care Trust
J. Errington	-	Local Resident
Mrs. G. Norton	-	Local Resident
Mrs. A. Oliver	-	Local Resident
M. Witton	-	Local Resident

In

Attendance: G. Lennon, Mrs. C. Smith, Mrs. L. Walker, and Mrs. N. Woodgate
(Sedgefield Borough Council)

Ms. S. Skinner (Government Office North East)

Apologies:

Councillor Mrs. L. Hovvels	-	Sedgefield Borough Council
Councillor K. Noble	–	Sedgefield Borough Council
Councillor J. Robinson J.P	–	Sedgefield Borough Council
Councillor J. Wayman J.P	–	Sedgefield Borough Council
Councillor J. Parkinson	–	Mordon Parish Meeting
R. Clubley	–	Sedgefield Development Trust
Mrs. L. Ackland	–	Sedgefield Community College
D. Halliday	–	Sedgefield Primary Care Trust
Councillor	–	Sedgefield Town Council
Mrs. M. Robinson		

AF(3)9/06 DECLARATIONS OF INTEREST
Members had no declarations of interest to declare.

AF(3)10/06 MINUTES
The Minutes of the meeting held on 5th July, 2006 were confirmed as a correct record and signed by the Chairman. (For copy see file of Minutes).

AF(3)11/06 POLICE REPORT
Sergeant B. O'Connor was present at the meeting to give details of crime statistics in the area. It was reported that crime statistics were as follows: -

Type of Crime :	Sedgefield :	Fishburn :	Trimdon Village:	Trimdon Grange/Station :
Theft	14	3	10	4
Criminal Damage	10	4	9	4
Burglary (Dwelling)	0	1	1	0
Burglary (Other)	3	2	1	3
Assault	2	7	9	
Vehicle Crime	7	1	4	7
Violence against a person				4
Incidents Reported	328	125	191	81

Specific reference was made to the increase of theft in Sedgefield. It was explained that the increase was mainly as a result of a rise in the value of scrap materials, which included drain covers and lead piping.

Reference was also made to Operation Kilo, a Street Safe operation involving Sedgefield Borough Council, Durham Constabulary, the Fire and Rescue Service, DVLA and Durham County's Trading Standards.

It was reported that the operation, which had taken part over a two-week period in targeted areas of Trimdon Village, had been successful. Arrests had been made and a number of uninsured and untaxed vehicles had been recovered.

An evaluation of Operation Kilo would be given at a future meeting of Area 3 Forum.

With regard to the new play area at Skerne Avenue, Trimdon Village, it was reported that the Police were dealing with a number of issues that had been raised by local residents.

Detailed discussion took place in relation to motorists driving at inappropriate and unlawful speeds through Mordon village. Local residents queried whether traffic calming measures could be implemented.

It was explained that traffic calming was the responsibility of Durham County Council's Highways Department. Local residents pointed out however that they had previously contacted Durham County Council and had received an unsatisfactory reply.

It was agreed that Sergeant O'Connor would contact Durham County Council's Highways Department on the residents' behalf and highlight their concerns.

AF(3)12/06

SEDFIELD PRIMARY CARE TRUST

P. Irving attended the meeting to give an update on local health matters.

It was reported that the County Durham PCT would come into existence on 1st October 2006. Lady Anne Calman had been appointed as the Chairman of new Trust, however, the Chief Executive appointment had not yet been finalised.

It was noted that Nigel Porter, Chief Executive of Sedgefield PCT would be taking early retirement/voluntary redundancy on 5th November 2006

With regard to the financial position of the PCT it was noted that the accounts would balance by 30th September 2006. All PCTs had recovery plans in place to reduce debt. This would enable the new County Durham PCT to start in a balanced position.

Specific reference was made to the achievements of Sedgefield PCT since it had been formed. The achievements of the PCT included the establishment of the Pioneering Care Partnership and Integrated Teams.

Copies of the Director of Public Health's Annual Report were available at the meeting. Alison Learmonth Director of Public Health and Health Improvement would attend the next meeting of Area 3 Forum to present the report.

The Forum was informed that the Annual General Meeting of Sedgefield PCT would be held on 28th September 2006.

AF(3)13/06 WASTE STRATEGY CONSULTATION

G. Lennon, Technical Services Manager, attended the meeting to give a presentation in relation to the above.

It was explained that the Council was in the process of developing a new Waste Management Strategy and Action Plan to take the authority forward to 2012.

Sedgefield Borough as the Designated Waste Collection authority had a duty to provide a service for the collection of municipal waste, which included household waste and litter. Durham County Council was the Designated Waste Disposal authority and was therefore responsible for the disposal of all municipal waste collected in the County.

Household waste included materials collected from domestic wheeled bins, plus items such as white goods bulky waste for example furniture and carpets and garden waste. Municipal waste comprised of household waste plus commercial trade waste.

It was noted that on average household waste within Sedgefield Borough was increasing by approximately 3% a year and the Council was determined to take positive steps to tackle the problem.

Specific reference was made to a stakeholder consultation which had been undertaken to gain an understanding of residents views. It was reported that a questionnaire had been developed and had been delivered to houses throughout Sedgefield Borough. Copies of which were circulated at the meeting.

Members were encouraged to complete a questionnaire and return it to the Waste Disposal Officer at Sedgefield Borough Council.

It was reported that the current kerbside collection scheme Kerbit was scheduled to expire in March 2008. Decisions therefore needed to be made in the near future about the provision of an alternative/ replacement

service. It was reported that there were health and safety concerns over the manual lifting and handling of the containers both by the operatives and by the householders.

It was noted that the collection of green waste was very popular with residents. Durham County Council did not, however, pay recycling credits for its collection.

Reference was made to the challenges facing the Council and the existing and future recycling and composting targets. The target for 2007 was 20% and it was anticipated that it would increase to 30% - 35% in the next couple of years.

It was reported that any system chosen needed to be convenient to use and accessible to residents, financially sustainable and operationally sustainable. It must also fit in with residual waste collection service and the disposal and treatment services available.

The Forum queried why recycling options had not been explored in the past. It was explained that the contract with Premier Waste had been good value for money and had helped the Council to achieve Government recycling targets.

Reference was made to the costs associated with recycling plastic. It was explained that as plastic was lightweight and high volume it was more expensive to collect. It was therefore more effective to collect heavy materials such as glass.

AF(3)14/06

SEDFIELD BOROUGH LOCAL AREA IMPROVEMENT PROGRAMME

Consideration was given to a report of the Head of Strategy and Regeneration providing an update on the applications for the Local Improvement Programme (LIP) funding. (For copy see file of Minutes).

It was reported that Cabinet at its meeting held on 27th July 2006 had agreed to approve the following projects:-

- Trimdon Colliery Centre Architects fees
- Trimdon Colliery Multi Use Games Area fees

The Forum was then given a progress update on the above two projects.

Reference was also made to other projects that would be brought to Area 3 Forum for consideration following completion of the appraisal process.

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 email lwalker@sedgefield.gov.uk

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